



REINTEGRATION HANDBOOK

Practical guidance on the design,
implementation and monitoring
of reintegration assistance

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REINTEGRATION HANDBOOK

Practical guidance on the design,
implementation and monitoring
of reintegration assistance

While reintegration is a process that takes place in different return contexts (for example returns post-conflict of refugees, Internally Displaced People or ex-combatants), this Handbook focuses on reintegration assistance provided to migrants unable or unwilling to remain in host or transit country and returning through assisted voluntary return or through returns organized by host governments and other actors.



FOREWORD

Migrant return and reintegration have become increasingly prominent in the migration governance agenda. For host and transit countries, return is an important means of exercising the sovereign right to determine who can enter and remain on their territory. For countries of origin, return can strain the socioeconomic fabric, especially when high numbers of returnees arrive within a short period of time.

At the same time, returnees may struggle to readapt and rebuild their lives once back home because of many of the same economic, social, and psychosocial factors that prompted them to migrate in the first place, particularly if they have been out of the country for a long time.

IOM has been at the centre of designing and delivering assisted voluntary return and reintegration worldwide for 40 years. In line with its long-standing mandate and multisectoral expertise, IOM advocates the adoption of sustainability-oriented reintegration policies that respond to the economic, social and psychosocial needs of returning migrants, while also benefiting communities of origin and addressing structural challenges to reintegration.

Over the last few years, there has been an important progression towards more comprehensive policies and practices on reintegration. This is mainly the result of an improved understanding of this phenomenon among policymakers, donors and practitioners and the increased complementarities between different policy portfolios, namely those responsible for return management and those supporting cooperation for development. As a result, reintegration is now recognized as a tool that can contribute to the achievement of the Sustainable Development Goals.

However, few global and comprehensive tools exist to guide reintegration practitioners in the provision of reintegration assistance to migrants unable or unwilling to remain in host or transit countries and returning through assisted voluntary return or through returns organized by host governments and other actors.

With this Handbook, IOM aims to bridge this gap by sharing its own experience, as well as that of its partners, to provide practical guidance on the design, implementation and monitoring of reintegration assistance. The Handbook builds on the recognition that sustainable reintegration requires the adoption of solid partnerships as well as coordinated policies and practices between relevant stakeholders at international, national and local levels.



António Vitorino

Director General

International Organization for Migration

TABLE OF CONTENTS

OVERVIEW	1
Scope of the Handbook.....	1
Contents.....	2
MODULE 1: AN INTEGRATED APPROACH TO REINTEGRATION.....	5
Introduction.....	7
1.1 Understanding return migration.....	7
1.2 Understanding reintegration.....	11
1.3 An integrated approach to reintegration.....	13
1.4 Establishing a comprehensive reintegration programme.....	15
Useful resources.....	31
MODULE 2: REINTEGRATION ASSISTANCE AT THE INDIVIDUAL LEVEL.....	33
Introduction.....	35
2.1 Case management counselling.....	37
2.2 Assessing the returnee's needs and skills.....	43
2.3 Reintegration planning and follow-up.....	51
2.4 Economic reintegration assistance.....	57
2.5 Social reintegration assistance.....	72
2.6 Psychosocial reintegration assistance.....	86
2.7 Case closure.....	94
Useful resources.....	96
MODULE 3: REINTEGRATION ASSISTANCE AT THE COMMUNITY LEVEL.....	97
3.1 Defining and engaging the community.....	101
3.2 Community assessments and projects.....	103
3.3 Economic reintegration assistance at the community level.....	109
3.4 Social reintegration assistance at the community level.....	120
3.5 Psychosocial reintegration assistance at the community level.....	124
Useful resources.....	132
MODULE 4: REINTEGRATION ASSISTANCE AT THE STRUCTURAL LEVEL.....	133
4.1 Stakeholder engagement, capacity-building and ownership.....	136
4.2 Effective international cooperation.....	154
4.3 Strengthening national policy frameworks.....	161
Useful resources.....	166
MODULE 5: MONITORING AND EVALUATION FOR REINTEGRATION ASSISTANCE.....	167
5.1 Understanding monitoring and evaluation.....	170
5.2 Planning for monitoring and evaluation.....	175
5.3 Implementing a monitoring framework.....	184
5.4 Managing an evaluation.....	186
5.5 Learning and generating knowledge from monitoring and evaluation.....	190
Useful resources.....	192
ANNEXES.....	195
Annex 1: Counselling for Case Managers.....	197
Annex 2: Business Development Support step by step (See section 2.4.3).....	240
Annex 3: Reintegration plan template.....	253
Annex 4: Monitoring and Evaluation tools.....	257
Annex 5: Example of complete feasibility grid.....	277
Annex 6: Stakeholder mapping matrix.....	282
Annex 7: Addressing availability, quality and accessibility gaps in existing services.....	283
Annex 8: Service mapping: most common service providers and considerations.....	285
Annex 9: Examples of staff profiles for reintegration programmes.....	288
Annex 10: Key terms in the Handbook.....	290

LIST OF TABLES AND FIGURES

Table 1.1:	Sample questions for mapping health-care frameworks, regulations and policies	20
Table 1.2:	Conducting a stakeholder mapping for reintegration programme implementation	22
Table 1.3:	Overview of different labour market and market assessment tools.....	26
Table 2.1:	Individual-level factors that can affect reintegration	36
Table 2.2:	Decision-making criteria for choice of cash or in-kind assistance options	54
Table 2.3:	Developing an apprenticeship scheme.....	64
Table 2.4:	Facilitating Safe, Satisfactory and Affordable Housing.....	74
Table 2.5:	Facilitating Appropriate and Adequate Medical Care	78
Table 2.6:	Forms of gender-based violence.....	81
Table 2.7:	Facilitating Access to Justice and Rights.....	85
Table 2.8:	Framework of outcomes of disruptive events.....	89
Table 3.1:	Research questions for in-depth community analysis.....	105
Table 3.2:	Benefits and drawbacks of community-based reintegration projects	107
Table 3.3:	Approaches to community-based reintegration projects	108
Table 3.4:	Development, selection, implementation, monitoring and evaluation of collective income-generating activities	112
Table 3.5:	Assessment process for the involvement of returnees in existing local development projects.....	117
Table 4.1:	Stakeholder categories and their relevance and functions.....	138
Table 4.2:	Developing a private sector engagement strategy.....	143
Table 4.3:	Reintegration challenges that can be addressed through private sector partnerships.....	144
Table 4.4:	Supporting authorities in the country of origin	145
Table 4.5:	Integrating capacity development into reintegration programming.....	148
Table 4.6:	Examples of capacity-building and strengthening activities.....	149
Table 4.7:	Preconditions for successfully mainstreaming return and reintegration into policy frameworks.....	162
Table 4.8:	Potential mainstreaming opportunities in different sectoral policies and strategies.....	164
Table 5.1:	Ethical considerations for M&E	174
Table 5.2:	Illustration of theory of change: integrated approach to reintegration.....	177
Table 5.3:	A template results' matrix.....	178
Table 5.4:	Results-monitoring framework	180
Table 5.5:	Considerations for planning and conducting an evaluation.....	188
Table A.1:	Manifestations of distress.....	210
Table A.2:	Psychological and physical manifestations of mental ill health.....	219
Table A.3:	Core modules of in-depth Business Development Training.....	244
Table A.4:	Business development stages during which microcredit can support business success.....	250
Figure 2.1:	Steps for first reintegration counselling session.....	39
Figure 2.2:	Suggested assessments to be carried out before developing a reintegration plan	43
Figure 2.3:	Steps to assess an individual returnee's skills.....	48
Figure 2.4:	W model sample illustration.....	56
Figure 2.5:	Integrated selection, training and upscaling process for business development support.....	68
Figure 3.1:	Understanding a returnee's ecosystem.....	101
Figure 4.1:	Gradient engagement model	137
Figure 4.2:	Step-by-step process for setting up a context-sensitive coordination mechanism.....	151
Figure 4.3:	Process flowchart for effective international coordination for reintegration programmes.....	155
Figure 4.4:	Potential forms of international cooperation supporting reintegration programmes	157
Figure 4.5:	Step-by-step process for mainstreaming return and reintegration into migration and development strategies and policies.....	163
Figure 5.1:	Planning, monitoring and evaluation cycle.....	171
Figure 5.2:	Monitoring and evaluation key questions.....	172
Figure A.1:	Elements of empathy.....	197
Figure A.2:	Paradigm of psychosocial approach.....	205
Figure A.3:	The W model.....	237

OVERVIEW

In recent years, there has been an increase in human mobility worldwide due to factors such as the search for better opportunities abroad, natural and man-made crises, environmental degradation and the increased circulation of information because of better technology. Higher flows of migration have also been accompanied by higher volumes of migrants returning to their countries of origin. Motivations for returning home range from the desire to reunite with families, lack of legal status, changed conditions in either host countries or countries of origin, to a sense of achievement of the migration experience and the willingness to start a new life back home, among others. Return is often followed by a process of re-inclusion or re-incorporation of migrants into their society. This process is usually referred to as “reintegration”.

While return and reintegration can happen spontaneously, without the assistance of external actors, humanitarian and development stakeholders increasingly recognize that reintegration is a complex, multidimensional phenomenon that requires a holistic and intentional response.

Scope of the Handbook

This Handbook provides practical guidance for designing, implementing, monitoring and evaluating reintegration assistance programmes. Reintegration can take place in various return contexts, for example following spontaneous, forced or assisted voluntary returns or internal displacement. This Handbook focuses on assistance, in the context of migration management, provided to migrants who are unable or unwilling to remain in host countries. As such, it does not address reintegration of internally displaced persons or the disarmament, demobilization and reintegration of ex-combatants.

The Handbook is a hands-on tool. It is designed for various stakeholders involved in providing reintegration-related support at different levels and at different stages: project developers, project managers and case managers – but also policymakers and other reintegration practitioners. The Handbook is written on the premise that the goal of reintegration assistance is to foster the sustainable reintegration of returnees and that this requires a government-wide approach. In practice, this occurs through the adoption of coordinated policies and in harmonization with practices by relevant stakeholders at the international, regional, national and local levels. While many actors might have an interest in all proposed modules, each module indicates the specific target audience for which it is aimed.

The Handbook takes into account that reintegration programmes can vary greatly in scope, funding and size: different types of reintegration initiatives depend on various factors, such as the local context of return, donors' priorities, returnees' profiles and needs, and the number of returns in a given country, community or location, to name but a few. Consequently, it is not the purpose of this document to define standard operating procedures applicable to all contexts. Instead, the Handbook is a comprehensive resource to be used flexibly, based on the specific implementation conditions of each context. In short, it is a toolbox from which to draw the most appropriate initiatives that best fit a given context.

Furthermore, the Handbook provides guidance on how to assess available resources, the local environment and returnees' profiles. There are suggestions for activities that could be implemented and tailored based on returnees' needs. Finally, this Handbook can also be used to advocate for additional financial resources and partner engagement for reintegration programming.

Contents

This Handbook is divided into five modules. Practitioners can read these five modules in order or by selecting the sections most relevant to them as required (see *suggestions, below*). However, all users should read Module 1, which gives an overview of the overall approach and assumptions of the Handbook.

Design



- Module 1: An integrated approach to reintegration – describes the basic concepts of return and reintegration and explains IOM's integrated approach to reintegration. It also lays out general considerations when developing a comprehensive reintegration programme, including assessments, staffing and budgeting.

Implementation



- Module 2: Reintegration assistance at the individual level – outlines suggested steps for assisting returnees, taking into account the economic, social and psychosocial dimensions of reintegration.



- Module 3: Reintegration assistance at the community level – provides guidance on assessing community needs and engaging the community in reintegration activities. It also provides examples of community-level reintegration initiatives in the economic, social and psychosocial dimensions.



- Module 4: Reintegration assistance at the structural level – proposes ways to strengthen capacities of all actors and to promote stakeholder engagement and ownership in reintegration programming. It suggests approaches for mainstreaming reintegration into existing policies and strategies.

Monitoring and Evaluation



- Module 5: Monitoring and evaluation of reintegration assistance – provides guidance and tools to design programmes, monitor interventions and carry out evaluations to maximize effectiveness and learning.

The Annexes provide additional useful tools and further guidance on specific reintegration interventions.

The chart below outlines the main target audience for each Module. While, ideally, all actors involved in reintegration programming would benefit from reading the full Handbook, some actors will have more interest in certain sections because of their operational role in reintegration programming.

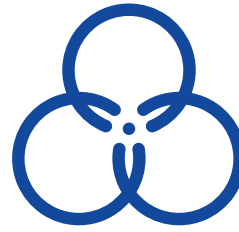
Module	Target audience
Module 1: An integrated approach to reintegration	<p>All reintegration relevant actors should understand the integrated approach to reintegration, including:</p> <ul style="list-style-type: none"> • Programme managers/ developers • Case managers/other staff • Service providers • Local government • National government • Implementing partners • Donors • M&E officers
Module 2: Reintegration assistance at the individual level	<ul style="list-style-type: none"> • Programme managers/developers • Case managers/other staff • Implementing partners • Service providers (relevant chapters) • Local government (host and origin) • Policymakers

Module 3: Reintegration assistance at the community level	<ul style="list-style-type: none"> • Policymakers • Project programme managers/developers • Case managers/other staff • Local government (origin) • Implementing partners • Service providers
Module 4: Reintegration assistance at the structural level	<ul style="list-style-type: none"> • Programme managers/developers • National government (host and origin) • Local government (host and origin) • Service providers (national) • Local partners • Donors
Module 5: Monitoring and evaluation (M&E) for reintegration assistance	<ul style="list-style-type: none"> • Programme managers/developers • Case managers/other staff • Donors • M&E Officers

Each Module also contains the key messages at the beginning to highlight important points for the reader.

This Handbook is based on IOM's experience in the field of reintegration. Thanks to its global presence, IOM is in a strong position to share expertise gained over many years of conceptualization and implementation of reintegration programming. As such, the Handbook provides numerous case studies and practical examples of where and how IOM and other partners have implemented the ideas and concepts covered in this guidance. The Handbook also emphasizes the importance of establishing synergies with relevant partners and working in close coordination with them to enable the best possible results in what are often very complex environments.

Please note that in the case of the reintegration of children and their families, specific assessments and considerations need to be made. The modules outlined above do not address these, however a specific section on the reintegration of children and their families is currently being developed and will be included in subsequent versions of this Handbook.



MODULE

.....

1

AN INTEGRATED APPROACH TO REINTEGRATION

Key Messages

- Return migration takes place in a number of ways and under different conditions, which can create challenges and opportunities for the reintegration process.
- Sustainable reintegration is achieved when returnees have reached levels of economic self-sufficiency, social stability, and psychosocial well-being that make their further migration decisions a matter of choice, rather than necessity.
- IOM's integrated approach to reintegration recognizes that the complex process of reintegration requires a holistic and a needs-based response at the individual, community and structural levels.
- Returnees, their families and their communities should be supported to drive and take ownership of the reintegration process, through active participation and empowerment.
- Reintegration programmes should be developed, implemented and adapted using continuous assessment and learning to understand the wider environment and build on existing initiatives, programmes or services.
- Establishing strong partnerships with key stakeholders results in more efficient and sustainable reintegration processes.



Programme managers/
developers



Case managers/
other staff



Service providers



Local government



National government



Implementing partners



Donors



M&E Officers

INTRODUCTION

Return migration is a complex phenomenon, and in recent years there has been greater recognition of the challenges associated with it. Migrants return for a variety of reasons and under varying legal regimes. They return voluntarily or involuntarily. Assisted Voluntary Return and Reintegration programmes, which aim to facilitate sustainable reintegration, are gaining traction and support among stakeholders because they are increasingly seen as crucial migration management tools. IOM's integrated approach to sustainable reintegration addresses migrants' needs at the individual level, as part of their communities and within the overall structures of States.

1.1 Understanding return migration

Return migration is an integral part of human mobility. “Return” is the act or process of going back or being taken back to the point of departure. It is also often associated with the process of going back to one’s own culture, family and home.¹ This could be within the territorial boundaries of a country, as in the case of a person who has been internally displaced returning home; or across international boundaries, between a host country and a country of origin. This might be the context for migrant workers, refugees, asylum seekers or irregular migrants.

Return migration, like migration in general, is a complex phenomenon. However, it is by no means exceptional. When people leave their countries, it is often with the expectation that they will return at some point. This is true for people who migrate for positive reasons such as education or work, but perhaps even more so for those forced to migrate, whose return is usually conditional upon an improvement of the situation that forced them to leave. Some migrants never return. But many others do and under a variety of different circumstances.

However, the mere fact that someone returns to a country or place where they have previously lived does not mean that reintegration is seamless. For some returnees, return is fraught with challenges (*see Case Study 1, below, for one example of this*).

In recent years there has been greater recognition of the challenges, such as those described in Case Study 1, that confront returning migrants. There is more awareness of the need for support to make reintegration sustainable and beneficial for returnees and their families, and for their communities and countries of origin. Understanding the multi-dimensional and multi-level nature of the reintegration process that accompanies return migration is necessary for developing and implementing successful reintegration assistance.

¹ Migrants may not return to their own communities of origin but to other locations within their home country. Furthermore, return migration can also include 'return' to a third-country, one not of a migrant's country of origin. However, for the purposes of this Handbook, we will be referring to return and reintegration in the country of origin only.



Case Study 1: Cultural orientation in El Salvador

Some migrants returning to El Salvador have spent many years abroad and lack support networks in their communities of origin. Sometimes these returnees speak only English, and don't have Salvadoran identification papers. They may have a criminal record in the United States and may have returned to El Salvador because they were deported. All these factors affect returnees' economic self-sufficiency. They also impact their psychosocial well-being and capacity for social insertion and, ultimately, hinder their sustainable reintegration.

To assist this subset of uprooted returnees, IOM El Salvador set up a pilot programme that addresses their specific needs. However, assisting them is particularly challenging: they are only a small share of the overall number of returning migrants and because of this can go unidentified. This hinders targeted assessments of their needs.

IOM supports this vulnerable group once the national General Directorate for Migration has referred them after a specific rapid referral protocol.

These returnees often have no personal networks that they can tap into upon return, so assistance includes an emergency package made up of food, clothing, transportation vouchers and accommodation for three months. Returnees can also receive support to obtain documentation. IOM then complements this direct assistance with language classes and cultural orientation workshops conducted in both English and Spanish. Such sessions include cultural information on El Salvador and guidance on budgeting, accessing housing and entering the job market. IOM provides them with psychosocial assistance in the form of individual counselling or support groups and workshops. These sessions help beneficiaries establish new links with their communities and with the services available there.



Tips for success:

- Consider reinforcing the capacity of psychosocial aid providers as part of the initiative.

1.1.1 Return types and motivations

There are no universally agreed classifications of return. Yet various subcategories of return are linked to intended duration of the return, level of assistance received in the return process (if any), the various ways in which the return is implemented, as well as subcategories which describe who is participating in the return.

- **Intended length of stay:** Return can be permanent or temporary. For highly skilled migrants, for instance, who wish to contribute to the development of their country of origin by passing on knowledge and experiences they have gained abroad, temporary return may be the preferred option.
- **Return with or without support:** Spontaneous return occurs when individuals decide upon and implement the return themselves. Assisted return occurs when the State or a third party offer returnees financial and logistical assistance for the return, and sometimes for reintegration measures.

- **Involuntary or voluntary return:** Involuntary or forced return is the act of returning an individual, against his or her will, to the country of origin, to a place of transit or to a third-country that agrees to receive the person, generally carried out on the basis of an administrative or judicial act or decision. Voluntary return is the assisted or independent return to the country of origin, transit or another country based on the voluntary decision of the returnee.² However, a migrant's decision to return does not necessarily mean that return is the migrant's unambiguous wish. It is possible that other options are limited, for example if economic opportunities are scarce or if a migrant has no legal entitlement to remain on a State's territory.³ There is no agreed definition of voluntary return. Some actors consider return to be voluntary only when migrants still have the possibility of legally remaining in their host countries. According to these actors, when a migrant has the legal obligation to leave the host country and chooses to return of their own volition, return should be described as obliged, mandatory, compulsory or accepted return.⁴ Others consider that voluntary return should be understood in a broader sense: that migrants can express their will, even in the absence of legal options to remain in a host country, as long as other conditions are met. Specifically, for IOM in the context of Assisted Voluntary Return and Reintegration (AVRR), voluntariness is assumed to exist if two conditions apply: (a) freedom of choice, which is defined as the absence of physical or psychological pressure to enroll in an AVRR programme; and (b) an informed decision, which requires the availability of timely, unbiased and reliable information upon which to base the decision.⁵ This Handbook follows the latter approach.

Regardless of the legal frameworks that govern their return, migrants can opt for return for a variety of reasons. A migrant's return decision is often complex and influenced by a variety of sometimes overlapping considerations. These may include improved political, economic or social conditions in the country of origin, as well as family and other private considerations. Some migrants return according to a plan, after having completed their education or work contract or achieved a specific objective. Difficulties in the host country may also lead to the decision to return, such as lack of economic opportunities, language difficulties, social isolation, discrimination, or unfamiliar cultural environments. Some people return in order to spend the last part of their life at home. Often, familial duties (care of sick or elderly relatives, protection of vulnerable family members) are cited as reasons for returning.

Return motivations are dynamic and therefore subject to change. For instance, an asylum seeker might have difficulties adapting to life in the host country and miss family at home and then decide, after receiving a negative decision on his or her asylum application, to return home rather than appeal the decision.

The various motivations for returning can greatly influence a returnee's reintegration experience. This Handbook illustrates reintegration initiatives that can be applied to various types of return, whether forced or voluntary. However, IOM maintains that voluntary return should be the preferred option and that it should be promoted over forced return: it not only gives migrants a choice, but also allows them to prepare for their return, thus positively contributing to the reintegration process.⁶

2 IOM, Glossary on Migration 2019a.

3 States must adhere to the principle of non-refoulement. Assisted Voluntary Return and Reintegration (AVRR) programmes need to take into account safety considerations, such as the general level of security, and operational challenges that may affect the provision of return and reintegration assistance. Returns to certain regions or countries may need to be limited or suspended if one or a combination of these factors amounts to a situation that poses a threat to the safety of returning migrants and/or staff involved in the provision of AVRR assistance.

4 Newland, K. and B. Salant, *Balancing Acts: Policy Frameworks for Migrant Return and Reintegration*. Washington, DC.: Migration Policy Institute (2018) and European Council on Refugees and Exiles (ECRE), *Voluntary Departure and Return: Between a Rock and a Hard Place. ECRE's Analysis of European Practices in the Area of Return Including "Voluntary Departures" and Assisted Return, with its Recommendations to the EU* (2018).

5 For more information see IOM's *Framework for Assisted Voluntary Return and Reintegration* (2018).

6 IOM is prohibited by its constitution from being involved either directly or indirectly in forced return. However, it recognizes that migrants who are forcibly returned may find themselves in vulnerable situations and in need of assistance with socioeconomic reintegration, as much as any voluntary returnee IOM assists under its AVRR programmes (see section 1.1.2). In the contexts where IOM is not involved in organizing and facilitating the return, IOM may still be involved at the post arrival stage with reintegration activities.

This Handbook also asserts that reintegration starts before a migrant's return to the country of origin. Whenever possible, migrants and reintegration partners and organizations should be assisted with the preparation for reintegration before departure. Such preparation can include individual assessments and initial reintegration counselling in the host country as well as the preparation of referrals or partnerships in the country of origin. Returnees who are not able to adequately prepare for their return prior to departure may need further assistance with their reintegration in the country of origin.

1.1.2 Evolution of assisted voluntary return and reintegration programmes

In an increasing number of settings, States are offering administrative, logistical or financial support for voluntary return to migrants who are unable or unwilling to remain in the host country. Assisted voluntary return and reintegration (AVRR) programmes provide administrative, logistical and financial support, including reintegration assistance, to migrants unable or unwilling to remain in the host or transit country and who decide to return to their country of origin.⁷ IOM has been implementing AVRR programmes worldwide since 1979 and has provided humane and dignified support for the return and reintegration of over 1.6 million people throughout the world. Often conceptualized as a way to address irregular migration, for governments assisted voluntary return is usually a more cost-effective and administratively expedient alternative to other actions such as detention or deportation. For the migrant, voluntary returns allows for a more humane alternative to forced return. It can also provide a solution for migrants in an irregular situation who are particularly vulnerable to discrimination, violence, exploitation and abuse and are in danger of being exploited by crime organizations involved in human trafficking and migrant smuggling. For the country of origin, voluntary return is generally more politically palatable and less sensitive than forced return.

Beneficiaries of AVRR programmes could be migrants in both regular and irregular situations. They could include, for example as stranded migrants; asylum seekers who, having claimed asylum, subsequently choose not to pursue their asylum claim; migrant workers at the end of their contracts; or visa over-stayers.⁸ Throughout the years, AVRR concepts and practices have undergone major changes, mainly because of the evolving contexts in which AVRR programmes are implemented.⁹

AVRR has gradually expanded beyond Europe and is now embedded in national policies and return migration practices in Africa, Asia and the Pacific, the Americas and the Western Balkans. At the same time, there are an increasing number of voluntary returns from so-called transit countries and higher volumes of voluntary South–South returns, particularly within the Middle East and on the African continent, as well as increased vulnerabilities to which migrants are exposed because of dangerous migration routes. Furthermore, there has been a growth in the last few years in the number and variety of actors funding or implementing voluntary return and reintegration programmes.

7 IOM's work on AVRR is guided by its *Framework for Assisted Voluntary Return and Reintegration*, which builds on its long-standing contribution in this area and marks an important milestone in the Organization's engagement in AVRR.

8 States must adhere to the principle of non-refoulement. AVRR programmes need to take into account safety considerations, such as the general level of security, and operational challenges that may affect the provision of return and reintegration assistance. Returns to certain regions or countries may need to be limited or suspended if one or a combination of these factors amounts to a situation that poses a threat to the safety of returning migrants and/or staff involved in the provision of AVRR assistance.

9 The following paragraphs are adapted from: Graviano, N. and N. Darbellay, "A framework for assisted voluntary return and reintegration," *Migration Policy Practice*, 9(1):9–14 (January–March, 2019b).

Importantly, there has been renewed interest among development actors in supporting sustainable reintegration. AVRR was not originally conceived as a tool to generate development in countries of origin, but rather as a migration management instrument to facilitate the humane and dignified return of migrants who were unable or unwilling to remain in host countries. For this reason, ministries of the interior or their equivalent at the regional or international level have traditionally been the main donors to AVRR programmes. Throughout the years, though, reintegration support has been progressively added to AVR interventions, first in the form of limited cash assistance and then as more comprehensive packages to support returning individuals. This positive evolution reflected the realization that assistance to migrants upon return is necessary to facilitate their sustainable reintegration.

Recent interest from development actors has reshaped thinking about the ultimate goals of AVRR. As a result, more attention is now devoted to the role that communities of origin can play in designing and implementing successful reintegration programmes for the benefit of all. This change has brought a greater focus on the need to enhance the ownership of local actors and reinforce structures and capacities for return- and reintegration-related services, in line with established development plans.

1.2 Understanding reintegration

Reintegration is generally understood as a multidimensional process enabling individuals to re-establish the economic, social and psychosocial relationships needed to maintain life, livelihood and dignity and achieve inclusion in civic life.¹⁰

The notions of return and reintegration are intimately interlinked with that of sustainability. While there is no universally agreed definition of sustainable reintegration, as part of its integrated approach to reintegration, IOM defines sustainable reintegration as follows:¹¹

“ *Reintegration can be considered sustainable when returnees have reached levels of economic self-sufficiency, social stability within their communities, and psychosocial well-being that allow them to cope with (re)migration drivers. Having achieved sustainable reintegration, returnees are able to make further migration decisions a matter of choice, rather than necessity.* ”

This definition is based on trends identified in existing literature, on IOM's practice, and on a review of complementary approaches outside the traditional scope of AVRR. It recognizes that returnees need to participate fully in the economic and social life of their return communities, and that developing a sense of psychosocial well-being after return is crucial to their successful reintegration. Consequently, sustainability of reintegration is not only dependent on the returning individual, but also on the local community and the structural situation the environment of return.

Economically self-sufficient returnees are able to provide for themselves and their families, and develop a capacity to participate in and benefit from local economic activities in a dignified manner. It is equally crucial that the returnee feels a sense of belonging: that they enjoy strong social relationships and engaged in the

¹⁰ IOM, *Glossary on Migration 2019a*.

¹¹ For more information see IOM's paper *Towards an Integrated Approach to Reintegration in the Context of Return* (2017).

immediate community of return. The migrant's return should have a positive influence on – or at least not worsen – conditions in the community of return (families and other actors). A migrant's psychosocial well-being rests on a minimum sense of safety and security and on availability of basic services (education, housing, water and sanitation, health care). The returnee's positive attitude towards recreating a sustainable lifestyle in the place of return also forms a crucial cornerstone to all other reintegration efforts.

IOM asserts that reintegration support can only be successful if there is a level of re-inclusion across all economic, social and psychosocial dimensions. This can require different levels of interventions. At the individual level, the specific needs of beneficiaries (and when relevant, family members or households) should be covered and support for these provided upon return. At the community level, concerns of families and the non-migrant population in the community of return should be addressed by strengthening social links and increasing the absorption capacity of communities in regions with high levels of return. At the structural level, ensuring access to adequate local public services fosters an environment for re-establishing a dignified existence.

This definition also implies the absence of a direct correlation between successful reintegration and further migration after return. Further migration can still be a choice regardless of whether reintegration is successful, partially successful or unsuccessful. On the other hand, returnees are unlikely to reintegrate if they find themselves, for example, in situations where moving again or relying on a family member abroad is considered necessary for their physical or socioeconomic survival and well-being.¹²

The IOM definition reflects the broader understanding of the reintegration process and the need for various levels of intervention. IOM recognizes the misconception of directly comparing a returnee to members of the local population: if the community of origin cannot sustain stable livelihoods and already defies migratory pressures, it is much more unlikely that a returnee to this environment will be reintegrated in a way that is sustainable. Attaining sustainable livelihood levels comparable to the local community will not be possible if push factors remain strong, or if returnees' aspirations are not fulfilled. Especially in more unstable or underdeveloped environments, access to basic services and safety might be limited for all, providing little opportunities for sustainable reintegration. If such structural factors are not addressed, they will continue to result in migration as a coping mechanism for actual or perceived inadequate standards of living, insecurity and lack of opportunities.

12 While the reintegration elements of the integrated approach are part of the development strategies in countries of origin, development aid should not aim to limit further migration. It is widely acknowledged that improvement in development indicators generally leads to increased mobility in the short term, as a result of broadening opportunities and the opening of regular migration channels. In the context of return, however, a positive change in structural factors affecting reintegration allows individual returnees to make a genuinely free choice, rather than opting for (largely irregular) re-migration out of necessity.

1.3 An integrated approach to reintegration

With the aim of achieving sustainable reintegration as it is defined above, and based on its years of experience, IOM conceptualised its integrated approach to reintegration in 2017. The basic premise of this approach is that the complex, multidimensional process of reintegration requires a holistic and needs-based approach. Such an approach takes into consideration the various factors that can affect reintegration, including economic, social and psychosocial dimensions. It responds to the needs of individual returnees and the communities to which they return in a mutually beneficial way, while also addressing the structural factors at play.

To meet these objectives, IOM's integrated approach deploys three levels of support:

- The **individual level** has initiatives to address the specific needs and vulnerabilities of returnees and returning family members;
- The **community level** encompasses initiatives that respond to the needs, vulnerabilities and concerns of communities to which migrants return, including returnee families and the non-migrant population.
- **Structural level** initiatives promote good governance of migration through engagement with local and national authorities and stakeholders and supports continuity of assistance through adequate local public services.

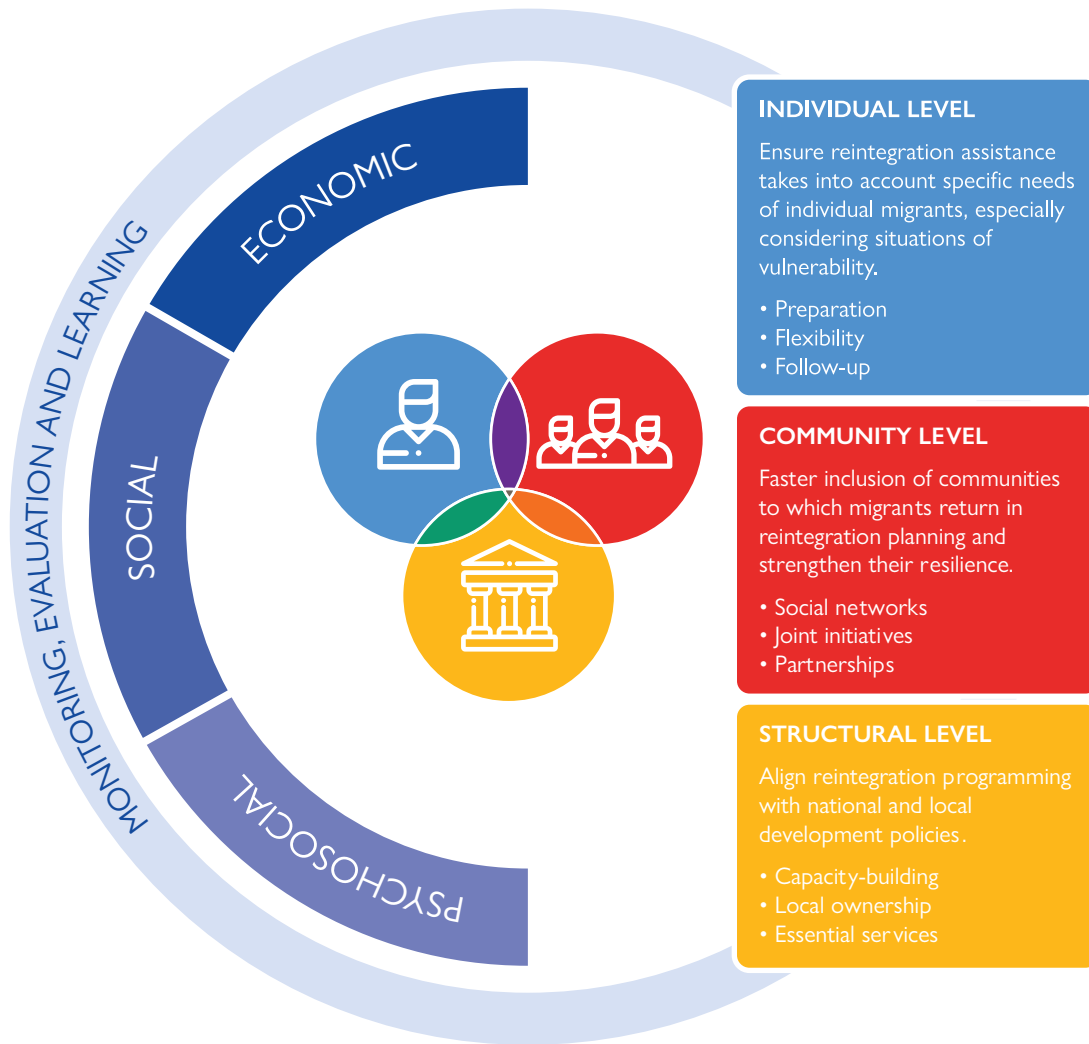
Within each of these levels, IOM's integrated approach addresses three dimensions of reintegration:

- The **Economic dimension** covers aspects of reintegration that contributes to re-entering the economic life and sustained livelihoods.
- The **Social dimension addresses** returning migrants' access to public services and infrastructure in their countries of origin, including access to health, education, housing, justice and social protection schemes.
- The **Psychosocial dimension** encompasses the reinsertion of returning migrants into personal support networks (friends, relatives, neighbours) and civil society structures (associations, self-help groups, other organizations and civic life generally). This also includes the re-engagement with the values, ways of living, language, moral principles and traditions of the country of origin's society.

Note that these levels and dimensions are not clear-cut, nor are they mutually exclusive. They overlap and are interconnected by their nature. The economic, social and psychosocial dimensions can influence one another, sometimes on different levels. For example, a community's attitude towards returnees can affect a returnee's physical and mental health which in turn can affect their livelihood and economic opportunities. Ensuring that a reintegration programme addresses the full range of factors that affects reintegration is more important than classifying specific activities for these categories.

The diagram below provides a visual summary of the integrated approach to reintegration.

INTEGRATED APPROACH TO INTEGRATION



An integrated approach to reintegration should also address cross-cutting issues such as promoting migrant rights, gender equality, partnerships and cooperation as well as improve data collection and monitoring and evaluation of reintegration. Such an approach typically falls under the responsibility of a variety of different stakeholders, whether national and local governments in host countries and countries of origin, international non-governmental organizations (INGOs), non-governmental organizations (NGOs) and civil society organizations (CSOs) that have various roles in the reintegration interventions.

1.4 Establishing a comprehensive reintegration programme

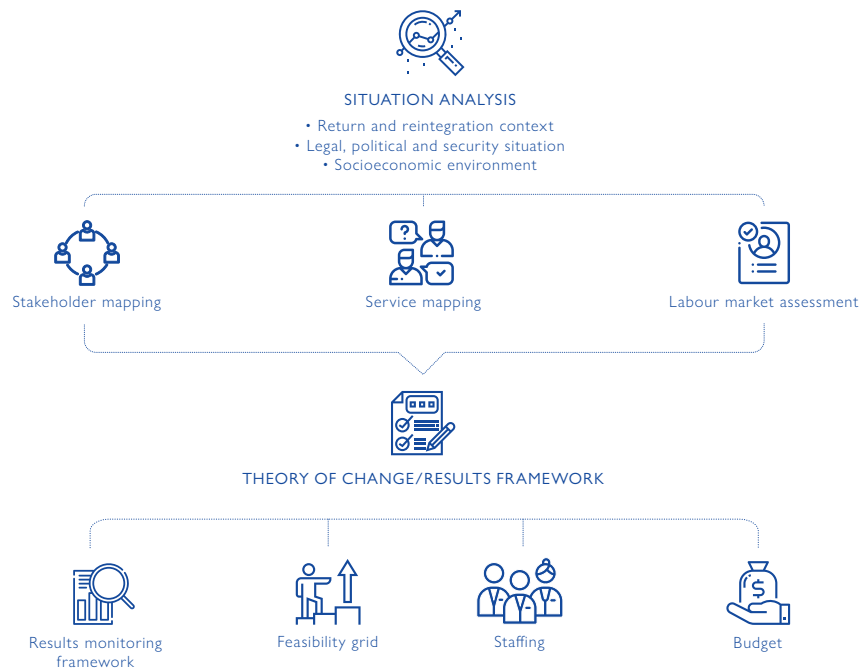
The reintegration process is not linear and the integrated approach to reintegration reflects the dynamism of the reintegration context. Therefore, reintegration programmes should aim to address the individual, community and structural levels simultaneously and take into account how each level can affect the others.

This chapter presents an overview of key considerations, appropriate assessments for the country of origin and operational staff based there, as well as budget aspects to guide the development and implementation of reintegration programmes. This information is complemented by Annexes 5, 6 and 7, which provide practical tools that can be used and adapted to each context.

- 1.4.1 Key considerations for reintegration assistance
- 1.4.2 Assessing the return context
- 1.4.3 Developing a reintegration assistance programme

The chart below highlights the proposed steps to take when designing a reintegration programme.

DESIGNING A REINTEGRATION PROGRAMME



- Programme managers/ developers • Case managers/other staff
- Service providers • Local government • National government
- Implementing partners • Donors • M&E officers

1.4.1 Key considerations for reintegration assistance

The information below covers the key considerations for developing and implementing a comprehensive reintegration programme in line with the integrated approach to reintegration. These considerations underpin all the guidance and interventions described in this Handbook.

Migrant-centred

Reintegration programming should always promote the returnee's ownership of and active participation in the reintegration process. Reintegration assistance should be designed and delivered in collaboration with returnees, whose autonomy and agency should be promoted. The rights and needs of the returnee should be at the forefront. Assistance should be gender- and age-sensitive. It should be provided without discrimination or prejudice on the basis of age, race, skin colour, sex, gender, language, religion, political or other opinion, national or social origin, property, or birth or other status.

Sustainable

Reintegration assistance programmes should always consider how to support sustainable reintegration processes even after assistance is no longer necessary or available. This requires promoting local and national ownership and strengthening capacity and systems at the community and structural levels.

Organizations providing reintegration assistance should also consider the environmental sustainability of their programmes and interventions in line with international standards. Where possible, programmes should directly contribute to preserving or restoring the environment.

Multidimensional

As described in the integrated approach to reintegration, reintegration assistance should include economic, social and psychosocial dimensions.

Reintegration interventions can address several dimensions simultaneously. For example, a community-based income-generating activity that involves both returnees and community members might impact the economic dimension through the creation of livelihoods, whilst the psychosocial dimension might be impacted by the fostering of social cohesion between returnees and community members.

Strategic and tailored

Reintegration assistance should be designed based on an analysis of the unique circumstances of the return environment. Such an analysis should focus on: the overall context and services available (*see section 1.4.2*), individual capacities and needs (*see section 2.2*), wider challenges and opportunities in high-return or key communities (*see section 3.1*) and structural conditions, stakeholders and coordination mechanisms (*see Module 4*). Analyses should be continually updated because conditions can change over time. Programmes should be adaptable to a changing environment.

Using this contextual knowledge, reintegration assistance initiatives should develop a programme theory, or theory of change, that clearly articulates the desired results an intervention aims to achieve and how it aims to achieve them, in the specific context in question. This theory of change provides an overall strategy to guide the implementation, monitoring and evaluation of the programme. *See section 5.2.1 for more information on developing a theory of change.*

Adequately resourced

Programmes require adequate human and financial resources. Reintegration teams that have expertise in a wide range of areas (for example psychosocial experts, livelihood experts, medical staff) should be mobilized or recruited, and when possible, both in host countries and countries of origin (*see section 1.4.3 for more detail on relevant staff profiles*).

Budgeting processes should take into account the need to remain flexible and adaptable by allocating for unforeseen changes or adjustments. While funding availability may limit comprehensive reintegration assistance, reintegration programme managers should promote community-based approaches and structural interventions that complement individual level assistance. Where funding is not adequate enough to provide comprehensive assistance to everyone, programmes should prioritize returnees in vulnerable situations.

Delivered through coordination and partnership

The integrated approach to reintegration requires developing coordination, complementarity and coherence with all stakeholders. These can include governmental and non-governmental, public and private, local and international actors in host countries and countries of origin. Partnerships and good coordination enhance the range and quality of reintegration assistance and can make assistance more efficient by reducing duplication of effort. Coordination should occur:

- a. Between local and regional actors who work directly with returnees and their communities in host countries and countries of origin. These actors could include authorities, NGOs, religious and community leaders, employment centres at the local or regional level and between this local/regional level and the national level.
- b. Across various sectors and among relevant ministries and State agencies holding different mandates (such as interior, foreign affairs, labour, social affairs, humanitarian assistance and development), as well as non-State stakeholders. It is important to mainstream sustainable reintegration into existing coordination mechanisms for migration policies or cross-sectoral mechanisms rather than create new systems that risk being disconnected from other processes.
- c. Between host countries and countries of origin, at both national and local levels through decentralized cooperation dynamics. For example, host countries and countries of origin should work together to agree on a shared analysis of the local context for return.

Institutional dialogue between partners can promote a common understanding of the challenges related to return and reintegration and can inform and influence policy development. Interdisciplinary forums for exchange and discussion can unearth cooperation opportunities.

Practitioners and stakeholders can also exchange information and best practices to identify opportunities for synergies and scaling up (for example, through implementation of joint initiatives at the transnational level).

Evidence-based

Systematic monitoring and long-term evaluation to assess effectiveness, efficiency, relevance impact and sustainability should be part of reintegration assistance programming at all three levels of intervention (*see Module 5 for details on setting up a monitoring and evaluation system in reintegration programmes*). Data collected during the monitoring of direct assistance to returnees, including their feedback, is an important source of information on the effectiveness, impact and sustainability of reintegration measures. Long-term monitoring

and evaluation also helps assess the impact of different types of reintegration support on the individual returnee and the community as a whole.

Systematic and continuous data collection, while preserving the right to privacy and protection of personal data, and monitoring and evaluation help stakeholders, especially programme managers, understand the impact of reintegration interventions, verify the theory of change and inform ongoing and future programme design. Feedback mechanisms allow returnees, communities and other beneficiaries to express their views on the assistance received in an open and confidential manner.

Anchored on confidentiality and “do no harm”

Programmes must take measures to protect the personal data of returnees in the reintegration process. This is essential in order to preserve the privacy, integrity and human dignity of the returnees.. All personal data must be collected, used, transferred and stored securely in accordance with international data protection standards.¹³

The “do no harm” approach should be adhered to in reintegration programming at all levels. Support for returnees should cause no harm to the returnees themselves and no harm to their communities. Analysing sources of tension, power dynamics and conflict issues at the onset of programming and then monitoring them continuously, will identify key dividers and connectors within communities and help show how the programme can avoid exacerbating conflict or harm to individuals or groups.

Situated within a migration governance strategy

It is important to remember that reintegration is not an isolated process but part of a larger migration governance strategy. Strengthening reintegration support at the national level can enhance good migration governance and contribute to other development and governance goals.

The drivers that resulted in a migrant’s initial decision to migrate and the factors influencing their ability to re-integrate into the country of origin are two sides of the same coin. If these factors are not addressed, the result will continue to be outward migration as a coping mechanism for actual or perceived inadequate standards of living, a lack of opportunities and insecurity. Reintegration programming should therefore be fully integrated, nationally and locally, into existing development plans and migration strategies.

1.4.2 Assessing the return context

When establishing a reintegration programme, it is important to undertake initial assessments and analyses around the return environment. Understanding the political, institutional, economic, security and social conditions at the local, national and international levels that inform return patterns can help stakeholders develop appropriate supports for sustainable reintegration.

This section guides programme development and management staff through the suggested assessments that should take place in countries of origin. These include mapping policies, laws, labour markets and social conditions, stakeholders and services available to support the sustainable reintegration of returnees. At the end of this initial mapping process, reintegration providers are encouraged to synthesize this information

¹³ This includes, among other elements, the principle of lawful and fair collection of data for a specified and legitimate purpose, the principles of consent, confidentiality, access and transparency and data security. For the IOM Data Protection Principles, see: [IOM Data Protection Manual \(Geneva, 2010\)](#).

into a project-specific feasibility grid for use during reintegration planning at the individual, community and structural levels, as detailed in [section 1.4.3](#).

Assessments described in this section are highly recommended, especially at the onset of reintegration assistance programmes. Nevertheless, it is also very important to consult them throughout the programme and the project cycle, because they may change.

After the assessment phase, potential reintegration initiatives should be prioritized according to available budget. Whenever possible, responsibilities and costs should be shared by various stakeholders. Note that some reintegration initiatives are not necessarily cost-intensive but require coordination and adaptation to existing mechanisms.

Situation analysis for return and reintegration in the country of origin

A situation analysis in the country of origin details the return and reintegration context and trends as well as the wider policy framework.

Specifically, it should include the:

- **Return and reintegration context**
 - Key return migration trends, including an assessment by geographic patterns (which localities migrants mostly return to and originate from, concentration of migrants);
 - Assessment of past reintegration support projects to identify relevant reintegration strategies and sectors that effectively supported the development of local communities and the sustainable reintegration of returnees (including from an environmental perspective);
 - General historical, social, cultural and economic characteristics of the country and how these affect migration;
 - Socioeconomic situation of returnees across different time intervals after initial return, by geographic area, age, sex, gender, skill level, support received, in comparison to local population.
- **Policy framework**
 - Mechanisms, processes, policies and legislation (at local, national, regional and international levels) that are relevant to return and reintegration;
 - Government structure, decision-making processes, levels of decentralization and responsibilities;
 - Existing migration and development framework and how it affects reintegration outcomes.
- **Political and security situation**
 - Political climate including any upcoming elections or deadlines and main actors;
 - Security situation including any access restrictions and major security risks in the country and in different areas within the country.

To reduce costs and enable a holistic approach to return and reintegration in the wider migration and development context, the situation analysis should be linked with other development planning strategies or frameworks (such as Poverty Reduction Strategy Paper poverty diagnostics, ILO Decent Work Country Programmes or UN Development Assistance Framework or Common Country Assessment). Rather than starting from scratch, situation analyses should build on existing information, including information about current and expected future returns and community assessments. This information could include studies of past reintegration beneficiaries to assess the effectiveness of any existing reintegration support frameworks;

information on the reintegration-development nexus; and local level service provision. Ideally, a situation analysis should be performed by a team of local and international experts using a participatory approach. It should solicit perspectives of a wide range of stakeholders, including return migrants and non-migrants in areas of high return, to elicit comprehensive information and foster ownership and sustainability of the process.

Understanding the frameworks, regulations and policies of service provision

Before mapping existing services and resources and planning for the details of reintegration assistance programming, it is important to be aware of the local, national, regional and local rules and systems for service provision.

Reintegration programming should be developed with a clear understanding of the country’s legislation regulating service provision, its frameworks and policies and any referral systems that are already in place (such as for mental health care or to assist victims of trafficking).

The example below guides staff in understanding the context of mental health-care provision. Similar questions can and should be asked in all service areas relevant for reintegration, such as housing, education and employment.

Table 1.1: Sample questions for mapping health-care frameworks, regulations and policies

Legislation and Policy	→ What is the legislation and the policy in force at national level for mental health care?
Financing	→ Do central, regional or local authorities finance mental health-care services?
Partnerships/Referral Systems	→ Are there local, regional, national partnerships between organizations, private sector and the government for the provision of mental health care? → Is there a formal and operational national referral system for mental health?
Insurance and coverage	→ Are mental health services free? If yes to what extent? If not, how much do they cost? → Are there insurance schemes providing free care? → How much do they cost? → What are the requirements to access the insurance scheme?
Drugs and medications	→ Is there a national list of drugs and medications? → Are drugs and medications, especially psychotropic drugs, available at every care level (primary, secondary and tertiary)? → Are they to be paid by the patients?
Categories of caregivers	→ In terms of human resources, what are the professional categories of caregivers working in the mental health sector?
Traditional care system	→ Is a traditional care system available and what kind? → Are these practices regulated and or assessed?

Stakeholder mapping




The involvement of national and local authorities and other private and non-public stakeholders is instrumental to the success of reintegration programmes. In order to engage with actors who are or should be relevant to the reintegration of returnees, it is essential to conduct a mapping of actors in areas with a high incidence of return migration. Stakeholder mapping provides a comprehensive assessment of the capacity, needs, willingness and potential for partnerships of different stakeholders at the national and local level. A comprehensive stakeholder mapping is required for establishing the scope of a reintegration programme. Guidance on using the stakeholder mapping to develop engagement strategies, capacity-building initiatives and coordination and cooperation mechanisms is included in Module 4.



Relevant stakeholders can include a variety of different public, private and civil society actors, including government ministries and agencies, local governments, municipal stakeholders, private sector entities, CSOs and NGOs, migrant associations and diaspora organizations, and international organizations active at the local level. These could be at work in a range of policy sectors, according to the country context (for instance in the development, migration, environment or humanitarian sectors).

- Never conduct a stakeholder mapping in isolation. Before starting a stakeholder mapping exercise, the lead reintegration organization should engage with partner organizations (such as key government ministries, UN agencies, international NGOs and so on) as well as community leaders and local authorities who are active in the area and have first-hand experience with relevant stakeholders. This can facilitate the mapping exercise and reduce its time and cost. It also enables the transfer of informal knowledge on the roles, expectations, capacity and intentions of stakeholders that may not be accessible through direct engagement with the stakeholders themselves. Local authorities can play a key role in this information-gathering.
- Whenever possible, information about stakeholders' capacity, interests and motivations should be validated using other sources to take account of different perspectives and eliminate potential bias, intentional or otherwise.
- Finally, stakeholder mappings should be continuous. They should yield a growing network of actual and potential national and local partners that evolves over time as new stakeholders emerge, reintegration programme objectives evolve and return flows change.

Table 1.2 below provides step-by-step guidance for conducting a stakeholder mapping exercise for reintegration programmes.

Table 1.2: Conducting a stakeholder mapping for reintegration programme implementation

Step	Activities
<p>1. Pre-select</p> 	<p><input type="checkbox"/> Prioritize local areas with high incidences of current and/or expected future returns. The budgets of reintegration programmes are often limited, and therefore cost- and resource-intensive stakeholder mapping exercises should be conducted primarily in contexts which do or will accommodate larger inflows of returnees. National authorities such as the Ministry of Interior or the National Bureau of Statistics can often provide relevant information on localities registering a higher demand for reintegration-related services.</p>
<p>2. Identify</p> 	<p><input type="checkbox"/> Identify entities or groups present at the national and local level who:</p> <ul style="list-style-type: none"> → have the potential to i) improve the delivery of services to return migrants and/or ii) provide support to the economic, social and psychosocial reintegration of returnees (such as the local municipality, private sector actors, relevant suppliers and so on); and/or → are likely to be affected by the return and reintegration of returnees, for instance local communities or small-scale entrepreneurs who may be affected by increased competition. <p><input type="checkbox"/> Include key cross-cutting issues, such as gender and environmental sustainability, and relevant actors in the stakeholder mapping.</p>
<p>3. Analyse</p> 	<p><input type="checkbox"/> Analyse the role, expectations, willingness to collaborate, capacity, and needs of each identified stakeholder. Some stakeholders have the potential to affect the performance of the reintegration programme more than others. A possible way to assess this is to ask the following questions for each identified stakeholder:</p> <ul style="list-style-type: none"> → What are the principal functions and the role of the stakeholder in the national/local context that are relevant to the reintegration programme and its performance? → What are the key motivations of the stakeholder in relation to the reintegration programme and its foreseeable outcomes? Who has a financial stake/interest? Who has a political interest? If the stakeholder is disinclined to engage with or support the reintegration programme, what are the key reasons? Can they be addressed or mitigated? → Is the capacity of the stakeholder adequate to become engaged with the reintegration programme and its beneficiaries? If not, what support would they require in order for this to become the case? <p><input type="checkbox"/> Where present, stakeholders' existing strategies and development plans should be assessed and used to guide the design of reintegration interventions. The legitimacy and institutional role of national and local stakeholders should be respected and existing initiatives and resources complemented and supported, rather than creating separate structures and strategies.</p>

	<p>□ Finally, it is important to map both the main supporters and the key potential obstructors to collaboration. Using a matrix and then mapping stakeholders (<i>see Annex 6 for a sample</i>) according to their role, expectations, capacity and willingness, enables the lead reintegration organization to create a picture of stakeholders' level of involvement and therefore the type of engagement that will be required with them. Assessing their motivations also provides insights in to how to successfully engage them for partnerships and collaborations.</p>
<p>4. Prioritize</p> 	<p>□ Assess the relevance of different stakeholder categories in the light of the stakeholder mapping, identified reintegration challenges, capacities and foreseen reintegration planning. Prioritization is key to maximizing engagement with the most relevant stakeholders and to avoid wasting time and resources by communicating to stakeholders who do not require it. The relative importance of different categories of stakeholder depends greatly on:</p> <ul style="list-style-type: none"> → Reintegration programming parameters. The lead reintegration organization's budget and capacity greatly affects which stakeholders are most relevant in a given context. → Number and profile of returnees. The higher the number of returnees, the greater the strains on the provision of essential services and the potential risks of tensions with local non-migrant communities. In cases of high inflows of returnees, pay particular attention to targeting and engaging providers of essential services and local non-migrant communities, who are a strategically important stakeholder category for the success of any reintegration programme. The profiles (skills, age, gender) of current and future returnees, to the extent that they are known at the stage of the initial stakeholder mapping, greatly affect the relative importance of national and local stakeholders. For instance, a group of returnees mainly consisting of young migrants is likely to shift the stakeholder prioritization to partnerships with stakeholders that can support the socioeconomic reintegration of youth. → Socioeconomic and environmental context. Understanding the current situation in the national and local area (such as inadequate provision of essential services, post-conflict context, structural oversupply of labour, volatile business environment) can point to specific sectors where partnerships will be needed to address challenges or opportunities.
<p>5. Engage</p> 	<p>□ Develop an engagement strategy. Building on the prior steps, the lead reintegration organization will have defined strategic objectives and prioritized relevant stakeholders. The interrelation of these two aspects will define the choice of engagement and communications' strategy for the different groups of mapped stakeholders (<i>see section 4.1 for instructions on developing a stakeholder engagement strategy</i>).</p>



A sample Stakeholder Mapping Matrix is included in [Annex 6](#) which can be adapted to the context and analysis needs.

Service mapping

When planning a reintegration programme, it is crucial to know what services are available to the local population in the country of origin that returnees can access during their reintegration process. Service mapping is the identification and recording of providers and services in a systematic way. It details what local services are available to local populations and returnees, the criteria for accessing those services, who offers those services, the quality of the services and any risks associated with accessing the services.

At the individual level, this mapping is essential for case managers when directly assisting returnees and their families to meet specific needs. Service mapping is also a preliminary step in assessing the communities to which migrants return since it can not only help identify gaps in services provision but also potential strategic and operational partners. It is a good first step towards creating networks at the community level. At the structural level, this is the first phase of establishing or strengthening national or local referral mechanisms (*see section 4.1.3*).

Consulting service mapping by other partners should be undertaken prior to conducting a new mapping. During the mapping, national staff who are familiar with the sectors, local area, and speak the local language should collect the information.

While there are different ways to approach service mapping, efforts should ideally include:

- An organization or a provider's contact information
- Type of service provided
- Information regarding service times
- Typical wait times for appointments
- Inclusion and exclusion criteria for participating in a service
- Costs of service
- Regulations regarding payment
- Location and accessibility
- Safety of location
- Information on relevant public transport options and directions
- Barriers to access
- Language capacities
- Any potential cultural and religious aspects, gender or age implications of these characteristics
- Professionalism and quality of care
- Experience supporting returning migrants
- Perceptions and trust in service providers by the local population

A service mapping should also identify barriers to access (such as eligibility or intake criteria that exclude certain returnees, the location and distance of service delivery, safety and security concerns, time and financial constraints, and documentation requirements) or where services are lacking. Such barriers should be noted so that they can potentially be addressed as part of the reintegration interventions.

Service maps should be regularly updated once the reintegration programme is in place. As such, service organizations or case managers should build in dedicated time and budget resources to update service maps at regular intervals over time. Following up with returnees regularly and systematically recording new information provided through their experiences, can be part of this updating process. Frequently asking about changes in a service provider's contact information, operating hours, costs, eligibility criteria, transportation options and service availability can help a service map stay accurate and improve reintegration planning.



A matrix is provided in [Annex 8](#) that outlines the major services relevant to reintegration programming that should be mapped, as well as sector-specific considerations.

Labour market analysis

Assessment of local and national labour markets, market systems and value chains is essential for identifying economic reintegration opportunities. It is instrumental to the success of both individual-level and community-based reintegration approaches. Information on available livelihood opportunities and key employment sectors, the skills employers are seeking, as well as the available mechanisms for finding work in a local labour market are crucial for reintegration programme beneficiaries. Absence of this information and poor market knowledge can lead to economic failure of returnees' livelihood projects.

Labour market assessments (LMAs) include analyses, research papers and reports that assess the composition, nature, growth and accessibility of labour markets and market systems. These assessments look at both national and subnational data. LMAs are generally performed by external contractors, so this section only provides a concise overview of the different approaches to LMAs. Before undertaking an LMA, it is important to research whether an up-to-date assessment already exists (perhaps undertaken by another partner or the government).

In the context of reintegration programming, LMAs generally aim to:

- **Determine high-potential growth sectors** which may provide employment or self-employment opportunities for returnees, including opportunities for “green jobs” (*for more information on green jobs see the Tip below*);
- **Identify skills' needs and skills' mismatches** (the gap between an individual's or population's competencies and skills and the skills' needs of the labour market) by sector and occupation;
- **Identify relevant regulations** and sector-specific legislative provisions such as working hours, legal work age, mandatory benefits, accessibility and equal opportunity provisions;
- **Assess business start-up costs and registration procedures**, including legal assistance, to adapt business support to local contexts; and
- **Identify constraints and opportunities** in a market system, including:
 - The supporting services or functions (such as access to market information) that may enable individuals to find steady work;
 - The roles that informal and cultural norms, including gender norms, play in the labour market.

There are various approaches and methodologies for assessing labour markets and market systems. They differ in their resource intensity, comprehensiveness and level of detail of findings. Before choosing a tool or approach, determine the purpose of the LMA. Is it to collect broad information about a population or market? Or to gain additional information on a specific sector or local labour market? Clarify budget requirements for LMAs at an early stage of project development, as comprehensive LMAs can be very

expensive. Once available, LMA findings should be shared with potential beneficiaries early on during the pre-departure process.

An overview of relevant approaches for labour market and market assessments is provided below. These tools are not necessarily alternative approaches to LMA but can also complement each other when implemented within a single reintegration programme. For instance, a Rapid Market Assessment can provide an overview of high-potential markets, which can subsequently be assessed in greater detail through a comprehensive market system analysis. Finally, all three tools not only function as analysis tools, but, due to the way they engage local stakeholders (through interviews, workshops, focus groups and so on), they can also build a foundation for long-term cooperation and partnerships for community-based projects.

Table 1.3: Overview of different labour market and market assessment tools¹⁴

Tool	Use case	Methodology	Duration	Resource intensity
Participatory appraisal of competitive advantage	<p>Provides an action-oriented appraisal of a local economy, looking at economic potentials and at the motivation and capacity for action of local stakeholders</p> <p>Provides information on local competitiveness and economic opportunities, and which activities and subsectors are most relevant to a project's target territories</p> <p>Motivates local stakeholders to participate in a collaborative assessment of local needs and in the design of the resulting projects</p>	Mixed approach combining desk research, stakeholder workshops, semi-structured interviews	Short (2–4 weeks)	Low
Rapid market assessments	<p>Provides an overview of high-potential markets to determine their relevance to target groups, the opportunities for economic reintegration and the feasibility of intervening</p> <p>Engages with local stakeholders to assess sectoral needs and opportunities and can lead to long-term collaboration</p>	Mixed approach combining desk research, semi-structured interviews, focus group discussions, field visits	Medium (2–4 months)	Medium
Value chain analysis / market system analysis	<p>Provide detailed insight on a prioritized set of subsectors, including comprehensive information on sector performance and value chains</p> <p>Provides insights into “how” to intervene in a given value chain or market system, leveraging opportunities and avoiding disruptive effects</p>	Mixed approach combining desk research, field research, case analysis, stakeholder consultations and stakeholder workshops	Long (4+ months)	High

¹⁴ ILO, 2016; ILO, 2017 and Meyer-Stamer, J., *Participatory Appraisal of Competitive Advantage (PACA): Effectively Launching Economic Development Initiatives*, Mesopartner (Duisburg, Germany, 2006).

- In order to also account for the socioeconomic needs of a community, identify possible local partners and assess the potential effect that return migration will have on communities, LMAs for reintegration programming should systematically be combined with community profiles (see section 3.1). Combining the findings of an LMA with a community profile, positions reintegration programme managers to:
- Identify key sectors in the economy that should be targeted;
 - Determine promising programme design options and economic interventions that can maximize the opportunities of a market system while avoiding disruptive socioeconomic effects); and
 - Match suitable returnee profiles for each sector or subsector and project.



SPOTLIGHT

Opportunities in the green economy: green jobs

To contribute to sustainable development in the country of origin and identify a growing labour market, LMAs and subsequent reintegration assistance should consider assessing and highlighting the availability of green jobs. Many governments recognize the important contribution of green jobs to sustainable development. Such jobs can provide employment opportunities for returning migrants while contributing to national and community level efforts to preserve the environment and adapt to the negative effects of climate change.

ILO defines green jobs as “decent jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency.”

Green jobs help:

- Improve energy and raw materials' efficiency
- Limit greenhouse gas emissions
- Minimize waste and pollution
- Protect and restore ecosystems
- Support adaptation to the effects of climate change

Relevance for reintegration:

Green jobs can be created by entrepreneurs in the private sector, by public authorities, by NGOs, or by partnerships involving different types of stakeholder. “Green jobs can be created in all countries regardless of their level of economic development. They can be promoted in urban as well as rural areas, in all sectors and industrial activities and types of enterprises.”

Sources:

- Brochure: [The Green Jobs Programme of the ILO \(2015\)](#).
- Website: www.ilo.org/global/topics/green-jobs/news/WCMS_220248/lang--en/index.htm

1.4.3 Developing a reintegration assistance programme

Reintegration staff profiles

While a comprehensive human resources guide for organizations providing reintegration assistance is beyond the scope of this Handbook, this section provides an overview of crucial staffing considerations for various reintegration programming contexts.

When deciding the staffing structure and recruitment approach for a reintegration project, the following considerations are important:

- **Programme framework:** The programme framework agreement specifies the implementation process and operations that should be carried out for a successful reintegration programme. It generally specifies the roles, mandates and responsibilities of the lead reintegration organization and implementing partners; sets the available financial resources; and directs reporting and coordination processes. Because it defines the organization's role, responsibilities and external resources (including those of implementing partners), the programme framework has a decisive impact on the staff make-up required for the programme.
- **Contextual and structural factors:** Contexts vary! Preliminary assessments, detailed in section 1.2.2, can identify contextual and structural challenges, such as conflict or instability, inadequate provision of basic services or the absence of psychosocial care providers. The assessment can help determine what additional expertise is needed to undertake programming in these areas or deal with obstacles during implementation.
- **Implementing and operating partners:** In countries where many partners can provide effective economic, social and psychosocial reintegration support services, staff roles will shift from direct assistance to focusing more on referrals, supervision and follow-up. By contrast, in implementing contexts where partners are few or lacking adequate capacity, reintegration staff members may need to provide a variety of different functions directly, which requires greater financial and human resources.
- **Beneficiary-to-case manager ratio:** While good reintegration programming seeks to maintain the beneficiary-case manager ratio at sustainable levels,¹⁵ unforeseen spikes in returns can temporarily increase the number of returnees that reintegration case managers need to take care of. Case managers need awareness around self-care to prevent their burnout, and to keep staff turnover low.
- **Profiles of returnees:** The psychosocial, social and economic needs of returnees differ. General characteristics of returnees (such as sex, gender, age, ability, ethnicity) need to be considered when planning staffing. The degree and type of support that the average returnee requires affects ideal staffing profiles and training. For example, in scenarios where most beneficiaries have experienced significant psychosocial stress, case managers require adequate training to sustainably provide high-quality care for returnees' psychosocial needs.
- **Capacity and expertise versus number of staff:** In some programmes, the budget can fund staff with specific expertise in certain areas of reintegration (such as psychosocial, economic and social counselling and support). In other programmes, staff may need to fulfil a wide range of economic, social and psychosocial counselling and support functions in all three areas. They might need to i) assess needs, ii) develop an individual reintegration plan, iii) implement the intervention and coordinating services and

¹⁵ The sustainability of the beneficiary-case manager ratio is itself context-specific, as it depends on the average level of support and counselling that beneficiaries require. In a scenario where returnees have fled a country of origin in a situation of conflict, they may suffer from specific vulnerabilities during the return and reintegration which may place additional burdens on case managers. Programme managers should carefully monitor the psychosocial dimension of the workload of case managers in order to establish a contextually adequate ratio of beneficiaries to case managers.

care and iv) monitor the beneficiary's access to services, their use of services and their progress over time. The different roles and responsibilities associated with each position need to be clearly defined in staff terms of reference prior to the hiring process.

Each of the above factors feeds into what type of reintegration staff is needed or possible (given budgets). [Annex 9](#) provides an overview of potential staff profiles. While the functions provided are not exhaustive, they feature the major groups of staff who could be represented in reintegration projects.

Both male and female staff should be employed within any office to provide returnees with a choice between working with female or male staff, as well as provide a balance in gender perspectives. All staff should be trained in and adhere to ethical principles, standards and guidelines for the prevention of sexual exploitation and abuse, and in a gender- and age-sensitive response to returnees.

Selecting relevant individual, collective and community interventions

Given the wide degree of interventions possible in reintegration programmes, once a programme theory of change, logical framework and resources have been put into place it is necessary to set up a mechanism for selecting activities based on individual, community and structural needs. A feasibility grid is a tool that can guide this process by targeting and tailoring interventions for specific likely scenarios. Based on the assessments, the project developer can identify which interventions are appropriate for the context and define a feasibility grid specific to their programme.

The feasibility grid outlines all possible local interventions within the scope of the reintegration programme; criteria for the application of these interventions for specific cases; and conditions for feasibility at the community and structural levels. Once developed, the feasibility grid can help case managers identify which specific intervention to choose for a particular returnee or community. The full feasibility grid is found in [Annex 5](#).

In short, though, the feasibility grid contains the following components:

- **Intervention** – The grid includes all interventions which can be implemented by the reintegration programme, as well as all services available locally through referrals.
- **Scenario For each intervention, the grid should specify a scenario** – a situation, status or condition, under which such intervention would be appropriate.
- **Criteria** – individual, community and structural The grid specifies the conditions of feasibility for each type of intervention. Conditions could include individual characteristics or attitudes of returnees, characteristics of the community or structural factors necessary for successful implementation of the intervention (such as favourable labour market conditions). The criteria should always be carefully adapted to local conditions to identify reliable, locally appropriate interventions.
 - **Individual criteria:** Information on the returnee and their family from assessments. The returnee's general profile, needs, skills, reintegration score (if using the Reintegration Sustainability Survey) and eligibility should inform the identification of individual risk factors and opportunities that affect reintegration (*see column "Individual criteria" in the feasibility grid*). This helps case managers and beneficiaries tailor a reintegration plan to the beneficiary's circumstances.

- **Community criteria:** Information on the community where the returnee lives, including any ongoing collective and community-based interventions. This information could cover the i) labour market situation; ii) structure and size of markets and value chains; iii) availability, capacity and accessibility of technical vocational education and training (TVET) providers, health services, education facilities, financial management training, life skills' programmes; iv) intra-community availability and distribution of resources and services, with equity factors an important determinant of potential intra-community tension due to perceived preferential treatment of returnees over other community members. Once these criteria have been considered, the project developer and project manager can narrow down a tailored set of adequate interventions from a community-sensitive standpoint.
- **Structural criteria:** The structural environment affecting the returnee's reintegration, including all available reintegration services provided within the given area of coverage. These are the overall conditions in which the individual and or community-level reintegration pathways are embedded. Structural criteria include i) presence and capacity of institutional, material, economic and financial infrastructure; ii) structure and nature of market systems; iii) nature of regulatory, legal and policy environment; iv) presence of cultural or other sensitivities. Structural factors are overarching and affect the feasibility of interventions in similar ways. However, fundamental criteria such as business regulation and cultural appropriateness need to be cross-checked regularly.

USEFUL RESOURCES

United Nations General Assembly

- 2018 *Global Compact for Safe, Orderly and Regular Migration*. Sets out support for international cooperation on the governance of international migration. It also provides a comprehensive menu of options for States from which they can select policy options to address some of the most pressing issues around international migration, including on return and reintegration.

Black R., K. Koser and K. Munk

- 2004 *Understanding Voluntary Return*. London, United Kingdom. Sets out the findings of a study commissioned by the United Kingdom Home Office to explore the factors influencing the decisions of refugees and asylum seekers to return voluntarily to their countries of origin, as well as to enhance understanding of the sustainability of this return.

International Labour Organization (ILO)

- 2001 *The Public Employment Service in a Changing Labour Market*. ILO, Geneva. Describes the overall role and major functions of the Public Employment Service: job broking, labour market information, the administration of labour market adjustment programmes and unemployment benefit.
- 2011 *Local Investments for Climate Change Adaptation: Green Jobs Through Green Works*. ILO, Geneva. Provides tangible examples of how local public authorities can use local labour and resources for infrastructure interventions supporting climate change adaptation in key sectors such as irrigation, soil and water conservation, flood control, forestry and rural transport.
- 2015 *Key Indicators of the Labour Market*. ILO, Geneva. Provides an overview of all relevant indicators used in conventional Labour Market Assessments, as well as the analytical extrapolations that can be made on the basis of each indicator.
- 2016 *Value Chain Development for Decent Work*. ILO, Geneva. Provides development practitioners with step-by-step guidance on how to identify value chains in which actors can intervene to produce more competitive products or services that are able to generate growth, job creation and poverty reduction.
- 2017 *Rapid Market Assessment of Key Sectors for Women and Youth in Zimbabwe*. ILO, Geneva. Provides researchers and practitioners with a well-documented Rapid Market Assessment that showcases both the methodology and outcomes of the tool.
- 2018 *The Employment Impact of Climate Change Adaptation. Input Document for the G20 Climate Sustainability Working Group*. ILO, Geneva. Provides guidance on how adaptation measures can create jobs and protect workers and income, including through skills development.

International Organization for Migration (IOM)

- 2006 *Coping with Return*. IOM, Geneva. Provides guidance on pre-departure counselling, with an emphasis on unaccompanied minors, returnees with health problems and victims of trafficking. It also compiles best practices and recommendations for return counselling.
- 2010 *IOM Data Protection Manual*. IOM, Geneva. Outlines the IOM data protection principles as informed by relevant international standards and provides comprehensive guidelines on each principle, items for consideration and practical examples. It includes generic templates and checklists to ensure that data protection is taken into account when collecting and processing personal data.
- 2017 *Towards an Integrated Approach to Reintegration in the Context of Return*. IOM, Geneva. Provides a more detailed outline of IOM's integrated approach to reintegration with recommendations for facilitating sustainable reintegration. It is the basis on which this handbook has been developed.
- 2018 *Framework for Assisted Voluntary Return and Reintegration*. IOM, Geneva. The framework lays out a vision for dignified voluntary returns and sustainable reintegration, seven principles to be adhered to, and six objectives to be pursued.
- 2019a *IOM Glossary*. IOM, Geneva. Provides definitions for commonly used migration terms. These include definitions found in legal documents and soft law documents, but also working definitions which may vary slightly from actor to actor.
- 2019b *Migration Policy Practice Journal. Vol IX, Number 1, January-March*. IOM, Geneva. A special edition focused on the return and reintegration of migrants who are unable or unwilling to remain in host or transit countries. It includes articles by experts and practitioners from the Migration Policy Institute, Samuel Hall, UNICEF and IOM, as well as the Mayor of Zacatecoluca in El Salvador.



MODULE



REINTEGRATION ASSISTANCE AT THE INDIVIDUAL LEVEL

2

Key Messages

- Individual assistance using the case management approach relies on building an open and trusting relationship with returnees and helping them drive their own reintegration process and work through the challenges they are facing.
- Identifying and responding to returnee vulnerabilities is the first priority because this can reduce risk, help mitigate further harm to returnees and present an opportunity for offering tailored assistance.
- Returnees have needs, but they also have capacities and resources. Understanding these from the beginning of the reintegration process helps case managers tailor individual assistance so that it contributes to sustainable reintegration.
- Creating a plan for reintegration is a joint process. The case manager should always give returnees a realistic view of available assistance and help them plan for the point at which assistance will come to an end.



Programme
managers/
developers



Case managers/
other staff



Service providers
(relevant chapters)



Local government
(host and origin)



Implementing
partners



Policymakers

REINTEGRATION ASSISTANCE AT THE INDIVIDUAL LEVEL



- Programme managers/developers
- Case managers/other staff
- Implementing partners
- Service providers (relevant chapters)
- Local government (host and origin)
- Policymakers

INTRODUCTION

Individual reintegration support is delivered directly to individual returnees and their families, typically in the form of tailored assistance (cash, in-kind assistance or a combination of the two). Reintegration assistance should be tailored to the returnee’s specific needs and reflect individual migratory experiences, capacities, vulnerability factors and the circumstances of return. Such personalized assistance empowers returnees and creates an environment where they can take responsibility for their reintegration process and decide for themselves how best to use reintegration support.

The type and content of reintegration support should be based on returnee needs. Providing information and counselling both pre-return and post-arrival helps case managers tailor assistance to the specific situation of each returnee. This type of tailored approach is particularly important when there are specific vulnerabilities arising from family composition, sex or gender, age, medical conditions or mental distress experienced during the migration process because of abuse, exploitation or violence.

This Module contains information for assistance at the individual level, beginning with the important role that case managers play through counselling and referrals and in assessing the returnee’s needs and skills, through to developing a reintegration assistance plan. Three sections highlight best practices and interventions supporting returnees in the economic, social and psychosocial dimensions of reintegration at the individual level.

Factors affecting reintegration at the individual level

At the individual level, various factors impact successful reintegration. These include personal characteristics as well as factors related to the overall migration experience, such as:

Table 2.1: Individual-level factors that can affect reintegration

→ Age	→ Sexual orientation
→ Sex	→ Social networks
→ Gender	→ Motivation(s)
→ Ethnic and cultural identity	→ Self-identity
→ Religious identity	→ Personal security
→ Health and well-being	→ Financial situation
→ Skillset(s) and knowledge	→ Psychological characteristics (emotional, cognitive, behavioural)
→ Family status	→ Time spent abroad
→ (Dis)ability	

The nature of the returnee’s migration journey and the circumstances of return are as important as any other factors. These circumstances can include: the length of the migrant’s absence; conditions in the host country; exposure to diseases or other public or mental health concerns; delayed transitions such as being held in detention before return; conditions of return or the level of return preparedness; and resources available or access to information. Individual vulnerabilities to consider include whether returnees have health needs, whether they are victims of trafficking, violence, exploitation or abuse, or whether they are unaccompanied or separated children. Such vulnerabilities require specific support in certain areas (for example, psychosocial counselling to address distressing experiences) at the start of the reintegration process and empower returnees to reach their full potential.¹⁶

¹⁶ For more information on migrants in situations of vulnerability, please refer to IOM’s *Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse*. (forthcoming).

2.1 Case management counselling

One of the most effective ways to provide tailored assistance to returnees is through dedicated case managers who accompany the returnee through a counselling process. Case management is a standard social work practice used to help beneficiaries meet their needs when they are receiving services from a variety of different providers. In the context of return and reintegration, case management can help returnees navigate what are often fragmented support services.

Though case management is typically implemented at the individual level, case managers need to understand that community level and structural level factors also affect reintegration. Case managers are a link between the returnee and their community of return. They can also oversee reintegration activities at the community level (see *Module 3*) by playing an essential role in facilitating integrated reintegration assistance. For more in-depth information regarding case management, please refer to the IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse, (forthcoming).

This chapter presents an overview of counselling for case managers. This includes:

- 2.1.1 Essentials of counselling for case managers, including in the host country
- 2.1.2 First counselling session for reintegration: step-by-step

2.1.1 Essentials of counselling for case managers

Counselling is a fundamental step for the design, development and implementation of reintegration assistance and is typically delivered by case managers. Reintegration counselling aims to engage and empower returning migrants before departure and upon arrival in the country of origin. Counselling refers to:

- **Communication** between a person with a need and another person who is helping to address it;
- **Listening** and giving one's full attention to what someone says;
- **Questioning** as a means for collecting information and showing interest;
- **Understanding and respecting** as a way of trying to see things from the other person's perspective without judging;
- **Empowering** by helping the person to look at their strengths;
- **Giving information** so that the person can make their own choices;
- Helping a person to make *their own decision*;
- **Providing support** by giving help and understanding; and
- **Helping a person** to face their needs, examine their options and **decide on a course of action**.

The next section provides guidance on counselling for reintegration case management. Annex 1.A. contains further detailed guidance on counselling techniques for case managers.

Providing counselling in the host country

Reintegration counselling is different from return counselling. Return counselling is focused on helping the migrant make the decision to return to the country of origin or remain in the host country. Reintegration counselling, on the other hand, focuses on how the migrant will reintegrate into their country of origin once the decision to return has been made. Whenever possible, reintegration counselling should begin before departure from the host country to support an informed decision for return and prepare for reintegration. During a reintegration counselling session prior to departure, a case manager should be able to provide country-specific information on the type of assistance available upon return, with materials in a language accessible to the migrant. The content of this briefing should therefore be coordinated between staff in the country of origin and the host country.



SPOTLIGHT

To avoid confusion and frustration, the counsellor should use objective and balanced information on the country of origin to raise awareness among potential returnees of the challenges and responsibilities ahead. Counsellors should inform migrants only about reintegration services that are available to them in the country of origin. They should cover both limitations of the assistance and preconditions for obtaining assistance so returnees have realistic expectations about their return and can plan for it. The counsellor should avoid informing them of reintegration activities that they may not be eligible for, as there is a high risk of frustration if migrants find out at a later stage that they cannot benefit from more comprehensive assistance. The counsellor should also try to dispel any incorrect information or rumours the returnee may have heard about the reintegration assistance or process.



Face-to-face counselling with reintegration staff from the country of origin

In recent years, IOM Iraq AVRR staff have visited migrant reception centres in European countries to carry out group counselling with Iraqi migrants and provide information to relevant institutions in the host country. Migrants, counterparts in host countries and IOM staff have perceived this as very positive. Experience has shown that Iraqi migrants have greater trust in information that comes from an independent organization, such as IOM, than in information from a government source. This is particularly the case because national staff who work and live in Iraq can provide first-hand information. Although virtual counselling is already an important step to a comprehensive preparation of migrants before their return, regular face-to-face group counselling sessions by country of origin staff in the host country have had the greatest impact on beneficiary trust-building, buy-in and preparedness.

2.1.2 First counselling session for reintegration: step-by-step

While reintegration counselling sessions can begin before departure, they become essential after arrival in the country of origin.

For the first reintegration counselling session in the country of origin, the case manager provides basic first-line emotional support to returnees and assesses whether to refer returning migrants to specialized services. The first counselling session should cover three main aspects:

- Providing first line psychosocial support to the returnee;
- Collecting information on the returnee, including a new assessment of potential situations of vulnerability and identification of immediate needs; and
- Informing the returnee about the reintegration assistance process.

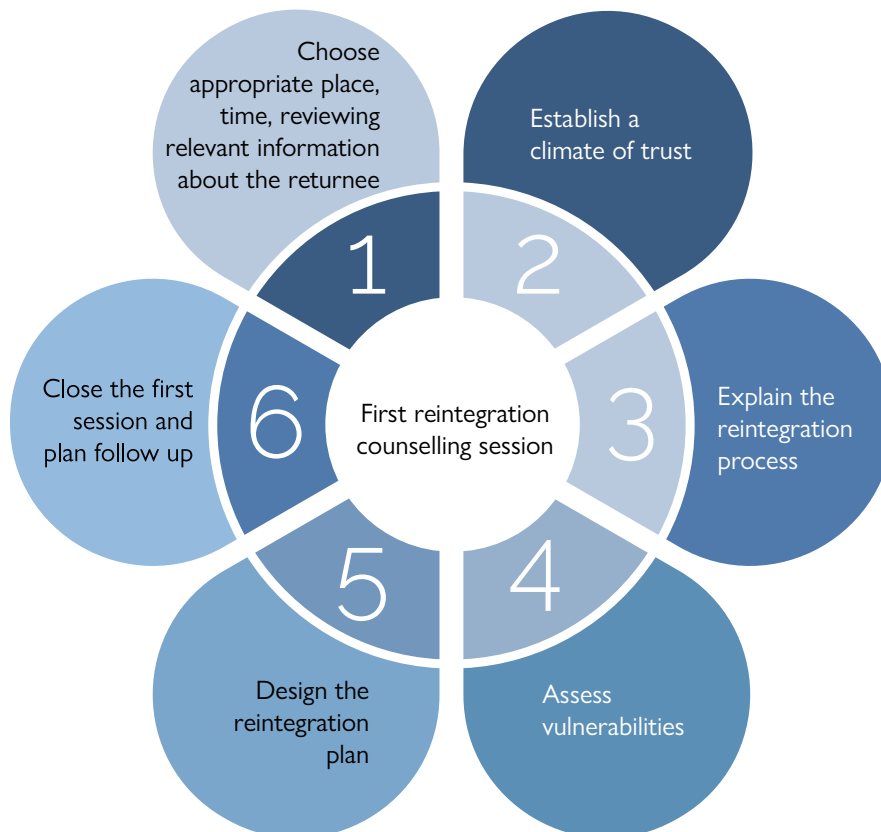
Below are the steps recommended for conducting a successful first counselling session:



Case managers can refer to [Annex 1.A](#) for tips on counselling techniques appropriate for the initial meeting with a new returnee or if a beneficiary is in distress.

Furthermore, counselling with the family may also be needed. [See section 2.6.2 for further information.](#)

Figure 2.1: Steps for first reintegration counselling session



Step 1: Prepare for the counselling session

To prepare for the counselling session, the reintegration case manager should review the information received from the host country, if available. This includes facts and observations about the returnee, information on possible vulnerabilities, main points for discussion and the development of a reintegration plan prior to departure. The case manager should focus on specific actions with the returnee as well as on an action plan with clear, attainable goals. It is recommended that the case manager keep in mind active listening techniques (see Annex 1.A) and allowing for sufficient time for a discussion and to answer any questions the returnee might have.

- **Select a suitable place.** Counselling should be carried out in an environment that minimizes interruptions and is free from distractions. It should be a place where privacy and confidentiality can be maintained. It should be welcoming, comfortable and non-threatening, with good air and natural light. If conducted online, case managers should remove all distractions in the office and ask the returnee on the other end to do the same, inviting them to be comfortable and alone in the room.

If the case manager visits returnees in their homes, it is recommended to sit somewhere comfortably and quietly, away from other family members and to minimize distractions by switching off radios or televisions.

- **Schedule the time.** The length of time required for the reintegration counselling session depends on the complexity of the returnee's situation. If the returnee needs more time or is fatigued by the counselling itself, successive meetings should be scheduled. The case manager should select a time free from competition with other activities and remember that important events can distract the person from concentrating on the counselling.
- **Notify returnees in advance and give information about the session,** so that they can prepare. Information should include logistical instructions, such as how to reach the location, as well as why, where and when the counselling takes place.
- **Secure an interpreter if necessary,** to facilitate communication and information exchange with the returnee. Brief the interpreter on the session and confidentiality requirements.
- **Collect and store information.** The case manager should have a system to note down important information and store any documentation of the reintegration counselling in a confidential and secure manner.¹⁷

At the beginning of the session, case managers should greet returnees and welcome them, and introduce themselves, their professional role and that of the organization they work for. Some returnees may be confused or suspicious, particularly in the case of forced returns. It is of paramount importance to be clear about the purpose of the counselling session: to talk about reintegration assistance and explain that they can choose to reject this assistance at any time.

Case managers should explain that this is a confidential meeting and that only specific information necessary for the reintegration process might be shared with other professionals, always with the returnee's consent. Case managers should allow the returnee to introduce themselves and to ask questions. The duration of the

¹⁷ Conducting a risk-benefit assessment and a sensitivity assessment when processing personal data as well as ensuring transparency towards the returnees on the processing of their personal data is particularly important. Reasonable and necessary precautions must be also taken to preserve the confidentiality of personal data.

counselling session depends on many factors, among them the mental condition of the returnee, their fatigue and their capacity for concentration. By observing the returnee's non-verbal communication, the case manager should be able to understand when to propose a break or interrupt the session to schedule the next one.

Step 2: Establish a climate of trust

The first minutes of the encounter are fundamental for establishing a relationship of trust. The reintegration counselling session may begin by the counsellor asking generic questions about how the returnee is feeling and engaging in brief small talk (“How do you feel? Were you able to find this location easily?”). Avoid beginning with questions about the recent steps of their migration journey. Showing respect helps build trust, which is key to encouraging dialogue and productive discussion. From time to time during the session, it is good to reassure the returnee about what is being done and what will be done to support them, without raising expectations that the organization will not be able to meet. Case managers should be prepared to respond appropriately to disclosures and avoid exacerbating any distress. The case manager should facilitate the discussion and encourage the returnee to provide complete information.

If needed, the case manager can offer first-line psychological support to the returnee. This can include providing empathetic and supportive reintegration counselling (see [Annex 1.A](#)), psychological first aid to a returnee who is particularly stressed during counselling (see [Annex 1.C](#)) or a referral to psychological counselling or other psychosocial and specialized mental health services (see [section 2.6.3](#)).

Step 3: Explain the reintegration assistance process

Case managers should explain the process of reintegration counselling and how reintegration assistance works in general terms. They should also ask returnees if they understand what is being explained and whether they agree and consent. Case managers should remind returnees that they can stop them whenever they have a question. This empowers returnees to make decisions. The interview can evoke emotional reactions and case managers should periodically ask returnees how they feel and whether it is acceptable to proceed to the next point or if a pause is needed.

While details about the reintegration options will be given later, it is important that returnees have a broad understanding of the process. Case managers should give returnees a realistic idea of available options and possibilities. They should not raise unrealistic expectations that could be detrimental to the effective reintegration of the returnee possibly creating frustration and even feelings of anger.

Step 4: Assess vulnerabilities

Case managers should have received information about a returnee's vulnerabilities and needs prior to their return. However, because this information may not be complete or new vulnerabilities and needs may arise upon arrival, a returnee's immediate needs, vulnerabilities and risks should be (re)assessed as soon as he or she arrives at the country of origin.

Identifying possible situations of vulnerability is essential as this determines the nature and timing of the assistance needed in the country of origin. Urgent referrals should be made following disclosure of any information that is life-threatening or otherwise requires emergency attention. Detailed information on assessing a returnee's vulnerabilities, capacities and needs is included in [section 2.2](#).

Step 5: Design the reintegration plan

The aim of this part of the counselling session is to help returnees envisage their future in a positive and proactive way. The reintegration plan is not limited to the assistance provided (if any) but should be broader, encompassing different aspects and factors of reintegration – a sort of “life plan” that includes the objectives of the returnee and the actions to be carried out both by the returnee and the assisting organization. The reintegration plan should highlight strengths and resources as key elements that can facilitate the reintegration process. At the same time, it is important that the returnee be open about the challenges, issues and obstacles related to return so that these can be addressed, when feasible.



Case managers can find more specific guidance on how to approach these areas and questions to ask in [Annex 1.F](#).

The reintegration counselling session should not only collect information vital for tailoring a reintegration plan, but also to help the returnee create the right balance between expectations and reality. Managing returnees' expectations requires the case manager to be open and transparent about available reintegration support and about eligibility requirements and limits, throughout the entire counselling process.

Case managers should invite returnees to articulate their aspirations and expectations while also providing information on their existing skills and interests. Returnees should be encouraged to reflect on how their migration experience could benefit them upon their return to their country of origin.

Step 6: Close the first session and plan follow up

The creation or review of an individual reintegration assistance plan may initially be time-consuming. If time allows, case managers should carry out the assessments described in the next section (2.2) and develop a reintegration plan (covered in section 2.3) before closing the first counselling session. Section 2.3 provides guidance for developing or reviewing specific, practical reintegration plans for returnees and their families.

Sometimes, though, creating a reintegration plan requires a separate counselling session. If the case manager together with the returnee decides to schedule a separate meeting to develop the specific reintegration plan, the case manager should close the counselling session by summarizing the most important points and scheduling a follow-up session.

If, as recommended, a returnee has developed a reintegration plan prior to departure, the plan should be reviewed and discussed again at the first post-arrival counselling session, as there may have been changes in the returnee's situation since return.

The first counselling session might require an immediate life-saving referral of the returnee to appropriate health - including mental health - care. (*See section 2.6.2 for a list of cases to refer immediately for specialized follow-up.*)

Reintegration counselling is not a one-time activity but a continuous process. Even after a reintegration plan has been created and its points are being acted upon, case managers should be in regular contact with the returnee to check whether the reintegration process is proceeding according to the plan, mitigate possible challenges or moments of difficulty and leverage new opportunities. (*See section 2.3.3 for more information on reintegration follow-up.*)

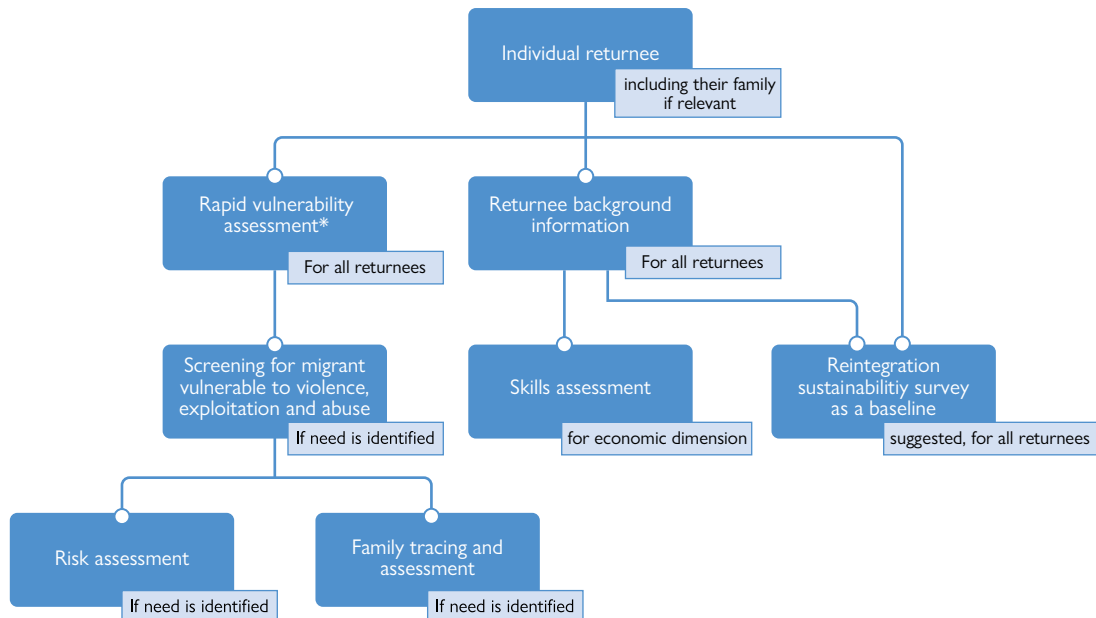
2.2 Assessing the returnee's needs and skills

Individual assessments explore returnees' capacities and vulnerabilities as well as their protective and risk factors. These assessments provide information to tailor each returnee's reintegration plan and should be revisited if circumstances change. The graphic below shows which assessments should be undertaken for which returnees and when.

This chapter presents an overview of the assessments to be carried out to gather the information necessary before developing a reintegration plan:

- 2.2.1 Vulnerability assessment
- 2.2.2 Risk assessment
- 2.2.3 Family assessment
- 2.2.4 Skills assessment
- 2.2.5 Reintegration Sustainability Survey as an assessment tool

Figure 2.2: Suggested assessments to be carried out before developing a reintegration plan



* Please note that if rapid vulnerability assessment reveals potential vulnerabilities, the follow-up screenings should be carried out as soon as possible.

In order to design a reintegration plan that provides tailored assistance, assessments should be carried out as early as possible, ideally before return. Receiving information regarding the returnee prior to their return allows staff in the country of origin to arrange appropriate assistance upon arrival. After the returnee arrives

in the country of origin, information provided by the host country staff should be reassessed by reintegration staff. Close coordination between staff in the host country and country of origin is crucial to support a smooth reintegration. For an example of how this is undertaken, see Case Study 2, below.



Case Study 2: Pre-departure cooperation between IOM country offices in Afghanistan and Austria

Since 2012, IOM Afghanistan and IOM Austria have been cooperating on reintegration projects. Efficient communication, quick responsiveness and willingness to continuously adapt and improve reintegration approaches have proved to be crucial prerequisites for facilitating the reintegration process for returnees in an often-difficult context.

Solid cooperation starts from the project design phase, where both offices provide equal inputs to content and budget elaboration. To support smooth and efficient case management, standard operating procedures are shared by the offices. These hold information on all project staff as well as office details of both offices, describing roles and responsibilities of all stakeholders involved in the return and reintegration process. Together, the offices develop information materials for returnees and translate these into local languages.

During project implementation, there is continuous communication and information sharing through emails as well as regular Skype sessions; specific topics such as monitoring are discussed in webinars. IOM Afghanistan staff provide regular inputs for the pre-departure information sessions that IOM Austria arranges for returnees. This helps build trust, provides a realistic overview of opportunities and challenges upon return and helps manage returnees' expectations.

Coordination and monitoring visits in both Afghanistan and Austria reinforce the established cooperation because they provide further understanding of the working realities, procedural requirements and pre-departure and post-arrival contexts for returnees. In addition, these visits are an opportunity for IOM staff to meet with partners and other organizations to inform and build trust. They are also a way to expand referral networks and therefore enhance the sustainability of reintegration, for example in the areas of health, or technical vocational education and training. Likewise, coordination meetings in Austria allow IOM Afghanistan's staff to provide key stakeholders with up-to-date insights on the situation in Afghanistan.



Tips for success:

- Build staff capacity to facilitate intercultural communication and cooperation;
- Collect returnee feedback after return to help create realistic expectations for future returnees.

2.2.1 Vulnerability assessment

All returnees should undergo a vulnerability assessment, ideally before departure and again upon arrival in the country of origin (see *Step 4, above*).

Individual and household-level vulnerabilities must be identified early to determine whether they could prevent participation in the reintegration process. Early identification of vulnerability also helps staff prepare appropriate protective and preventive measures and is crucial for creating an effective reintegration plan.



Definition of a migrant in a situation of vulnerability

Migrants in vulnerable situations are migrants who are unable to effectively enjoy their human rights, are at increased risk of violations and abuse, and who are thus entitled to call on a duty bearer's heightened duty of care. Vulnerable situations that migrants face arise from diverse factors that may intersect or coexist simultaneously, influencing and exacerbating each other and also evolving or changing over time as circumstances change. Factors that generate vulnerability can cause a migrant to leave their country of origin in the first place, may occur during transit or at destination (regardless of whether the original movement was freely chosen) or may be related to a migrant's identity or circumstances. Vulnerability in this context should therefore be understood as both situational and personal. (Adapted from *IOM Glossary on Migration*, 2019).

The Rapid Vulnerability Assessment screening form and the Migrant Vulnerable to Violence, Exploitation and Abuse screening form are tools that should be used prior to travel and again when returnees arrive in their country of origin. They will soon be available online. These assessments should be carried out by trained staff. The full screening assesses all potential sources of vulnerabilities for the individual migrant and within families.

Some vulnerabilities require direct intervention to address immediate needs before and after arrival. Adults who are found to be at risk of intimate partner or other types of violence, may need assistance with protection and safety measures. Other vulnerability factors require longer-term responses that should be included in the migrant's reintegration plan (for example, ensuring that chronic medical conditions are attended to). The results of vulnerability assessments should be provided to staff in the country of origin prior to a migrant's travel only if the migrant consents to this.



For more detailed information on identifying and assisting migrants in vulnerable situations, please refer to the *IOM Handbook on Direct Assistance for Victims of Trafficking* and IOM's *Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse* (forthcoming).¹⁸

Health vulnerability considerations

A basic health assessment or, at a minimum, screening for specific health needs, should be undertaken as part of the vulnerability assessment for all returnees before departure. If needed and the migrant consents,

¹⁸ This Handbook is specifically concerned with a subset of vulnerable migrants: those vulnerable to violence, exploitation and abuse. Any use of the term "vulnerable migrants" for should be understood to mean migrants vulnerable to violence, exploitation and abuse.

physical assessments should follow. For migrants with health needs, case managers need to be alerted to the fact that there is a health vulnerability. There needs to be comprehensive knowledge of available health services in the country of origin to enable the development of a transition plan before a returnee travels. This helps determine, for example, if a migrant can stay on the same medication or treatment regime (especially for mental health and autoimmune disorders) in the country of origin.

In contexts where health needs (for example, diagnostics, physicians, medication) for chronic health conditions (for example asthma, renal disease, diabetes, HIV) cannot be met in the country of origin, relocation needs to be considered in collaboration with health service providers in both the host country and the country of origin. The options all involve extensive counselling and include:

- 1. Not to return.** Return should not take place if the returnee is receiving life-saving or life-prolonging treatment in the host country and he or she will be unable to receive such treatment in the country of origin. Patients may still want to return under these circumstances. However, this should not be facilitated if the absence of critical services (for example, dialysis) will result in the death of the returnee.
- 2. Continue with return.** The patient may be in a terminal stage and would rather obtain less sophisticated palliative care with their family and loved ones than stay alone in a more resourced hospital. When care in the country of origin is available, but limited, extra effort should be made to help the returnee access this care.
- 3. Relocation to another area.** This is not always possible, but should be explored if the option exists.

Guidance to case managers for these situations is complex and decisions should therefore focus on collaborating with subject matter experts, trusted colleagues and, most importantly, the returnees.

Continuity of care must be prioritized when working with migrants in vulnerable situations, especially when it comes to health needs. The returnee should be alerted to any changes in medication or treatment regimens, and these must only occur with the returnee's full participation and consent.

2.2.2 Risk Assessment

If returnees are identified as vulnerable, case managers should carry out a risk assessment and put in place an individualized security plan. Guidance on how to do this is found in the *Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse* (forthcoming).



Special Consideration: Victims of Trafficking

People attempting to reintegrate into home communities after being victims of human trafficking can have special needs and considerations that need to be accounted for during reintegration. Among these is the extra support victims of trafficking may need for family reunification and rebuilding social networks. Successful reintegration may require tracing families prior to return so victims can return to their own communities. It could mean educating a victim's family about what the returnee was subject to while away. If risks exist for social rejection or isolation due to stigma associated with human trafficking, then case managers need to call on local NGOs, local service providers or trained staff to advise how to facilitate familial acceptance. Victims of trafficking may also be in greater need of temporary housing, medical and psychological services, or special security measures if any threats exist during their return. Preparing for these extra needs in the pre-return of reintegration is crucial. The IOM Handbook on Direct Assistance for Victims of Trafficking (2007) and IOM's Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse (forthcoming) provide in-depth guidance on how to serve victims of trafficking.

2.2.3 Family assessment

Family members can play an important role in a migrant's decision-making process. An assessment of a returnee's family situation, especially for returnees who are considered vulnerable, can provide valuable insight into factors that could support – or hinder – the returnee's successful reintegration. This is also called "household assessment". For more information on this type of assessment, see the tools provided as part of the *IOM Handbook on Direct Assistance for Victims of Trafficking* (2007) and IOM's upcoming Handbook on *Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse* (forthcoming).

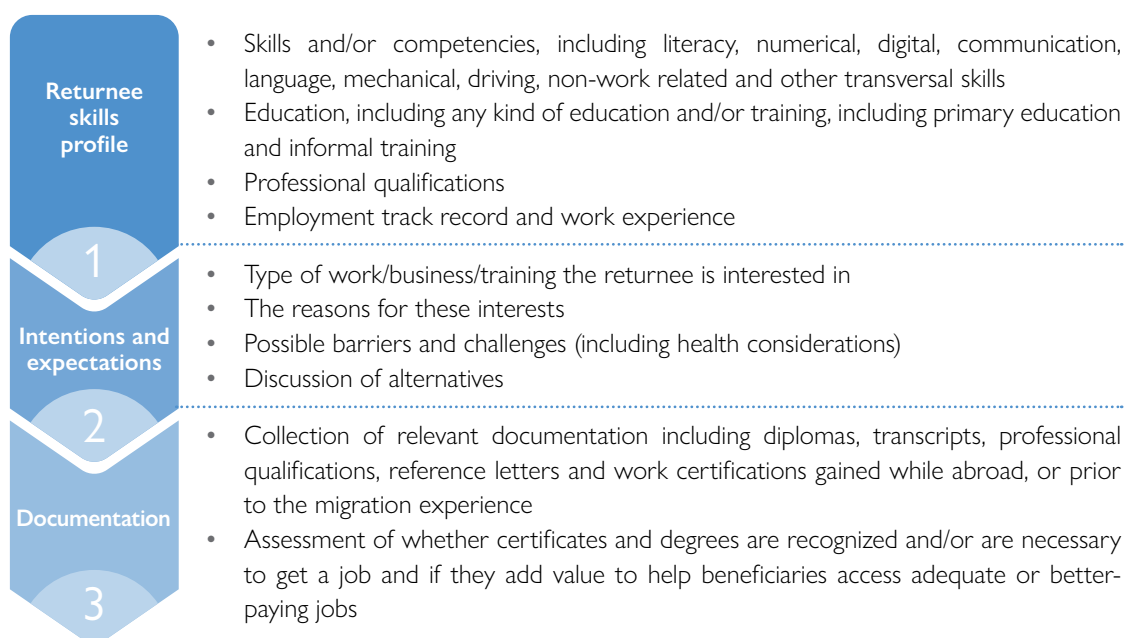
2.2.4 Skills assessment

A skills assessment should precede the development of the reintegration plan. Gathering information on a returnee's skills, education and aspirations is important for:

- Tailoring reintegration support, especially economic assistance;
- Recognizing and addressing any potential mismatch between a returnee's existing skills, training and the skills demand in the country of origin;
- Helping the returnee feel that reintegration assistance is building on their specific needs and strengths and that they have a chance of succeeding; and
- Creating an element of trust and encouraging ownership in the reintegration process.

The figure below outlines the steps that can be taken to assess returnees' skills.

Figure 2.3: Steps to assess an individual returnee's skills



There are several tools available to help facilitate an individual skills' assessment such as:

- [EU Skills Profile Tool for Third-Country Nationals](#), intended for use by organizations offering assistance to third-country nationals for labour market integration, with a configuration feature to allow organizations to create their own tailor-made questionnaire;
- [Skills Health Check](#) (United Kingdom), which identifies skills and qualifications of jobseekers in order to help returnees steer their career plans;
- [UNESCO International Standard Classification of Education](#).

Skills or competency tests assess beneficiaries' specific skills irrespective of how and where they were acquired. Skills may have been gained through means that include any combination of formal or informal training and education, work or general life experience.

Case managers can refer returnees to skills' tests if one or more of the following facilities are present in the country of origin and are willing to cooperate within the referral framework of the reintegration programme:

- **Institutes for the Recognition of Prior Learning (RPL)** provides assessment and certification that proves a person's competency, based on occupational standards, regardless of how these competencies were acquired. RPL is important for self-employed people looking for jobs, workers seeking career progression, workers in the informal economy wanting to shift to formal jobs and practitioners wanting to enter an educational pathway. RPL is very important in the context of return migration, as it allows workers to have the skills they may have acquired abroad recognized in their country of origin.
- **General skills' testing facilities** include those provided by TVET centres. Skills' testing facilities often use several assessment methods or strategies to measure an individual's performance, competencies and skills. They provide a range of testing methods for different occupational competencies.
- **Public employment services (PES) and private employment agencies (PrEAs)** are generally services that assist in matching job candidates with employers and often provide other services such as counselling and vocational guidance, job-search courses and related forms of intensified counselling for people with difficulties in finding employment. In countries where PES or PrEAs are available and provide skills' assessments in-house, consider referrals for returnees who are already likely to possess the skills and competencies for the occupation envisaged in the reintegration plan. For returnees eligible for job placement, the skills' assessment should directly link to the assisted job search and matching process foreseen by the PES or PrEAs.
- **Employers providing on-the-job skills' verification and training for returnees allow returnees to work on the job to demonstrate their skill level, or to practice in a limited authorized format.** Depending on the specific regulatory system of the country of origin, the returnee might also be issued a provisional or conditional licence, which is made permanent once the individual's skills have been verified during his or her on-the-job performance.

In case none of the above types of entities are present in the country of origin, the case manager should coordinate with relevant CSOs and NGOs to set up a service stream for skills' assessments that is linked to the qualifications framework of the country of origin.

While some providers (for example, public employment services in most contexts) conduct skills' assessments free of charge, others may charge returnees a variable fee that is dependent on the skills' assessment provider and the range of skills and competencies assessed.

2.2.5 Reintegration Sustainability Survey as an assessment tool

One way to perform a comprehensive assessment of a returnee's reintegration situation is to use the Reintegration Sustainability Survey scoring tool.¹⁹ This scoring system evaluates the returnee's ability to achieve sustainable reintegration along the economic, social and psychosocial dimensions (*see section 1.3 for explanation of the three dimensions*).

¹⁹ The scoring system was developed on the basis of conclusions from IOM's *Mediterranean Sustainable Reintegration (MEASURE)* project in 2017, funded by the United Kingdom's Department for International Development (DFID). The survey design was tested through qualitative and quantitative fieldwork in five key countries of origin: Afghanistan, Ethiopia, Iraq, Senegal and Somalia. See more in [Samuel Hall/IOM, 2017](#).

Using the survey at the assessment phase can serve three purposes:

- It provides a standardized and holistic approach to tailoring reintegration assistance;
- It establishes a common set of indicators to create a baseline for monitoring returnees' progress towards sustainable reintegration over time;
- It helps case managers identify returnees whose reintegration needs may be higher, because returnees with lower scores are more likely to require greater support and follow-up.

When the tool is used throughout the reintegration process, the information it gathers can be used to help answer the following question: To what extent have returnees achieved a level of sustainable reintegration in their return communities? It is important to note that using the Reintegration Sustainability Survey as an assessment tool does not replace the other assessments (above) because those should still be used to pinpoint the specific areas of intervention.

Understanding the survey results

The scoring system produces:

- A composite reintegration score measuring overall reintegration sustainability and which is therefore useful as a general baseline measure; and
- Three separate dimensional scores (economic, social and psychosocial) that measure sustainability in each dimension of reintegration and can highlight discrepancies in status and progress between these dimensions, as well as areas where further assistance might be desirable. Two migrants with a similar composite reintegration score might have very different dimensional scores, signaling different reintegration experiences and needs.



For more detailed information on using the Reintegration Sustainability Survey, including the indicators and survey tool, see [Annex 4](#).

Results use in case management and reintegration planning

All scores are between 0–1 and case managers can use a reintegration score calculator included in the package to automatically process respondents' answers and calculate the reintegration scores. Case managers can then adjust the intensity of case management and reintegration assistance: an **intensified approach** would be advisable for returnees whose composite or dimensional score falls below 0.33. If a score reaches values above 0.66, case managers can employ a **hands-off approach**, with lighter support for the beneficiary overall or in the specific dimension of reintegration where the returnee has achieved a high score. Understanding the reintegration needs of beneficiaries through this scoring can therefore enable case managers to allocate their efforts and services or resources where they are needed most.



TIP

Be careful when interpreting scores generated for respondents with a large percentage of answers falling under the “I don't know/I don't wish to answer” category. It is recommended that for all respondents who use this answer option more than seven times (more than 20% of indicators), the number of “I don't know/I don't wish to answer” responses should be noted alongside their reintegration scores. This will highlight that the scoring might carry a lesser degree of accuracy.

2.3 Reintegration planning and follow-up

A reintegration plan is a tool for returnees to identify their objectives for their reintegration process and to plan, with the support of the case manager, what support is needed and how it will be provided. The plan is developed by bringing together an understanding of the returnee's skills, needs and motivations and the context of the return environment, including its challenges, opportunities and available services. A reintegration plan should be developed for each returnee that is being assisted by a reintegration organization.

There are four main steps for developing and implementing a successful reintegration plan:

- Review and analyse the returnee's own objectives and motivations for the reintegration process (*elicited in Step 6 of the first counselling session, see section 2.1.1*) together with findings from individual assessments (*see section 2.2*) and information from the context assessments (*see section 1.4.2*);
- Use the feasibility grid, or another tool, to identify appropriate support activities, covered in *section 2.3.1* (*see section 1.4.3 for information on developing feasibility grids*);
- Draft the full reintegration plan, covered in *section 2.3.2* (suggested template can be found in *Annex 3*);
- Establish regular follow-up, covered in *section 2.3.3*.

While it is preferable that reintegration plans be developed or refined within one month of a migrant's return to their country of origin, it is also preferable that individual programmes have the option to maintain some leeway when it comes to time frames and time limits. Different migrants have different needs and cannot always adhere to the same reintegration assistance structure, especially migrants those who have vulnerabilities. This can become a challenge when funding sources impose rigid rules around eligibility and place the full burden of responsibility on the returnee. Advocating for exceptions to rules and flexibility in timelines, when necessary, is therefore important.

This chapter provides further details on developing and implementing a reintegration plan, supported by further guidance in the annexes:

- 2.3.1 Using the feasibility grid
- 2.3.2 Components of an individual reintegration plan
- 2.3.3 Reintegration planning and follow-up

2.3.1 Using the feasibility grid

Section 1.4.3 guides staff through the process of developing feasibility grids in a reintegration programme. This section guides case managers through the use of the grids, once developed.

The feasibility grid is a tool that the case manager can use when helping a returnee design an individual reintegration plan. It lays out various alternatives for addressing the returnee's economic, social and psychosocial needs and the conditions under which those interventions are most appropriate. The full reintegration grid can be found in [Annex 5](#).

The feasibility grid guides the targeting of assistance, which is the activity of selecting reintegration services for returnees, their families or their communities based on individual circumstances and the barriers faced in reintegration.

Case managers should tailor reintegration support measures for returnees in modular form. In practice, this means that reintegration services should be adapted in terms of type, duration and intensity to the returnee's and to the family's needs, capacities and intent. For instance, while a skills' assessment coupled with a three-month TVET programme might be useful for one returnee, another returnee may only need a referral to a local public employment service office for job matching and successful labour market reintegration.

2.3.2 Components of an individual reintegration plan

The format of an individual reintegration plan varies from context to context and organization to organization. But it can be modelled on the recommended template in [Annex 3](#). Typically, the following components should be addressed, covering the economic, social and psychosocial aspects of reintegration:

- Financial allocations (*cash or in-kind assistance, see table 2.2*)
- Income-generating activities
- Vocational training or apprenticeships
- Housing, food and nutrition
- Legal and documentation needs
- Education and skills' development
- Medical and health-related needs
- Transport
- Security
- Psychosocial needs
- Family needs and counselling

The reintegration plan should incorporate the information gathered during the needs assessment and provide an overview of the services returnees will need to access, including relevant contact details for service providers. It should include information on how and when the case will be monitored, how feedback from the returnee will be incorporated and how information will be shared between the returnee, the case manager and other service providers, accounting for privacy and confidentiality.

Reintegration plans should additionally estimate how long returnees need to access services. When possible, they should incorporate information on case management exit or completion. Transition to mainstream services should be discussed if relevant (for example, for people with long-term medical or psychosocial needs). Consent forms should include all components and be updated each time the plan is amended.



Please refer to the relevant chapters in this module for detailed guidance on the modalities of assistance in the economic (2.4), social (2.5) and psychosocial (2.6) dimensions.

Referral to existing services

Effective case management depends largely on strong linkages and referral mechanisms in the place of return. Referral mechanisms are formal or informal ways to (re)establish networks with existing organizations, agencies and providers. The ultimate aim of coordinating services by establishing linkages, is to provide access for beneficiaries to a continuum of services recognizing that rarely a single organization will be capable or appropriate to meet all of an individual's needs.

In the context of return, a referral occurs when a case manager guides a returnee to a service with the intention of meeting their reintegration needs. The referral process should include:

- Documentation of the referral;
- Consideration for privacy, data protection and confidentiality, especially for sharing personal data; and
- A follow-up process.

For more information on establishing and strengthening referral mechanisms in countries of origin, [see section 4.1.3](#).

Cash and in-kind support

In some programmes, the direct provision of cash is a way to meet returnees' needs while also reinforcing their agency to make decisions about how to best meet their needs. However, there are some potential risks and downsides to cash transfers. The table below outlines key questions and criteria to assist decision-making between cash, in-kind support or a combination of both.

Table 2.2: Decision-making criteria for choice of cash or in-kind assistance options

Level	Considerations
Programme design	<ul style="list-style-type: none"> Is cash-based support foreseen in the reintegration programme?
Efficiency	<ul style="list-style-type: none"> Are there tangible cost savings or efficiency gains in using cash-based support over alternative response options such as in-kind grant packages? If the preferred option is not the most cost-efficient, what is the justification for increased costs?
Incentivization	<ul style="list-style-type: none"> Will cash provision provide an incentive in migrant or potential migrant decision-making, including for irregular migration?
Risk assessment	<ul style="list-style-type: none"> What are the potential risks and benefits of using cash-based support (such as individual, household and community dynamics; insecurity; fraud or diversion; and data protection) compared with alternatives? Does the security context allow for direct cash payments to beneficiaries (considering both beneficiary and staff security)? How do these risks compare to other response options such as in-kind grant packages? Are these risks manageable?
Conditionality	<ul style="list-style-type: none"> Is it necessary to impose conditions to reach objectives? Are the necessary goods, services and technical assistance available in appropriate quantity and quality to attach conditions to the use of or eligibility for cash-based support?
Partners	<ul style="list-style-type: none"> What are the potential partnerships and implementation scenarios? Is there a partner with the capacity to carry out direct cash payments in a cost-effective manner (experience, risk controls, willingness)? What additional capacity is needed? Where and how quickly can it be found?
Final decision	<ul style="list-style-type: none"> What are the criteria that will be used for the decision? What will be the amount of payments? How many installments will be made? How will risks be monitored? How will the effectiveness of the payments be measured?

Source: Adapted from UNHCR, 2017.

Reintegration assistance when services are unavailable

Sometimes services are not available, appropriate, accessible or well-matched to a returnee's strengths and needs. Nevertheless, the case manager still has an important role to play. All instances in which staff cannot address the needs of returnees should be recorded and monitored. This data can inform advocacy efforts at community and structural levels.

When there is a lack of services required by the returnee, the case manager can advocate for the establishment of suitable services or the inclusion of returnees in other available services if appropriate. For example, it may be possible for a woman who is the victim of trafficking to access a shelter that exists for women who have experienced intimate partner violence. When this approach is taken, it should not introduce risks or cause harm to the wider population accessing the existing service.

When there are no available services, case managers can facilitate safety planning exercises with returnees. This involves working together to identify the risks they face and developing mitigation strategies to avoid or reduce harm as well as coping strategies in the event that a risk materializes. Where there are emergency services, for instance law enforcement, emergency health-care or fire services, and they do not pose a risk to the returnee, information on how to access them should be provided.

Where needs cannot be met, or are urgent, other options for assistance should be considered. This includes relocation to other areas where services are available.

2.3.3 Reintegration follow-up

Once agreed between case manager and returnee, a reintegration plan should be implemented. This can be undertaken by helping the returnee navigate administrative processes, accompanying the returnee to appointments, setting up meetings with officials (for example, school principals) to help with enrolments or access, and following up with the returnee.



Reintegration plans should be reviewed periodically with the returnee and adapted as necessary, especially when and if a returnee's needs, risks or goals change. The returnee should be able to opt out of reintegration support at any time and should always have an updated copy of their own plan. Lastly, reintegration plans should always include an exit strategy that outlines when case management will come to an end and how the transition away from case management will occur.

Follow-up meetings

Follow-up meetings should occur periodically throughout reintegration and ideally for 12 to 18 months after the reintegration plan is established to take account of any notable changes in the returnee's life during that time. The frequency of meetings should depend on the returnee's willingness and need, though a mid-year monitoring report (six months after the reintegration plan was initially established) and a final monitoring report for all returnees (approximately 12 months after that) is ideal.

Follow-ups are preferably conducted face-to-face. However, if in-person follow-ups are not possible they can be done via phone or email. One way to help minimize the risk that returnees will not be able to be contacted

following their return, is to work with local telecommunication companies to provide communication kits to eligible returnees.

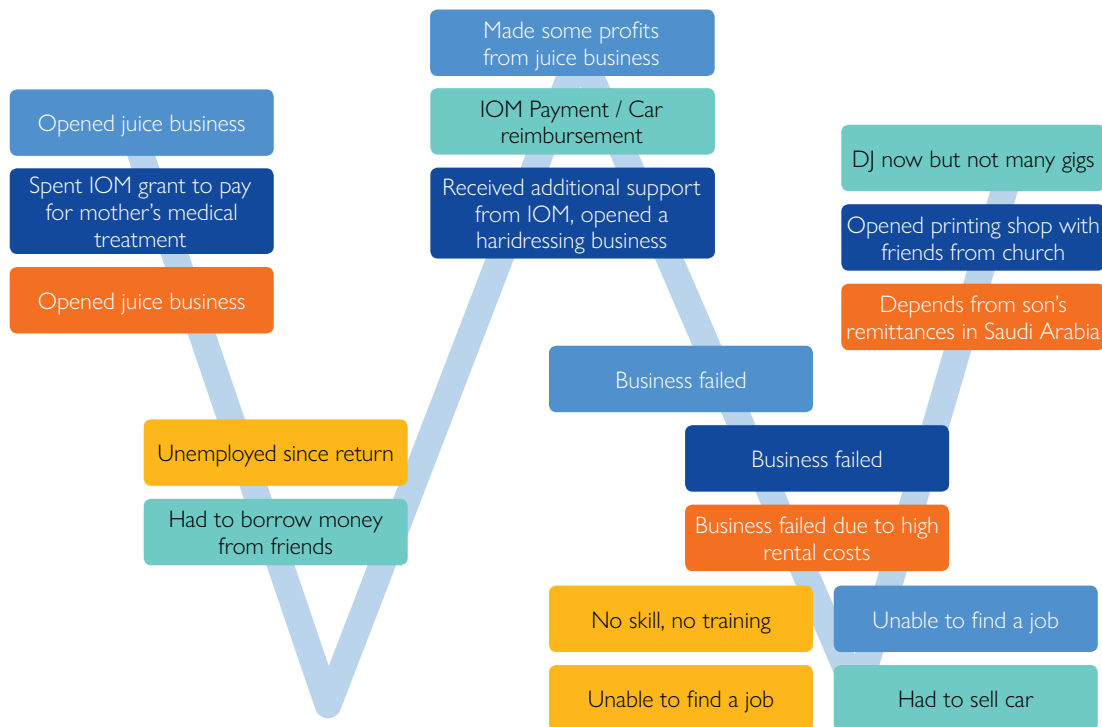
It is also helpful to use any contact opportunity to engage in monitoring and follow-up with returnees, for example when providing instalments of cash or in-kind assistance.

When a returnee’s circumstances change drastically, it may be necessary to re-administer certain individual assessments. If the Reintegration Sustainability Survey scoring system has been used as a baseline, it should be administered regularly, ideally every three months to track progress and, if needed, to adjust the reintegration plan accordingly.

Returnees in vulnerable situations should receive more frequent follow-up sessions. For example, it is recommended that returnees who are victims of trafficking be assessed once a month during the first three months post-return, then twice between months three and nine, and finally once more during the twelfth month. Should the returnee need extended assistance for any reason, monitoring should continue past the 12-month mark. Please refer to Module 5 for more details on monitoring and evaluation of reintegration assistance.

One useful tool for follow-up counselling sessions is the “W” model, which helps both identify the key challenges and opportunities experienced by the returnee, and the selection of the relevant complementary approaches to be adopted. The W model helps the case manager and the returnee with the discussion around the natural progression of “ups” and “downs” in the reintegration experience. Overall, the W model can help the lead reintegration organization identify trends in beneficiaries’ experiences as well as the unique nature of each beneficiary’s skills, capacities and social networks within a given community.

Figure 2.4: W model sample illustration



Source: IOM/Samuel Hall, 2017a.

The example of a W model above was completed during a focus group session with several returnees (each individual is represented by a different colour). The session focused on the economic dimension of reintegration. As can be seen from the graph, the W model provides a good overview of the different challenges (for example, “business failed due to high rental costs”) and opportunities (“opened printing shop with friend from church”) that individuals may experience during the reintegration process. As such, the W model can be useful for individual follow-up visits at different stages of return. It is a way to identify and address returnees’ needs which arise later during the reintegration process and which require a different response than the initial planning foresaw. This allows for the reintegration plan to be updated periodically, based on the key challenges and opportunities discussed.



Case managers should refer to [Annex 1.G](#) for instructions on the development and use of the W model in counselling sessions with returning migrants.

2.4 Economic reintegration assistance

Economic reintegration assistance helps returnees establish economic self-sufficiency upon their return. Many reintegration programmes include support for economic reintegration as often the reason returnees first leave is because of the lack of a decent income. This type of assistance is useful for helping returnees who need skills or resources to (re)establish adequate and sustained income generation for themselves and their families.

This section introduces different types of economic assistance at the individual level, although economic reintegration assistance can also be collective or community-based (see [section 3.2](#)) and different levels of assistance are not necessarily mutually exclusive. For example, returnees can be assisted individually with specific needs such as high levels of non-productive debt, whilst also being assisted within a collective project to set up an activity that will provide them with a long-term income.

If returnees are fit to work,²⁰ economic reintegration pathways can involve inclusion in local labour markets as entrepreneurs, co-owners of collective enterprises, including cooperatives, or wage or salaried workers.

To help returnees access these opportunities, individual economic reintegration assistance could include:

- [Creation or strengthening of income-generating activities](#) (for example, business start-up support, access to banking and microcredit);
- [Job placement](#) (apprenticeship/on-the-job training, paid internships); and
- [Training or educational support](#) (vocational training, skills’ development, finance and budgeting counselling).

Economic reintegration measures should fit the specific needs and skills of the returnee, the local labour market, the social context and the available resources.

²⁰ This should be determined as a result of the individual assessment process, in particular the results of vulnerability and risk assessments and results of any other preliminary needs-assessments, if conducted. It should also take into consideration national and local labour regulations, identified through the labour market assessment.

- Each beneficiary should be counselled individually, and their **individual skills, education, aspirations and limitations** considered against the **structural conditions**. For example, not all returnees have the skills and capacity to successfully start their own business, just as entrepreneurship is not an optimal strategy in contexts where there are important structural challenges. In this case, using business-development support as a form of assistance risks not only the failure of the business but also negative consequences for the returnee such as debt, loss of social capital and both a negative emotional and psychological impact. It may even incentivize attempts at irregular re-migration. Guidance on assessing the labour market and returnees' skills can be found in sections 1.2.2 and 2.2.4, respectively.
- **Social factors**, including social norms on gender and age, should also be considered when determining the best type of economic support to provide returnees. There may be challenges for returnees wishing to pursue an economic option that challenges existing social norms in their community, and they may require additional support to overcome them. If a beneficiary's aspirations do not align with available or commonly sought opportunities, alternatives should be explored and their goals for economic reintegration met in other ways.
- Some returnees may have **barriers that would prevent them from working outside the home for long periods of time**, including childcare or other family responsibilities or limited mobility. In these cases, income-generating activities in or close to the home should be explored, or the possibility of providing childcare to allow returnees to attend trainings.
- Returnees' **psychological and emotional well-being** is also important. Studies on the impact of livelihood activities for different populations worldwide tend to suggest that returnees who have undergone highly stressful migratory paths or who are very distressed about the return may not be able to take full advantage of the livelihood opportunities that are offered to them.

A lack of a livelihood can be one of the main sources of stress for an individual and having an occupation can help to alleviate negative feelings. However, for a returnee to have a successful and holistic reintegration, livelihoods must be accompanied by a healthy social life and strong networks and connections. Moreover, certain psychological states characterized by toxic levels of stress, deep anxieties and social stigma can make it difficult for an individual to engage in livelihood interventions or benefit from livelihood opportunities. As such, the economic reintegration measures outlined in this section should be implemented in combination with the individually tailored social and psychosocial support measures detailed in chapters 2.5 and 2.6.

This chapter presents an overview of the following types of economic assistance typically recommended for consideration at the individual level, supported by further guidance in the annexes:

- 2.4.1 Skills development and vocational training
- 2.4.2 Job placement
- 2.4.3 Business Development Support
- 2.4.4 Access to banking and microloans
- 2.4.5 Budgeting and financial counselling

2.4.1 Skills development and vocational training

Helping returnees develop skills for specific occupations, for example through technical vocational education and training (TVET), can be an effective way to support them in (re-)entering the workforce. Most reintegration programmes include skills' development and technical vocational education and training in the country of origin following return, though they can also be beneficial if provided as part of pre-departure assistance in host countries (see *Case Study 3, below*).



Case Study 3: Pre-departure vocational and soft skills' training in Morocco

Many migrants stranded in Morocco opt for assisted voluntary return and reintegration (AVRR), but their lack of skills and qualifications often hinders their employability upon return.

FORAS, meaning “opportunities” in Arabic, is a project providing enhanced pre-return assistance to migrants returning from Morocco to eight West African countries. Through this project, and in coordination with a consulting firm (Samuel Hall), IOM conducted in-depth research on beneficiaries' profiles and needs and developed a socioeconomic mapping of the eight target countries. Based on the results, IOM designed six tailored training courses that are suggested to returnees before departure.

These courses are part of a holistic eight-week package for AVRR beneficiaries. The package of services aims to strengthen migrants' preparedness and skills while in the host country to improve their socioeconomic reintegration upon return. It allows migrants to optimize their time before their return. The courses cover soft skills, life skills, entrepreneurship, marketing, agriculture and handicraft. They also help build returnees' trust in the reintegration process.

To reach out to potential AVRR beneficiaries, IOM Morocco, in collaboration with the National Mutual Aid Society, established three migrant orientation points in three key transit areas. Printed, digital and audiovisual communication materials promoted awareness of the reintegration process and the FORAS programme.



Tips for success:

- Check that acquired skills are transferable to and applicable in countries of origin.
- When locating migrant orientation points, anticipate aspects of the local context that may hinder active migrant interest and participation.
- Provide direct support (accommodation, transportation, food) for beneficiaries during the training, since their participation in the training will mean that they are not able to generate income for the duration of the training.

In addition to improving employment prospects, skills' development and TVET programmes can build the resilience of learners and drive their economic, personal and social development.

Following the skills' assessment at the reintegration planning stage, the case manager can design a skills' development component of the individual reintegration plan, based on the returnee's skill level, experience, educational profile, intentions and needs. If available prior to return, well-targeted skills' training can boost returnees' confidence in their ability to (re-) establish economic self-sufficiency in their place of origin. While skills' training should acknowledge the gender composition of the workforce of different work industries, returnees should not be limited to skills' training in a specific sector based on their sex or gender, but should be offered the same choices and opportunities for training regardless. It should be up to returnees alone to decide which opportunities to pursue.

Building on the assessments (*see sections 1.2.2 and 2.2.4*) of individual and family-level factors, the reintegration support services available in the country of origin and the wider socioeconomic and structural environment in the country of origin, returnees and the case manager can jointly develop a tailored skills' development plan. This plan can include one or more of the following components:

- **Technical and vocational training programme(s)** and **work-based learning programme(s)**, including apprenticeships, internships, on-the job training, professional mentorship programmes, career planning and guidance;
- **Business development training**, including financial literacy training or short-term training on business-plan development, which can be paired with other business development support such as grants or assets;
- **Scholarship and enrolment in primary/secondary/tertiary education** in the educational system in the country of origin; and
- **Adult education programmes** that can include literacy, numeracy and digital skills' classes as well as **soft skills' training** in areas such as teamwork, communication skills, life skills or **language training**.

To help skills' development programmes effectively support the socioeconomic reintegration of returnees, the following should be taken into account:

- Returnees may be interested in completing vocational training and willing to apply the practical skills learned there and generate income in formal employment or self-employment after the end of the vocational training.
- Sociocultural (especially gender) barriers in the community of return could negatively affect enrolment and participation in education. Family and community responsibilities may also have an impact.
- Returnees should have the necessary qualifications and skills for that level or type of education. For instance, if returnees want to pursue tertiary education, case managers need to verify that the individual has successfully completed secondary education.
- Skills' development and vocational training should ideally be linked to a pre-identified job placement strategy (*see section 2.4.2*), a specific vacancy or cluster of vacancies, or a partnership with an employer (*see Case Study 4, below, for an example of training linked to seasonal construction work in Burkina Faso*). If this is not the case, experience suggests that vocational and core skills' training risk raising false expectations that may prove detrimental to the overall process of reintegration.
- Can returnees support themselves financially while taking part in the education programme? In some cases, there may be a need to provide returnees with financial and other support (for example childcare, transport to venue) to follow through with the training from start to graduation.

- Skills' programmes can also be linked to community-based projects and community-level interventions to facilitate participation in existing or forthcoming collective projects and enterprises (see section 3.2). This can enhance both the social and the economic reintegration of individual returnees and produce benefits for communities of origin.

The reintegration plan should specify the approximate length of time a beneficiary will access the skills' development services. It should incorporate, where possible, information on exit, transition and completion.

The feasibility grid for skills development and vocational training is available in [Annex 5](#).



SPOTLIGHT

Past reintegration projects generally show that when given the choice, the vast majority of returnees opt for business development support instead of skills' development and TVET options. The main reason for this seems to be the “shorter” process involved in the business start-up option and the faster return on investment. However, returnees often face severe challenges to sustaining their businesses after a short time period, suggesting that TVET and/or job-placement schemes may have been a more suitable option.



Case Study 4: Skills development in Burkina Faso

In Burkina Faso, Independence Day celebrations generate an annual labour demand related to various construction projects such as road rehabilitation, new housing and store renovations. Construction sites are thus opportunities for many returning Burkinabé who have acquired experience in the building sector during their migration journey, particularly in Libya and Algeria.

To consolidate and adapt their construction skills to local market needs, IOM Burkina Faso organized a one-month skills-development training in Tenkodogo for 40 people in the construction sector, facilitated by a local training partner. Because construction material can be limited and expensive in rural areas, the technical training also included making bricks and cobbles.

This skills-development training targeted returning migrants but also local community members selected by the regional Social Services Department. Training sessions were participatory, with returnees invited to share construction techniques they learned while abroad. This also reinforced social bonds between participants.

The one-month training course also included awareness-raising activities related to sexual health and coaching sessions to reinforce self-esteem. Trainers also conducted entrepreneurship sessions and helped beneficiaries develop business plans that would be submitted to local development funds supporting youth initiatives. Beneficiaries then received assistance to formally register their business so that they could participate in public tenders for local rehabilitation projects.



Tips for success:

- Support participation through cash-for-training or small subsidies.

2.4.2 Job placement

Facilitating the integration of returnees in wage and salaried work depends primarily on the local economy. It is therefore critical that job placement interventions are aligned with the capacity of local enterprises to create sustainable jobs. The feasibility of different job placement strategies should be determined in light of recent labour market analyses, as outlined in section 1.1.3.

Within the scope of job placement support, three activities are particularly useful for assisting returnees: career guidance and counselling, apprenticeship schemes and public work or cash-for-work initiatives.

Career guidance and counselling

Connecting returnees with employment entails providing guidance and counselling to returnees on their career and job options. This is usually carried out by the case manager, or, where available, an economic reintegration specialist. This counselling aims to help the returnee:

- understand the range of realistic opportunities for securing salaried work as part of a viable reintegration process;
- perform the required actions to adjust his professional profile to jobs on offer in the local labour market, including the acquisition of soft skills and vocational training and re-training.

Irrespective of whether job placements are undertaken by an external referral partner or the lead reintegration organization, having accurate and up-to-date labour market information is critical for developing effective job placement services. Having taken into account local labour and skills needs, case managers need to provide career guidance to returnees, including providing realistic information on opportunities and challenges.

Career guidance and counselling involves using the returnee's skill profile and work experience to identify jobs that would be appropriate and determine if additional training is necessary to secure those jobs. Case managers should support returnees to make applications to available jobs, apprenticeship schemes and/or skills development programmes.

If labour market information, especially vacancy databases, are present and publicly available in the countries of origin, the lead reintegration organization should explore options to set up workstations with web-based resources on job search and counselling. Depending on the context, some skills may also be acquired through distance learning, including on searching for jobs, preparing a curriculum vitae (CV) or preparing for job interviews.



Case managers can refer to [Annex 1.G](#) for more detailed guidance on career counselling.

In reintegration contexts where local labour markets are vibrant and there are a sufficient number of migrants returns to the same area, the lead reintegration organization can develop a roster or database of trusted individual employers and employers' organizations, including chambers of commerce. If a public employment service (PES) or a system of job centres is available, these activities should be conducted in partnership with those authorities. Partnerships can help increase the employability of returnees and help broker job opportunities for beneficiaries.

To do this, the lead reintegration organization should contact national and local associations of employers, as well as sectoral associations whose activities are most relevant for the typical skills profiles of returnees. When contacting employers, reintegration staff should highlight the comparative advantages of returnees, including any language skills and other competences acquired abroad. See Case Study 5, below, for a picture of how this was done in Iraq.



Case Study 5: Joint approach in the field of job placement assistance for Iraqi returnees (Kurdistan Region of Iraq)

A study commissioned in 2010 by IOM Iraq revealed a demand in the Iraqi private sector to hire returnees. To better connect returning migrants with potential employers in the Kurdistan Region of Iraq (KRI), the European Return Fund (Community Actions 2013), with the participation of several EU member States, funded MAGNET II.

The project aimed at setting up a harmonized job placement and training support scheme to provide consistent and coordinated assistance to potential returnees from Belgium, Finland, France, Germany, the Netherlands and the United Kingdom, through homogeneous pre-departure information on job placement assistance, on the socioeconomic context of the KRI and on concrete job and training opportunities.

Post-arrival counselling and referrals were conducted by a specific reintegration team. Referrals were informed by a comprehensive market survey and mapping of relevant training centres (vocational, IT and language trainings), coupled with assessments of returnees' skills and experience.

To place suitable candidates for identified job vacancies in the KRI, a common database was set up, listing the professional profiles of returnees from the six participating host countries. It also helped returnees seize concrete job opportunities. Job and training fairs were organized to allow them to meet with potential employers, learn more about employment opportunities and receive help and tips for networking and CV drafting. A project website and Facebook page were set up to enhance the visibility of the project and sustain communication with potential beneficiaries.

To encourage local ownership of job placements as a long-term socioeconomic reintegration approach for returnees, links with local authorities were reinforced. This was ensured through the organization of follow-up workshops in the three governorates of the KRI, and through a study visit of local authorities to the participating EU member States. Further visits by European national employment agencies to the KRI helped reinforce cooperation and capacity-building.



Tips for success:

- Organize regular small-scale networking and social events and involve employed beneficiaries to act as mentors.

Where there are groups of returnees, it may be useful to cooperate with strategic employers and with employers' organizations to secure multiple placements at once. Job fairs may be one way to strategically target employers and lead reintegration reorganizations may wish to organize their own job fair and combine the event with training for returnees on soft skills, CV writing and job interviewing.²¹




Apprenticeships

Job placement assistance can be offered alongside apprenticeship programmes that provide on-the-job training, sometimes in combination with classroom learning, to acquire vocational competences and knowledge.





Apprenticeship programmes vary greatly from country to country. For this reason, case managers need specific knowledge about the expected impact of different apprenticeship schemes on the employability of individuals and the desired post-apprenticeship activity (employment or self-employment). Apprenticeships should have clear job descriptions, offer returnees a salary and provide returnees with a contract of employment.

When areas of high return do not have adequate apprenticeship schemes, the lead reintegration organization, with sufficient budget, can consider creating one by engaging with employers' organizations, chambers of commerce and training providers. Before designing an apprenticeship programme, the lead reintegration organization should research potential employers that could participate. Table 2.3 provides an overview of the key steps required for developing a market-oriented apprenticeship scheme.

Table 2.3: Developing an apprenticeship scheme

Step	Activities
<p>1. Explore</p> 	<p><input type="checkbox"/> Explore apprenticeships as a strategy to meet reintegration objectives for returnees in need of training, retraining, or as a way to make them transit from the vocational school classroom to a stable job. Sectors and industries should be pre-selected based on the findings of preceding labour market assessments (<i>see section 1.4.2</i>).</p>
<p>2. Promote</p> 	<p><input type="checkbox"/> Promote the apprenticeship programmes with employers' organizations, chambers of commerce and other industrial and training partners, highlighting potential benefits of taking part in an apprenticeship scheme, such as:</p> <ul style="list-style-type: none"> → Registered apprenticeships are a well-established approach for preparing workers for jobs and meeting employers' needs for a skilled workforce that continues to innovate and adapt to meet the needs of the markets. → Businesses that use apprenticeships reduce worker turnover by fostering greater employee loyalty and increasing productivity. → Apprenticeships offer workers a way to start new careers with good wages.
<p>3. Analyse</p> 	<p><input type="checkbox"/> Partner with key stakeholders in the region to develop an apprenticeship programme. Identify employers and training providers whose curricula and methods are endorsed by employers.</p>

²¹ See ILO's *How to Design, Plan, Implement and Evaluate an Employment Fair. Manual for Public Employment Service Offices and local career guidance taskforces in Egypt* (2017).

<p>4. Build</p> 	<p><input type="checkbox"/> Build the core components of the apprenticeship programme: classroom training; selection; on-the-job training.</p>
<p>5. Register</p> 	<p><input type="checkbox"/> Register the programme to join a national apprenticeship network.²²</p>
<p>6. Launch</p> 	<p><input type="checkbox"/> Launch the new registered apprenticeship programme.</p>
<p>7. Fine-tune</p> 	<p><input type="checkbox"/> Fine-tune the training strategy with a local or sectoral expert and foster ownership of employers and training partners.</p>

Public work or cash for work

Public work or cash for work are types of economic assistance in which returnees are given short-term employment, usually paid by the day or week, arranged by the lead reintegration organization for the purpose of improving communal or public spaces or goods. This type of active labour market programme is critical in economic reintegration contexts that have a high number of returnees and close partnerships with local authorities.

Public work can be very effective in re-establishing ties between returnees and their own communities while also providing returnees with an immediate income. Involvement in cash for work schemes usually lasts between one and three months. Typical activities include infrastructure construction activities, cleaning public spaces, gardening and other community services that are selected by the reintegration office in concert with the local authority (see *Case Study 6*, below, for an example of how cash-for-work is set up in Guinea). There may be good opportunities for this type of approach in the sphere of community-based infrastructure for climate change adaptation. Public works on irrigation, flood risk or water conservation, for example, are usually labour-intensive and require minimal training. Some also offer long-term jobs related to maintenance of the infrastructure or project that was the focus of the initial work.

²² A national apprenticeship network comprises all accredited apprenticeship programmes, as regulated by the pertinent line ministry or government agency in charge of the national apprenticeship system.



Case Study 6: Cash-for-Work in Guinea

Since 2017, Guinea has seen very unexpectedly high numbers of its nationals returning from Libya and the Niger. This has strained reintegration staff capacities to deliver reintegration assistance.

Cash-for-work (CFW) interventions are a tool to address returnees' short-term needs by providing them with a decent income during their initial weeks in their country of origin while building their trust in the reintegration process. Because CFW interventions typically consist of small rehabilitation activities, such as cleaning public areas, they strengthen returnees' involvement in the care of their communities and help them reconnect with community members. CFW targets both returnees and members of the local community as a way to reinforce social cohesion and avoid potential tensions.

In close coordination with local communities and municipal authorities, rehabilitation priorities are identified in areas with high return rates. In Guinea, beneficiaries work 45 days over a period of nine weeks. Wages are paid weekly, but 30 per cent is transferred to a bank account opened by each beneficiary as a savings scheme. As access to and transport of cash can be burdensome in some areas, IOM partnered with Orange Money to ensure regular payments that are directly accessible to beneficiaries via their mobile phones.

The CFW opportunity is an initial step in the returnees' reintegration process. Time is also dedicated to sessions on civic responsibility and planning for their future.

If, at the end of the 45 days of work, beneficiaries decide to invest their savings in a collective reintegration project, they receive additional support from IOM in the form of training and assistance in setting up their collective projects. In Guinea, most CFW beneficiaries choose this option. This reinforces their ownership and sense of responsibility in their collective income-generating activity and enhances their awareness of the importance of saving.



Tips for success:

- Capitalize on existing collaboration with local authorities.
- Present this initiative to returnees as a short-term intervention that constitutes just one step in their reintegration plan.

Cash-for-work programmes should be designed so that returnees who are fit to work and in need of immediate livelihood support not only have an initial stable income, but also engage in capacity-building and rehabilitation activities that increase their employability and prospects to earn a sustainable income after the programme has ended. The wage can be paid daily or weekly, in full or with a compulsory saving share, which can be used to complement other forms of reintegration assistance, such as a microgrant for entrepreneurship.

The feasibility grid for job placement is available in [Annex 5](#).

2.4.3 Business Development Support

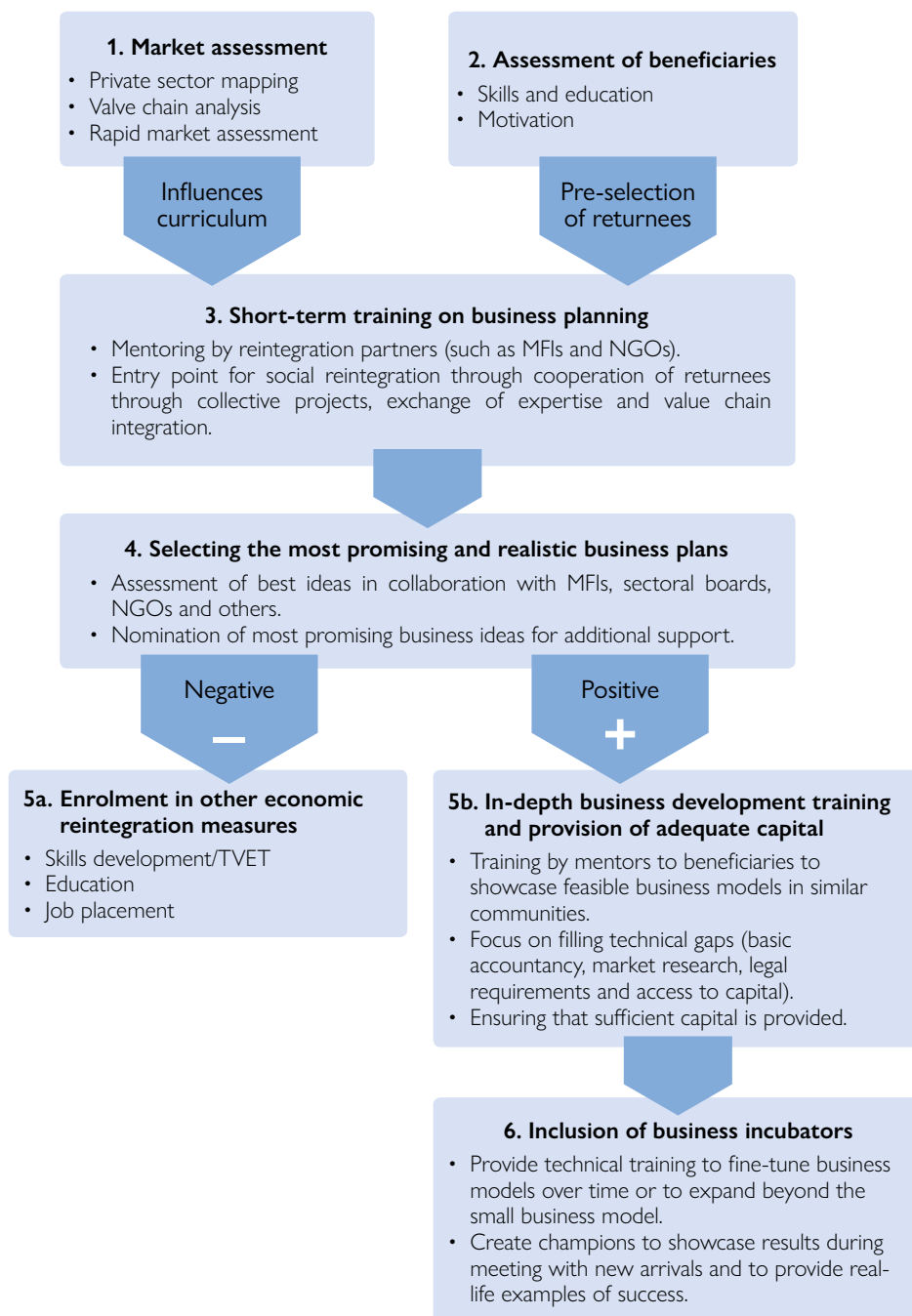
Support for developing and launching small businesses is generally a popular type of economic reintegration assistance among returnees. When business development support leads to long-lasting livelihoods, this approach can have a high impact on overall sustainable reintegration. However, start-up businesses can fail when returnees are not fully invested or trained, or when they lack the knowledge on how to design and manage a business. Consequently, entrepreneurship support should only be provided in certain circumstances and must be accompanied by a coherent business plan and follow-up that is tailored to the relevant market system and value chains.

Business development support can either be provided by the organization managing the overall reintegration programme, or alternatively through a national or local partner in the country of origin, such as a Chamber of Commerce or a National Development Agency. Further information on how to develop partnerships for the provision of Business Development Support is provided in [Annex 2](#).

Returnees' access to business development support should be made contingent on an assessment of adequate capacity, skills, motivation and business acumen, based on clear selection criteria, a more competitive selection process and an enhanced business development training and support component for the comparatively smaller cohorts of applicants who are finally admitted. The introduction of a selection process for administering returnees' access to business development support makes it essential to manage migrants' expectations during the initial counselling stage in the host country.

Building on past experience and best practices, figure 2.5 gives an example of a selection, training and upscaling process for the business development support of returning migrants. This approach foresees a two-step selection process that applicants need to pass, which sets a comparatively high threshold both in terms of the requirements for applicants' skills, capacity and motivation for creating their own business (Step 2) and in terms of the feasibility of their business plans in the specific context of the local community, market system and value chain (Step 4). A selection process is especially useful when there are large numbers of returning migrants to one country and business development projects have to be prioritized. The selection process is also useful in order to promote the quality of businesses that are going to be developed by returnees. This process can be adapted according to the specific country context.

Figure 2.5: Integrated selection, training and upscaling process for business development support





SPOTLIGHT

Analysis of business development support programmes has shown that many start-up businesses are unsustainable, that is they tend to be in operation only for a short period of time. In most cases of business failure, businesses either close directly after receiving the first support package (that is before initial opening, by misappropriating the cash-based assistance or by selling the assets that were provided in kind) or close after receiving the second tranche of business support in programmes where assistance is provided in several instalments. Methods to increase business sustainability are discussed in [Annex 2](#).

The feasibility grid for business development support is available in [Annex 5](#).



Detailed guidance on the implementation of business development support can be found in [Annex 2](#)

2.4.4 Access to banking and microcredit

Having access to banking and credit services can allow returnees to plan for their future and make investments to improve their economic situation. While most countries are likely to have basic banking services (such as saving accounts and investment schemes), those services which are particularly important for returning migrants, such as microcredit providers, microsavings schemes, savings and credit associations and other microfinance institutions (MFIs), may not be present or functioning in all settings.²³ In many countries of origin, banking and financial services be limited to urban settings. Facilitating access to banking and microfinance services is dependent on the financial service providers operating in the country of origin, in particular in locations witnessing a large number of returns.

Access to banking and MFI services is generally dependent on eligibility and lending criteria. Due to the risk adverse nature of many lending institutions, barriers facing returnees (absence of documentation, credit history, proof of income and address) may prevent them from accessing banking and credit. Therefore, the lead reintegration organization has an important role to play in facilitating contacts with financial service providers, assessing returnees' eligibility and capacity to access specific services, advocating for their inclusion in existing banking and credit systems and counselling returnees on the challenges and opportunities available to them.

- Lead reintegration organizations should **map available banking and microfinance (MF) providers in areas of high return and sensitize them to the needs and capacities of returnees**. In most cases, the lead reintegration organization can enable access to banking and MF services for individual returnees by i) documenting their enrolment in a livelihood support programme (such as business development support) and ii) providing cash-based reintegration grants or in-kind grant packages with a clear monetary value that may be used as collateral. In other cases, depending on programming parameters, the lead reintegration organization may be able to provide collateral directly to external banking providers by

²³ Microfinance is a category of banking services that are provided specifically to people who would otherwise not have access to these services through conventional means. It covers microcredit, savings, insurance and often related services and is normally aimed at low-income or unemployed people.

providing the necessary guarantees for obtaining loans, or even granting microloans directly. An alternative option is the creation of groups of borrowers, in which groups of returnees provide collateral collectively, thus vouching for each other (see [section 3.2.3](#)).

- Sizeable reintegration programmes should furthermore explore options to utilize the economies of scale provided by the large number of potential clients to negotiate with banks and MFIs for preferential access to banking services and loans. Depending on the size of the reintegration programme, the lead organization could also engage with financial service providers to explore options to complement financial products with financial advice services. Before including any external banking institution or MFI in the referral network, programme managers should always run a background check on the entity, in particular on the appropriateness of interest rates, potential support for recipients on default schedules and any general mentoring and business support the MFI may provide.
- Particular care should be taken when facilitating returnees' access to microcredit services. **Microcredit is not a solution for all returnees and not every returnee is able or willing to handle the responsibility of a microloan.** Therefore, microcredit cannot be recommended as a general solution for returnees who are in need of financial means, but only in single cases. Before providing returnees with access to relevant banking institutions and MFIs for accessing lines of credit, case managers should:
 - **Provide beneficiaries with information about the risks** associated with taking out a loan, underlining that if a returnee cannot meet his or her repayment schedule, a debt would imply an additional burden instead of serving as a means to support self-sufficiency.
 - **Provide adequate capacity-building** in combination with loans. While some microcredit providers offer counselling, financial literacy and business training, it is the responsibility of the organization managing the reintegration process to check that prospective borrowers are provided with the required training.
 - **Assess risks of misappropriation** through other household or community members. This can be done by both protection and livelihoods staff.
 - **Verify basic requirements and documentation of the returnee**, irrespective of whether the credit is provided by the organization managing the reintegration programme or by an external service provider. Requirements may include:
 1. Documentation about own capital and collateral;
 2. Verifying whether there is a need for a microloan, taking into account the applicant's existing assets, other sources of support provided (such as reintegration cash-based or in-kind grant support) and the capital requirements detailed in the reintegration plan, needs' assessment, business plan or record book;
 3. Existence of a good credit history of the prospective borrower;
 4. Other requirements as stipulated by the reintegration programme, such as documentation of a professional qualification, own capital, an asset that can be collateralized, an existing business or a set of previous customer relationships.

The feasibility grid for microcredit is available in [Annex 5](#).

2.4.5 Budgeting and financial counselling

Many returnees, particularly young, unskilled and financially illiterate returnees do not have the experience of managing a sustained budget. Following longer migration experiences, returning migrants may have inaccurate perceptions of how much money is required to live in the country of origin and they might struggle to adjust their financial planning and budgeting to new income situations. This is particularly risky when returnees borrow money from MFIs or from relatives, such as when they are under pressure to settle remaining migration debts or other financial obligations. To respond to these issues, the lead reintegration organization can provide returnees with financial counselling and information on responsible budget management tailored to the available mechanisms and applicable living costs in the respective country of origin.

Financial counselling and budget planning support is an overarching measure that benefits most returnee households irrespective of any other economic interventions that beneficiaries may be enrolled in. Counselling should therefore be provided both in order to complement the provision of reintegration grants and to generally support returnees and their households in managing sustainable finances in the long term.

While the content needs to be tailored to the respective country of origin, financial counselling and budget planning training should provide information on the management, saving and investment of all potential sources of income and capital that returnee households may have at their disposal, including cash-based reintegration grants, in-kind grant packages, income through wage employment or self-employment, microloans, remittances from other family members and usage of existing assets (real estate, motor vehicles and so forth).

Such reintegration support should address sustainable debt management and managing financial shocks, such as those resulting from injury, illness or death of a family member that can lead to increased household spending or lost work time.

Finally, the counselling should provide information about and facilitate access to relevant community financial support groups, savings associations, debt management organizations and MFIs (*see sections 2.4.4 and 3.2.3*).

The lead reintegration organization can organize short-term training courses on financial literacy, budget planning and savings mobilization through cooperation with local partners and by creating synergies with relevant economic interventions:

- Where locally available, financial counselling, budget planning and saving mobilization training should be provided through, or in cooperation with, existing local providers. In many cases, local authorities, migrants' associations, trade-unions, community organizations or MFIs provide training in financial literacy and management to improve the ability of members of the community to use financial services and make the most out of remittances. The lead reintegration organization should engage with these entities to i) assess the adequacy and comprehensiveness of the training modules provided, ii) explore options to adapt and expand the financial training modules if necessary, iii) address potential needs for cost-sharing and iv) integrate the best suited organizations into the referral system for facilitated targeting of returnees (*see section 4.1.3 on establishing referral systems*).
- Where feasible, budgeting and financial counselling should be embedded in the implementation of other economic interventions.

The feasibility grid for budgeting and financial counselling is available in *Annex 5*.

2.5 Social reintegration assistance

Many returnees need some assistance accessing social services, whether immediately upon arrival or later during the reintegration process. Social reintegration assistance for individual returnees in the country of origin is centered on facilitating access to and providing referrals for services in particular housing, education, legal, health, food and water and other public infrastructure services within the community. The services provided by the lead reintegration organization or its partners should be tailored to the needs of individual returnees.

This chapter provides guidelines for providing social reintegration assistance to returnees. Although differences in programme design, donor priorities and on-the-ground realities can result in different types of support in different contexts, there are similarities in the types of services that can meet the social needs of returnees.

This chapter presents a detailed overview of the following types of social assistance typically recommended for consideration in a reintegration plan at the individual level, supported by further guidance in the annexes:

- 2.5.1 Access to housing and accommodation
- 2.5.2 Access to documentation
- 2.5.3 Access to social protection schemes
- 2.5.4 Access to education and training
- 2.5.5 Access to health and well-being
- 2.5.6 Access to food and water
- 2.5.7 Access to justice and rights

2.5.1 Access to housing and accommodation

Having a safe, satisfactory and affordable place to live is critical to successful reintegration. However, needs, realities and expectations related to housing vary among returnees and are specific to the context of return.

Identifying and securing available and affordable housing for returnees can be challenging –especially when it comes to securing long-term options. Housing (whether in the long- or short-term) can include: private rental accommodation; staying in hotels, guesthouses or hostels; living with family, friends or members of the community; or accessing private housing funded by the State, UN agencies, international organizations, NGOs, civil society or faith-based organizations. When countries do have transitional housing or shelters available, they tend to be primarily targeted to vulnerable populations (including victims of trafficking, single mothers, unaccompanied and separated children and migrants with high health-related needs). They also tend to be temporary.

Supporting returnees to find suitable accommodation can be contingent on word-of-mouth or informal relationships between case managers and service organizations, and the surrounding community. These relationships, though important, are fragile. They require insider knowledge of the local community and are easily broken by staff turnover.

There can be barriers to returnees finding housing, including paying rental down payments, security deposits and providing proof of job security. Some returnees may face discrimination in certain contexts, for instance, returnees with large families, returnees living with disability or single parents.

When choices do exist, case managers may best support returnees in selecting shelter and accommodation that is the most appropriate and provides a sustainable living arrangement. Factors to consider in selecting appropriate shelter and accommodation include:

- Is it the returnee's preference to be closer to or further away from their family members or community of origin?
- Are there important services the returnee or their family members need to be in close proximity to (such as medical facilities, schools, counselling services or certain hubs of industry)?
- What documentation will the returnee need to obtain or produce to secure housing?
- What level of capital will the returnee need to obtain to maintain housing?
- If the returnee plans to build a home, is the returnee aware of how to purchase a plot, prepare building plans, obtain required permits, access reputable masons or other handypersons and procure building materials?
- Are there safety and security concerns to consider when selecting the housing location or fellow inhabitants? (This may be particularly relevant with victims of trafficking or unaccompanied or separated children, or with returnees who are returning to neighbourhoods or communities particularly unwelcoming or hostile to them.)
- Are water, sanitation and hygiene options in the home acceptable, given the realities and limitations of the context?
- For returnees with disabilities, is suitable housing available?

Anticipating any changes that may occur over time is also important for securing sustainable housing. While changes in housing can sometimes be for the better – for example, a returnee is able to find more stable housing once they have had time to build up capital, social networks or build a new home – situations can also change for the worse. Even when returnees settle into an acceptable home at first, they can sometimes experience housing challenges later. This can occur, for example, if debt or economic problems arise or if the home is damaged by harsh weather like heavy rain. Assessing for any housing problems that may be faced during reintegration, working with the returnee to prepare for such possibilities and then following up, can contribute to housing sustainability.

Table 2.4: Facilitating safe, satisfactory and affordable housing

<input type="checkbox"/> Provide access to temporary emergency housing to those who need it.	<p>Support returnees to access safe shelter immediately upon their return, especially returnees that may be vulnerable. Attempt to provide flexibility in allowed lengths of stays for temporary housing, depending on each returnee’s individual situation.</p>
<input type="checkbox"/> Maintain a directory of long-term housing options and landlords who can accommodate returnees’ needs.	<p>Establish communication and relationships with housing providers and owners. For instance, before the lead reintegration organization can provide rental assistance to some returnees, they need to obtain signed rental agreements. For landlords unfamiliar or uncomfortable with providing these agreements prior to receiving rent, this stipulation can be a barrier to finding housing.</p>
<input type="checkbox"/> Identify alternative options for those who cannot or do not want to return to their family or previous home.	<p>Returnees may not feel comfortable returning to their previous community or family due to fears of stigma, shame, domestic or intimate partner violence or debts owed. Account for these concerns by identifying other options – especially where there may already be established support networks or where there are accessible services.</p>
<input type="checkbox"/> Check that shelter stays are voluntary and that they are based on informed consent.	<p>As part of human rights principles staying in a shelter needs to be a voluntary decision. Consent should be sought out both initially and at regular intervals over time.</p>
<input type="checkbox"/> Assess housing situations over time via follow-ups.	<p>Establishing follow up schedules is important in order to readjust if need be.</p>
<input type="checkbox"/> Involve migrants in decisions regarding their housing.	<p>Housing decisions need to be owned and driven by the returnees. Returnees should have a voice in their own housing decision.</p>



Considerations should be made for people living with disabilities and older people with limited mobility or cognition might require special shelter and accommodation. When possible, housing options should incorporate the concepts of universal design, which is the design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design, and will allow for people of all abilities to live comfortably and safely.

The feasibility grid for assistance identifying housing, rent support and temporary housing is available in [Annex 5](#).

2.5.2 Access to documentation

All returnees should be able to access protection given by legal status (most notably citizenship) and associated identity documents. Identity documents (including birth certificates for children) are critical for enjoying many basic rights and services, increasing freedom of movement and subsequent autonomy and which can enable individuals to participate in the labour market.

Therefore, ensuring that documentation is accounted for in reintegration plans as an essential task. The specific documentation needs of returnees must be assessed and time and resources necessary for obtaining documentation properly allocated. It is helpful for case managers to understand how people obtain or renew all relevant documents. Case managers also need to help returnees navigate any barriers to this. Such barriers can include prohibitive costs, cumbersome applications, transportation to official offices, lack of knowledge of relevant institutions and procedures – potential discrimination as a returning migrant.

When countries of return have documentation structures in place to track citizens such as archives for birth records, the burden of proof of citizenship may not be so hard for returnees. However, in places where these records are either not kept or not kept in a systematic way, extra work will likely need to be done to help returnees and their families be appropriately recognized by the State.

Checklist for helping returnees procure and maintain identity documents and civil registrations:

- Anticipate practical and logistical barriers to procuring documents such as burdens on time, travel, childcare, lack of connections (such as in Afghanistan, where testimony from others is required) and costs. Communicate with returnees about these potential hurdles in advance.
- Assist the returnee with accessing necessary information about administrative procedures from the appropriate source. Provide language translation if necessary or assist individuals with lower levels of education to understand the process.
- Do not make assumptions about returnees' capacities to navigate administrative procedures on their own.

The feasibility grid for accompanying returnee to access services is available in [Annex 5](#).

2.5.3 Access to social protection schemes

Returnees might need to access the following public services and social protection schemes: social security, pensions or old age assistance, State-supported health insurance or disability insurance options, public works programmes and food-based assistance.

Even when countries of return offer formal public support services and social protection programmes, returnees are not always aware of those services. They may not know whether they are eligible, and they might not understand how to navigate the bureaucracy necessary to access the service. So it is important that case managers understand whether appropriate information is available and accessible to returnees and, if not, how they can support this process. This is especially true for migrants in vulnerable situations, who may be more easily overwhelmed by difficult administrative hurdles or too stressed to effectively manage the process on their own.

Case managers should promote the inclusion of returnees in social protection schemes by advocating for outreach to returnee communities and changes to barriers that would prevent them from participating.

2.5.4 Access to education and training

Ensuring that returnees have access to suitable schools or educational opportunities is essential during reintegration. Education acts as a protective mechanism. It builds resilience and is a vehicle for personal and social development. When designed and managed appropriately, schools and other education facilities can be a powerful tool for reintegration.

Education can be offered through formal or informal channels. Types of formal education include early childhood development, primary, secondary and higher education, and religious education. Informal education includes but is not limited to life skills' courses, literacy or numeracy classes, language training and education related to career planning and vocational training (see section 2.4.2). Formal education and vocational training are not mutually exclusive and returnees can benefit from both. All efforts should always be made to offer education and training in the returnee's preferred language.

Quality education refers to education that is available, accessible, acceptable and adaptable.²⁴ Providing quality education is the responsibility of the State, often through the Ministry of Education or local authorities. In some places, UN agencies, international organizations, NGOs, civil society organizations or the private sector also offer education and training opportunities to supplement gaps in what other sectors offer. Education and training should be delivered in accordance with local regulations and laws, including those governing education, health and safety, including any necessary registration or licensing required by government agencies or professional associations (See also section 3.2).

→ Accessing education and training

Barriers to education are common among returnees. Barriers can include registration problems, not speaking the language of instruction, prohibitive fees, physical or learning disabilities or arriving in the middle of the school year or after a training programme has already begun.

What's more, accessing education is not solved solely by enrolment. Barriers to education for returnees and strategies to overcome them include:

- **Safe transportation** to and from school facilities may not be an option in some contexts. It might be necessary to check if there is a viable method for school transit. Hurdles to using viable transit include insufficient modes of transportation and poor infrastructure including poor roads, poor drainage systems (especially during rainy seasons) and unreliable power.
- Returnees need enough of **their basic needs met** so that they are able to concentrate and learn. These basic needs can include good health, regular hygiene and a sufficient level of nutrition.
- Returnees need the **basic needs of their family members met** so that the burden of economic or caretaking responsibilities does not inhibit their ability to attend school.
- Cultural and gender expectations or **norms that support education for all**, such as those that place girls' and boys' education at equally important levels, may be weak or lacking. Addressing this can comprise working with Ministries of Education and local schools to educate on the benefits of supporting education for girls and women. Additionally, training the community at large to educate one another or younger generations can be an empowering and gender-sensitive way to address gaps in girls' access to education in certain communities.

²⁴ International Network for Education in Emergencies (INEE) *Minimum Standards for Education: Preparedness, Response, Recovery* (2010).

- **Returnees might need certification or translation of previous education and training qualifications** to facilitate enrolment. Alternatively, case managers can help by connecting returnees to assessments that can help determine the appropriate level of education or training they should receive. Such assessments can be conducted by the relevant educational authority, schools and teachers, or others involved in providing education. The assessments should consider the migrants' age and maturity level as well as the social implications of reenrolment in school or training.

Returnees should be consulted, and their views should inform the choice and the adaptation of the available education and training opportunities. Case managers should consider each returnee's individual educational aspirations. When aspirations do not align with available opportunities, alternatives to meeting learning objectives are needed. Consulting returnees is particularly important when identifying and addressing barriers to accessing education and training, because they are best placed to identify the barriers they face and can also propose ways to remove them.

The feasibility grid for payment of school fees and books and uniforms is available in [Annex 5](#).

2.5.5 Access to health and well-being

Facilitating medical assistance is an important part of reintegration services, ideally part of a continuation of care throughout and after the migration process. All returning migrants should have access to health care. According to the World Health Organization (WHO), "health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity"; it includes "the enjoyment of the highest rights of every human being without distinction of race, religion, political belief, economic or social condition."²⁵

It is not uncommon for service providers to encounter challenges when attempting to help returnees manage their health problems. Chief among these challenges are:

- Insufficient access to medical services including prohibitive costs, lack of infrastructure, lack of qualified medical staff and lack of available medication and treatment possibilities;
- Lack of long-term care options in local areas of return;
- Lack of care tailored to the health problems that returnees in vulnerable situations have;
- Unaffordable total cost of care, which includes transport and loss of income;
- Negative consequences of having health problems (such as not being able to work or having an impaired sense of well-being);
- Differences in care quality between host country and country of origin (such as having to change treatment practices and regimens or adapt to cultural differences in how care is provided);
- Need for early transition of health treatments (preferably before departure) and post-arrival monitoring for negative consequences in the short and long term; and
- Lack of specialized health-care knowledge in local areas of return.

²⁵ Constitution of WHO.



Physical and mental health are strictly interrelated and can be better addressed with a comprehensive and complementary approach. Individual mental health and psychosocial dimensions to reintegration are covered in section 2.6.

Given these challenges, and the reality that some types of medical treatment are simply not available in some contexts, staff in reintegration programmes should still strive to support access to treatment at appropriate institutions by adhering to the checklist below:

Table 2.5: Facilitating appropriate and adequate medical care

<input type="checkbox"/> Facilitate continuity of care.	<p>Work to help doctors in the country of origin gain access to prior medical records, while taking into account the privacy, data protection and confidentiality considerations, and especially the principle of consent. Translation of medical records from the country of destination may be necessary.</p>
<input type="checkbox"/> Support access to emergency and ongoing medical care once a need is identified. Prioritize immediate access for migrants in vulnerable situations.	<p>Returnees with immediate health-care needs should be treated without discrimination and regardless of their ability to pay related fees or provide official documentation. Urgent health needs should have been identified in the vulnerability screening tools, during case interviews or pre-travel health assessments. If and when health concerns are noted, the case manager should work with qualified medical professionals to support prompt referral for care.</p>
<input type="checkbox"/> Be conscious of the impact a returnee's health may have on his or her family.	<p>A returnee's health status can impact all parts of their and their family's lives. If a parent with young children is dealing with a long-term or chronic health condition, facilitating access to care may mean helping them secure childcare to go to doctors' appointments and rest when they need to. Likewise, a spouse can have a high caregiving burden that can impact his or her own ability to earn an income. It is necessary to consider all the factors impacting why a person may or may not be accessing appropriate medical care, including the returnee's family members.</p>
<input type="checkbox"/> Map medical services available through the government, NGO, and IO programmes in coordination with medical officers/ focal points.	<p>Keep this information up-to-date to facilitate speed of referrals and coordination.</p>

<input type="checkbox"/> Develop partnerships and cooperation protocols for inter-agency coordination.	<p>Establishing formal MoUs with government entities, medical facilities and other agencies, referral facilities (such as large university hospitals with multiple specialized units) and establishing policies regarding the safe and confidential transfer of patient information and medical records can significantly help with continuity of care and patient protection. It will also streamline coordination efforts, making patient referrals smoother and more efficient.</p>
<input type="checkbox"/> Check all medical treatment is voluntary and provided with a returnee's informed consent.	<p>In line with the principle of self-determination and participation, full effort should be made to inform returnees about all aspects of their medical care and conditions. This empowers beneficiaries to take charge of their health and recovery and allows them an opportunity to make the best informed decisions about their own needs and treatment. Medical support should only be provided following the informed decision of a returnee, or someone who can make legal decisions on their behalf in cases where the returnee cannot provide their own consent. For medical tests and treatment, informed consent should be provided in writing before any procedure occurs.</p>
<input type="checkbox"/> Help returnees navigate administrative barriers to obtaining health care including necessary documents, fees and transport.	<p>If services are available, efforts to connect returnees to care can include: connecting to providers and insurance, facilitating transport, coordinating appointments and supporting them to access information about their health. Accompanying returnees to appointments, if feasible and requested by the returnee, can be very useful for ensuring they are being treated well and receiving all necessary information regarding follow-up care. Connecting returnees to other local organizations or institutions that can support them after emergency care or during long-term care needs if they exist is also highly recommended.</p>
<input type="checkbox"/> Assess medical needs over time by medical practitioners.	<p>Medical needs can improve or deteriorate, significantly impacting a returnee's priorities, capacities, and motivations. If medical conditions are not improving or worsening over time, case managers should consider connecting the returnee to other providers or services for second opinions or added support. This is also valid for new medical or previously undetected conditions arising during the reintegration assistance process.</p>
<input type="checkbox"/> Consider the health impacts of disruptive events and accumulation of stressors.	<p>Life disruptions, violence, and extreme stressors can impact health in sometimes unexpected ways. If case managers are aware that a returnee has experienced a disproportionate burden of stress or disruption during their life, pay extra care to their health needs.</p>

Sexual and reproductive health

Health care for returnees should also include comprehensive sexual and reproductive health care. Returnees require information about sexual and reproductive health that is age-appropriate and tailored to the level of education and understanding of the returnee, delivered with cultural and gender sensitivity. This includes information on available contraception and family planning options as well as information, voluntary testing, counselling and treatment of sexually transmitted infections, including HIV/AIDS and other blood-borne viruses. Adolescents and those who have not previously had access to this type of information might need education related to sexuality and reproduction.

Health care for returnees should consider any **risk factors for HIV/AIDS** (including prevalence rates in country of origin along with transit or host countries) and any previous experiences that might have increased their risk of HIV exposure (such as involvement in sex work, trafficking for the purposes of sexual exploitation, experience of gender-based violence or use of injectable drugs). If a returnee reports potential exposure to HIV within the previous 72 hours (including in the case of a sexual assault), health-care facilities should provide post-exposure prophylaxis (PEP) to prevent the transmission of HIV.

Pregnancy testing should be made available to all women and girls of reproductive age when requested and should be accompanied with information and referrals for antenatal care or for termination of pregnancy, where legal and available. Pregnant women and girls should be offered comprehensive antenatal care without discrimination based on their marital status, nationality, religion, age or any other reason.

Returnees who identify as LGBTI should be provided health care in a **non-discriminatory** way that respects their dignity, privacy and rights. This care environment should provide them with a safe space to disclose their status to allow for their health-care needs to be identified and met. This includes but is not limited to sexual and reproductive health-care needs.

The **risk of sexual violence, exploitation and abuse** for returnees should be acknowledged by health-care practitioners and should inform the provision of health care. Returnees might have been trafficked for purposes of sexual exploitation, been involved in sex work in their home country, along their migratory route or at their destination, or have been forced to trade sex for safe passage, promises of protection or other goods and services. Those who experienced abuse or torture while away from their home country may also have health-care needs specific to their experiences that providers should be sensitive to and aware of.

Special consideration: Gender-based violence

Gender-based violence is an umbrella term for any harmful act perpetrated against a person based on socially determined gender differences that inflicts physical or mental harm or suffering, threats, coercion and other deprivations of liberty. Gender-based violence can occur in public or in private and can include (but is not limited to) acts of a sexual nature. Gender-based violence disproportionately affects women and girls. The table below outlines its many forms.

Table 2.6: Forms of gender-based violence

Physical violence	<ul style="list-style-type: none"> Slapping, shoving, pushing, punching, beating, scratching, choking, biting, grabbing, shaking, spitting, burning, twisting of body parts, forcing ingestion of unwanted substances; Preventing access to medical treatment or other support; Using objects as weapons to inflict injury.
Sexual violence	<ul style="list-style-type: none"> Vaginal or anal rape; Unwanted sexual touching; Sexual harassment and demand for sexual acts in exchange for something; Trafficking for the purposes of sexual exploitation; Forced exposure to pornography; Forced pregnancy, forced sterilization, forced abortion; Forced marriage, early/child marriage; Female genital mutilation/cutting; Virginity testing; Incest.
Psychological/emotional violence	<ul style="list-style-type: none"> Threats of violence or harm against someone or their friends or family through words or actions; Workplace harassment; Humiliation and insults; Isolation and restrictions on communication or movements; Use of children by a violent intimate partner as a means of control or coercion.
Economic violence	<ul style="list-style-type: none"> Prohibiting engagement in work; Exclusion from financial decision-making; Withholding money or financial information; Refusing to pay bills or provide resources for shared children; Destroying jointly owned assets or assets owned solely by the survivor.

When a returnee discloses that they have experienced gender-based violence, they should be offered support, including a medical examination to identify and treat any health impacts (physical or psychological). They should be given a choice of male or female health-care providers, interpreters, escorts and any other relevant personnel.

All survivors of sexual assault should be offered PEP if available within 72 hours of an incident where transmission of HIV may have occurred. Where legal and available, women and girls should be offered emergency contraception within 72 hours of a sexual assault if there is a risk of unwanted pregnancy.

Mental health and psychosocial support should be available to all returnees that have survived gender-based violence and be provided by practitioners with specialized training and expertise (*see section 2.6*).

Medical records and data management

All medical records as well as the names of returnees accessing health-care services are highly sensitive personal data. They should be kept confidential and should not be shared without prior consent, in accordance with privacy, data protection and confidentiality considerations. The “need-to-know” principle should apply so that within health-care facilities, personally identifiable information is only made available to those providers and staff who truly need to know.

Complete medical records should be made available to returnees at any time. This requires advance planning in order to obtain copies of medical records from health professionals before and after their return. Returnees should be informed of any risks to having copies of their own records so that they can make an informed choice about making or carrying copies.

When possible, health-care facilities should be set up in such a way as to protect confidentiality and privacy. Reception desks, waiting rooms and treatment rooms should all be arranged to prevent the possibility of others overhearing private conversations between returnees and their providers or with staff at the health-care site. If computers are used for storing or viewing patient data, monitors should not be positioned in ways that allow non-essential staff or other patients to easily see medical records, including personal data. Data security should also be adhered to so that all medical personal data are protected by reasonable and appropriate measures against unauthorized modification, tampering, unlawful destruction, accidental loss, improper disclosure or undue transfer.

Whom to refer to health-care services?

- Returnees who return with existing disorders or conditions. This would ideally be known before arrival in the country of origin. Knowledge about existing services for treating and managing these conditions should have been part of the counselling provided pre-departure.
- Returnees who show signs of illness after their return and during the reintegration assistance period.
- Returnees who request health-care assistance.

For details of appropriate referral services, see the service mapping chart in [Annex 8](#).

2.5.6 Access to food and water

When returnees struggle to obtain enough food for themselves or their families, they might need help accessing food-related cash or voucher assistance if it is available. When connecting returnees to such services, pay attention to whether available food options meet any nutritional requirements or dietary restrictions (such as religion- or health-related) relevant to the returnee.

When it comes to food-based assistance, case managers should pay special attention when insufficient nutrition can have lasting and detrimental effects on health and well-being, such as with children, pregnant and breastfeeding women and older people. Returnees experiencing malnutrition have unique needs and trained health-care practitioners should be involved in designing a treatment plan to address nutrition deficiencies and malnutrition. Any required therapeutic interventions should be provided by specialists with this expertise and follow appropriate nutritional assessments.

Returnees need to have water available in sufficient amounts for drinking, cooking, cleaning and personal hygiene.

When working to secure housing or shelter for returnees, the lead reintegration organization must consider the availability of water at the potential house or shelter. Issues surrounding limited mobility or safety must be considered when determining the accessibility of a water source. Whatever water source is available should be in line with local health regulations and international standards. If questions arise regarding the safety of a water source, case managers should consider contacting relevant authorities to make sure that water is drinkable. In some cases, they may need to connect returnees with sources of water that can be trucked in, stored, bottled or otherwise filtered.

2.5.7 Access to justice and rights

International law provides baseline guidance on what justice and legal protections should be afforded to all humans, which includes migrants at any stage of the migration process. These rights include: the presumption of innocence and the right to fair, public and impartial hearings; entitlement to being present at their own trial and to a competent defence for anyone charged with a criminal offence; and the right to a remedy for those who are victims of human rights violations or a crime.

→ Assessing legal needs

Returnees can be involved with the justice system for a variety of reasons. Case managers should include legal needs in their initial needs-driven assessment, which may include the need to report a crime that has been committed against the returnee; the need for legal aid and advice to engage with the justice system as a victim or witness; the need for legal representation if they have been accused, charged or convicted of a crime; the need to have their rights upheld in cases like property restitution or compensation; or civil support in the case of divorce, custody or guardianship issues.

Referrals for returnees with legal needs should be made to specialist organizations or people focused on providing legal aid who can do a more in-depth analysis of legal needs and appropriate responses. Depending on the context and type of legal aid required, legal aid services can be provided by State institutions, UN agencies, NGOs or CSOs. Any potential legal assistance costs should ideally be accounted for in reintegration planning.

→ Accessing justice

Access to justice is a basic principle of the rule of law that allows people to exercise their rights and promotes accountability. Accessing justice can include both formal and informal systems of justice.

- Formal justice systems include both criminal and civil justice and often include law enforcement agencies (such as police forces and immigration agencies), the judiciary (such as courts and legal representation), corrections systems (such as prisons and probation systems), human rights' institutions (such as national human rights commissions and offices of ombudspersons) and grievance mechanisms (such as labour grievance processes).
- Informal justice systems are those that are established and maintained by communities. These include social norms and traditions derived from religious institutions and practices or indigenous governance systems.

If returnees wish to report a crime committed against them, including violations of relevant labour laws, options in the available formal and informal reporting systems should be explored. Returnees should be informed about how to report a crime and any known benefits (such as the potential for compensation or special protection) and risks (such as having to be named publicly).

Returnees should be informed of any judicial processes that exist specifically for migrants, if any, or of processes for reporting specific crimes – for instance, specialized hotlines or reporting processes for gender-based violence or human trafficking. Migrants should be supported when they wish to participate in mediation or other non-criminal responses to disputes and conflicts, such as restorative justice.²⁶

Returnees might be able to access civil remedies, which are designed to provide monetary compensation to someone for harm suffered. If returnees wish to pursue civil legal remedies through civil courts, tribunals or dispute resolution boards, they should be referred to appropriate legal representation. Returnees should be supported in filing appropriate summons or complaints and in accessing available specialist services for support through the process of civil proceedings.

Legal frameworks that could be utilized to pursue civil remedies may include laws against violence (including physical, sexual and emotional violence and abuse, exploitation and harassment) as well as breach of contract, tenancy or residential laws, unfair recruitment and unlawful employment conditions.

→ Cooperation with the criminal justice system

Due to the possibility that some returnees may be victims of crime, including of human trafficking, returnees and the agencies that provide them protection and assistance could be involved with law enforcement agencies. Where possible, this should be guided by signed MoUs, formalized referral systems or protocols that set out the processes of cooperation, outline what cooperation entails and support the protection of the returnee and any others involved who could be at risk.

Involvement with law enforcement agencies may include the following: pressing charges or filing police reports; providing information and intelligence to contribute to cases against smugglers, traffickers or unlawful employers; providing information and intelligence that can be used to provide protection and assistance to other migrants; participation as a witness in a criminal case; or receiving compensation for being the victim of a crime.

Where a returnee participates in a criminal case as a witness, the country of origin is responsible for providing all protection necessary for their safety and security and for preventing any retributions against them and their family. Case managers can assist this process by helping the returnee assess their risk. Risk assessments inform the support provided to returnees as they decide whether and how to participate in investigations and court proceedings. The case manager can also help returnees access information on the outcome of investigations, trials or convictions for which they have provided information, including information on incarceration or release of the perpetrator.

→ Involvement with the justice system

In some instances, returnees will be implicated in, accused, charged or convicted of crimes. If this is the case, returnees should be connected to legal aid without discrimination. Practical considerations should be made for returnees to check they are treated fairly and without discrimination and are able to exercise their rights. These may include the provision of information at a level equivalent to their education and literacy level, and in a format that is comprehensible. Overall, returnees need to be assured that best interests can be represented in any and all legal processes.

²⁶ Restorative justice is a model of justice that brings together those harmed by a crime and those responsible for the crime to promote empowerment of those affected and accountability for those responsible.

Table 2.7: Facilitating access to justice and rights

<p>Support returnees needing to participate in legal proceedings to obtain all the information they need about their legal procedures.</p>	<p>Legal proceedings can be overwhelming and confusing and, as a result, disempowering. Individuals already in vulnerable situations can become more so without understanding decisions that impact their lives. By making sure the returnee is accurately and thoroughly informed, case managers can help them to be a better advocate for themselves in legal proceedings and be sure that they understand their own rights in the process. Part of this includes helping the returnee access updates to their case regularly.</p>
<p>Obtain and check informed consent throughout legal processes.</p>	<p>Any legal action involving the returnee should only occur following informed consent. Through informed consent, returnees should understand any risks or repercussions that may come from participation in legal action, any way in which their personal data may be shared with others and any time and financial commitments and expectations associated with the legal process.</p>
<p>Assist returnees in finding legal representation. Also support them in being accompanied to legal proceedings either via a legal advocate or via the case manager.</p>	<p>Use established service maps to identify legal counsel familiar with issues specific to the returnee's needs and sensitive to migrant issues. Accompaniment to legal proceedings can also be an important source of support for returnees and can be a good way to understand if they are being treated fairly and without discrimination during legal processes.</p>
<p>Assess if any type of protection or witness protection efforts are required, especially for victims of trafficking and gender-based violence.</p>	<p>In cases when any legal involvement could put the returnee at further risk, advocate for steps to support protection from additional harm as much as possible.</p>
<p>Work to make trained and sensitized male and female interpreters available if necessary during all legal proceedings.</p>	<p>Interpreters should be skilled in translating sensitive and confidential information. They should be prepared to discuss difficult or upsetting topics and be aware of how to deliver information in ways that are free of judgement and empathic. Returnees should be able to choose whether they prefer male or female interpreters.</p>

2.6 Psychosocial reintegration assistance

Psychosocial assistance at the individual level supports returnees' psychological states (including emotional, behavioural and cultural aspects) and their ability to (re)form positive social relationships and networks and cope with (re)migration drivers. Individual psychosocial assistance is provided mainly through counselling interventions, although clinical referrals should be considered in some cases. Psychosocial counselling can be appropriate for returnees even if they do not have clinical needs, because positive coping mechanisms and a healthy social life, networks and connections are crucial for sustainable reintegration.

The migration process brings changes to migrants' emotions, feelings, thoughts, memories and beliefs and to their relations with others. This process of change includes the reasons why the migrant decided to leave their own country, the experiences lived during the journey, the way they were received in the host country and how they were able to adapt and integrate, and their return and re-adaptation to the country of origin. This experience can affect the way returnees perceive the world, their culture (including gender norms), their behaviour and the way they function in their old and new contexts. These changes can be positive or negative, major and minor, conscious or unconscious. They usually happen in an organic, smooth way, but, at times, they can be disruptive, especially when migration is forced or involves dangerous conditions or exploitation, when the return is forced on the migrant or when return was the result of tough choices with few alternatives. Understanding these elements and considering them during the delivery of assistance can facilitate returnees' reintegration.

The interrelation of the above-mentioned elements determines a person's psychosocial well-being upon return. Shame, guilt, negative self-perception, sense of failure, sense of loss and other deep negative psychological reactions might come with the difficulty of being accepted or to reestablish links with family and friends, challenges creating a livelihood, and uncertainties of facing a new life in a country that has changed during their absence (or that returnees perceive very differently after their migratory experience). Attention to the psychosocial dimension of reintegration and the psychological, social and cultural challenges reintegration presents is an essential part of supporting migrants towards sustainable reintegration.

Psychosocial assistance to support individual reintegration is important to complement other interventions. This is especially true of livelihoods' support, because psychological states characterized by toxic levels of stress, deep anxieties and social stigma make it difficult for an individual to engage in livelihoods programmes or benefit from livelihood opportunities. Such a psychological state can even make it difficult to make coherent decisions about the future.

Besides allocating appropriate assistance and referrals as needed, a case manager is central to providing direct assistance and support to returnees in the psychosocial dimension of their reintegration. It is important to consider the psychosocial dimension in any interactions with returnees. The role of the case manager in relation to psychosocial reintegration should therefore be focused on:

- Understanding the psychological, relational and cultural dimensions of return migration;
- Providing reintegration counselling that is empathic and supportive and accounts for the psychosocial needs and tensions of the individual;
- Providing first-line emotional support to migrants who are particularly stressed during counselling;
- Referring migrants in need for psychological counselling or other psychosocial services; and
- Understanding that creating community-based psychosocial support systems can help returning migrants in the reintegration process.

When case managers address the psychosocial dimension of reintegration (from the first contact before travelling, upon arrival and through follow-up meetings during counselling), they can strengthen returnees' ability to succeed in their reintegration and the ability of the family and community to contribute to this success (*see section 3.4 for more on community-level psychosocial assistance*). Considering the psychosocial dimension during the reintegration process makes the case manager's intervention more effective in both dealing with the emotional complexity of the return and designing and implementing reintegration plans.

This chapter presents a detailed overview of the following types of psychosocial assistance typically recommended for consideration in a reintegration plan at the individual level, supported by further guidance in the annexes::

- 2.6.1 Counselling for psychosocial well-being
- 2.6.2 Counselling with returnee and family
- 2.6.3 Devising a referral plan for mental and psychosocial support

2.6.1 Counselling for psychosocial well-being

In addition to providing reintegration counselling (*see section 2.1*), case managers might need to support a returnee through their psychosocial difficulties. Supporting a returnee's psychosocial well-being therefore permeates many other aspects of the case manager's task and can be essential to making the beneficiary feel motivated, involved and supported.

Psychosocial counselling in the context of reintegration assistance is a support intervention based on listening, proper questioning and information sharing, aiming to help returnees:

- Be aware of their situation;
- Be aware of the opportunities and the challenges of reintegration;
- Reduce the sense of guilt;
- Increase self-esteem;
- Reduce the feeling of stigma;
- Integrate into the community.



Annex 1 provides more detail on counselling techniques to provide individual psychosocial support. Specifically, 1.D and 1.E guide case managers through assisting, counselling or communicating with a migrant suffering from a mental disorder such as PTSD, depression, psychotic disorder, or even through an acute psychotic crisis.



Case managers can play an important role in stabilizing or reducing the emotional suffering of returnees. All the communication techniques recommended for counselling (*see Annex 1.A*), together with the basic knowledge of signs and symptoms of mental disorders, are useful in creating a climate of safety and trust and guiding the returnee with or without a diagnosed mental disorder towards sustainable reintegration.

At the same time, case managers should always be aware of their limits and not try to do everything by themselves. For people in need of a more focused support, a referral to a counsellor or psychologist fully dedicated to mental health is essential. For those in need of specialized clinical care, referral to a mental health specialist is necessary. The case manager should explain with simple words the reason for the referral and the kind of support the returnee would receive and ask the opinion of the returnees (the stigma around mental health issues should always be kept in mind).

Understanding coping mechanisms

Reintegration is often more successful and sustainable if returnees think of return migration, as with any life experience, as *both* positive *and* negative rather than *either* positive *or* negative. To support this way of thinking, case managers can use Renos Papadopoulos' grid of outcomes of disruptive events, which differentiates three categories of responses to disruption experiences. This grid can guide the case manager in understanding the return experience and perspective of the different groups (individual, family, communities and society). It can organize the returnee's experience by sorting positive and supportive qualities and negative and counterproductive elements.

Identifying negative responses to the challenge of the migration experience helps in understanding current psychological needs and envisaging a possible way of addressing them through referral to the appropriate level of care. Identifying the positive qualities of the returnee and developments deriving from the migration experience helps tailor the reintegration plan to the psychosocial needs of the returnee.

Table 2.8: Framework of outcomes of disruptive events

	SUFFERING	RESILIENCE	ACTIVATED DEVELOPMENT
INDIVIDUAL			
FAMILY			
COMMUNITIES			
SOCIETY			

Source: Papadopoulos, 2002.

- **Suffering** is a normal negative response to a challenge and includes the effects that are often perceived, such as pain, loss, disorientation and confusion, as well as the various types of psychological and even psychiatric manifestations and deficits that migrants experience.
- **Resilience** refers to individual qualities, behaviours, relationships and habits that allow the returnee to withstand pressures. These positive qualities (such as optimism, irony and self-irony, self-awareness), functions (such as practicing acceptance) and abilities (such as problem solving and personal characteristics) are retained from the times before the person was exposed to the challenge, despite that exposure. It means that a returnee might have undergone hardships, violence or perilous journeys and used existing qualities to withstand those challenges.
- **Adversity-activated development** is a positive response to a challenge. In addition to resilience, every person who is exposed to stressful experiences also gains something. The saying in most languages and cultures along the lines of “whatever does not kill you, makes you stronger” conveys the reality that the experience of disruptive events also has a transformative power. It can make people change their vision of the world, their priorities in life, their values and beliefs and so on. These responses are called “adversity-activated developments” because they refer to those positive transformative aspects that are activated specifically by exposure to disruptive experiences. The migrant might learn new skills and languages, discover new qualities and attitudes and explore new cultures, all things that can help themselves and their family. These elements can be relied on upon return and can also help returnees gain back and reinforce a social role within their community. Although the returnee may focus their narrative on the negative aspects of returning, it is useful and important to help them reflect on their adversity-activated developments and how they can be used during reintegration into their country of origin.

Supporting functional coping mechanisms

Returnees can use different ways of coping that have developed during their entire life, including during migration. Functional coping mechanisms can help reduce feelings of distress and can help the returnee directly tackle the situation that caused stress. Functional coping mechanisms can also activate developments to help returnees take steps forward and to envisage a positive change. This is very important when it comes to reintegration, which entails the psychosocial challenge of a new adjustment. The following coping mechanisms could be encouraged, among others:

- **The need for and the search for social support**, whether among other migrants or within the community, is an important resilience factor.
- **Faith and praying** are resilience factors migrants can use to reduce feelings of hopelessness.
- **The sense of being responsible for others** is a resilience factor to reduce the risk of adopting a passive attitude and the risk of feeling hopeless, which impair any steps towards reintegration.
- The experience of migration, though tough, may activate developments in the form of **learning a language or a skill**.



Case Study 7: “New Life Beginning” in Ethiopia

Long stays abroad combined with a rapidly evolving context of the country of origin often exacerbate feelings of estrangement and uncertainty among returnees. To address this, IOM Ethiopia, in close coordination with the NGO Women in Self Employment (WISE), designed a two-day “New Life Beginning” orientation package that allows returnees to start viewing their reintegration as a new chapter of their lives. New Life Beginning helps them find ways to reconnect with their country of origin.

The orientation sessions help beneficiaries build trust in their own abilities to reintegrate by exploring their strengths, skills and experience. The sessions reinforce their understanding of opportunities available upon return. Through interactive dialogues and role plays, returnees share their experiences, build self-confidence and discuss ways to mitigate potential reintegration challenges. They also receive practical information on how to look for information on income-generating activities, education, vocational training and other services useful for reintegration. Furthermore, upon screening from IOM, returnees may be referred to another five-day basic business-skills’ training, facilitated by WISE.

To maximize the audience, these orientation activities take place in transit centres located in Addis Ababa, the capital, before beneficiaries return to their communities of origin. Orientation is conducted in local languages and returnees receive a manual in their local language that they can refer to after they leave the transit centre.

After the orientation, the IOM reintegration team follows up with the beneficiaries in their communities to define and implement their reintegration plan.



Tips for success:

- Target areas where returns to different remote areas occur simultaneously.
- Focus on beneficiaries who spent a significant amount of time abroad or feel disconnected from their communities of origin.

2.6.2 Counselling with the returnee's family

Individual suffering, resilience and activated development cannot be detached from that of the family, the household and the community at large. In particular, the family can be an element of support when it helps the returnee to cope with the challenges of reintegration. Yet families can also reinforce suffering, for example when they have difficulty accepting their own relative returning from abroad because they see that person as a burden.

Whenever possible, collaboration with the family is desirable in supporting the daily well-being of a returnee. Family counselling could represent a first step towards establishing this support. Counselling a family can empower the family as a group, Counselling can reinforce family cohesion and activate the internal and external resources that can help the reintegration process of the returning migrant or an entire returning family.

Family counselling upon return should be based on the family assessment. The returnee should let the case manager know if they wish the case manager to carry out the family counselling session and whether they wish to be part of it.

- In the case of a **family unit returning**, the return may have reinforced the unity or deteriorated the relationships within it. The reintegration case manager should explore all the possibilities that can help the family face a new future in the community of origin. However, it is not the reintegration case manager's task to fix the family relational problems. They can support the returning family to move forward by designing with them a reintegration plan that considers the psychosocial risks and opportunities they have to face in the country of origin. Questions that can guide this discussion include:
 - Were your children born abroad?
 - Do your children speak the language of the country?
 - What school level have your children reached?
 - Did you and your spouse learn a job abroad?
 - What are your priorities now?
 - Did you keep in touch with your families? Are they willing to support you?
 - Did you keep in contact with friends and other members of your community?
- **If the family stayed behind**, family members could have ambivalent feelings towards the returning relative, in particular after having made a financial investment in helping them leave and now needing to support them on return. Often the family is unable or unwilling to understand why someone who has lived abroad now returns "empty-handed". Feelings of distrust and disappointment can result in relatives being unwilling to support returnees with basic needs. For this reason, it is essential to ask about the expectations and the feelings of those who stayed behind. Questions to explore these feelings include:²⁷
 - How do you feel about the return of your relative?
 - Do you see this as a failure or as an opportunity?
 - Do you consider your relative a burden?
 - How do you think you can transform the return of your relative into a resource for the family?

²⁷ The case manager should seek the returnee's consent before asking these questions to family members.

→ In case the individual returnee or one member of the returning family has **a health (including mental health) condition**, it is important to evaluate the capacity of the family to deal with the affected relative.

Questions to better understand this issue can include:

- Do you know about your relative's mental disorder?
- Do you think you can deal with it? Do you have financial resources to buy medication?
- What do you think you can do to reduce your relative's suffering?
- Do you know where to get support for your relative?
- In your opinion, what does your community think about mental health conditions?
- Do you think that your community can support you in dealing with your relative's mental disorder?



All that has been described previously for individual counselling in terms of effective communication and setting is valid also for families (*Annex 1.A*), with some differences. Techniques of effective listening must be seriously respected: the counsellor must keep a balance between listening to the adult members of the family and also allowing children to express themselves. Balance is also important in listening to all adult members of the family, to make sure that all perspectives are presented. In some cases, it might be useful to listen to individuals separately so that all can adequately express themselves.

2.6.3 Devising a referral plan for mental and psychosocial support

As explained in *section 2.3.2*, effective referrals benefit from advance preparation. Case managers should ideally be informed about each returnee's physical and mental health needs before the returnee arrives in the country of origin.

For mental health and psychosocial support, case managers should know about the manifestations of common disorders, how to communicate with people manifesting these disorders, and how to provide first-line emotional support (*see Annex 1.D and 1.E*). Referral mechanisms should have efficient lines of communication and clearly outlined referral pathways and procedures, with clear and simple sequential steps (*see section 4.1.3*).

In terms of referral services, it is necessary to differentiate between:

1. Immediate lifesaving referral, to psychiatric, clinical psychological or, if not available, general health services;
2. Referral to psychological counselling or psychotherapy; and
3. Referral to generic psychosocial support.

This section details which returnees should be referred to these categories of care. The services provided in each category of care are listed in *Annex 8*. All the referral services listed, from specialized psychiatric care to generic psychosocial support, focus on returnees' mental health and well-being, a cornerstone to sustainable reintegration. These services complement and reinforce the reintegration case manager's work by providing formal and informal advice on tailoring individual reintegration plans.

Referral to psychiatric and clinical psychological care

Returnees suffering from serious disorders should be referred to professional assistance in a timely manner. These are returnees who:

- Report having tried to commit suicide and still have the intention to try again, or are threatening suicide;
- Are particularly aggressive and can harm themselves or the case managers or the people present in the premises of the organization;
- Are alcohol and substance users;
- Are so confused that they can't remember very simple facts of their life (such as their name) and can't attend to basic tasks (such as eating);
- Are in distress and can't be calmed down using the relaxation techniques described at the end of this chapter;
- Report an existing psychiatric condition, especially if they have not had access to drugs for a prolonged period of time;
- Are known to return with a diagnosed mental health condition; and
- Ask for psychiatric care.

Referral to psychological counselling and psychotherapy

Returnees to refer for psychological counselling and psychotherapy include those who:

- Are seen to remain isolated or withdrawn most of the time and show no overt interest in the activities going on around them;
- On being approached, break into an irritated outburst or start weeping;
- Show extreme reluctance to communicate when approached;
- Appear extremely distressed;
- Are grieving, or communicate during the interview that they are having intrusive thoughts of past events; and
- Report having experienced protracted detention, personal violence or having witnessed tragic deaths.

Referral to psychosocial support

Returnees who should be referred to additional psychosocial support include those who are facing emotional, psychological or social difficulties or who request this type of support.

For returnees in any of the above categories, case managers can and should continue providing or coordinating all other aspects of their reintegration plan, including reintegration counselling and follow up.

The feasibility grid for identification and referral to psychosocial, psychological or clinical service providers can be found in [Annex 5](#).

2.7 Case closure

Case management can be terminated because the duration of support has ended, the returnee no longer meets the criteria for case management support, the returnee chooses to stop receiving support, they leave the area or they die. Planning and preparing for the time when support comes to an end is an important part of reintegration assistance.

Ideally, case management closure will be anticipated, desirable and in the best interests of the returnee and their family. However, there may be instances when assistance comes to a sudden stop. For instance, a returnee might abruptly exit services for a number of reasons: he or she no longer wants to receive reintegration assistance; is experiencing a major barrier to access; the type of reintegration assistance is no longer desirable or suitable; they are aggressive or threatening with case managers or staff; or there are real or perceived negative repercussions to the returnee for receiving support. These repercussions stem from stigma for accessing services or other logistical burdens associated with receiving services. Returnees also exit services if they choose to re-migrate or because they feel like the costs associated with receiving services outweigh their benefits.

When returnees express an interest in ending their involvement in reintegration assistance early or express an interest in re-migrating soon after their return, it can be useful to explore the reasons why and determine if any changes can be made to the available services to make them more accessible and appropriate.

Sometimes termination of involvement in reintegration provision is involuntary. When service providers (notably organizations) depend on external sources of funding, services could be terminated due to lack of budgetary support. Security or other contextual factors can also force services to close if the risks in providing reintegration assistance are deemed unacceptably high. Involuntary termination also includes situations where the returnee does not meet requirements of the reintegration assistance, which could include minimum levels of participation or standards of behaviour.

- The case manager should prepare returnees for any transition out of services, if possible. Continuity of care should be the aim of case closure. Where possible, available additional services for protection and assistance should be identified and referrals made in a timely manner to allow for sufficient transition. Case managers can only make referrals and transfer information with the explicit consent of the returnee and through secure communication channels. Coordinating with future service providers helps to provide a “warm handoff” so that transitions are eased and the burden of responsibility for any continuum of care does not fall solely on the returnee.
- Case managers should provide information on other relevant services or referrals to other programmes with sufficient lead time to prevent major gaps in service delivery. This is particularly important when gaps in services could be detrimental to the health and well-being of the migrant or their family, for example in the case of physical and mental health care or children’s education.
- Whenever possible, prior to closing a case, the reintegration plan should be reviewed to determine whether it met the returnee’s needs. Such a review can also identify any unmet or emerging needs. The returnee should participate in this review. Returnees should also have an exit interview and closing assessment. This can contribute to their successful transition out of reintegration services and provide useful insights to improve assistance for others in the future.

Death of a returnee while accessing reintegration assistance

In the unfortunate event that a returnee dies, from any cause, while accessing reintegration support, the case manager has an important role to play.

The case manager should notify relevant authorities and family members (if they were not already aware) where safe and appropriate and while respecting the dignity of the deceased returnee. Other service-providing agencies involved in the returnee's reintegration should also be notified.

If there is an investigation following the death of a returnee, including criminal investigations by law enforcement agencies, a case manager may be required to share known information on the deceased returnee and the support they were provided. This should be done following agreed MoUs and data and information sharing protocols between law enforcement and the case management agencies.

All files and information on the provision of reintegration assistance to the deceased returnee should be archived appropriately.

The death of a returnee will likely cause distress for those involved in their assistance. Case managers and other service providers should receive support, including from supervisors and their employers, for their own self-care.

USEFUL RESOURCES

International Labour Organization (ILO)

- 2017 *How to Design, Plan, Implement and Evaluate an Employment Fair: Manual for Public Employment Service Offices and Local Career Guidance Taskforces in Egypt*. ILO, Geneva. Case study from Egypt.

International Organization for Migration (IOM)

- 2017 *Access to Microcredit Opportunities for Returned Migrants During and Beyond IOM Support*. IOM, Geneva. Provides an overview of the conditions and use cases of microcredit for return migrants, including AVRR entrepreneurs.

IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse (forthcoming). IOM, Geneva. Introduces IOM's programmatic approach to protecting and assisting migrants vulnerable to violence, exploitation and abuse. It discusses the model's operationalization and its application at different stages of migration and in countries of origin, transit and destination.

United Nations High Commissioner for Refugees (UNHCR)

- 2017 *Cash Delivery Mechanism Assessment Tool*. UNHCR, Geneva. Aimed at practitioners and programme managers, it provides a dynamic tool to assess the adequacy of various cash delivery mechanisms tailored to structural and local contexts and programme specificities, including business development support.

Inter-agency Network for Education in Emergencies (INEE)

- 2012 *Minimum Standards for Education: Preparedness, Response, Recovery*. INEE, New York. A global tool that articulates the minimum level of educational quality and access in emergencies through to recovery.







Samuel Hall/IOM

- 2017 *Setting Standards for an Integrated Approach to Reintegration*. IOM, Geneva, funded by DFID. Outlines recommendations to support sustainable reintegration of migrants who return to their home countries within the framework of AVRR programmes.



MODULE REINTEGRATION ASSISTANCE AT THE COMMUNITY LEVEL **3**

Key Messages

-  • The definition of community is context-specific and depends on sociocultural, economic and political conditions as well as migration trends.
-  • Reintegration assistance at the community level uses participatory methods to create local ownership of the reintegration process for the benefit of both returnees and the community.
-  • Community-based reintegration projects can use varying approaches: collective returnee projects, new community-based projects or inclusion of returnees into existing community-based projects.
-  • Empowering returnees to share their experiences with return communities and build social networks can increase their resilience and improve sustainability of reintegration.
-  • Working with communities to combat stigmatization and improve services is crucial to sustainability.
-  • Comprehensive profiles of high-return communities can help identify local needs and dynamics and build on existing initiatives.



Policymakers



Programme managers/
developers



Case managers/
other staff



Local
government

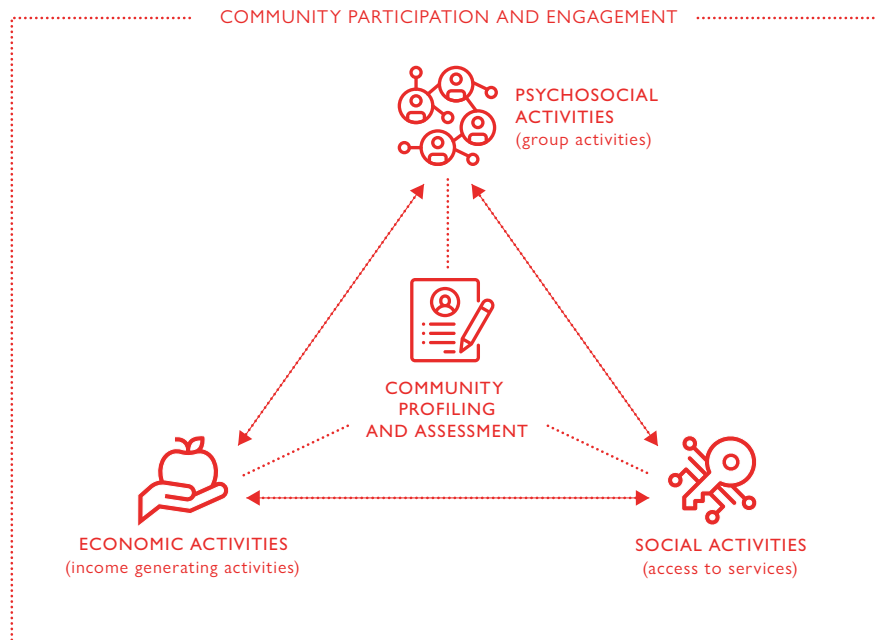


Implementing
partners



Service
providers

REINTEGRATION ASSISTANCE AT THE COMMUNITY LEVEL



- Policymakers • Project programme managers/developers • Case managers/other staff
- Local government (origin) • Implementing partners • Service providers

INTRODUCTION

Community-based reintegration assistance supports strong community networks and conditions for sustainable reintegration. It is implemented using a participatory approach involving returnees and their communities of return to address wider needs and concerns. Community-based initiatives can increase support for reintegration among local actors. These kinds of initiatives are particularly useful when there is a large number of returnees to a specific community, because community-based integration can address tensions between returnees and local communities, or serve as extra capacity when a community has been stretched to accommodate returnees' needs.

The situation in communities of return greatly influences the reintegration process. Communities with strong social networks and access to resources can provide support and protection to returnees and themselves benefit from the reintegration process. But when communities are unable to provide these networks and resources, the experience of return can constitute a risk factor for the community and the returnees.

Furthermore, returnees may not always be readily accepted into a community, even if it was their community of origin. Perceived or actual economic competition for jobs, strains on services and infrastructure in high-return areas, and stigmatization of returnees are all potential barriers to successful reintegration. These barriers also prevent communities from taking advantage of new skills or experiences the returnees can share with them. These strains and stresses on a community are more likely when there are larger numbers of migrants returning to a community in a short period of time.

Because working in all return communities is not usually feasible within the scope of a reintegration programme, assistance is best targeted to communities with a high concentration of returnees and where specific problems have been identified that could be addressed by the programme. These problems could be stigmatization, lack of jobs or strains on services. In addition to this, community-level interventions should be undertaken in locations where local authorities are motivated to support reintegration and there is a basic level of infrastructure and security.

Working with communities facing these challenges to better accept, support and include returnees is important for sustainable reintegration. To be successful, it is strongly recommended that community-level interventions involve and benefit both returnees and non-migrants. Though these interventions look different in different contexts, working from needs' assessments and working with established networks can be a good way to identify initiatives and actions that have higher chances of relevance and impact.

Reintegration interventions at the community level should be participatory: they should be designed and decided upon in partnership with community members, both returnees and non-migrants. This way, interventions can be appropriately matched to people's strengths, resources, needs and concerns. This fosters sustainability of reintegration. Participatory methods can also help reduce actual or potential tensions between returnees and community members, because they bring an understanding of wider needs and concerns beyond the individual returnees, and help address these.

In addition, community-level initiatives should:

- Focus on the short- and medium-term to address community barriers to reintegration;
- Foster dialogue, social cohesion and empowerment;
- Support the resilience of returnees and the community;
- Support the longer-term sustainability of intervention outcomes.

This Module covers how to understand community-level risk and protective factors and assist communities so that reintegration can be as supportive and beneficial as possible. It examines how to conduct comprehensive community needs assessments, develop collective and community economic projects, make services accessible and tailored to returnee and community needs and empower returnees to share their experiences and form community support networks.

3.1 Defining and engaging the community

This section presents explores the definition of community and provides guidance on fostering a participatory approach for community based projects.

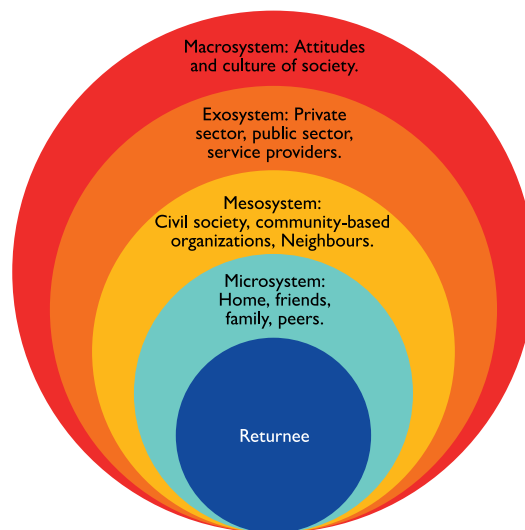
Definition of a community
A participatory approach

To design a community project for a specific context, it is crucial to define who the “community” consists of – a task that is not always straightforward. For the purposes of this Handbook we will use the following definition of community, “a number of persons who regularly interact with one another, within a specific geographical territory, and who tend to share common values, beliefs and attitudes.”²⁸ The definition of community is context-specific and depends on cultural, social, political and economic conditions as well as local migration trends.

One way to define a community is by using **the ecosystem approach**.²⁹ This approach recognizes that each returnee exists within a system of actors that interact with each other and may be supporting or hindering the returnee’s reintegration.

To identify a returnee’s community, qualitative research, such as in-person interviews or focus groups, can be used to understand which institutions, organizations or individuals are considered to be influential members of a specific geographic area. Once those actors are identified, key informants (such as religious leaders, local authorities, heads of community-based organizations, prominent elders or others) can be brought in for focus group discussions about the impact of return and reintegration on the community and possible community-level assistance as they see it.

Figure 3.1: Understanding a returnee’s ecosystem



28 IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse (forthcoming).

29 More information on the ecosystem approach in reintegration settings can be found in [Setting Standards for an Integrated Approach to Reintegration](#), (Samuel Hall/IOM, 2017) commissioned by IOM and funded by DFID.

Community assessment and engagement should always occur using a participatory approach, which means that returnees, families or communities of return are consulted. Participation (personal involvement in assessment and decision-making around reintegration) can increase the sense of empowerment, self-reliance and ownership over projects. This approach acknowledges that those engaged in reintegration projects are knowledgeable about local developmental and environmental needs and have unique insight into how to make reintegration more sustainable.

Carrying out focus group discussions with an array of key informants when assessing communities, as well as when deciding on reintegration projects, makes the process a collaborative one. During these focus group discussions, the process and aims of reintegration projects need to be clearly explained and any questions addressed so that expectations are managed.



Inclusivity and conflict sensitivity in participatory engagement

When engaging the community, it is important to be aware of existing conflict issues and marginalization of specific groups. Otherwise, the process could exacerbate these problems by excluding those groups already marginalized or by reinforcing negative power dynamics. For this reason, it is important to strive for inclusivity of different perspectives in assessment and engagement processes.

Making participatory approaches inclusive

- **Ask:** Who needs to be included in the process? Who has something positive to contribute? Who could create challenges?
- **Identify:** All relevant stakeholders, along with potential barriers or challenges to their participation.
- **Interview:** Key informants directly by seeking them out.
- **Recognize:** Power imbalances among stakeholders. Who may have less power? Women? Children and youth? People with disabilities? Those with less education? Create extra opportunity for participation for these groups.
- **Hold:** Focus groups and forums at times and in places especially convenient for the least vocal participants, or offer separate or private meetings if appropriate.
- **Create:** Opportunity for people to lend their voice and perspective anonymously, or in spaces that foster trust and openness.

3.2 Community assessments and projects

Before undertaking community-level reintegration assistance it is necessary to undertake a comprehensive community assessment, also called a community profile. A community profile identifies the needs and resources of a community and the impact of return migration on these. It pinpoints the drivers of migration, barriers to sustainable reintegration and sources of community resilience. The community profiled is based on the definition of the community in the particular context.

The community assessment can then be used as a guide to understand where that assistance would be most effective and the different project approaches that can be taken. These assessments and programme development processes should be participatory and include both returnees and non-migrants from the community.

A study carried out in 2016 by Altai Consulting for IOM Morocco suggested that the following criteria provide a favourable environment for implementing community-based reintegration projects:

- Sufficient number of migrants returning to the same community within a short period of time;
- Adequate migrant profiles (that is, returnees' skills were well-matched to the reintegration project);
- Local community interest and motivated migrants;
- Availability of basic infrastructure in the region;
- Availability of services such as health care, education, housing, and so forth;
- Stability, security and economic opportunities in the return area;
- Civil society activism.

It is therefore important to carefully assess the community's context to determine whether these criteria are met.

This chapter presents a detailed overview of the first steps for developing a community-based project.

3.2.1 Community profiles and analysis

3.2.2 Developing community-level assistance

3.2.1 Community profiles and analysis

Community-based reintegration assistance is typically based on comprehensive community profiles in the communities with a high concentration of returnees or strong outmigration pressure. These profiles help the lead reintegration organization understand how reintegration activities can support both returnees and return communities and how the reintegration process affects the community.

As part of the community profile, community-level indicators provide information for determining which interventions are appropriate in each target area. In addition, the profile gives insight into potential challenges or risks of community-level interventions. Analysing indicators along with information from the community

profile helps pinpoint specific issues, like lack of resources, that could cause tensions between returning and non-migrant community members. Assessment activities should always apply a conflict-sensitive lens by highlighting any feelings of resentment or hostility towards returnees that can arise if individual returnees are seen as receiving benefits or rewards disproportionate to the non-migrant population.

Indicators that can be useful for community profiles include but are not limited to:

Sociodemographics	Community-based resources
<ul style="list-style-type: none"> <input type="checkbox"/> Age distribution <input type="checkbox"/> Gender distribution <input type="checkbox"/> Social activities <input type="checkbox"/> Support networks <input type="checkbox"/> Social inclusion (discrimination, violence, harassment based on sex, gender, nationality, ethnicity, age, migrant status, religion, dis/ability, sexual orientation) <input type="checkbox"/> Ethnic distributions <input type="checkbox"/> Educational achievements <input type="checkbox"/> Migration rates <input type="checkbox"/> Perception of migration 	<ul style="list-style-type: none"> <input type="checkbox"/> Safety levels, including risks of environmental disaster and political (in)stability <input type="checkbox"/> Income and employment <input type="checkbox"/> Access to services (including housing, health care, and schools) <input type="checkbox"/> Essential needs coverage (including food security, health, education and training, WASH, shelter) <input type="checkbox"/> Diaspora links or projects <input type="checkbox"/> Land and tenure security <input type="checkbox"/> Language(s) spoken <input type="checkbox"/> Access to effective remedies and justice <input type="checkbox"/> Resilience to environmental risks, including those related to climate change <input type="checkbox"/> Existing reintegration or local development projects <input type="checkbox"/> Social participation and activities including existing formal and informal theatre, visual art, music, dance, sports and other interest collectives and groups

Assessments should consider how available community-based resources are to community members and whether access to resources varies based on age, gender, family size, ethnicity, religion, (dis)ability or other personal characteristics. This analysis can be done by comparing resources against the sociodemographic profiles to understand how resources are distributed across a community.

Once the basic community profile is completed, the lead reintegration organization should carry out more in-depth research and analysis. It is important to first check for existing assessments and analyses that the lead reintegration organization or others may have done and use those whenever possible. In this respect, those working on community-level support should communicate frequently with case managers providing individual support to returnees in the targeted communities, because their experiences can inform community interventions.

The table below highlights questions to use or adapt when assessing a community and proposes data collection methods.

Table 3.1: Research questions for in-depth community analysis

Phase	Research questions	Data collection methods
Community profile	Migration drivers <ol style="list-style-type: none"> 1. What is the role of mobility in the community? (past/ present) 2. What are the key drivers that influence migration? (look at economic, governance, social, political, environmental, structural, security dimensions) 3. What are the personal motivations of migrants and returnees for considering/deciding to depart and to return? 4. What is the role of collective decision-making on migration? Who are the key actors shaping migration decision-making? 5. What are the enabling factors conducive to irregular migration? (financial, human, logistical and so forth). 	<ul style="list-style-type: none"> • Desk review • Focus group • Discussions • Individual survey
	Reintegration programming <ol style="list-style-type: none"> 6. What are the factors that prevent or foster reintegration at economic, social and psychosocial levels? 7. What type of reintegration support (at economic, social and psychosocial levels) is needed to make reintegration sustainable? 8. Which actors are appropriate to implement these activities? 	<ul style="list-style-type: none"> • Desk review • Focus group • Discussions • Individual survey
	Community perceptions <ol style="list-style-type: none"> 9. What are sources of tension and sources of social capital in the ecosystem? What perceptions do community members have of each other? 10. What are key events that have shaped this community in the recent and distant past? 11. What are the existing levels of awareness and attitudes towards migrants and returnees? 12. What are the communities' perceptions of migrants and returnees as actors in the ecosystem? 13. How do community members engage with returnees and how do returnees engage with community members? 	<ul style="list-style-type: none"> • Desk review • Focus group discussions • Individual survey • community consultations • Community historic mapping

	<p>Economic system analysis</p> <ol style="list-style-type: none"> 14. Map a system of economic exchanges and production, including service delivery. 15. Establish a typology of the formal and informal sectors. 16. Analyse the socioeconomic potential of the sectors identified. in terms of (a) business creation and development; (b) job creation in the areas defined by the project, (c) identify government priorities and plans in terms of market development. 17. Identify concrete and immediate opportunities for employment, income generation and self employment. 18. Identify concrete and immediate opportunities for strengthened access to services and protection. 	<ul style="list-style-type: none"> • Desk review • Key informant interviews with private actors • Individual survey • Labour market assessment (see section 1.4.2)
<p>Stakeholder and services mapping</p>	<ol style="list-style-type: none"> 19. Who are the stakeholders directly/indirectly involved in the provision of reintegration support at the national and local level? 20. How do they interact and coordinate? 21. What community-based projects exist that are related to reintegration? 22. What are the referral mechanisms in place at the various levels (individual, community, regional, national level) that can support reintegration activities? 23. What are the existing services available to returning migrants that could support reintegration activities? 24. What complementary approaches are available? Who implements these? 25. Are there opportunities to develop new or strengthen existing partnerships to support reintegration activities? 	<ul style="list-style-type: none"> • Desk review (particularly of existing stakeholder mapping and service mapping, see section 1.4.2) • Key informant interviews
<p>Capacity assessment</p>	<ol style="list-style-type: none"> 26. What are the human and financial resources available for stakeholders to intervene at the three levels (economic, social, psychosocial) and three dimensions (individuals, community, structural) of reintegration? 27. What are the capacity-building activities required to effectively support partners in the provision of reintegration assistance? 	<ul style="list-style-type: none"> • Key informant interviews (analysis through Organizational Capacity Assessment Tool)

As with assessments at all levels, community profiles and assessments should be reviewed and updated frequently in cooperation with local actors to reflect changes, new challenges and risks or new opportunities for programming.

3.2.2 Developing community-level assistance

When first considering community-based reintegration projects, the following criteria can be used to assess the benefits and drawbacks in a particular context:

Table 3.2: Benefits and drawbacks of community-based reintegration projects

Positive criteria	Negative criteria
<ul style="list-style-type: none"> • Project gathers together several returnees and several members of the community; • Project proposed by community members and directly responding to identified community needs; • Project allowing support for the needs of returnees with high vulnerability; • Project responding to specific needs of the community, inter alia by contributing to improve access to services at community level; • Project contributing to social cohesion (that is, contributing to improve the attitude of the community towards return and returnees and vice-versa); • Project expected to contribute to improve the community's socioeconomic situation, including by creating employment and livelihood opportunities in the community; • Project closely linked to the local development plan; • Project that is environmentally friendly. This could relate to the "environmental footprint" of the project, or the green nature of the business activity (such as recycling), but could also relate to projects which address environmental threats affecting the community such as exposure to natural hazards, climate change or environmental degradation;³⁰ • Project that fully incorporates a gender perspective by ensuring that all gender groups benefit and participate meaningfully. 	<ul style="list-style-type: none"> • Project that could do harm to the community of return (for instance by competing with existing local initiatives or by negatively affecting the natural environment); • Project that is assessed as not viable; • Project that does not take into consideration the community's needs and priorities; • Project that does not integrate any gender considerations.

In addition to supporting sustainable reintegration, community-focused projects can have a positive influence on overall peaceful coexistence within host communities by reducing barriers between community members, improving mutual understanding and addressing community-wide issues such as scarcity of resources.

³⁰ For a simplified screening tool, refer to World Food Programme's *Environmental and Social Screening Tool* (2018).

Project approaches

There is no one-size-fits-all approach to community-based projects, because each project depends on the local context, community needs and the profiles of migrants. This Handbook therefore proposes various project approaches and outlines their advantages and disadvantages. These approaches are differentiated by their focus; some community-based projects focus on the needs of groups of returnees and also find ways to involve members of the community, while others focus on the needs of the local community and seek to involve one or more returnees.

Additionally, these approaches can vary depending on whether community-based projects are newly developed by the lead reintegration organization, or they take advantage of already-existing projects, which may or may not already include returnees and address their specific needs.

There are three main possible approaches to community-based reintegration projects:

1. Collective returnee projects;
2. New community-based projects;
3. Existing projects that integrate returnees.

A summary of these approaches and their advantages and disadvantages are included in the table below.

Table 3.3: Approaches to community-based reintegration projects

Type	Description	Advantages	Disadvantages
Supporting collective groups of returnees	Projects take as a starting point returnees' needs. Individual or collective project of (a) returnee(s) in which the returnee(s) may involve the community.	Strong impact on returnees. Addresses the needs of returnees in the specific context of a local community.	Addresses the community's needs less. Limited impact in terms of reducing the risks of tensions between returnees and their community due to limited community involvement.
Starting a new community-based project	Projects taking as a starting point the community's needs. Projects primarily designed with/for the community in which returnees are located, such as local economic development projects, community-based climate change adaptation projects.	Strong impact on the community. Provides enabling environment for reintegration. Addresses the needs of the local community.	Risk of limited impact on returnees who may have limited involvement in the project.
Integrating returnees into existing projects	Projects taking as a starting point existing projects. Including returnees in successful projects implemented by the lead reintegration organization or by other actors.	Higher chances that projects continue to be successful. Solution to limited available funding and lack of internal expertise in a given sector by the reintegration actors. Coaching opportunities for returnees who do not have specific skills.	Need to connect returnees to projects. Requires a good relationship between the returnee and the group already created. The referring actor may not have access to information on all available projects.

The difference between these categories, particularly the first two, is conceptual. In reality, community-focused reintegration projects can share many characteristics of returnee-focused collective initiatives, and vice versa. And multiple approaches can be used together as part of a larger programme. Nonetheless, distinguishing the different approaches, at least conceptually, helps underscore their potential benefits and drawbacks, and how they might be operationalized.

3.3 Economic reintegration assistance at the community level

Community-level economic reintegration assistance comes in many forms, in line with the different project approaches introduced in section 3.1.1. The role of these interventions – as opposed to individual economic reintegration support – is to use economies of scale, foster a wider economic environment more conducive to sustainable reintegration and partner with and build upon existing local development programming. Community-level economic reintegration assistance is most appropriate when large numbers of returnees with similar skills and motivations return to the same community within a short timeframe, and when the wider economy is doing well and or there are local development initiatives already in place.

Community-based interventions can be very effective in facilitating the reintegration of individuals within existing community structures, harnessing economies of scale of individual projects and fostering the sustainability of projects. Yet, for successful implementation, a number of contextual, individual and operational considerations need to be taken into account.

- The wider national and local economic context greatly impacts project viability. This context includes the situation of the national economy prior to project implementation and economic development over time. The success of past community-based economic reintegration project experiences is strongly correlated with overall economic environment development: if the national economy is growing and prosperous, community-based economic projects tend to be more successful, and vice versa.

However, within these general trends, the impact of contextual economic factors also depends on the nature (employment or self-employment), economic sector (industry, services, agriculture and so forth) and value chains of a particular project. Identifying these economic dynamics is important so the project can be adapted to national and local economic and structural opportunities and barriers. Adaptation to current conditions increases the chances of a project's success.

- Community-based economic reintegration projects are most successful when migrants returning to a particular community have similar socioeconomic profiles, particularly in terms of skills, work experience, areas of interest and life plans. An important success factor is the relevance and level of returnees' skills in relation to a particular community project. When collaborating on a project, it is crucial that at least one returnee has advanced skills in the project-relevant field and can assume the role of an expert and mentor. Yet, it is nonetheless preferable if all returnees possess basic skills or preliminary experience in the field. They can then internalize new skills and knowledge more effectively during the collective work.

It is rare, however, that all migrants returning to a community have the same set of skills and similar levels of work experience. If no returnee within a community has relevant skills or work experience for an implemented community-based project, other ways of transferring skills need to be deployed. These include involving non-migrant community members with relevant expertise (if feasible in the project and if the expertise is available); creating partnerships with associations with expertise in the field (such as groups that were involved in relevant past projects); or including project-specific technical training in the project's budget for at least some members of the group, who can subsequently share their knowledge. Furthermore, since effective teamwork is needed for all community projects, returnees' interest in collective work is a crucial requirement for effective community-based projects. Similarity of returnees in terms of age, community of origin and time spent abroad are additional factors conducive to success.

The design, implementation and success of community-based interventions can be facilitated by developing an up-to date and **integrated database of returnee, project and contextual information**. To facilitate grouping returnees, this database should contain the complete profiles of returnees in terms of needs, capacities and interests. To take advantage of synergies and avoid duplication, it should also capture up-to-date data on existing reintegration projects and other projects with a reintegration component (*see section 3.2.2*) in each country of origin, implemented by the lead reintegration organization or by third parties. Information on livelihood opportunities, growth-generating sectors, regulations and socioeconomic conditions at local levels (*see section 1.4.2*) should be entered into the same database. This provides programme managers with a single go-to source of information to make evidence-based programme design decisions that take into account the profile, needs and interests of individual returnees, their geographic distribution upon return, the presence of existing reintegration projects and the overall economic, social and structural conditions in communities of return.

This chapter presents a detailed overview of the different approaches of community-based economic reintegration support.

- 3.3.1 Collective income-generating activities
- 3.3.2 Community-based local development and livelihood activities
- 3.3.3 Community financial support activities

3.3.1 Collective income-generating activities

Collective income-generating activities can take various forms depending on the local context and market system. They can range from small agricultural cooperative farms and artisan groups to agro-processing cooperatives, youth employability programmes and networks of small mobile shops. Compared to individual projects, collective projects are particularly effective for activities that require a significant initial investment and substantial working capital since returnees can pool their resources. For example, for fishing projects, individual assistance would not suffice to cover the purchase of boats for overnight fishing that have higher returns on investment than traditional boats. When collective income-generating activities are effectively designed and implemented, individual economic payoffs can substantially exceed those of individual reintegration projects, even if they both have the same level of per capita reintegration support.

Furthermore, collective income-generating activities can enable returnees who do not have the skills needed to succeed in an individual project to benefit from the skills and expertise of other returnees or other

members of the community. If developed in a skills-sensitive and market-oriented manner, these initiatives can expand the possible realm of income-generating activities for each returnee beyond his/her individual limitations. Finally, collective income-generating activities encourage the development of social and economic networks of returning migrants, supporting sustainable reintegration in the long-term (see *Case study 8, below, for an example of how IOM Bangladesh worked with returnees and local communities to help them create collective income-generating business in the form of social enterprises that could benefit the entire community*).



Case Study 8: Community-based social enterprises in Bangladesh

IOM Bangladesh found that many returning migrants did not have the experience and capacity required to sustainably operate a business by themselves. There was also a common request from female returnees to manage their businesses jointly with their family members.

In response to this, IOM Bangladesh developed a mechanism that gives returnees the option to invest in a social enterprise as part of a group of returnees and with the backing of a local NGO, effectively becoming shareholders in a community-based social enterprise.

A mapping exercise identified priority local business sectors and partner NGOs expert in this field and which had some understanding of returnees' circumstances. These NGOs were asked to assist in managing, administering and governing these social enterprises by appointing two of their representatives to the governing board and investing a small sum of money.

These social enterprises operate like normal businesses and are administered by a board of directors as the governing body, which includes two members of each group – returnees, local community members, and the local NGO. They are registered as joint stock companies, of which returnees and their families usually hold 80–85 per cent of shares invested with funds provided by IOM. The local partner NGO holds 15–20 per cent. The profits are distributed according to the investment amount and share of the enterprise.

Enterprises set up through this project cover areas such as crab and hydroponic farming, cow fattening and mobile food carts. They employ staff from local communities, including a professional manager, to handle the daily operations. If they wish, returnees can be hired to work in the enterprises in which they invest. Staff are accountable to the board, which defines the overall strategy and provides guidance. These enterprises help portray a positive image of returnees by generating local employment and supplying goods and services in sometimes remote and rural areas. Since both returnees and local community members directly benefit from them, they help reinforce social cohesion.



Tips for success:

- Clarify to potential investors that this should be considered a long-term investment, because tangible profits are not generated immediately.

To harness the potential of collective income-generating activities and avoid failure, it is essential that reintegration project managers and partners be closely involved in developing, selecting, implementing, monitoring and evaluating these activities. A best practice summary of the consecutive steps and actions to be performed by reintegration programme managers and/or partners is provided below:

Table 3.4: Development, selection, implementation, monitoring and evaluation of collective income-generating activities

Step	Actions
Assessing preconditions for collective income-generating activities	<ul style="list-style-type: none"> • Assess general feasibility of contextual and operational preconditions for implementation of collective income-generating activities (see section 3.2); • Assess specific contextual environment for these activities, including market systems and labour market assessments, community profiles, environmental considerations (risks and opportunities), and a mapping of other projects (see sections 1.4.2, 3.2.1); • Assess complementarity of returnee profiles, needs and interests of returnees in specific areas of return based on database of returnees.
Group formation and incentivization of collective action	<ul style="list-style-type: none"> • Bring together groups of returnees, discuss and propose collective projects and provide a platform for exchange and brainstorming; • Identify opportunities for collaboration, involvement and interactions with existing activities and other community-based reintegration projects (if present in the local context and conducive for collaboration); • Incentivize feasible collective income-generating activities if mechanisms are provided for in the specific reintegration programme.
Short-term training and development of project plan	<ul style="list-style-type: none"> • Train returnees on how to develop project plans that indicate the type and purpose of assistance requested as well as details about the expected costs and outcomes; • Train returnees on opportunities and barriers in local market systems (including from an environmental perspective) and provide project-specific technical mentoring; • A short-term training can be a useful tool to determine the genuine interest and motivation of the candidates for the project and their ability to work together.
Selection of viable collective income-generating activities	<ul style="list-style-type: none"> • Pre-selection based on reintegration programme's eligibility criteria; • Initial selection based on contextual criteria (feasibility of project plan as per findings of the labour market analysis and effects at community-level assessment); • Final selection based on reintegration programme's selection criteria (such as high involvement of members of local community; addressing needs of local communities; environmental criteria and so forth).
Registration process	<ul style="list-style-type: none"> • Support registration of the project as a legal entity with the appropriate agency and formalize all aspects of the project (land registration, asset ownership, business registration and so on).

Training on various aspects of project implementation	<ul style="list-style-type: none"> • Training on cooperative group formation, entrepreneurial skills. Where feasible, integrate this with the Business Development Support track to explore synergies and decrease costs. • Sensitization of group dynamics, including trust-building, raising awareness of potential lack of income in the short-term, strategies to deal with intra-group conflicts, complaints mechanisms and so forth. • Coaching and tutoring through former beneficiaries who have succeeded in the same region and in a similar sector. • Support the delineation of clear roles and responsibilities for each member. • Establish a decision-making and coordination mechanism that is agreed and formalized by all members.
Support during project implementation and long-term counselling	<ul style="list-style-type: none"> • Continuous support during project implementation and facilitate adjustments where required; • Support to expand operations and reach more customers.
Monitoring and evaluation (M&E)	<ul style="list-style-type: none"> • Build M&E processes into the operational logic of each collective income-generating activity, both for internal (group members) and for external M&E (lead reintegration organization and partners); • Discussion of evaluation reports with group members and provision of appropriate recommendations and with technical support; • Targeted phasing out of the external support once the project is operating sustainably, based on the evaluation findings.



The chart above and the text below contain steps unique to establishing collective income-generating projects. For more detailed information on general business development support, including for collective projects, see [Annex 2](#).

Assessing pre-conditions and group formation

The process of assessing pre-conditions and group formation should ideally start during the pre-return phase in the host country. However, this requires the presence of a sufficient number of beneficiaries who aim to return to the same community. It also requires adequate available information about opportunities and existing projects in the country of origin.

There are various ways to encourage returnees to engage in community-based activities rather than individual projects. These include funding incentives that provide a small additional allowance for each returnee involved in a group project. Depending on the local context and the project design, providing additional allocations per employed non-migrant resident is also a possibility.



Failure of collective income-generating projects

Programme managers need to be aware that there can be significant negative repercussions on groups of returnees and the wider community if a project fails. It is therefore essential that all collective income-generating projects have a comprehensive project schedule from the beginning. This should specify project activities, working capital requirements and the expected allocation of capital among those involved in different activities.

Short-term training

Similar to the short-term training in business planning in the integrated business development support track (see *Annex 2, Step 3*), returning migrants without prior experience in starting a project or who have been out of the country for a long time are unlikely to be able to create a feasible and market-ready business plan. These returnees require a short training session on developing market- and community-oriented project plans. They need to familiarize themselves with the technical prerequisites they need to meet during the subsequent selection process. This training can be carried out by a private sector partner, a civil society or government partner or by staff members of the lead reintegration organization. The short-term training should also familiarize candidates with opportunities and barriers in local market systems and provide project-specific technical mentoring. For this aspect of training, trainers should have and teach specific technical expertise relevant to the chosen sector for each project, rather than providing a general training programme common to all returnees. Ideally, these trainers should be a group of local experts with local economic and, where relevant, environmental expertise.

Selection

Following the finalization of project plans, the lead reintegration organization must select the most promising collective income-generating activities. While selection criteria for collective income-generating projects should be adapted at programme, national and local levels to best fit the programme's objectives and context, they should generally favour projects that require significant initial investment or working capital. Where feasible, local actors should be involved at the stage of project selection, in addition to their role in contributing to the development of community-based projects. Both functions can be integrated through the creation of steering committees, which can shape the design of community-based projects and conduct the selection process of beneficiaries.

Following approval

Once precise collective income-generating activities have been approved, group members might require training in various aspects of project implementation, such as cooperative group formation, entrepreneurial skills and collective business management (teamwork, task sharing, management and administration). Where feasible, these activities should be integrated with other individual business development support activities to explore synergies and reduce the costs of training.

Furthermore, participants need to be made aware in advance of typical group dynamics arising in collective income-generating activities, in case of returnee-only projects or mixed projects. Training can include trust-building exercises, strategies to deal with potential intra-group conflicts. It should provide information on

programme-specific conflict resolution and complaints mechanisms (*see section 3.5 for examples of some trust-building activities and approaches*). Also, beneficiaries should again be made aware that the specific project may not have immediate payoffs, because many projects generally yield a low income in the short-term.

The initial stage of project implementation is particularly critical. The lead reintegration organization, the community or its partners should provide close support during this time, to facilitate adjustments where required and mediate in case of in-group conflicts. To support the economic viability of collective income-generating activities, project managers can, for example, determine that projects initially only comprise returnees and integrate other members of the community at a later stage when the project becomes profitable.

As is true for individual businesses, collective income-generating activities need to receive support and mentoring over longer periods of time. The lead reintegration organization or its partners should support adjustments during the first years of operation, including potentially providing additional start-up capital or training. Profitable projects may need support to expand their business and reach more customers, and the lead reintegration organization or other partners could help by linking the business with incubators and investors; providing support for increasing the product range and marketing approach; and facilitating connections to mainstream businesses. Where feasible within budget and programming parameters, it could be an option to provide direct support to the most successful projects after a specified period.

3.3.2 Community-based local development and livelihood activities

This section provides an overview of community-based projects that support local economic development (LED) while supporting the livelihoods of both members of local communities and of returning migrants. Community-based reintegration approaches with LED objectives are not aimed primarily at supporting reintegration, but at improving the overall environment with regards to employment, social cohesion and individual protection. Local development reintegration projects can provide sustainable economic and livelihood opportunities for community members (both non-migrants and returnees) and improve governance, stability, local infrastructure, resilience to climate change and delivery of services. Whenever possible, such projects should be environmentally sustainable and directly contribute to sustainable management, conservation or rehabilitation of the environment and natural resources (land, water, forests, ecosystems). (*See Case study 9, below, for an example of a community stabilization project that benefits returnees and local community members while also addressing an important “push” factor in migration, degraded agricultural land.*) Compared to collective income-generation activities, local development projects place a greater emphasis on involving the local community in their design, implementation and monitoring.

Whereas the larger target group of LED-centred approaches increases the complexity of reintegration programming, it also provides more opportunity to cooperate with other locally engaged third parties. The reintegration programme needs to maintain relationships with development and environmental actors active in return communities and identify successful development projects before considering returnees’ involvement. Ideally, this can lead to a Memorandum of Understanding or a Framework Agreement that stipulates both a cost-sharing component and the inclusion of strategic reintegration objectives in the initial programme design. Engaging with external local development projects is likely to be more effective when large projects integrate a high number of returnees, thus minimizing the number of different partnerships that need to be established.

In contexts where LED projects do not exist or do not align with reintegration programming objectives, the lead reintegration organization can implement a new LED project. In such cases, it is very important that the organization identifies relevant local actors and establishes the LED project using a participatory approach from project design through implementation. (See *Case study 9, below, for one example of this.*)



Case Study 9: Community stabilization initiatives in the Niger

Climate change and desertification is a push factor for migration and can increase tension among local populations as resources become scarcer. Restoring degraded lands generates a ripple effect by addressing environmental, social and economic challenges.

This has been the case in the Agadez region of the Niger, where community stabilization initiatives create employment opportunities for locals and returnees and mitigate potential conflicts by providing communities with arable land and shared water points.

Upon recommendations from a feasibility study on land restoration and water access, local authorities identified degraded plots of land. Two hundred hectares of land were restored through cash-for-work activities carried out by more than 150 people during the rainy season and 60,000 trees were planted. More than 100,000 water catchments were created to harvest and conserve rainwater and to create a favourable environment for crops.

In coordination with local authorities and community leaders, young beneficiaries (returnees, at-risk youth and ex-smugglers) residing in Agadez were selected and each granted one hectare of land.

These beneficiaries went through a skills'-development training facilitated by the Regional Directorate for Agriculture and received seed kits and materials to start their activities. Throughout the project, a monthly allowance of 60,000 FCFA was allocated to cope with revenue fluctuation due to unstable weather conditions.

To enlarge the intervention's scope, the agricultural site is also used as a training facility for 500 West African migrants transiting through the Agadez IOM centre. They gain some transferable skills before returning to their own countries.

IOM the Niger set up a local technical monitoring committee composed of communal and regional technical services to monitor and sustain field activities by proposing recommendations during site visits and interviews with the target groups.

Existing community-based projects usually take the form of a local development project for the community. Such projects principally aim at reducing irregular migration and improving local living conditions, livelihoods and service provision. While returnees are sometimes beneficiaries of local development projects, they are rarely involved in the design stage and projects usually do not take into consideration returnees' specific needs.

This type of initiative offers fewer guarantees of meeting the individual needs of returnees when compared to returnee-led initiatives. So it is particularly important for relevant reintegration staff to have strong knowledge of the specific projects and the sectors they target to match returnees to suitable projects that meet their individual assistance needs and interests. On the one hand, it is particularly complicated to prepare such

projects with returnees at the pre-return phase, because effective matching requires in-depth knowledge of a returnee's skills, needs and interests, along with a precise overview of the project, its objectives and target groups. On the other hand, local development projects are particularly suited for the socioeconomic reintegration of returning migrants who returned without reintegration assistance. It is particularly important for reintegration staff to have comprehensive knowledge of a local development project in order to assess which, if any, beneficiaries should be matched to the project. Relevant assessment criteria are provided in Table 3.5 below.

Table 3.5. Assessment process for the involvement of returnees in existing local development projects

Assessment	Project criterion	Required assessment
Assessing the suitability of the project for supporting returnees' reintegration	Capacity	A local development project may be successfully operating and suited to returnees' profiles but may have insufficient capacity to integrate sufficiently large numbers of returnees. In case a project can only integrate a small number of returnees, assess the proportionality of integrating individual beneficiaries against the potentially capital-intensive monitoring and evaluation of beneficiaries' reintegration.
	Location	If not directly implemented in the community of return, the reintegration team needs to consider accessibility of the returnee to the project, in terms of cost, time and distance.
	Duration	A local development project may be successfully operating and suited to returnees' profiles but may not be operational for the long timeframes required for sustainable reintegration. This is generally not the case for self-sufficient or profitable projects, but instead for capital-intensive projects that rely on funding through external donors. However, some projects have finite goals (such as local infrastructure development), which downscale activities once the primary objective has been reached. It is therefore essential that reintegration staff assesses both the foreseen duration of the project (including objectives), and the underlying funding model and cycles in order to assess the adequacy of involving returnees in the project.
	Adequacy of income	The lead reintegration organization needs to assess the adequacy of the foreseen income of beneficiaries derived from their involvement in the project. In some cases, "newcomers" may be remunerated differently from initial participants, and the foreseen income may thus be inadequate. Some projects are solely aimed at providing locals with supplementary income and are therefore not suitable as an exclusive source of income.

	Sector(s) and activities	The lead reintegration organization needs to gain a comprehensive understanding of the sector(s) targeted by the project and the range of activities pursued in order to be able to match returnees to particular fields of activities that correspond to their skills, needs and interests. This in turn relates to the capacity assessment of the project, as the project may have a high overall absorption capacity but lack the capacity to integrate returnees in those specific roles or activities that would correspond to their profiles.
	Skills requirements of foreseen activities	The lead reintegration organization needs to conduct an in-depth assessment of the range of skills required for relevant project activities. On-the-ground visits by the project team should be performed to better understand the activities foreseen, their complementarity to returnees' individual skills, needs and interests and any training that may be required.
	Gender equality	The lead reintegration organization should require that women and men are paid and treated equally for work of equal value in projects that subcontract companies employing returnees. When integrating a reintegration component in such a project, the reintegration mission could require that women and men receive equal wages and take the opportunity to promote companies' awareness of the benefits of mixed employment and equal pay as well as addressing issues of sexual harassment and abuse.
	Project-specific eligibility criteria	The lead reintegration organization needs to assess any existing project-specific eligibility criteria that affect returnees' eligibility of inclusion in the project.
Assessing the impact of returnees' involvement on the project/local community	Social impact	The lead reintegration organization needs to assess whether the preformed project groups are interested or willing to integrate returning migrants in the project, or if they prefer to integrate other members of the community rather than returnees. In any case, the lead reintegration organization needs to sensitize members of existing projects to integrate one or more returnees.
	Economic impact	The lead reintegration organization can consider allocating a portion of the individual reintegration assistance to the collective project in return for his or her integration into the group as a full member. The foreseen economic impact of involvement of returnees in a project needs to be assessed, taking into account also the project's specific disbursement scheme.

After assessment

Because the lead reintegration organization does not manage the external projects and therefore has no direct control over the design and implementation of projects (such as methodology and objectives) the main risk in using these as part of a reintegration strategy is the potentially limited impact of such projects on returnees and their socioeconomic reintegration. However, this risk can be mitigated with comprehensive information on the project and its surrounding environment as well as returnees' individual skills, needs and interests.

3.3.3 Community financial support activities

Where possible, community economic reintegration assistance, like individual economic assistance ([see sections 2.4.4, 2.4.5](#)), should be paired with complementary financial support such as financial literacy training and counselling, microsavings programmes, collective investment schemes and group-based loan schemes.

The creation of **financial support groups** can facilitate the reintegration of returnees, provide an additional safety net for non-migrants and returnees and foster the creation of social ties. Financial support groups should be created with the objective of enhancing the productive use of the local communities' and returning migrants' capacity of savings, access to credit and use of remittances. A local financial support group can provide financial support to its members in different ways:

- **Collective investment schemes.** For returnees and community members with disposable capital, financial support groups can provide an effective means of pooling together capital for collective investments. Members of financial support groups should be trained in providing advice and information to other members on investment opportunities, including productive projects implemented regionally by returnees and non-migrants. Under certain programmes, investments can also be complemented by local governments, international donors and other third parties. The lead reintegration organization or partners should provide supervision, develop and strengthen partnerships with financial and social entities, and monitor the sustainability of the investments to adjust investment models to lessons learned and best practices.
- **Group-based microcredit schemes.** Access to banking and financial services is dependent on eligibility and lending criteria ([see section 3.2 for details](#)) and the migration-specific challenges of returnees. Financial support groups can facilitate the creation of groups of borrowers, in which groups of returnees or non-migrants collectively provide collateral. Group lending is based on joint liability and therefore incentivizes group members to use their social ties to screen, monitor and enforce loan repayment on their peers. In return contexts, such group-based schemes should, however, be implemented very diligently and only if the lead reintegration organization or its partner has sufficient capacity to monitor loan usage and repayment. They also need to be able to address risks of intra-group trust erosion and support the group in case of repayment issues or loan defaulting.
- **Collective saving schemes and microsavings programmes.** Financial support groups can provide microsavings programmes for mixed groups of individuals (returnees and community members) who join together for a defined period to save and borrow as a group. The lead reintegration organization should provide support in identifying locally adapted saving schemes and optimizing the use of capital for savings.

- **Self-help groups:** Financial support groups can take the form of self-help groups, in which small groups of returnees or non-migrant community members save and internally lend their savings to individual members during times of need. The lead reintegration organization should support such groups through financial management training and tailored skills' training.

Apart from providing financial support, such groups are useful for fostering social connections and helping returnees reestablish a social circle. These social ties in turn facilitate the collective actions of group members, allowing them to coordinate their investment, savings and repayment decisions and cooperate for mutual benefit. However, collective schemes should be implemented very diligently and only if the lead reintegration organization has sufficient capacity to address risks of intra-group trust erosion, defaulting and avoidable collective indebtedness.

In locations where financial support groups are established, the lead reintegration organization should explore options for financial counselling, budget planning and saving mobilization training to be directly provided by these local groups (*see section 2.4.5*).

3.4 Social reintegration assistance at the community level

Social reintegration assistance at the community level is focused on improving the accessibility and availability of social services in communities of return. This can benefit both returnees and community members. It is most appropriate when there are physical, language or other barriers hindering returnee access services in specific high-return communities, or the services in these communities cannot meet the specific needs and vulnerabilities of returnees and community members.

Module 2 provides an overview of services that are most important for sustainable reintegration at the individual level, including housing, education and training, justice, health and well-being and other public infrastructure services such as water and roads. Aside from supporting individual returnee access to these services, the lead reintegration organization can work towards making these services more available and accessible in specific communities of high returns. Note that supporting service provision, referral networks and accessibility beyond one community is covered in Module 4.

Community-level social reintegration assistance not only helps returnees access the services they need but can also benefit other community members who have similar needs or vulnerabilities. Particularly when strains on services are caused by large numbers of returnees, supporting service provision for high-return communities can also help alleviate tensions and potential conflict drivers that arise when large groups of returnees return to a single community.

Community profiles and specific assessments can identify problems of social service provision in target communities or tensions arising from constrained access. Community-based projects for social reintegration are most successful when projects are created in partnership with local stakeholders and when local leaders are willing to take ownership.

What follows are some considerations for strengthening social service accessibility and provision at the community level in the sectors most relevant for sustainable reintegration:

→ **Housing and accommodation.** Large numbers of returnees returning to a community can strain housing availability for all community members. Landlords can take advantage of returnees and enter into exploitative agreements. In these cases the lead reintegration organization can take a proactive approach to educate landlords and other relevant stakeholders (such as local authorities) on the barriers returnees are encountering when looking for housing and how to make housing more accessible to them. As described in *section 2.5.1*, the lead reintegration organization can help returnees find housing by providing guarantees. This can also be an option at the collective level, if a group of returnees finds collective housing.

When there is an overall lack of suitable housing in the community, the lead reintegration organization can look into expanding housing availability for all community members, including returnees. The lead reintegration organization should work with local authorities to devise locally appropriate solutions, particularly on issues such as the allocation of land, to address the needs of all those requiring housing.

→ **Education and training.** Because educational and training environments should be secure and safe and provide protection from threats or harm for all, schools and other education facilities play an important role in promoting community well-being. Training teachers and educators to use positive disciplinary and conflict resolution techniques that promote tolerance and understanding of others could improve both social cohesion and community functioning, in addition to attitudes towards and acceptance of returnees.

Teachers and educators need to be aware of issues in learning environments that might be challenging to returnees (for instance, challenges to learning due to distressing past experiences and their effect on the capacity for concentration, the ability to take in new information and to engage socially in a learning environment). This might also mean helping educators learn to account for these issues for all, including non-migrants. In particular, schools and other educational or training facilities should be aware of barriers to education that can include:

- Learners not speaking or having low literacy in the language of instruction;
- Prohibitive school fees or other associated costs;
- School placements mismatched to a student's learning level;
- Arriving in the middle of the academic year or after a training programme has commenced;
- Adjustment to a different style of learning and education (for instance, because of cultural or pedagogical differences).

→ **Health and well-being.** Access to and provision of quality health services is often a primary concern for not only returnees but also communities. Projects can provide direct support for specific health needs by training of health-care providers, provision of equipment and materials for health services or rehabilitating infrastructure for health care in specific communities. By investing in quality health-care services, health outcomes can improve for all community members not, just for the returnees themselves. Furthermore, community-based assistance can improve the quality of information on health issues as well as services and equipment for provision of health care. Materials on available health services should contain information and messaging that reflects the common concerns and health-related needs of the general local population, in addition to the specific needs of returnees. This is particularly important when there are confirmed or suspected cases of infectious disease present within a community or population subgroup. These health promotion materials should be widely available in formats and languages returnees

and community members can understand, keeping in mind potential low levels of literacy that affect certain demographic groups more than others.

- **Public infrastructure and safety.** Access to services is typically dependent on good infrastructure and one's ability to physically reach a place of service. So the routes and transportation methods needed to attend schools, see doctors, process documents and meet all other elements of social stability must be affordable and accessible. Roads must also be secure and safe and not exacerbate any risks of violence, exploitation and abuse.

Community-level interventions to help reduce risks on daily journeys can include road construction or lighting and dedicated walkways along roads, promoting the use of reflective tape on clothing or bags, provision of torches or other equipment and use of or avoidance of identifiable uniforms. Community efforts can cover organized transportation, such as buses, walking as a group or a “mentoring approach”, or using adults to escort children to schools. All of these can be facilitated by effective community organization.

Environmental factors are very important for community stability. Through exposure to environmental challenges such as natural hazards, climate change or environmental degradation, communities can face diverse threats ranging from threats to physical safety and health and lack of access to vital natural resources, such as drinking water. Community-level interventions can address these threats by ensuring that communities are safe, prepared and resilient to disasters. In addressing environmental challenges, there is also potential to provide “green jobs”.

- **Justice and rights.** It can be difficult for returnees and community members to access justice systems or fulfill their rights, particularly if they lack the proper documentation for things like voting or filing claims or if they fear repercussions due to stigma or marginalization in the community. The lead reintegration organization can address these problems by sensitizing local government, courts, lawyers' associations, law enforcement and others to the barriers that returnees and other community members face. The lead reintegration organization can work to find solutions. In addition, bringing together community members, including returnees, with these stakeholders to discuss directly their obstacles can be beneficial to building trust and confidence.

Community advocacy for social service accessibility

Support for local-level advocacy can help address discriminatory policies and practices that increase reintegration barriers for returnees at the community level. In general, advocacy strategies at the community level should target changes in policy, practice and any decision-making that reinforces barriers to reintegration. These activities should be developed with community partners such as CSOs or local government and ideally carried out by them with the support of the lead reintegration organization. Local advocacy efforts can be most effective when paired with the wider community mobilization and outreach strategies described in [section 3.4](#).

Community advocacy strategies can target local government authorities, local administrators, or key community members who have the power to change service provision policies or practice. These stakeholders should be identified in the community assessment process ([see section 3.2.1](#)). Advocacy messaging should always call for the provision of important services without discrimination on the basis of nationality, ethnicity, age, gender, disability, sexual orientation or for any other reason.



Case Study 10: Infrastructure rehabilitation in El Salvador

El Salvador has been experiencing high numbers of returning migrants since 2015. The quest for better economic opportunities, overall violence and cracks in the social fabric were reported as main reasons for leaving. As a result, IOM El Salvador opted for a holistic infrastructure rehabilitation strategy that includes re-establishing migrant reception centres and restoring community infrastructure to promote holistic, accessible and user-friendly community infrastructure and services.

In coordination with local government, IOM refurbished already existing migrant reception centres to better refer and assist returnees. After assessing needs, IOM developed a six-month training plan targeting both municipalities and local communities to help them develop reintegration strategies and workplans. To better connect public services with returnees' needs, IOM held interactive discussion sessions for staff working at the centre, covering key topics such as return and reintegration, migration and local development and health, among others. This led to an increase in the capacities of reception centres to provide direct assistance (including counselling and shelter) and use individual screenings to refer for beneficiaries to relevant services.

In parallel, IOM helped to restore community infrastructures to reclaim public spaces and encourage social activities and cohesion. The remodelling of public spaces such as schools, community houses, sports field and parks allows community members to reclaim previously abandoned areas. Installation of lighting systems and bright pathways were installed to improve safe access to essential services such schools.

These initiatives were developed and implemented through a participatory approach to foster community engagement with communities and municipalities. They were handed over to local authorities once refurbishment was completed. To consolidate ownership, IOM established a committee composed of local community members and local authorities' representatives. This working group is a coordination platform for programming and implementing activities in the recovered spaces that all groups can enjoy.

3.5 Psychosocial reintegration assistance at the community level

Psychosocial reintegration assistance at the community level includes activities that strengthen social networks within communities to empower returnees within those networks and foster wider acceptance of returning migrants within the community. These activities are most useful when returnees lack strong social links to communities of return or when community dynamics are not conducive to returnees' reintegration.

Beyond individual psychosocial assistance, community social networks and structures are important for the psychosocial reintegration process. Even if returnees have social networks in their country of origin, community dynamics are sometimes not conducive to returnee reintegration or can even stigmatize returnees. In addition, in an individual's mind, migration may have created a gap that has to be filled by interacting and creating new contacts with and within the community. Community-level psychosocial assistance aims to include returnees into social support systems within the community by fostering mutual understanding and acceptance and limiting stigmatization of returning migrants. These initiatives benefit returnees by giving them the social links and support for their empowerment. They help communities by allowing them to benefit and learn from returnees' reintegration processes.

Migrants who return with a mental health condition carry a double stigma: on the one hand they struggle with the symptoms and the disabilities that result from their condition; on the other, they are challenged by the prejudices of the general population and, commonly, those of their family and community. The psychosocial support that the lead reintegration organization is asked to give can be more effectively provided if it involves families and the communities, even before a returnee's actual return. All the activities for engaging communities described in this section can also help fight the stigma connected with mental illness. They include providing information about mental health and promoting contact with the affected returnees. For a detailed description of the steps in which psychosocial support can be offered at individual, family and community level, see [Annex 1](#).

This chapter presents a detailed overview of the different approaches of community-based psychosocial reintegration support.

- 3.5.1 Community mobilization activities
- 3.5.2 Peer support mechanisms
- 3.5.3 Community networks

3.5.1 Community mobilization activities

All activities falling under the community-based psychosocial approach to reintegration support the wider objective of community mobilization.

Community mobilization aims to develop inclusiveness and a positive attitude towards returnees' reintegration by counteracting potential stigma. In sensitization activities, community members, groups or organizations plan and carry out participatory activities, either on their own initiative or stimulated by others. Such work involves processes like raising awareness and building commitment; giving community members the opportunity to explore their current beliefs, attitudes and practices; setting priorities; planning how best to meet their challenges, implement their plans and monitor their progress; and evaluating results. Through their participation in the process, communities establish necessary organizational structures and relationships. Returnees develop their social support networks, which helps them to reduce stress factors and improves other aspects of their lives.

With relation to community mobilization in the context of psychosocial reintegration assistance, three types of community-level interventions are presented in this section:

- Facilitation of peer-support mechanisms and systems;
- Introduction of returnees to identified cultural, recreational and artistic systems and support to those systems; and
- Promotion and support for events and processes that positively affect the social perception of returnees.



One successful technique for building trust within groups and reducing intra-group conflict is the **“my story” approach**. In a “my story” activity, group members write short stories about themselves in response to a set of personal questions (such as, are you organized or rather messy? What physical activities do you enjoy? What are your hobbies?) and present their stories with partners or the group. Such exercises foster trust and familiarity in an environment that cultivates openness and information-sharing.

Turner, J. and Y. Kim.

2005 [Learning about building literacy communities in multicultural and multilingual classrooms](#). *Literacy Teaching and Learning*, 10(1):21–41

See also:

Huddy, S.

2015 Vulnerability in the classroom: Instructor's ability to build trust impacts the student's learning experience. *International Journal of Education Research*, 10(2).

3.5.2 Peer support mechanisms

Peer support mechanisms use resources and capacities within the local community (including returnees) to build support networks to deal with reintegration or other challenges. Because they rely on existing resources, the support provided is not only locally appropriate but likely to last beyond the timeline of the programme.

Mentoring approach

This approach is based on a supportive relationship between two peers with similar experiences, for example a newly arrived returnee and a former returnee from the same location. It is an empowering form of psychosocial support that is learned through organized training activities.

Returnees who have been particularly successful in their reintegration, those with experience in community engagement, or those with specific backgrounds (such as social workers or teachers, for example) can act as mentors. These returnee mentors act as an informal support network for the newly arrived returnees. They can help them navigate the difficulties of return or just function as a point of reference.

A network of mentors can be established, formalized and supported with annual reunions and training sessions, such as training in the mentoring approach described below. During individual counselling, returnees should be referred to the mentor network where available and appropriate.

→ Who IS a mentor

A mentor is usually a volunteer who is available to support a returnee in acclimatizing to the return context, thus reducing their isolation. They are someone who can understand the experience of the returnee because they have also experienced something similar. They have received some training to fulfil this role. A mentor can also be a community member who might not have migrated, but understands the returnees' needs and opportunities.

→ Who a mentor is NOT

A mentor is not a case manager, because mentors act in a more informal fashion. Mentors are not supervisors, because they do not direct or monitor the reintegration of the returnees.

→ What a mentor DOES

The mentor supports the newly arrived returnee with solving practical problems, like giving information about services, procedures or formalities, connected with the fact that the country may have changed and the returnee needs help navigating. The mentor, relying on their personal reintegration story, fosters the returnee's proactivity and also helps reduce the social barriers to reintegration.

→ Training for a mentor

Apart from some attitudes such as being sensitive, empathic and available, the mentor should receive training covering such aspects as:

- The types of activities that mentors and returnees can do together;
- How to listen effectively (see [Annex 1.A](#));
- How to manage and adapt expectations;

- How to encourage equal and respectful relationships;
- How to refer the returnee to a help service or agency;
- How to provide Psychological First Aid (*see Annex 1.C*);
- How to end the mentor relationship.

→ **How to set up an effective mentoring approach**

The lead reintegration organization, with the help of local organizations, communities and authorities, can set up an effective mentoring approach by:

- Meeting the community leaders or, if possible, local communities during collective events to explain the role of the mentor and its value;
- Asking for volunteers, preferably among former returnees who have already benefited from the support of helping organizations or entities. When possible, both male and female volunteers should be selected;
- Organizing formal training on the mentoring approach, covering the topics described above. This should usually entail at least a two-day initial training period and yearly refreshers;
- Organizing regular supervision with the mentors so that they can share their views and tackle the most common issues and ask for solutions;
- Supporting returnees in their emotional needs; and
- Evaluating the mentoring approach on a regular basis by meeting the returnees at the end of a mentoring cycle.

→ **Peer support groups**

Peer support groups are a consolidated form of group support in which individuals having similar life experiences interact and form helping connections. In the context of reintegration, the similarity stems from participants in the peer-support groups having gone through similar migration experiences. In this sense, peer support groups form a social, emotional, physical and tangible support network and can help returnees feel part of a group, overcome feelings of social isolation and build a bridge towards the community. Depending on the context, due consideration should be given to whether it is appropriate or preferable to have mixed- or single-gender groups.

Peer groups can form themselves spontaneously, but they can also be programmatically envisaged and structured. A structured peer-support group consists of:

- One to six one-hour initial meetings that the group can decide to extend up to one year;
- Ideally 8 to 20 participants. Although newcomers should not be included in existing groups and instead form new ones, this can be kept flexible due to geographical distances and consideration of existing bonds;
- An experienced facilitator: they can be identified among professionals or can be a returnee that has been trained to facilitate peer support groups;
- Information about the peer support group should be communicated to the returnee during counselling sessions;
- Community leaders and peers should be informed about the group and as much as possible involved in the activities of the group. This would require the approval from community leaders; and
- Follow-up sessions should be organized based on the interest and availability of the group.

The objectives of peer support meetings are sharing experiences, discussing return and reintegration related topics and giving and receiving support.³¹



Case Study 11: Returnee clusters in Sri Lanka

In Sri Lanka, many returnees have been away for long periods of time and have limited connections with suppliers, other entrepreneurs and the business sector in their communities. This can hinder the sustainability of their businesses.

Since 2007, IOM Sri Lanka has partnered with non-profit CEFE NET Sri Lanka to provide business skills'-development training (BDT) to returning migrants from different countries and assisted through various projects.

The BDT training curriculum is highly interactive and is tailored to respond to returnees' needs, backgrounds and skills. It accompanies them over time through the various phases of business set-up and expansion, using a combination of skills'-development courses and practical support. The courses are made of groups of 20 to 30 returnees.

The curriculum was recently strengthened to help returnees engaged in similar businesses form clusters. These clusters help returnees develop their social capital and network of peers through regular meetings and collaboration mechanisms. For example, clusters for agriculture and transport in Jaffna work closely together, transporting and selling agricultural products. Being part of a cluster produces direct economic benefits, such as scale economies when purchasing goods or services jointly, better leverage for negotiating with producer organizations or lending institutions, and exchange of tips related to overall business management and market dynamics. The clusters also work as a follow-up mechanism to mitigate risks of isolation once assistance ends. In this way, they promote the sustainability of businesses.

Cluster leaders and deputies, elected for 12 months by cluster members, are specifically trained to enhance their leadership skills and knowledge on how to establish relationships with business partners and suppliers, maintain a good team spirit among cluster members, and assist members with specific challenges. IOM regularly follows up with cluster members through social media and messaging apps.



Tips for success:

- Target areas where large numbers of migrants return and have common business interests.

³¹ To learn more about how to organize these groups, the following guide should be referred to www.mind.org.uk/media/17944275/peer-support-toolkit-final.pdf.

3.5.3 Community networks

Cultural, artistic and physical expression can play important roles in supporting returnees and communities to establish or improve social links and combat social stigma during the reintegration process. These interventions recognize that the returnees' culture, experiences, knowledge and skills have changed as a result of the migration experience and sharing this can assist in building more supportive community networks. Storytelling, theatre, visual art, music, dance and sport can all be powerful vehicles for sharing. They can have a strong potential impact on reintegration, social cohesion and on the well-being of individuals.

At the individual level, these activities help release stress and anxiety and promote self-awareness and confidence. Within a group of people, they can create strong bonds and break down barriers by discussing difficult issues through metaphors and in a safe place. At the community level, the expressive arts can produce positive images and increase understanding of returnees. Therefore, it is important for a case manager to:

- Identify and map existing formal and informal theatre, visual art, music, dance, sports and other interest-related collectives and groups in return communities;
- Sensitize these groups and stakeholders using information on the needs and creative resources that returnees may bring;
- Identify any returnees with possible creative interests during counselling;
- Refer the returnees to these groups, based on their interests; and
- Identify support for creative initiatives that are inclusive of returnees, through grants, publicity and so forth.

Building on the partnerships established through referrals, or independently, the lead reintegration assistance can support events (such as exhibitions, readings, storytelling, performances, sport events) that display the creativity and skills of returnees together with those of community members. For example, sports games involving both returnees and non-migrants can bring together not only the players but also the community to watch. Understanding local preferences in cultural, artistic and physical activities can guide decisions on what is appropriate to support.

→ Storytelling events

Storytelling is an effective tool for mobilizing communities and promoting social cohesion towards the reintegration of returning migrants. It is the oldest and easiest known form of sharing stories and exerts an emotional impact on both the tellers and the listeners. Stories that relate experiences can create understanding and have the power to unite people while they are being told. They work on a deep emotional level and benefit all participants: it is not only the listener who learns, but also the teller who becomes aware of the value of his or her own unique experiences and background.

Storytelling can be structured as a group activity or an event, involving returnees, their families and the communities. Returnees who feel so inclined can tell not only about hurdles but also about courage, skills and learned lessons that can be transferred to the community.

Storytelling can be verbal, in the form of a video or a reading. A facilitator can help the returnees combine their stories in different narratives to share in public. Digital media has been playing an increasingly influential role in shaping the perceptions and outcomes of migration processes and can be shared widely and easily between audiences. A digital story, with the editing of images, sound, music and voice does not require extensive technical knowledge or skills and can offer both the returnees and their communities opportunities

for learning new skills. A digital storytelling laboratory can bring together members of the community and returnees and enhance social cohesion. Combining the art of storytelling and the practice of exploring meaning through image making, each returnee can engage in remembering, reconstituting and performing their story.



To add value, a storytelling workshop could include not only the returnees but also members of the community, giving voice and images not only to the stories of the those who have left and have then come back, but also to those who did not migrate.

→ Staging the experiences of returning migrants

Staging the experiences of returnees in dramas written and played by the returnees themselves is a form of psychosocial support and a tool for community mobilization. It empowers returnees to become protagonists of their own stories. It enhances their sense of control and reduces feelings of helplessness; it can have an effect on the audience as well, changing their perceptions about return migration. Under the guidance of a play writer and of a director, these writing and acting workshops have the power to foster social cohesion and facilitate reintegration.

→ Theatre forums

Another example of staging returnees' experiences can be inspired by the forum theatre. Through this technique, a problem that oppresses an individual is presented unsolved in a theatre scene and spectators are actively engaged in the performance. The scene is repeated twice and during the replay, which is facilitated by a presenter or joker (who is also expert in moderating interactions), each audience member can stop the scene at any given moment, step forward and take the place of the oppressed character, showing how they could change the situation to allow a different outcome. Breaking the barriers between performer and audience, the dynamic engagement on stage is powerful and has transformative effects on all the people in the theatre. In addition, practical and shared solutions to general problems can emerge.

Usually, the scene is the result of a workshop of a few days with a group of people sharing similar situations, such as returning migrants. Forum theatres on problems faced by returnees can sensitize communities on these problems and help returnees and communities create bonds and find solutions in a creative and participatory way.



Case Study 12: Family and community dialogue in Ghana

Since 2016, IOM Ghana has organized focus group discussions to sensitize community members and relatives of returnees on the difficulties encountered by returnees upon their return, so that they can play a positive role in their reintegration and avoid contributing to their stigmatization, marginalization and isolation.

These focus groups usually gather small groups of about 20 people, including opinion leaders, returnees, family and community members. Sessions generally begin with IOM staff providing a brief background on the reason for the gathering and what the expectations are. Where appropriate, background information on generic challenges faced by returnees is shared, such as difficult migratory experiences, returning empty-handed or feeling like they have disappointed their family and community. Questions to prompt and direct conversation to topics of interest are posed to the group. Where returnees are willing, they share their experiences.

These exchanges can generate a better understanding of the reintegration challenges returnees face. The focus groups provide family and community members with a deeper insight into the support they could give to their relatives and peers. The discussions are also an opportunity to reflect on any unconscious bias that could undermine their reintegration. Because returnees are invited to freely voice their feelings and share their experience with family and community members, these focus groups also have a cathartic function and can help returnees reconnect with their social circles.

Radio programmes help publicize focus group discussions. Involving opinion leaders and local authorities also reinforces the local ownership of these activities.



Tips for success:

- Locate focus group discussion venues in high movement areas or easily visible and accessible places.

USEFUL RESOURCES

International Organization for Migration (IOM)

2017 *Voluntary Return and Reintegration: Community-Based Approaches*. Altai Consulting, IOM, Geneva. Provides practitioners with a large number of compact case studies and best practices on designing, implementing and monitoring community-based reintegration projects in different contexts and environments.

2019 *Community Based Psychosocial Support in Emergencies Manual*. IOM, Geneva. www.iom.int/mhpsed. This manual is aimed at providing guidance on psychosocial support for communities in, and following, emergencies.

IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse. IOM, Geneva (forthcoming). Introduces IOM's programmatic approach to protecting and assisting migrants vulnerable to violence, exploitation and abuse. It discusses the model's operationalization and its application at different stages of migration and in countries of origin, transit and destination.

Samuel Hall/IOM

2017 *Setting Standards for an Integrated Approach to Reintegration*. IOM, Geneva, funded by DFID.

Schininà, G., J. Voltaire, A. Ataya and M-A. Salem

2011 'Dye mon, gen mon' ('Beyond the mountains, more mountains'). Social theatre, community mobilization and participation after disasters: The International Organization for Migration experience in Haiti, after January 2010's earthquake. *Research in Drama Education: The Journal of Applied Theatre and Performance*, 16(1):47–54. This provides an in depth case study of the use of social theatre forums in Haiti.

Side by Side Research Consortium

2017 *Developing Peer Support in the Community: A Toolkit*. Mind, London.

World Food Programme (WFP)

2018 *Environmental and Social Screening Tool (consultation version)*. WFP, Rome.



MODULE



REINTEGRATION ASSISTANCE AT THE STRUCTURAL LEVEL

4

Key Messages

- Mainstreaming reintegration considerations into relevant development and sectoral policies and strategies at the national and local levels can provide wider institutional support for reintegration processes and identify synergies with other sectors.
- Building capacity and strengthening systems at the structural level allows for greater ownership, sustainability and impact of reintegration programming at the individual and community levels.
- Engagement and coordination of relevant actors is necessary for increasing effectiveness of reintegration initiatives. This coordination should strategically engage all involved actors in the host country and the country of origin.
- Setting up clear and coherent international cooperation systems helps all actors understand their role. It facilitates the standardization of processes and procedures for the benefit of returnees, their communities and their countries of origin.



Policymakers



Programme managers/
developers



Case managers/
other staff



Service
providers



Local
government



National
government

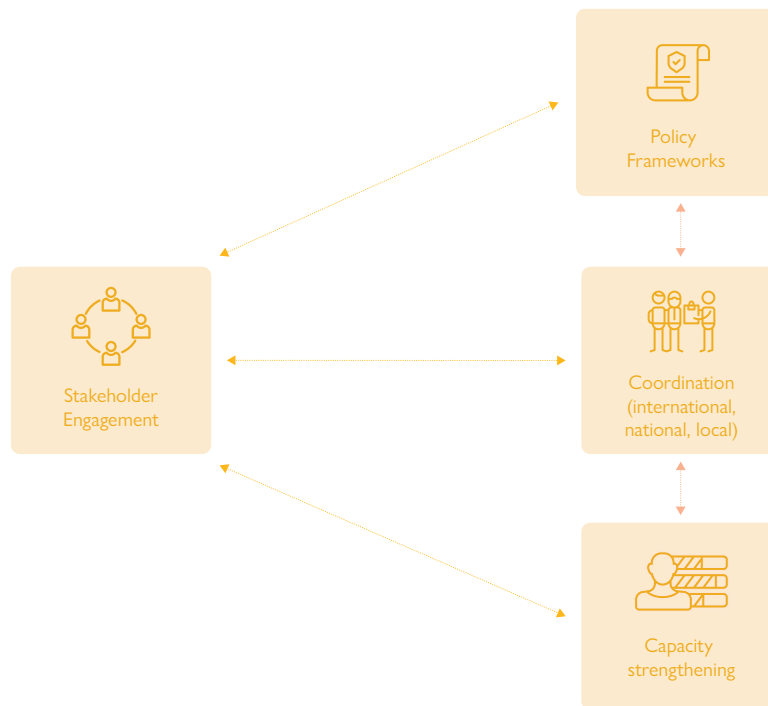


Implementing
partners



Donors

REINTEGRATION ASSISTANCE AT THE STRUCTURAL LEVEL



- Programme managers/developers • National government (host and origin)
- Local government (host and origin) • Service providers (national)
- Local partners • Donors

INTRODUCTION

Reintegration assistance at the structural level works towards creating the overall political, institutional, economic and social conditions for sustainable reintegration programming. Strengthening reintegration at the structural level requires the engagement and capacity-building of key stakeholders, strengthening or creating coordination mechanisms, developing an appropriate international cooperation system and mainstreaming reintegration considerations into relevant national and local policies and strategies. Structural reintegration support should start at the onset of reintegration assistance programmes to establish the overall conditions for sustainable reintegration. Attention to the structural aspects of reintegration should continue as long as assistance is provided. Attention to the overall political, institutional, economic and social conditions for sustainable reintegration is particularly important in countries with high numbers of returns.

Structural factors that affect reintegration are related to the political, economic and social conditions at the local, national and international level. They influence how sustainable reintegration strategies should be conceived and the types of partnerships that should be mobilized to support individual returnees and their communities. Conditions such as efficient coordination mechanisms, returnee-oriented policies and strategies, and the capacity and engagement of relevant actors in origin and host countries all affect a returnee's ability to reintegrate successfully.

The number and scale of structural interventions in a reintegration programme depends on existing capacities in the country of origin and the needs of returnees and communities. Where the number or needs of returnees is limited or well-established social services are available, structural-level interventions could focus on incorporating returnees into existing structures.

However, in countries of origin where capacities and infrastructure are not adequate to provide returnees and the local population with the level of services needed for sustainable reintegration, policy, technical and material support (to public institutions, the private sector and civil society) may be necessary. Existing structural capacities and returnee and community needs can be identified during the initial context, individual and community assessments (see sections 1.4.2, 2.2 and 3.2).

This module provides guidance on strengthening local, national and the international systems of cooperation, governance, coordination and service provision that underpin the delivery of reintegration assistance. It covers building strategic engagement, capacity and ownership of relevant actors; developing and strengthening coordination frameworks; establishing or identifying effective models for international cooperation and strengthening policy frameworks and strategies to support sustainable reintegration.

4.1 Stakeholder engagement, capacity-building and ownership

Working in close partnership with key actors and organizations at all levels contributes to the sustainability of reintegration programmes. It also reinforces national and local ownership of reintegration initiatives. Strategically engaging reintegration stakeholders and developing their capacities improves effectiveness of activities and promotes the continuity of reintegration interventions beyond programme implementation. Strong coordination mechanisms at the international, national and local levels are also crucial for sustainable reintegration. These structural-level interventions should be considered in all reintegration programmes, starting early in the planning phase and continuing throughout programme implementation.

To strengthen the capacities for sustainable reintegration locally and nationally, structural initiatives should reflect the needs and priorities identified by government and civil society in countries of origin. These types of interventions can include:

- Engaging and reinforcing local and national capacities to deliver reintegration-related services through technical and institutional support;

- Reinforcing the fulfilment of rights for returnees and non-migrant populations alike through quality services in such essential areas as education and training, health and well-being, psychosocial support, employment and housing;
- Increasing sustainability of reintegration interventions by fostering their ownership by local and national authorities and other stakeholders in countries of origin; and
- Strengthening policy frameworks to promote well-managed migration (*see section 4.3*).

Reflecting these priorities, it is important to engage with identified stakeholders through a tailored engagement approach with the aim to develop joint strategies to address reintegration needs at the individual, community and structural levels.

This chapter presents a detailed overview of essential work with reintegration stakeholders.

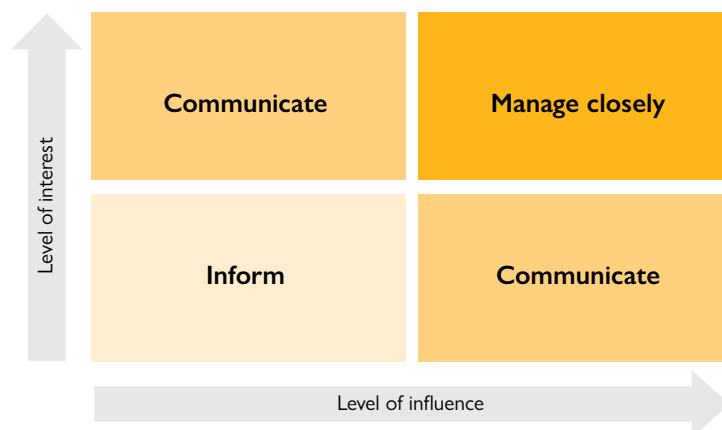
- 4.1.1 Stakeholder engagement
- 4.1.2 Capacity-building and strengthening
- 4.1.3 Establishing coordination mechanisms

4.1.1. Stakeholder engagement

Following the stakeholder mapping carried out during the design stage (*see section 1.4.2*) and based on the reintegration programme's strategic objectives and the selection of relevant stakeholders, the lead reintegration organization needs to define an engagement and communications strategy for the various groups of mapped stakeholders. Engagement strategies are descriptions of how a given stakeholder is approached and how relationships are managed over time. The strategy needs to be tailored to stakeholders' specific profiles as well as to their expected role in the programme. In particular, engaging with local authorities at an early stage is crucial, considering their in-depth knowledge of local services and their direct link to returnees and their communities.

Engagement strategies can be classified into the following three categories, according to stakeholder level of interest in the reintegration programme and their level of influence over the reintegration process.

Figure 4.1: Gradient engagement model³²



³² Adapted from: G. De la Mata. *Do You Know Your Stakeholders? Tool to Undertake a Stakeholder Analysis* (2014).

- **Inform** (low priority): For stakeholders with low levels of influence and little interest in the implementation of the reintegration programme and who may be interested only in obtaining information about what is happening, the lead reintegration organization should simply provide periodic information on its objectives and activities, such as through awareness-raising campaigns, publications or reports.
- **Communicate** (medium priority): For stakeholders with either a higher level of influence or high level of interest in reintegration programming, the lead reintegration organization should engage in two-way communication to help them value the engagement. Their targeted involvement in reintegration activities should be sought. Communication can be coordination (with partners that can provide certain reintegration services), or invitations to planning sessions (such as for community-based activities) or prioritized access to information on the reintegration programme.
- **Manage closely** (high priority): For stakeholders that can exert a large influence on the reintegration process and who also have a high interest in engaging with the lead reintegration organization, a tailored engagement approach should be developed. This can take the form of a memorandum of understanding, a joint local development project with a local municipality, a public-private partnership with relevant private actors, research collaboration with a local university or periodic meetings to align processes and identify synergies.

When developing stakeholder engagement plans, it is important to anticipate stakeholders' perceptions of the reintegration programme.

An overview of different stakeholder categories and their possible functions is provided below:

Table 4.1: Stakeholder categories and their relevance and functions³³

Stakeholder	Relevance	Possible functions
<ul style="list-style-type: none"> → National authorities → Ministries → Government agencies 	<p>National-level authorities are primary stakeholders because they develop national policies and initiatives that provide the framework for local programmes. They are instrumental to shaping international relations with host countries, partner governments and international organizations.</p>	<ul style="list-style-type: none"> • Adapt the national legislative framework; • Plan and implement national policies and projects; • Establish, manage and coordinate national institutions and services for return and reintegration management; • Endorse initiatives; • Liaise with international and local partners; • Manage public funds at the national level and provide necessary funding and guidance to other actors; • Provide platforms for multi-stakeholder coordination; • Delegate the provision of services, including to international organizations; • Shape international relations with international organizations and foreign governments.

³³ Sources: Joint Migration Development Initiative (JMDI), Module 1: Managing the Link Between Migration and Local Development, Module 2: Establishing Partnerships, Cooperation and Dialogue on M&D, in *My JMDI e-Toolbox on Migration and Local Development*, Geneva, 2015; Samuel Hall/IOM, 2017.

Stakeholder	Relevance	Possible functions
<ul style="list-style-type: none"> → Provincial and local governments → Municipal stakeholders → Associations of municipalities 	<p>Local authorities are important because they can operate as an interface between different local actors and between local and national-level actors. They can also provide insight into local priorities and connect reintegration support to existing local development plans, local services and resources. In some cases, they can play a role in bilateral cooperation, through the establishment of decentralized cooperation frameworks.</p>	<ul style="list-style-type: none"> • Adapt local or regional frameworks for reintegration; • Translate institutions and mechanisms for reintegration programming into local policies and strategies; • Provide services to returnees; • Liaise with subnational, national and international actors; • Provide platforms for multi-stakeholder coordination; • Delegate the provision of services; • Develop and implement local development plans and allocate resources for them; • Manage local public funds and mobilize public and private funds; • Empower returnees, enhance their capacities and support the fulfillment of their rights; • Support socioeconomic and psychosocial reintegration; • Drive local economic development; • Have the potential to be partners for actions related to the environment; • Promote political participation of returnees; • Endorse local initiatives.
<ul style="list-style-type: none"> → Private sector 	<p>Private sector actors are important especially for economic reintegration, because they are employers with insight into the local labour market. They often have access to diverse resources that are not always mobilized in support of reintegration, particularly financial resources and technical expertise. <i>(See next section.)</i></p>	<ul style="list-style-type: none"> • Employ returnees; • Make the labour market more conducive to reintegration of returnees; • Act in private–public partnerships to support reintegration; • Partner for innovative community projects; • House apprenticeship schemes; • Have on-the-job learning schemes; • Mentor returnees; • Act as partners in awareness-raising or information campaigns.

Stakeholder	Relevance	Possible functions
→ NGOs	NGOs are important actors, nationally and locally, because they have good local knowledge and networks and can mobilize communities and address social issues.	<ul style="list-style-type: none"> • Collaborate and partner to provide support to returnees and expand access to reintegration programmes; • Particularly in areas of high levels of return where the lead reintegration organization has a more minimal presence, NGOs can provide economic, social and psychosocial support if they have the capacity for this; • Use their established community networks; • Carry out specific services for the economic, social and psychosocial reintegration of returnees; • Hold specific areas of expertise, such as climate change adaptation or environmental management; • Partner on advocacy, awareness-raising and information campaigns.
→ Diaspora organizations	Diaspora organizations can be important because they understand migration experiences and have access to resources and cultural knowledge in both host and origin countries. They also generally have existing social networks in host and origin countries to mobilize support for reintegration. <i>(See further in this section for more information.)</i>	<ul style="list-style-type: none"> • Provide information about the return context to encourage participation of returnees in community projects already funded by the diaspora; • Ease the “shock” faced by returnees by introducing social and economic networks to returnees before and upon arrival; • Partner for enhanced support to returnees in countries of origin, such as through investment in collective income-generating activities.
→ Migrant associations	Migrant and other associations can be important because they understand the migration experience and may already be promoting reintegration, even if indirectly, through their projects.	<ul style="list-style-type: none"> • Develop projects and initiatives that can be relevant for returnees; • Assist returnees by giving them information on local support measures; • Partner for advocacy, awareness-raising and information campaigns; • Provide guidance for the psychosocial reintegration of returnees based on the personal experience of members.

Stakeholder	Relevance	Possible functions
<ul style="list-style-type: none"> → International organizations → Foreign governments → Other third parties 	<p>International organizations, donors and foreign governments can be important stakeholders because they contribute to and make recommendations for national frameworks, undertake their own assessments and programming and have access to resources and technical expertise.</p>	<ul style="list-style-type: none"> • Link reintegration programming with other development projects in the local territory; • Integrate the reintegration programme into existing inter-stakeholder coordination mechanisms and frameworks (such as United Nations Development Assistance Frameworks); • Enrich situation analysis by sharing information on local ecosystem (stakeholders, processes, socioeconomic dynamics, and so forth); • Integrate programmes into their referral systems for services related to the economic, social and psychosocial reintegration of returnees; • Partner for advocacy, awareness-raising and information campaigns.
<ul style="list-style-type: none"> → Academia 	<p>Academia can be a useful partner because academic institutions have done or can do research and analysis in the local context. They also have technical experts and existing facilities.</p>	<ul style="list-style-type: none"> • Support research and analysis underpinning reintegration programming, such as labour market assessments; • Facilitate reintegration of young returnees with higher secondary degrees; • Provide language courses.

Monitoring the outcomes of stakeholder engagement can provide insight into how to adjust the approach and engagement methods. Monitoring should build on a summary of noted stakeholder concerns, expectations and perceptions, a summary of discussions, and a list of common outputs (decisions, actions, proposals and recommendations) agreed during initial exploratory talks. A few months following the initial engagement, and after any significant changes, assess progress towards achieving these common outputs and adapt the stakeholder engagement approach when progress is insufficient.

Depending on the type of relationship envisaged with a particular entity, consider formalizing the partnership with the stakeholder. How to formalize depends on the type of stakeholder. With service providers, a lead reintegration organization generally has a long-term agreement (LTA), while partnerships with national and local authorities are generally formalized through memoranda of understanding (MOUs).



Stakeholders may have competing priorities or limited resources and as a result may not be able to engage as envisioned by the lead reintegration organization. However, this could change over time. It is therefore important to remain in contact with stakeholders, even if they are initially unable to support reintegration programming. Their interest in engagement can shift over time.

When considering which stakeholders are relevant for reintegration programmes, the potential roles of the private sector and diaspora organizations can sometimes be overlooked. However, these actors can play an important role in supporting reintegration outcomes, internationally, nationally and locally.

Private sector engagement

Private–public partnerships can generate livelihood opportunities for returnees and community members and support social integration. Private–public initiatives can include awareness-raising around returnees' experiences, job placement, training and apprenticeships or internships.

Private sector entities can generally benefit from the reintegration of returnees. They can use returnees' manpower and skills; they may benefit from financial incentives to hire or train returnees; and they may enjoy increased visibility of corporate social responsibility (CSR) efforts.

Companies operating in a country of origin may seek specific skills' profiles that are not present in the local population. These companies could be interested in promoting employment of prospective returnees in the country of origin, especially if these returnees have suitable skills gained in the host country. No matter the motivation for hiring returnees it is important to match the skills, needs and interests of returnees to companies' skills' needs and required qualifications (*see also section 2.4 on developing targeted economic reintegration plans*).

Beyond serving as potential employers for returnees, the private sector can have other positive contributions to reintegration programmes. For instance, the private sector can play an important role in supporting and setting up demand-oriented skills' development programmes or by certifying skills returnees have acquired abroad. For more detail on possible activities to undertake with the private sector, *see Table 4.3*. Local authorities can often provide a first overview of local private actors who are already engaged in activities that are relevant to reintegration programming.

When entering into partnerships with private sector entities, check that private sector partners are genuinely interested in engaging with returnees and there is a trust relationship between the partners. To avoid a misalignment in the approach taken by a private sector entity regarding the objectives of the reintegration programme, objectives, goals and standards need to be clearly communicated to any potential partner.

Table 4.2 shows, step by step, how to develop a private sector engagement strategy.

Table 4.2: Developing a private sector engagement strategy³⁴

Step	Description
→ Determine the prevalent skills, challenges, and needs of returnees	Building on skills' and needs' assessments and the aspirations of returnees, determine whether the focus should be job placement, vocational training, in-kind support, or counselling.
→ Identify and assess existing private sector engagement strategies	Map existing private sector engagement strategies within the organization and those of partners' and assess whether they are compatible with the objectives of the envisaged economic interventions. If there are appropriate existing strategies, work to streamline reintegration into those, rather than building separate strategies.
→ Identify relevant companies	Identify companies that could support the reintegration of returnees by filling identified needs (such as, by providing employment, training, internships, or apprenticeships).
→ Identify existing matching mechanisms	Identify existing international, national and local referral and matching mechanisms between jobseekers and private sector entities (public or private employment services, skills' assessments institutes, private pathways for recognition, prior learning).
→ Develop and implement a private sector engagement roadmap	Develop a private sector engagement roadmap that reflects project priorities. Engagement can range from sensitizing private entities to the need to support returnees' socioeconomic reintegration, to providing subsidies or incentives for including returnees (short-term wage co-financing, co-paid apprenticeships, and so forth). (<i>See section 2.4</i>)
→ Monitoring and evaluation	Assess the impact of private sector engagement on the socioeconomic reintegration of beneficiaries, based on the baseline indicators.

Some countries of origin may have local or national job matching systems, although they may not be fully functional. In case no national or local matching mechanisms exist, developing a jobseekers' database can be considered if reintegration programme resources are sufficient. Due to the resource-intensive character of this type of intervention, partnering with other organizations or institutions and developing co-funding arrangements is encouraged.

³⁴ Adapted from: Samuel Hall/IOM, 2017 and IOM, *Reintegration - Effective Approaches* (Geneva, 2015).

Table 4.3 (below) provides an overview of how different types of private sector partnerships can address specific challenges of return migration.

Table 4.3: Reintegration challenges that can be addressed through private sector partnerships³⁵

Challenges	Relevant private sector actors	Type of initiative/ partnership	Comments/examples
Inadequate access of returnees to private sector jobs	→ Employers	<ul style="list-style-type: none"> • Awards for returnee reintegration • Financial incentives • Cash for work schemes • Mentoring programmes • Development and adaptation of codes of conduct 	<ul style="list-style-type: none"> • Providing subsidies/incentives for the inclusion of returnees (short-term wage co-financing, cash for work, co-paid apprenticeships or internships); • Local authorities can issue awards or codes of conduct that provide some publicity or standards for employers successfully integrating returnees.
Lack of certified skills	<ul style="list-style-type: none"> → Employers in relevant sectors → Skills' training centres 	<ul style="list-style-type: none"> • Apprenticeship schemes • On-the-job learning schemes 	<ul style="list-style-type: none"> • Skills' development and certification can be achieved through subsidized apprenticeship and on-the-job learning schemes aligned with national skill standards in the country of origin.
Resentment in communities of return	→ Communication sector	<ul style="list-style-type: none"> • Joint information campaigns 	<ul style="list-style-type: none"> • Successful reintegration stories with positive results for the community can add value to the campaign.

Cooperation with diaspora

Diaspora in host countries are an important resource for reintegration programming and can contribute to the success of local-to-local partnerships. Diaspora communities can be bridges between origin and host countries because they generally have an understanding of the language and culture in both. At the same time, their knowledge of and emotional connection to their country of origin places them in a favourable position to invest there. To leverage the potential of diasporas abroad to further reintegration programming (and socioeconomic development more broadly) in countries of origin, the lead reintegration organization can help stakeholders in the country of origin connect to the diaspora. The lead reintegration organization can also help align diaspora initiatives with local reintegration and development priorities (see *Table 4.4, below*).

³⁵ Adapted from: JMDI, 2015b; IOM, *Reintegration - Effective Approaches* (Geneva, 2015).

Table 4.4: Supporting authorities in the country of origin

Action	Activities of the lead reintegration organization
Mapping diasporas	→ Help stakeholders in the country of origin conduct a comprehensive diaspora-mapping exercise. The model should capture diaspora demographics and socioeconomic profiles, strength and nature of ties with country of origin, past and present socioeconomic contributions and characteristics of bilateral relations between country of origin and the countries in which the diaspora live.
Identify priority diasporas	→ Support identification of priority diaspora communities in selected countries based on demographic weight, their historical and current engagement with socioeconomic development in the country of origin and the nature and strength of bilateral relations between diaspora countries and the country of origin.
Develop diaspora engagement strategies	→ Support development of strategies for country of origin on engaging effectively with prioritized diaspora group: <ul style="list-style-type: none"> - Consider involving diaspora in migration governance processes and reintegration programming, including participating in governing bodies or inter-agency groups to strengthen ties with origin communities; - Create incentives or design tailored fiscal and regulatory measures to promote diaspora investment in reintegration projects in the country of origin; - Promote political participation in country of origin; - Promote partnerships for service provision in country of origin; - Engage relevant ministries or agencies and embassies.
Implement diaspora engagement strategies	→ Help countries of origin implement the diaspora engagement strategy by facilitating dialogue and exchange through return and reintegration offices in the host countries.
Monitor and evaluate diaspora engagement	→ Continuously monitor and evaluate the effectiveness of diaspora engagement strategies on reintegration projects and make appropriate adjustments in the engagement strategy.

Countries of origin may not always have specific schemes or incentives in place to encourage diasporas to invest. Because investment by diaspora businesses and entrepreneurs can be a significant source of foreign investment, the lead reintegration organization could incentivize national and local authorities to develop diaspora investment models that leverage migrants' savings for local economic development in the country of origin and in support of sustainable reintegration of returnees. Possible innovative ideas can include the legal, financial and regulatory facilitation of partnerships between diaspora business executives and returnee and other business executives in the country of origin under a clear regulatory framework. This can reduce information asymmetry, uncertainty and transaction costs and thus enhance incentives to invest.

Also, country of origin authorities can consider creating mechanisms by which national and local governments can complement the contributions of diaspora members or returnees to fund community-based local development projects. Depending on the willingness of diaspora investors to invest and on potential local

barriers to investment, the government could also consider issuing security guarantees for certain investments (such as partnerships for service provision in areas of high return; generating employment opportunities for returnees and local non-migrants) to further incentivize diaspora investments.

4.1.2 Capacity-building and strengthening

Capacity-building for reintegration programmes involves strengthening the skills, structures, processes or resources of key stakeholders so they can facilitate the sustainable reintegration of returnees. Capacity-building can be targeted at any stakeholder (international, national or local) that plays a role supporting reintegration. It is best used when there are stakeholders who are motivated to support reintegration but have identified capacity gaps.

Capacity-building and strengthening can comprise the following activities, often undertaken in partnership with national and local authorities and organizations:

- Building and strengthening structures, processes, coordination mechanisms and referral mechanisms for sustainable reintegration;
- Helping national institutions analyse national indicators for monitoring reintegration, and integrating the indicators into wider migration and development-monitoring frameworks;
- Training and mentoring local and national government agencies, service providers and implementing partners to provide services to beneficiaries in a targeted, accessible and equitable manner, in line with their mandate;
- Providing funds or in-kind support for equipment, infrastructure or additional staff to support service provision or coordination;
- Improving coordination for reintegration management between international, national and local actors;
- Helping local governments develop or strengthen their ability to analyse return and reintegration issues within the wider migration and development context, and to identify and articulate priorities;
- Support local authorities to collaborate with civil society.

Capacity-building and strengthening should be integrated into all stages of the reintegration programme and should not be considered a one-off activity. National and local authorities in the country of origin should closely cooperate with the lead reintegration organization to check that existing capacity-building plans are taken into account and that existing coordination structures at various levels of government are leveraged. (See *Case study 13, below, for an example of how IOM worked with authorities in Georgia to strengthen job counselling targeted at returnees and internally displaced persons.*)



Case Study 13: Job Placement and Counselling in Georgia

Limited knowledge in countries of origin on hiring opportunities and promising sectors jeopardizes efforts to properly respond to labour market needs and hinders jobseekers' access to employment.

In coordination with local authorities, IOM Georgia redesigned and expanded the employment support service network by opening new job placement and counselling centres (JPC) in six strategic areas where many internally displaced persons and returnees reside.

The inception phase of this work included assessing the labour market, constructing counselling centres and hiring and training local staff to work as job counsellors. Once established, the JPC started providing outreach information sessions and individual career plan development.

Outreach activities include job fairs (organized in numerous locations to increase their coverage). These fairs provide information on market needs and on available support for business creation, start-ups, vocational training, self-employment and job placement. Jobseekers can register in a database to match their profiles with employers' needs. This database also facilitates follow-up. Furthermore, beneficiaries can go through individual needs' assessments, after which they may be directed to vocational training opportunities or existing job vacancies.

To complement the JPCs, IOM Georgia supported national authorities' efforts to enhance the employability of jobseekers by designing new vocational training programmes for high-demand sectors, training staff and renovating and equipping various training spaces.

The JPCs were originally managed by IOM but are now operated by the Ministry of Health, Labour and Social Affairs.



Tips for success:

- Replicate the job centres in contexts where the formal employment sector is dynamic or growing.
- Train JPC staff to interact with jobseekers and remain aware of local market dynamics, training opportunities and promising sectors.

Table 4.5, below, provides an overview of how capacity development can be integrated at different stages of the programming cycle.

Table 4.5: Integrating capacity development into reintegration programming³⁶

Phase	Capacity-building activities
Situation analysis	<ul style="list-style-type: none"> → Use the situation analysis (<i>see section 1.4.2</i>) to undertake capacity assessments of stakeholders and identify capacity gaps; → Identify local and national stakeholders that could support capacity development activities; → Map existing capacity-building strategies and explore ways to mainstream reintegration-related objectives into existing initiatives, rather than creating stand-alone capacity-building programmes.
Strategic goals and priorities	<ul style="list-style-type: none"> → Prioritize reintegration-related capacity gaps; → Based on these gaps, develop capacity-building initiatives; → When possible, align outcomes with existing national and local priorities.
Capacity-building strategy	<ul style="list-style-type: none"> → Develop a capacity-building plan summarizing the results of the capacity assessment and listing all the identified priorities (<i>see more details below</i>).
Implementing the capacity-development plan	<ul style="list-style-type: none"> → Follow up on the capacity development plan and inform stakeholders of the progress; → Implement the capacity-development plan.
Monitoring & evaluation (M&E)	<ul style="list-style-type: none"> → Develop capacity in collecting, processing, analyzing and disseminating data on return and reintegration; → Integrate into the M&E framework indicators to measure progress on the development of capacity in the area of return and reintegration.

Building on the situation analysis and reintegration programme outcomes, the lead reintegration organization should develop a capacity-building strategy that takes into account the following questions.

- Sociopolitical context: What sociopolitical factors are challenges to implementing reintegration programming (such as community resilience, political climate and so forth)? What are the priority reintegration and migration issues?
- Institutional context: What are the institutional and policy frameworks that shape the roles of stakeholders? How do the decisions of key stakeholders affect return and reintegration policies and programming?
- Capacity context: What are the needs and capacity gaps of stakeholders? Who has the best knowledge of good reintegration practices in the country of origin? What resources do stakeholders have at their disposal to provide long-term support to the reintegration programme?
- Coordination and accountability: How can capacity-building maximize stakeholders' capacity to utilize and benefit from existing coordination and information systems?
- Resources: What resources are available to facilitate capacity-building and sustainable reintegration support for each stakeholder?

³⁶ Source: IOM, 2010.

The capacity-building strategy identifies and prioritizes evidence-based and objective-oriented activities. It effectively contributes to addressing the needs and goals of stakeholders in line with the objectives of the reintegration programme.

The strategy enables the creation of an action plan and can assist practitioners in deciding which activities will concretely contribute to the overall goals of the reintegration programme and advance the objectives of all parties.

Capacity-building can be aimed at enhancing the tangibles (physical assets, technical competencies and organizational framework) or intangibles (social skills, experience, institutional culture) of an institution or stakeholders, as shown in Table 4.6, below:

Table 4.6: Examples of capacity-building and strengthening activities

Tangibles	Intangibles
<ul style="list-style-type: none"> → Support the elaboration of national and local policies, strategies and programmes into which reintegration and return can be mainstreamed. → Provide institution-specific or joint training courses to enhance the capacity and knowledge of civil servants, staff or managers. → Where there are large numbers of returnees, support the development of inter-institutional coordination mechanisms (inter-agency agreements, MOUs, a steering committee) for relevant national and local actors involved in return and reintegration. → Provide targeted economic resources and required assets or equipment where relevant for streamlining returnees into the service portfolios of existing service providers and implementing partners. → Provide technical support for the revision of standard operating procedures and regulations. 	<ul style="list-style-type: none"> → Support meetings of government authorities, service providers, civil society organizations, private sector entities and other relevant actors to explore ways of improving coordination and cooperation between stakeholders and to strengthen informal ties between actors. → Design and implement programmes to support social skills for staff working with returnees and to enhance social cohesion. → Provide material and training to strengthen organizational values, institutional culture and staff motivation in relation to key issues of return and reintegration.

At the subnational and local levels (such as municipality or community), implement capacity-building to generate a greater effect on reintegration and to improve service provision, including in ways that benefit the local non-migrant population. When working on local capacities for reintegration support, embrace a multi-stakeholder approach in which local authorities, private sector actors and civil society organizations are actively involved at each step of the process. Capacity-building, in this sense, can empower local authorities and other stakeholders to streamline reintegration support in their areas by i) supporting the local provision of services in areas of high return, ii) promoting decentralized cooperation, iii) applying for pertinent national and international funds and iv) strengthening coordination mechanisms among local actors and between local, national and international counterparts. (See *Case study 14, below, for an example of local capacity-building in the Republic of Serbia.*)



Case Study 14: Capacity-building and reintegration management in The Republic of Serbia

Ten years after the outbreak of war in the former Yugoslavia, the Republic of Serbia encouraged its citizens abroad to return to their country. To that end, IOM supported national authorities to adapt the existing local action plans for refugees from ex-Yugoslavia and internally displaced persons to include the needs of returnees in Serbia, between 2001 and 2012.

IOM Serbia, in coordination with the Serbian Commissariat for Refugees and Migrants, needed to bridge existing action plans with local needs. Through guidance at the national level, local migration councils were set up as suitable counterparts for political dialogue at local level.

IOM Serbia therefore mentored and coached local municipalities to conduct their own needs' assessment along with a mapping of services for housing and livelihoods. Through a consultative process with targeted local municipalities, IOM provided technical assistance to update and expand local action plans to accommodate registered returning nationals. To harmonize local measures used by different municipalities, local action plans were clustered by neighbouring municipalities and country-wide exchanges of experiences were organized.



Tips for success:

- Foster political willingness and recognition from local communities, because they can facilitate the flow of activities.

4.1.3 Establishing coordination mechanisms

An effective mechanism is required to coordinate activities of government actors and service providers, such as public and private employment services, technical and vocational education and training institutes (TVETs), business development support centres, education institutions, health-care providers, Civil Society Organizations (CSOs). Strong coordination supports efficient and sustainable reintegration programming. Depending on the context and the scope of the reintegration programme, coordination mechanisms can be international, national or local.

In most contexts, some form of governmental coordination capacity is likely to already exist. However, it may be dispersed around various government agencies and offices. In some cases, the country of origin might already have a dedicated coordination mechanism for migration-related issues, including those related to return and reintegration. In this case, the aim should be to strengthen and unify the existing dispersed lines of coordination under the umbrella of one (possibly already existent) coordination mechanism.

However, in some places only limited coordination mechanisms are in place or there is no coordination between relevant reintegration actors. In this case, it may be necessary to establish a new dedicated

coordination structure. Key steps in designing, implementing and maintaining a dedicated coordination mechanism are outlined below.

Figure 4.2: Step-by-step process for setting up a context-sensitive coordination mechanism



- 1 Aim for national and local ownership of the process.** The overall coordination of reintegration activities should be led by the government of the country of origin, to increase government ownership of reintegration and legitimize the coordination mechanism with regard to government agencies and other service providers.

In addition to national government entities, local and regional authorities are essential actors in return and reintegration. Coordination is therefore required not only between different national-level actors (horizontally) in the country of origin, but also between national, regional and local stakeholders (vertically). In some countries, there may be existing vertical government coordination mechanisms for processes such as job placement, health-care services, training and basic service provision which can be used and strengthened within a larger reintegration coordination mechanism.

- 2. Map the functions of agencies and service providers at local and national level.** The assessment of frameworks, regulations and policies for service provision and service mapping (carried out when reintegration programmes are designed, [see section 1.4.2](#)) should be updated with information on existing coordination mechanisms and the hierarchy and relationships between different agencies and service providers. Careful analysis should be undertaken as to where institutionally the coordination mechanism should fit, whether it can be situated within existing frameworks or requires new ones.
- 3. Develop an adequate coordination mechanism.** Building on the service-provider mapping, put in place a mechanism that facilitates the coordination of national or local stakeholders involved in return and reintegration activities. A coordination mechanism can be an inter-agency working group or an interministerial committee. The coordination mechanism should i) be formally endorsed by the government of the country of origin, ii) be chaired by the relevant local authority or national ministry in charge of return and reintegration, iii) comprise high-ranking officials from each relevant line ministry and agency;³⁷ and iv) be supported by experts as well as representatives of international organizations and civil society.
- 4. Prepare standard operating procedures (SOPs) for relevant implementing partners.** This should include supporting the development of SOPs, joint instructions or joint protocols for all institutions and service providers that are engaged in reintegration-related activities, from registration and assessment of beneficiaries to monitoring and evaluation.

SOPs should include:

- **What and how information and data are transferred.** It is important to exchange only information, including personal data, that is required for effective care and assistance. Personal privacy is of the utmost importance. The information transferred to other support organizations should be limited to details that are needed to facilitate the specific adequate care for the returnee.

³⁷ Depending on the scope and planned activities of the reintegration programme, relevant line ministries can include the Ministry of Interior for activities related to registration and documentation; Ministry of Labour for PES and TVET; Ministry of Health for health services; Ministry of Education for educational reintegration, and so forth.

- **Information about how services are provided and beneficiary consent requested.** The returnee should provide consent to share feedback between care services to facilitate follow-up and coordination.³⁸
- **How the first contact is arranged.** Details about the first point of contact at each referring organization, including main contact person(s), times available, response times for getting called back, if required, and case data required at first contact.
- **Follow-up and continuity of assistance.** Partners should agree on what further assistance might be required by each organization and arrangements for post-appointment information-sharing, including, for example, in the health context, passing on information about prescriptions and treatment regimens, potential health, including mental health, risks.
- **Strong documentation structures.** Details of support provided by service providers should always be available and documented in a timely, accurate and secure manner. Documentation should include contact details of all actors involved, information on assessments, the assistance plan, information on the monitoring of the plan, outcomes of communications with the returnee and service providers involved in the assistance plan, feedback from the returnee and any other pertinent information.
- **Cost arrangements.** These should also be included in SOPs, and if relevant any agreements for joint trainings, equipment sharing and so forth.

Referral mechanisms

Having an effective referral mechanism in place is crucial for addressing the full array of potential needs returnees might have.

The lead reintegration organization cannot meet every kind of need a returnee might have, so organizations and government services need to connect to one another to be able to help migrants in a comprehensive way. A referral mechanism for returnees can be defined as a formal or informal process of cooperation between multiple stakeholders to provide assistance and protection services to returning migrants.

Referral mechanisms typically include a mapping of services available for returnees. This will inform the development of some type of memorandum of understanding that lays out what the various partners do, as well as standard operating procedures that describe how these connections – or referrals – are made, including how data will be collected, managed and protected. The organizations (or agencies, providers and so on) work together, in effect creating an efficient and accountable network that acts as one ‘deliverer’ of services. However, it is important to note that a referral mechanism is not a one-off document, but rather the process of working together through various steps of the assistance process.

Referral mechanisms can be local, such as a local case worker referring a client to health screening at a clinic or to a local housing cooperative, or to a jobseekers’ consortium that is active in the area. They can also be national, for example connecting returnees with national or international organizations that can provide support or protection through their national network. And they can be international, country-to-country or multilateral, with countries having formal ways to refer migrants to the services of another country or for assessment in, or passing information, to that country.

For more information on developing and implementing referral mechanisms (including sample forms), please refer to the IOM Guidance on Referral Mechanisms for the Protection and Assistance of Migrants Vulnerable to Violence, Exploitation and Abuse and Victims of Trafficking (forthcoming).

³⁸ In some specific situations, referrals by a family member or an organization without the migrant’s consent are justified when his/her life is at risk, such as when there is a high risk of suicide, or when the migrant is suffering from a mental disability and is not able to give his/her consent. These last options can be determined only by a mental health professional.



Module 2 provides guidance to case managers on selecting appropriate services for individual returnees and making referrals within a coordination mechanism.



Case Study 15: National reintegration SOPs in Côte d'Ivoire

Since 2016, Côte d'Ivoire has seen large number of its nationals returning, especially from Libya and the Niger. This has put a strain on national structures and capacities, which did not previously have established structures in place to assist these returnees. As such, the Government of Côte d'Ivoire has been working closely with IOM to set up specific SOPs and coordination mechanisms to be able to assist a larger number of returnees.

Following a mapping of local and national partners, under the leadership of the Ministry of African Integration and Ivorians Abroad (MIAIE), a Case Management Committee (“Comité de Gestion des Cas”) involving key ministries, government departments and a CSO was established. Through this committee, the Government of Côte d'Ivoire adapted IOM's “Framework Standard Operating Procedures for Assisted Voluntary Return and Reintegration Assistance” for the national context by drafting a national plan on return and reintegration.

These SOPs are now being reviewed at ministerial level for adoption by a council of Ministers. The plan foresees an assistance-sharing approach for which each partner allots assistance to returning migrants according to their budgets, capacity and function.

The committee also manages cases and selects partners for reintegration. Furthermore, some gaps identified during the mapping are being addressed. For example, a reception centre is being renovated where returnees will receive first-hand assistance including counselling, emergency housing, livelihoods' kits and petty cash. Training sessions on migrant child protection for social service officers are also being provided to prepare them to respond to the needs of a high number of returnee migrant children.

Similar mechanisms are being established across 26 African countries in the Sahel and Lake Chad, the Horn of Africa and North Africa through the EU-IOM External Actions to Support Migrant Protection and Reintegration of Returnees programme.



Tips for success:

- Capitalize on each partner's expertise, strength and geographical coverage to strengthen the system.
- Ensure that the coordination mechanisms established are accompanied by resources to build capacity.

4.2 Effective international cooperation

Successful reintegration programming requires international frameworks that promote effective cooperation between the various reintegration stakeholders. These stakeholders are first and foremost the governments of the host and origin countries, at their national and local levels, but also include international organizations, CSOs, private actors and diaspora associations in host, origin and third countries. Developing the proper agreements and cooperation frameworks is important for establishing and maintaining international systems to support sustainable reintegration.

Any reintegration programme requires international forms of cooperation for the successful return and reintegration of beneficiaries from the host country to the country of origin. The extent and depth of international cooperation can, however, vary greatly.

International cooperation to support reintegration programmes can cover the following components:

- Reinforcement of cooperation between actors in host and origin countries;
- Provision of reintegration assistance starting at the pre-return stage;
- Adaptation of reintegration measures to the needs and capacities of the countries of origin;
- Mechanisms to tailor reintegration measures to the needs of individual beneficiaries; and
- Monitoring and evaluation systems to track the progress and success of return and reintegration measures.

This chapter presents an overview of, and considerations to make, for effective international cooperation.

4.2.1 Setting up international cooperation frameworks

4.2.2 International cooperation models

4.2.3 Facilitation of regulated mobility channels

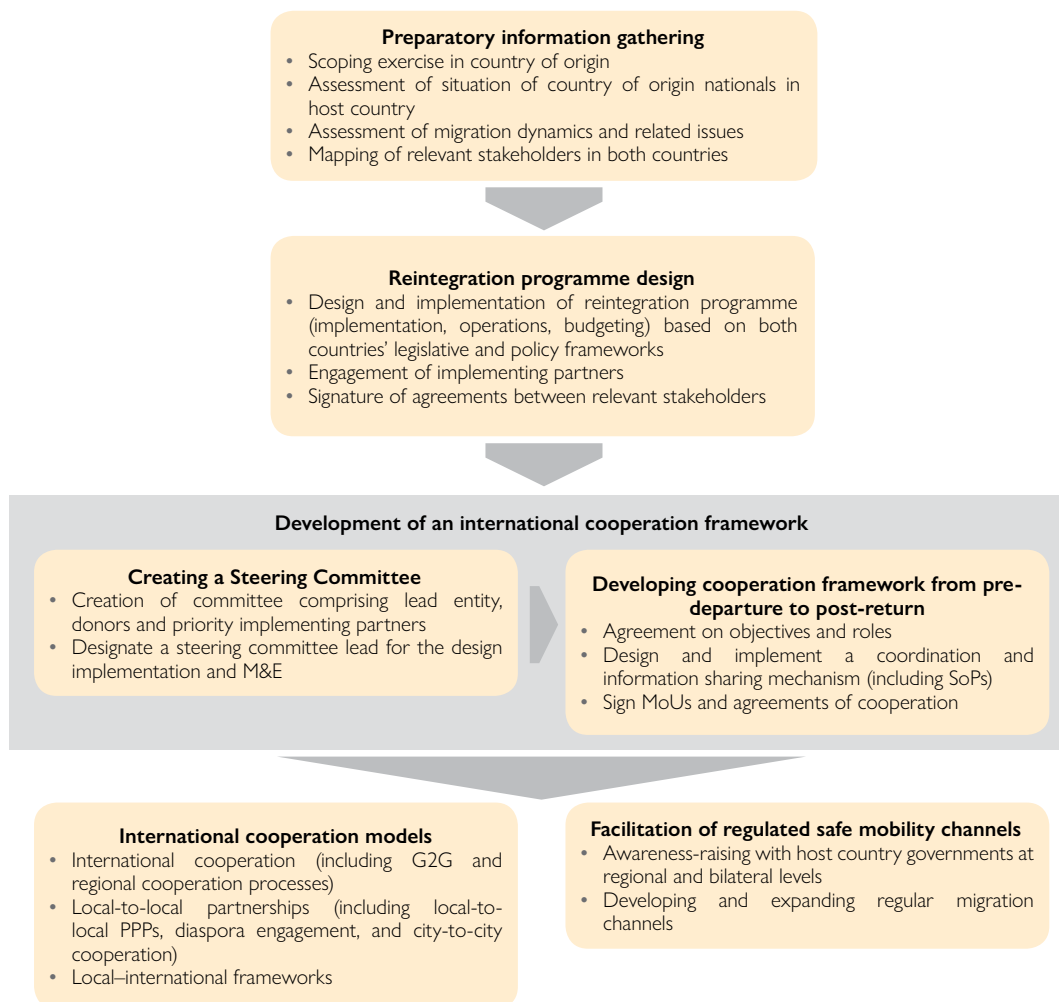
4.2.1 Setting up international cooperation frameworks

Setting up international cooperation frameworks for stakeholders in host and origin countries relies on the same processes and approaches as the creation of coordination mechanisms at the local and national level. However, the nature of international cooperation and the greater variety of actors involved makes the creation of these frameworks more complex.

The cooperation model depends on the **type of reintegration programme**. While the operational implementation of reintegration programmes can be led by an external organization, it can also be directly implemented by a government agency of either the host or origin country. Although host country governments only rarely implement reintegration programmes themselves, they generally have an important role in the programme in the form of providing funding, and sharing information and statistics on migration dynamics.

→ International cooperation is complex given the **variety of actors** involved. Many return and reintegration programmes are designed as multi-country projects at the global level. Partners in the host country require a comprehensive and up-to-date overview of the evolving context, including available services, labour market and other information on the country of origin (see section 1.4.2), in order to provide adequate pre-departure reintegration planning and counselling for returnees. At the same time, partners in the country of origin require accurate information on returnees' capacities and needs (see section 2.2) prior to their departure from the host country.

Figure 4.3: Process flowchart for effective international coordination for reintegration programmes



Establishing an international cooperation framework for reintegration programming should take into consideration the following components.

- Taking into account the diversity of reintegration programmes and the variety of actors involved, effective international cooperation requires the establishment of a dedicated steering committee to develop and manage the international cooperation framework. This is particularly important for multi-country programmes, where returns are managed from one host country to a variety of countries of origin, or from several host countries to one country of origin. The steering committee should consist of the following members (at a minimum):
- Lead reintegration organization;
 - Host country governments and or donors (typically host country government entities such as ministries of interior, immigration offices or national development agencies); and
 - Priority implementing partners (often the governments of countries of origin, relevant partner CSOs and international organizations in the host and origin countries).

The steering committee should be led by a single entity which has full ownership and responsibility over designing, implementing and monitoring the reintegration cooperation system. However, during the design phase of the cooperation system, the lead reintegration organization should consult other members of the steering committee, in particular origin and host country governments and other relevant implementing partners, to take into account their preferences and capacity for participation. In many cases, the lead reintegration organization may already have coherent cooperation systems in place that can be locally adapted; however, these are relatively homogenous across the globe, which allows for regional and international operational synergies and facilitates the identification and exchange of best practices.

- The steering committee should identify and agree the main objectives of the coordination framework. Possible objectives of the coordination mechanism can include:
- Facilitating a continuum of reintegration assistance from pre-departure to post-return;
 - Facilitating the systematic gathering, storage and exchange/dissemination of accurate, comprehensive and up-to-date information on:
 - Reintegration support services available in the host and origin countries;
 - Individual returnees (profiles, needs, intentions, past and current reintegration measures);
 - Situation in country of origin: Dissemination and circulation of relevant up-to-date reports and assessments that show the socioeconomic situation of the country of origin, including situational analyses, security assessments, labour market assessments and market analyses;
 - Facilitating cooperation between service providers in host and origin countries through the exchange of information, knowledge, skills and resources; and
 - Supporting scalable and decentralized monitoring to track the progress of individual returnees and collective projects through local partners in the country of origin.
- To meet the agreed objectives, the steering committee can create an integrated information management and sharing system. It is important to consider who the owner and manager of this information management system is, define the technical specifications and indicators to be gathered, establish implementing agreements and SOPs, as well as establish a memorandum of understanding for all stakeholders that includes specific information such as who has permission to enter and view specific data. This should be accompanied by a capacity-building strategy as well as detailed monitoring and evaluation mechanisms.



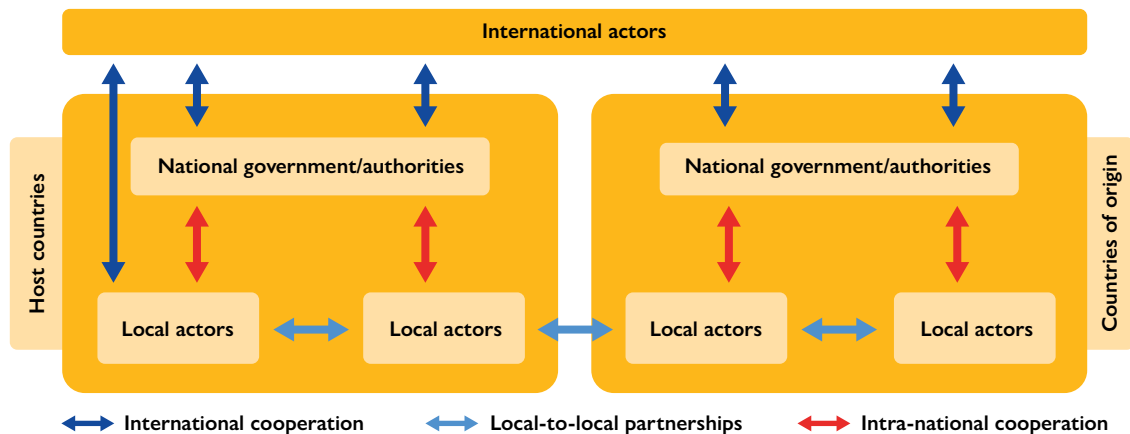
Consistent information management and sharing mechanisms in different programmes is particularly important when a single lead reintegration organization in a country of origin is engaged in different reintegration programmes with multiple host countries. Having separate coordination mechanisms with different information sharing systems and distinct SOPs for each programme would incur unreasonable costs and administrative burdens on the lead reintegration organization and take human and financial resources away from the priority task of facilitating the sustainable reintegration of returnees.

4.2.2 International cooperation models

As mentioned previously, deciding on an appropriate model for international cooperation depends on the scope of the reintegration programme and the capacity and numbers of stakeholders involved. In general, the wider and richer the international network of cooperation, the more effective, efficient and sustainable the implementation of the reintegration programme becomes, as resources and information are pooled together and different actors in the network bring their specific expertise and capacity. However, it is important to note that a higher complexity of networks of cooperation also requires proportionately greater resources to facilitate effective coordination among all actors. It is essential to check that an evolving web of reintegration-related partnerships at different levels (international, national, subnational and local) does not overstretch the capacities of the cooperation framework.

Figure 4.4 provides an overview of potential forms of international cooperation that can support reintegration programmes at different levels.

Figure 4.4: Potential forms of international cooperation supporting reintegration programmes³⁹



The forms of cooperation depicted above are not exhaustive, but provide an overview of the most strategically important types of international cooperation that can support return and reintegration programmes:

- **International cooperation**, including government-to-government cooperation, joint reintegration programmes and regional processes; and
- **Local-to-local partnerships**, including local-to-local public-private partnerships (PPPs), city-to-city cooperation models and diaspora engagement.

³⁹ Adapted from JMIDI, 2015b.

The following sections provide an overview of the role these different forms of cooperation can play in return and reintegration and how the lead reintegration organization can support these partnerships.

International cooperation

International cooperation on return and reintegration can take different forms, most notably bilateral government-to-government agreements, joint reintegration programmes and regional cooperation processes.

→ Government-to-government (G2G) agreements

Government-to-government (G2G) agreements between host and origin countries can provide valuable support to reintegration programmes. Bilateral reintegration support provided by the host country can take various forms and can include pre-departure skills' development programmes, business development training and job matching services. While G2G agreements are in the exclusive purview of high-level government stakeholders, the lead reintegration organization can support the establishment of MOUs between governments to support reintegration programmes by:

- Raising awareness of host and origin country stakeholders of the benefits of concluding G2G agreements that support the reintegration. In some cases, government stakeholders from the country of origin may need to be sensitized to the benefits associated with bilateral government-to-government MoUs that elicit and formalise their support for return and reintegration. Such bilateral negotiations can also be used to explore options for creating bilateral labour agreements that enable the certification of skills acquired by migrants while working in the host country to enhance their employability upon return to the country of origin. Similarly, they can address the portability of social benefits for returnees between the host country and the country of origin.
- Providing expertise and best practices on creating G2G agreements with return and reintegration support components that are tailored to the specific needs and opportunities of migrants in a given migration corridor.
- Facilitating the dialogue between host and origin country stakeholders and encouraging their continued support for the formalization of bilateral assistance models.

→ Joint reintegration programmes

Similar to G2G agreements, joint reintegration programmes involving different governmental or international stakeholders can take several forms:

- Joint reintegration programmes involving the lead reintegration organization, a country of origin and several host countries. Pooling the resources of several host countries provides synergies and allows for economies of scale in the design and implementation of a reintegration project. This fosters the creation of more effective and sustainable reintegration approaches at both individual and community levels.
- Joint reintegration programmes involving a lead international organization, a country of origin and several agencies and ministries from a single host country. In some contexts, return and reintegration activities are conducted in parallel by different actors, and no single entity in the host country has clear ownership of the overall return and reintegration process. Here, coordination among the different stakeholders managing reintegration programmes is essential at all stages to transform parallel reintegration initiatives into a truly joint reintegration programme. Setting up comprehensive coordination- and information-sharing frameworks is crucial. This can pave the way for an effective and concerted approach that involves government stakeholders, returnees and service providers, to avoid duplication of efforts.

→ Regional cooperation processes

Beyond G2G agreements, regional cooperation processes can play an important role in resourcing and harmonizing return and reintegration processes at international and national level. (See *Case study 16, below, for information on the Puebla Process, a regional migration cooperation mechanism in Latin America and the Caribbean.*) Regional cooperation supports return and reintegration programming in various ways. Contributions range from the harmonization of policies and SOPs, to cross-country cooperation in pre-departure counselling up to regional coordination and allocation of funds according to established disbursement criteria.



Case Study 16: Puebla Process on return and reintegration

The Regional Conference on Migration (RCM) covering Central America, North America and the Dominican Republic, also called Puebla Process, is a non-binding multilateral mechanism of 11 Member Countries that was established in 1996. The Puebla Process aims to strengthen regional cooperation on policies and actions related to migration.

Over the years, the Puebla Process has been a platform to discuss the return and reintegration of migrants and to seek a harmonized and coordinated approach to these matters.

Based on strategic considerations raised in 2014 during Member-led consultation workshops, Members drafted a policy-guidance document, the *Guiding Principles for the Development of Migration Policies on Integration, Return and Reintegration of the Regional Conference on Migration*. This statement set common grounds of understanding for policymakers, and each Member Country agreed to adapt its Principles to their national legislation and policies.

To operationalize these policies, IOM developed the *Manual for the Drafting of National Reintegration Policies* in 2015 for both government representatives and reintegration specialists to develop national strategies that reflected the economic, social and psychosocial dimensions on reintegration. Since then, El Salvador has engaged in a process of developing national protocols, coordination mechanisms and other tools to strengthen the reintegration process for returning nationals.

Regional cooperation on migration policy and management goes beyond national policy guidance. The RCM has also created a reserve fund for the assistance of regional migrants in highly vulnerable situations, administered by IOM. This regional mechanism provides financial and operational support for the voluntary return of vulnerable migrants, including unaccompanied and separated children, and for migrants whose needs exceed the assistance available under the existing programmes in each Puebla Process country.



Tips for success:

- Establish a strong technical secretariat to assist with the organization and monitoring of activities and initiatives of the Conference.

Local-to-local partnerships

As a basis for decentralized cooperation, international local-to-local partnerships can be established between local stakeholders in different countries. Decentralized cooperation has become an important dimension of the international development system and can encompass activities addressing return and reintegration. Because local and regional actors are directly affected by return migration on their own territories, they often have the political will and the local expertise to proactively support return and reintegration. The key benefits of establishing decentralized cooperation frameworks relate to:

- Proximity of local and regional actors to their citizens and territories;
- Potential for complementing reintegration frameworks and plans and international, national and local migration and development strategies; and
- Horizontal partnerships, which increase local ownership and reduce the asymmetrical relations between the different actors usually associated with top-down, donor–recipient approaches.

There are different forms of transnational local-to-local (L2L) partnerships that are particularly relevant for complementing and supporting reintegration frameworks. In particular, diaspora engagement (*see section 4.1.1*), local-to-local PPPs and city-to-city cooperation models can all support decentralized cooperation. The lead reintegration organization can support these different forms of local-to-local partnerships in specific ways to enhance their benefits for return and reintegration programming.

- **PPPs concluded between local private actors in the host country (companies, entrepreneurs) and local public actors in the country of origin** (local authorities in areas of return). While private stakeholders engaging in these PPPs often consist of diaspora entrepreneurs in a host country, this is not always the case. To initiate these PPPs, the lead reintegration organization should:
 - Support local authorities in areas of return in reaching out to companies that are headquartered in the host country but which are locally present in the territory of return to encourage them to provide employment opportunities to returnees (for instance, by creating a PPP for an online job-matching tool that facilitates recruitment of returnees from a host country by private host country companies operating in the country of origin). The lead reintegration organization can also liaise between the local authority and the host country's chamber of commerce in the country of origin to facilitate identification of suitable employers.
 - Help local authorities in areas of return create networking events, fairs and online platforms that link their diasporas with local reintegration programmes in countries of origin (*see also section 4.1.1*, on diaspora cooperation).
- **PPPs concluded between local authorities in host countries and private actors in the country of origin.** These partnerships are well suited to have an impact on, and leverage multiple migration and development issues, including return and reintegration. They can help businesses in host countries expand to countries of origin; facilitate investment in countries of origin; and foster employment in countries of origin. At a strategic level, the lead reintegration organization can also advise the local authorities of both host and origin countries on how to best align the business support measures into existing migration and development strategies and activities.
- **Partnerships between local public authorities in host and origin countries (city-to-city).** Similar to local-to-local PPPs, the benefits of partnerships between local public authorities lie in the partners' territorial expertise and political investment in issues of migration and development. For instance, city-to-city cooperation models can contribute to improved migration governance at the local

level in cities located in host and origin countries. The lead reintegration organization can leverage this form of cooperation to benefit return and reintegration programming. When engaging with cities of destination and cities of return, the lead reintegration organization can identify which services are more effectively provided in the host country versus the country of origin. Building on such analyses, the lead reintegration organization can help municipalities in host countries align their capacity-building and service provision strategies with the requirements of pre-departure reintegration services. Furthermore, local-to-local partnerships are platforms of dialogue: they foster networks for the exchange of public and private expertise and facilitate the mainstreaming of migration and reintegration into local development planning.

4.2.3 Facilitation of regulated safe mobility channels

Although beyond the direct scope of this handbook, structural interventions at the international level should aim to promote intra and interregional dialogue around creating safe and regulated mobility channels. In line with the definition of sustainable reintegration, which states that returnees should be able to make a free choice for remigration, institutional dialogue between host countries and countries of origin should be initiated and enhanced to facilitate the creation of regulated safe mobility channels.

This is especially relevant when labour market saturation in some countries of origin does not allow for returnees to be absorbed (regardless of skill level). In this situation, identifying sectors of mutual interest between host countries and countries of origin is beneficial to both – followed by skill-enhancement training for returnees in these sectors. When returnees cannot be absorbed by their local markets, there should be an opportunity for regular labour migration, whereby international markets could absorb these workers. In this regard, reintegration assistance (especially at the community level) can be used to invest in local vocational training to respond to the needs of both local and international markets – thus linking reintegration to labour and human mobility.

4.3 Strengthening national policy frameworks

At the structural level, focus should be on ensuring that reintegration is embedded in national migration and development strategies and relevant sectoral policies in the country of origin. This is done through the revision and upgrade of policy frameworks or through the development of reintegration-friendly policies. This is specifically relevant for countries of origin who have a significant number of returning migrants.

Supporting sustainable reintegration requires a whole-of-government approach and should be reflected throughout national and local legislation, policies and programmes. Ideally, reintegration is a component of a national migration mainstreaming process (*see box below*). However, even without a larger migration mainstreaming process, reintegration can be integrated into relevant sectoral frameworks, policies and strategies (*see Table 4.8*) at the national and local level.

Embedding reintegration within relevant policy processes aims to:

- Adopt a more comprehensive approach towards migration planning, because return migration, reintegration and development affect each other;
- Harness the benefits of sustainable reintegration for development of individuals and societies in a systematic manner, especially when there are high numbers of returnees;
- Allocate resources more efficiently to meet nationally defined priorities, including reintegration;
- Facilitate coordination among national and local actors around return and reintegration activities; and
- Implement coordinated policies and actions.



Analysis of business development support programmes has shown that many start-up businesses are unsustainable, that is they tend to be in operation only for a short period of time. In most cases of business failure, businesses either close directly after receiving the first support package (that is before initial opening, by misappropriating the cash-based assistance or by selling the assets that were provided in kind) or close after receiving the second tranche of business support in programmes where assistance is provided in several instalments. Methods to increase business sustainability are discussed in [Annex 2](#).

Whenever possible, strategies for migration mainstreaming should be developed in partnership with key stakeholders. This can improve commitment and clarity for all involved and improve cost-efficiency via potential cost-sharing arrangements. Similarly, it is important for governments of countries of origin and for reintegration organizations to include reintegration programmes in development frameworks and strategies. Examples of these would be national development strategies or United Nations Development Assistance Frameworks, national employment policies and strategies, poverty reduction strategies and comprehensive migration policies. International organizations with expertise and experience in mainstreaming migration into national or international frameworks are often well-placed to support governments in this process. The effort requires in-depth understanding of objectives and priorities of various line ministries and knowledge of sectoral policies and how they intersect with reintegration and migration management.

Successfully mainstreaming return and reintegration into national and local migration and development strategies and other relevant policies requires certain preconditions to be in place in the country of origin (see [Table 4.7 below](#)).

Table 4.7: Preconditions for successfully mainstreaming return and reintegration into policy frameworks

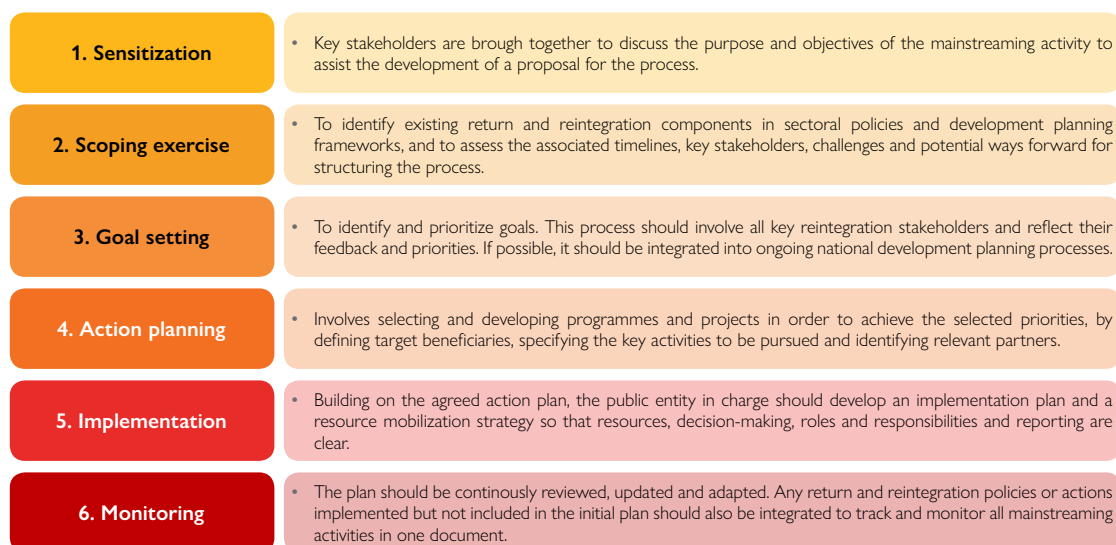
Strong high-level political support	High-level political actors should be motivated to make mainstreaming return and reintegration into the country's agenda a priority. This will assist in securing active participation by relevant national and local-level actors and sustaining the process.
National and local ownership	The government in the country of origin must be the lead actor in the mainstreaming process, so that its priorities are accounted for and the outcomes are sustainable over the long term. Whenever possible all levels of government should be involved.

Inclusive participation based on clear roles	Key stakeholders such as groups of returnees, migrant community groups, diaspora groups, civil society, academics, employers' associations and development partners need to become partners in the mainstreaming process to bring in different perspectives, new information and data, political and social support and funding. Broad participation supports a process that is not driven by a single government institution or a few individuals. Inclusive participation requires the respective roles and responsibilities of different actors to be clearly specified.
Shared objectives	Developing a shared understanding of objectives helps avoid divergent agendas being pursued. To establish and maintain a coherent agenda, promote a clear vision, transparency and regular dialogue between stakeholders.
Define and follow feasible time frames	Providing sufficient time for reflection, gathering of evidence and consensus-building will avoid unrealistic expectations and allow for flexibility and learning throughout the process.

In most contexts, all the above conditions will not be perfectly met. However, some can be advanced through the advocacy, technical expertise and capacity-building that is provided by the lead reintegration organization and its partners.

Mainstreaming efforts at the national and local levels should always follow a structured approach. Figure 4.11 below depicts a process flow for the design, implementation and monitoring of a mainstreaming plan. It can be used in contexts where return and reintegration is integrated into existing policies and strategies or in contexts where governments are currently planning (or may in the future) the development of a strategy or policy.

Figure 4.5: Step-by-step process for mainstreaming return and reintegration into migration and development strategies and policies



Potential opportunities for reintegration mainstreaming

Mainstreaming reintegration and return should not be limited to migration and development strategies but can be applied to all sectoral policies and strategies that could be relevant for national governance of return and reintegration. A selection of the key sectoral policies and their potential relevance for mainstreaming efforts is provided below:

Table 4.8: Potential mainstreaming opportunities in different sectoral policies and strategies

Sectoral Policy/ Strategy	Potential mainstreaming opportunities
Labour	<ul style="list-style-type: none"> • Include considerations of the needs and capacities of returnees within labour policies and strategies; • Use the skills and assets of returnees for the benefit of the labour market, skills transfers schemes and the economy as a whole; • Develop or strengthen schemes to facilitate reintegration of returnees into the labour market (such as through public works programmes, skills' development); • Harmonize relevant goals and objectives stated in return and reintegration strategies with those in labour policies and strategies; • Foster inter-institutional coordination between labour market institutions and migration-related institutions and actors; • Build the capacity of Public Employment Services, VET institutes and Business Development Centres and include returnees as an eligible target group;
Education and training	<ul style="list-style-type: none"> • Include considerations of the needs and capacities of returnees within education policies and strategies; • Support returnees' access to education and conducive learning environments, including through recognition of certifications; • Address returnees' constraints to education access by developing school integration guidelines, establishing language and catch-up classes and recognizing the equivalency of diplomas obtained outside of the country of origin; • Expedite certification for school and university registration or enrolment for returning school-age children in areas of high return; • Harmonize relevant goals and objectives stated in return and reintegration strategies with those in education policies and strategies; • Foster inter-institutional coordination between education institutions and migration-related institutions and actors.
Social/Welfare	<ul style="list-style-type: none"> • Include considerations of the needs and capacities of returnees within social and welfare policies and strategies; • Support returnees' access to the welfare system (social housing, pensions, social allowances), and address constraints that returnees might face in obtaining personal documents required for access to welfare services (including birth, marriage, divorce certificates, passports and ID papers); • Support the development of tailored services for returnees in vulnerable situations, including through national referral mechanisms; • Foster inter-institutional coordination between social and welfare institutions and migration-related institutions and actors.

Health and well-being	<ul style="list-style-type: none"> • Include considerations of the needs and capacities of returnees within health policies and strategies; • Support returnees to have equal access to the national health-care system; • Increase the reception capacity of health facilities in localities of high return; • Establish new health facilities or provide mobile or outreach clinics in areas where returnees and local communities have challenges accessing existing health facilities; • Harmonize relevant goals and objectives stated in return and reintegration strategies with those in social policies and health strategies.
Gender and LGBTI	<ul style="list-style-type: none"> • Include considerations of the needs and capacities of both female and male returnees as well as for LGBTI returnees within gender and LGBTI policies and strategies; • Support relevant cross-cutting and sector-based gender issues addressed by the policy or strategy to include the specific situation and vulnerabilities faced by female and LGBTI returnees; • Reduce barriers for both male and female returnees' concerns and priorities to be included in Gender Responsive Planning, budgeting and Implementation frameworks; • Harmonize relevant goals and objectives stated in return and reintegration strategies with those in gender policies and strategies.
Environment and climate change adaptation	<ul style="list-style-type: none"> • Check reintegration programmes and projects are coherent with relevant national policies in the environmental sphere, such as natural resource management, land-use planning, climate change adaptation and disaster risk reduction; • Where relevant (for example, a large number of returnees to a specific area), incorporate reintegration into environmental policies and plans (for example, in relation to expected additional demand for natural resources; increased disaster risk); • Explore potential synergies between reintegration activities, employment strategies and environmental objectives, via “green jobs” – including those which specifically aim to preserve or restore the environment in communities of return; • Foster inter-institutional coordination between actors in the environmental sphere and actors in the migration sphere.
Business and Finance	<ul style="list-style-type: none"> • Review criteria for business registration, access to finance and credit take into account returnees' specific situations; • Undertake outreach to returnees on business and finance opportunities, including between the host and origin countries.

USEFUL RESOURCES

International Organization for Migration (IOM)

2010 *Mainstreaming Migration into Development Planning: A Handbook for Policy-makers and Practitioners*. IOM, Geneva. Provides extensive guidance for facilitating strategies aimed at integrating migration into development planning processes of developing countries.

Manual for the Drafting of National Reintegration Policies. IOM, San José, Costa Rica. The manual is available upon request from the IOM Regional Office in San José, Costa Rica.

International Organization for Migration, United Nations Conference on Trade and Development and United Nations High Commissioner for Refugees

2018 *Policy Guide on Entrepreneurship for Migrants and Refugees*. UNCTAD, Geneva. This inter-agency document offers practical guidance to policymakers and development partners in the fields of migration and entrepreneurship development.

Samuel Hall/IOM

2017 *Setting Standards for an Integrated Approach to Reintegration*. IOM, Geneva, funded by DFID.

Regional Conference on Migration (RCM)

2014 *Guiding Principles for the Development of Migration Policies on Integration, Return and Reintegration of the Regional Conference on Migration*. RCM, San José, Costa Rica.

United Nations Joint Migration and Development Initiative (JMIDI)

2015a *Module 1: Managing the Link Between Migration and Local Development*. IOM, ITC and ILO, Geneva. Provides practitioners with a comprehensive overview of strategies and mechanisms to foster coordination and synergies between local development and migration.

2015b *Module 2: Establishing Partnerships, Cooperation and Dialogue on M&D at Local Level*. IOM, ITC and ILO, Geneva. Provides local level practitioners with a general overview of the use cases, criteria, opportunities and challenges of establishing local partnerships with private actors and other stakeholders.

2015c *Guidelines on Mainstreaming Migration into Local Development Planning*. IOM, ITC and ILO, Geneva. Provides guidance on the process of mainstreaming migration issues into local development planning processes.



MODULE
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5

MONITORING AND EVALUATION FOR REINTEGRATION ASSISTANCE

Key Messages

- Start planning early in the programme design phase for monitoring and evaluation by developing a theory of change that describes how activities lead to desired results and helps in setting indicators to check progress and assumptions.
- Integrating monitoring into programme activities and mechanisms is a cornerstone of the collection of accurate and timely data of the programming.
- Findings from monitoring and evaluation processes must be institutionalized and made useable by those who need them to foster learning and improve the impact of future programming.



Programme managers/
developers



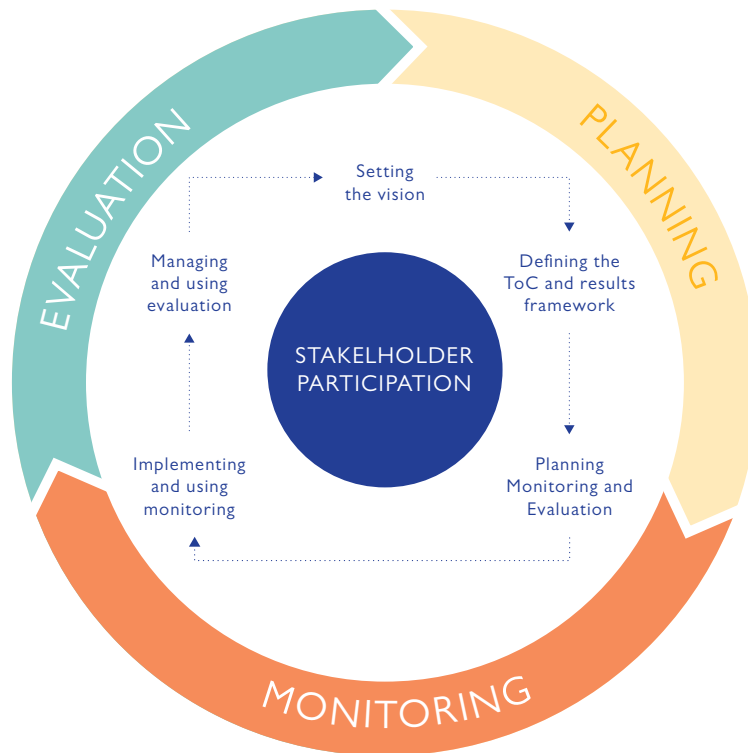
Case managers/
other staff



Donors



M&E Officers



• Programme managers/developers • Case managers/other staff
• Donors • M&E Officers

INTRODUCTION

Monitoring and evaluation (M&E) is used to assess how a reintegration programme is performing, and whether it is meeting its intended objectives. Monitoring is concerned with the short and medium term and can feed into programme changes. Evaluation takes this a step further and looks at the ultimate impact of a programme on the changes it seeks to make.

To understand and monitor the intended results of reintegration programmes, it is important to ask:

- What does success in the context of this reintegration programme look like? What are the results the implementing team should aim for in order to achieve such success?
- How will the programme be monitored and evaluated to better understand what results the team has achieved? How can this improve ongoing as well as future performance?
- What is the best approach to monitor and evaluate a programme's performance?
- What indicators will be used to measure progress towards achieving pre-determined results?

- How will risks be accounted for?
- How will the team's performance and the overall programme be evaluated?
- How will the lessons learned be generated and used in the future?

This module provides guidance on how to answer these questions, while recognizing that different types of monitoring and data collection methods might need to be used for reintegration interventions at the individual, community and structural levels.

This module provides:

- A basic understanding of the purposes, processes and guiding principles for planning monitoring and evaluation (M&E) within the reintegration context;
- Key points to consider when designing a reintegration programme to incorporate M&E at each stage and phase of the intervention;
- Recommendations for implementing M&E activities;
- An overview of evaluation in the context of reintegration programmes; and
- Information on how to learn from and communicate M&E findings for evidence-based programming.

There is an array of tools and resources available on M&E that reintegration programmes can use and adapt. This module will not go into detail on all aspects of M&E but will highlight areas of special relevance to reintegration programmes. Further suggested reading is proposed at the end of this Module.

Varying terminology for results can be used when discussing M&E. This Handbook uses the terms objectives, outcomes, outputs and activities.

5.1 Understanding monitoring and evaluation

M&E, including data collection, analysis and learning, is key to helping implementers and other stakeholders understand the outcomes reintegration programmes have on returnees, communities and countries of origin. They can support the improvement of reintegration programmes and their outcomes.

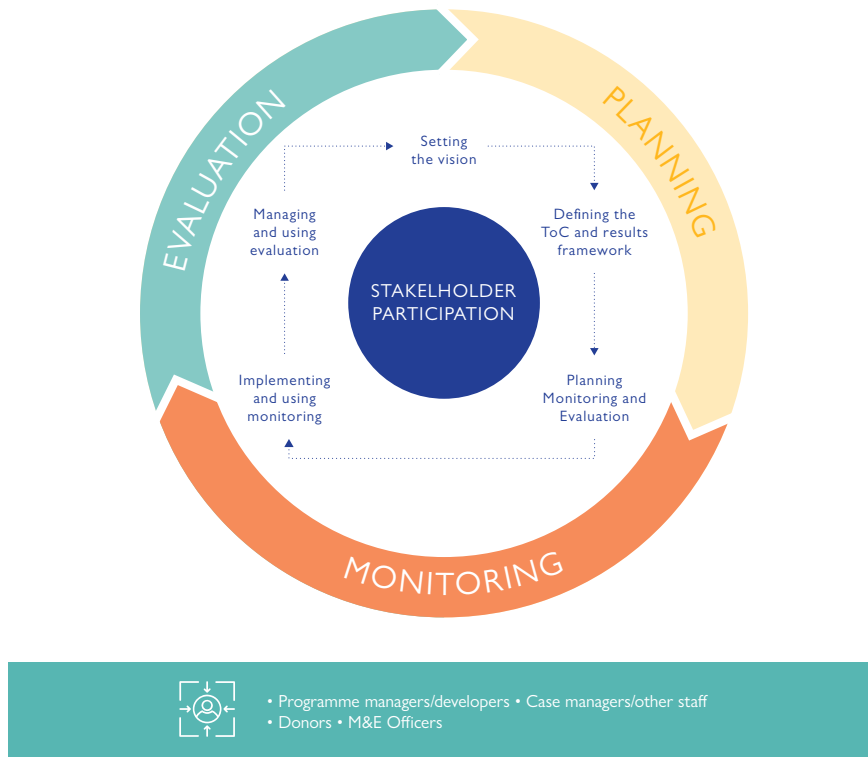
M&E is part of a results-based management (RBM)⁴⁰ system. RBM is based on clearly defined and measurable results, and uses various processes, methodologies and tools to achieve those results. Results-based M&E moves from focusing on outputs to emphasizing outcomes and impact. In this way, M&E helps to:

- Demonstrate results as part of accountability to beneficiaries and donors;
- Put in place the right mechanisms for principled and evidence-based approaches;
- Identify possible gaps and improve reintegration programming through evidence-based learning;
- Provide evidence on the challenges and opportunities of reintegration for governments and non-governmental partners, migrants and non-migrants;
- Ensure availability of reliable data for analysis and research purposes.

⁴⁰ UNDG, *Results-based Management Handbook* (New York, 2011).

M&E can be viewed as a tool to enable results-based management – a management tool to help decision makers track progress and show an intervention’s impact. M&E should therefore be incorporated throughout a programme’s life cycle.

Figure 5.1: Planning, monitoring and evaluation cycle⁴¹



What is monitoring?⁴² Monitoring is a continuous function that uses the systematic collection of data on specific indicators to provide management and stakeholders of an ongoing development initiative with information on the extent to which progress towards programme objectives has been made.

Why monitor? Monitoring generates information for timely decision-making. In this way it helps decision makers be proactive, rather than reactive, in situations where it is too late to control damage. Monitoring helps determine whether:

- Planned activities are actually taking place;
- There are gaps in their implementation;
- Resources are being used efficiently;
- The programme’s operating context has changed.

41 UNDP, *Handbook on Planning, Monitoring and Evaluating for Development Results* (2009).

42 IOM, *Monitoring Policy* (Geneva, 2018).

What is evaluation? Evaluation is the systematic and objective assessment of the design, implementation and results of an ongoing or completed project, programme or policy. It differs from monitoring in that it involves a judgement of the value of the activity and its results.⁴³

Why evaluate? Monitoring asks the questions “what has been done? How has it been done? When has it been done?”. Evaluation also answers these questions, and in addition helps answer the questions “why and how well it was done?”. Evaluation allows for critical examination of interventions. Some evaluations also help answer why one intervention worked better than another.

Evaluations are the main pathway towards discussing causality. Monitoring shows whether indicators have changed, but it is limited in explaining in detail why this change occurred. Evaluations **complement** monitoring by investigating why changes did or did not occur and drawing conclusions about why this did (or did not) happen. Evaluations contribute not only to accountability, but to creating space for reflection, learning and sharing findings. They are a source of reliable information to help improve assistance to direct beneficiaries, partners and donors.

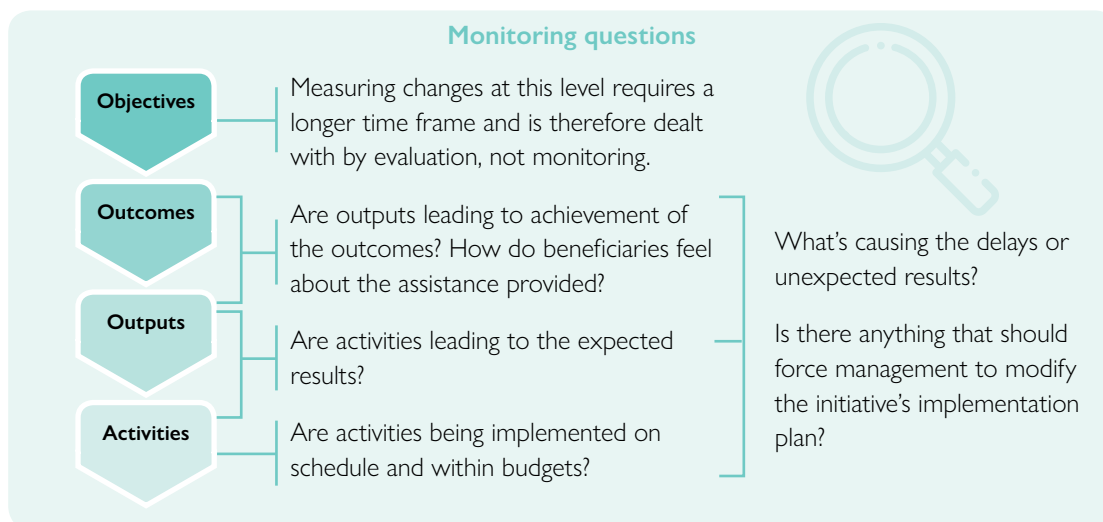
→ **Monitoring versus evaluation**

Although often grouped together, monitoring and evaluation are two distinct but related functions. The main differences between them are their focus on assessment and their timing in terms of the programme cycle.

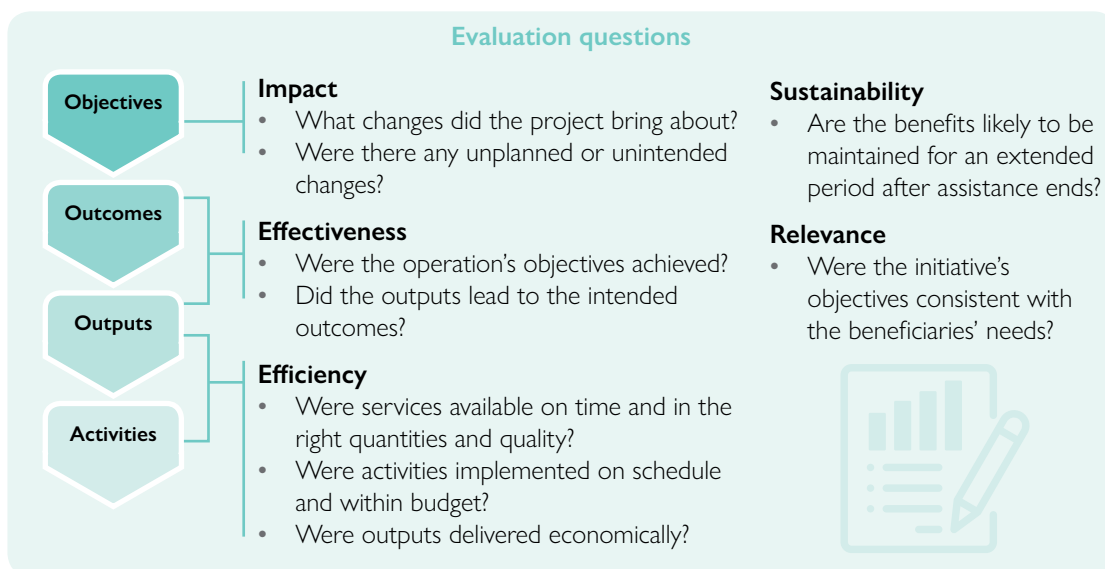
Monitoring helps identify immediate patterns and trends that are useful for managing programme implementation. Monitoring focuses more on immediate and intermediate results. Measuring longer-term results such as progress towards long-term outcomes or objectives requires a longer time frame and more focused assessment. This is provided by evaluation.



Monitoring and evaluation are complementary – as well as mutually beneficial – functions.

Figure 5.2: Monitoring and evaluation key questions



⁴³ OECD/DAC, *Glossary of Key Terms in Evaluation and Results Based Management* (Paris, 2002).



 Monitoring	 Evaluation
<ul style="list-style-type: none"> • Monitoring is the continuous, systematic collection of data and information throughout implementation; it is the process of collecting and gathering information throughout an intervention's lifetime. • It links activities and their resources to objectives. • It translates objectives to indicators and targets. • It routinely collects data against indicators and compares achieved results with targets. • It focuses on regular or day-to-day activities during implementation. • It looks at production of results at the output and outcome level. • It concentrates on planned intervention elements. 	<ul style="list-style-type: none"> • Evaluation is a scheduled periodic assessment at specific points in time (at launch, mid-term or end of an intervention). • It is a specific activity, assessing performance and impact of an intervention prior, during or after an intervention's lifetime. • It assesses causal contributions of interventions to results and also explores unintended results. It assesses why and how well change has occurred and attributes it to the intervention. • It assesses planned elements, looks for unplanned change, searches for causes, challenges assumptions and sustainability, explains if and why change happened and attributes this to an intervention.

5.1.1 Ethical considerations for M&E

When carrying out M&E activities, it is important to adhere to specific norms and standards. For evaluation, adhering to UNEG's Norms and Standards for Evaluation is recommended.⁴⁴ IOM also developed a monitoring policy and an evaluation policy in 2018⁴⁵ and as part of this laid out monitoring principles: credibility, utility,

⁴⁴ UNEG Norms and Standards for Evaluation (New York, 2016).

⁴⁵ IOM Monitoring Policy (Geneva, 2018).

ethics, impartiality, transparency, disclosure and participation. M&E practitioners should be careful to follow all ethical principles. Below is a list of ethical considerations that are based on the IOM monitoring policy.

Table 5.1: Ethical considerations for M&E

Ethical considerations	
Personal and professional integrity	<ul style="list-style-type: none"> • Be sensitive to beliefs, manners and customs of the social and cultural environments in which migrants work. • Address issues of discrimination and gender inequality.
No personal or sectoral interests	<ul style="list-style-type: none"> • Avoid twisting the truth and producing positive findings because of a conflict of interest or other payoffs or penalties. • Do not allow unsubstantiated opinions to influence the monitoring and or evaluation activities because of sloppy, unreliable or unprofessional evaluation or monitoring practices.
Respect the right of institutions and beneficiaries	<ul style="list-style-type: none"> • It needs to be explained to respondents why and how information will be collected, stored, used and shared; assure them of the right to refuse or to withdraw at any time from participation without any consequence. Hence, withdrawing should not impact a service or delivery of goods due to be provided to the participants. • Include informed consent forms in all data collection tools. • Train data collectors on informed consent practice. • Do not make promises to beneficiaries or participants that cannot be kept in order to induce them to cooperate. • Understand how benefits or the expectation of benefits, may incentivize or influence respondent answers and participation. • Honour commitments made. • Take care that those involved in M&E have a chance to examine statements made. • Use data sharing agreements with all partners if data is to be shared, inform beneficiaries when asking for consent.
Ensure privacy, data protection and confidentiality	<ul style="list-style-type: none"> • Conduct a risk-benefit and a sensitivity assessment prior to collecting any personal data and prior to any other processing. • Assure respondents that gathered data is used anonymously without bridging individual's privacy. • Separate personal data (personally identifying information) from the response. To protect confidentiality, use an ID number for all beneficiaries and attach it to the database and files used to collect information, for data analysis and data sharing. • Establish a secure filing system for hard-copy documents and encrypted (password-protected) electronic files with all personal data, especially highly sensitive ones. • Personal data of returnees is only shared based on free and informed consent of the returnee.

5.2 Planning for monitoring and evaluation

Strong project design is the foundation of successful M&E. Developing a programme theory, specifically a theory of change and results framework, can help reintegration programme managers best understand its objectives, intended outcomes, logical thinking and assumptions. This facilitates the monitoring and evaluating of the interventions. The programme theory should be developed as early as possible in the programme design phase so it can guide programme development and implementation.

The programme development stage lays the foundation for M&E by:

- Clearly articulating the desired results an intervention aims to achieve;
- Outlining how it aims to achieve them;
- Stipulating how progress towards these results will be measured.

When planning a new reintegration intervention, it is important to think through and explain *how the intervention is expected to contribute to a chain of results*. This is called a programme theory and is an important tool for designing an intervention. The programme theory represents all the building blocks that are required to bring about a higher-level change or result.

Programme theory can provide a conceptual framework for monitoring as well as evaluation. There are various different types of programme theory, including the logic model, intervention logic, the causal model, results chain and theory of change. This Handbook will describe two complementary approaches that can help to articulate how a reintegration intervention is expected to achieve results. The two approaches are the “theory of change” and the “logical framework”.

This chapter presents an overview of, and considerations to make, for effective international cooperation.

- 5.2.1 Theory of change
- 5.2.2 Results Framework
- 5.2.3 Types of monitoring
- 5.2.4 Results' Monitoring Framework

5.2.1 Theory of change

The theory of change is a type of logical thinking exercise that occurs primarily during the development of an intervention but is also helpful during its implementation.

A theory of change describes and explains how and why a result or desired change is expected to happen in a particular context. It focuses on mapping out what a programme or change initiative does (its activities) and how these lead to results (outputs, outcomes, objectives). In this way the theory of change articulates a hypothesis about how change happens by explaining the connection between an intervention and its effect.

It does so by surfacing the logic and rationale for an intervention and articulating the assumptions inherent in the approach.⁴⁶

The theory of change is particularly suited for interventions seeking social or community-based change or those related to empowerment initiatives. It can also be used to measure the complexity of transformation and change, because it acknowledges that social change is not linear but dynamic and complex. Given the fact that reintegration interventions (at individual, community and structural levels) are complex and aim to cover multiple dimensions at economic, social and psychosocial levels, a theory of change can be a useful tool for defining the rationale behind the expected process of change brought about by reintegration interventions.

It is recommended to develop the theory of change using a participatory approach that includes all actors involved in reintegration. It is a collaborative process that can encourage discussion around questions such as:

1. Why do we think this change will happen?
2. What evidence is there to support this?
3. Is this logical?
4. What assumptions are we making?

This will also help all involved clearly understand the link between M&E activities and desired results.

The theory of change helps reveal assumptions to be 'tested' through an intervention's actions. Assumptions therefore play a central role in developing a theory of change. Generally, a theory of change can be articulated using the "If X, then Y, because of Z" formula. That is, "If X action occurs, then Y result will occur, because of Z assumption(s)." The process of surfacing underlying assumptions helps both identify where logical jumps are being made and identify missing key steps in the change process.

Understanding how a theory of change works helps better monitor and evaluate an intervention. A common challenge when designing an intervention are logical leaps and gaps. Often there is a disconnect between strong problem analysis and seemingly unrelated activities meant to address the problem. This is reflected in a causal pathway with weak links between objectives, outcomes, outputs and activities. Through surfacing underlying assumptions, the theory of change is a bridge between analysis and programming.

There are multiple pathways that can lead to a specific objective or the highest level of change. While there may be many other reasons for a specific change to occur, not all of these can be addressed through one single intervention. A theory of change identifies the multiple pathways to change and the most realistically achievable pathway.

A fully developed theory of change clearly spells out the sequence in which outcomes are likely to happen, and how early and intermediate outputs relate to outcomes. Sometimes outcomes are closely related, but they can also occur independently. These changes and connections are often represented visually, for example through a chart or a set of tables (see [Table 5.2](#)).

Once results are framed in a theory of change, indicators for each of these can be formulated. As explained, monitoring a theory of change focuses on assessing whether or not the assumptions hold true. Therefore, when developing indicators for monitoring, it is important to take the assumptions of the theory of change into account. (See the ["Results' Monitoring Framework"](#) section for more on indicators and how to formulate them.)

⁴⁶ IOM definition of theory of change adapted from the Center of Theory of Change, *What is Theory of Change?* (2017).

Theory of change diagrams are generally flexible in format and may be simple or complex. They can be vertical, horizontal or circular. The chart below is just one of many ways of illustrating a theory of change. It illustrates an example of what a theory of change for an integrated approach to reintegration could include. It articulates an overall holistic vision of the intended impact of each reintegration intervention, while also spelling out conditions that should be in place for this impact to occur.

Table 5.2: Illustration of theory of change: Integrated approach to reintegration

Inputs	Activities	Outputs	Outcomes	Impact	
	What needs to be done to produce outputs?	What are components and services to be provided to returnee and community or at structural level?	What do we want to change through reintegration?	What are we trying to achieve with reintegration intervention?	
<ul style="list-style-type: none"> Available fund and resources for the provision of reintegration support, community-based activities and structural interventions. Available human resources and adequate staffing structure to implement integrated reintegration programme. Existing cohesion and collaboration at community level where migrants return. Relevant available competencies for implementing organization and its partner to provide reintegration support, community-based activities and structural interventions. Existing synergies among relevant stakeholders at local, national and regional levels for a smooth implementation of an integrated approach to reintegration. 	Assessment of the returnee's situation upon return through reintegration.	Returnees are provided with tailored reintegration assistance.	Returnees have sufficient levels of economic self-sufficiency, social stability, and psychosocial well-being in their community of return.	Returnees are able to overcome individual challenges impacting their reintegration.	
	Provide tailored training sessions to enhance returnees' skills.	Returnees have adequate skills and knowledge to increase employability and livelihood opportunities.			
	Provide referrals to services (such as health, psychosocial support, business plan development, and others as needed).	Returnees access the services they need to facilitate their reintegration.			
	<ul style="list-style-type: none"> Existing cohesion and collaboration at community level where migrants return. 	Conduct assessments of the main communities to which migrants return.	Community-based reintegration activities are designed to respond to communities' needs and priorities.	Communities are involved in the design and implementation of community-based reintegration.	Communities have the capacity to provide an enabling environment for reintegration.
		Establish community-level advisory groups to support socioeconomic needs and provide linkage with key financial stakeholders.	Returnees and their communities are able to access support to facilitate socioeconomic reintegration.		
		Hold community-based dialogues and events between returnees and their communities.	Communities are accepting of returnees.		
	<ul style="list-style-type: none"> Existing synergies among relevant stakeholders at local, national and regional levels for a smooth implementation of an integrated approach to reintegration. 	Sensitize local and national stakeholders on the various aspects of reintegration.	Increased knowledge and skills among local and national stakeholders to address reintegration needs.	Local and national stakeholders (governmental and non-governmental) have enhanced capacities for the provision of essential and reintegration-related services.	Adequate policies and public services are in place to address the specific needs of returnees and communities alike.
		Establish consultative process to develop Standard Operating Procedures (SOPs).	Developed SOPs that are in line with migration, development and other relevant policies.		
		Conduct a stakeholder mapping at local and national level for reintegration programming.	Well-established referral mechanism to support returnees and their communities with their reintegration needs.		

Assumptions	Assumptions	Assumptions
<ul style="list-style-type: none"> • Available funding • Comprehensive programme design • Commitment among stakeholders 	<ul style="list-style-type: none"> • Returnees are willing to partake in reintegration programme; • Local communities are willing to cooperate; • Local stakeholders are willing and open to collaborate; • National law and policy allow implementation of reintegration programme; • Available basic services for effective referral mechanism; • External factors (sociopolitical, security, economic, environment) not impeding reintegration process. 	<ul style="list-style-type: none"> • National authorities remain committed to strengthening a sustainable reintegration process; • External factors remain conducive to sustainable reintegration; • All stakeholders (including returnees and communities) are fully engaged throughout reintegration process; • Laws and policies are improved through capacity-building of relevant actors; • Allocated resources allow generating evidence-based data on impact of reintegration interventions.

5.2.2 Results framework

A results framework or logical framework (“logframe”) clearly formulates intended results, outlines targets and specifies how to plan for success and achieve results.

A logframe helps identify an intervention’s operational design and is therefore the foundation of M&E for that intervention. It is a summary of an intervention’s intended approach to attain results and is based on the situation and problem analysis undertaken during the conceptualization stage. It summarizes the logical sequence in which an intervention aims to achieve desired results and identifies the inputs and activities required to achieve these results. It also provides indicators and sources of verification to measure progress towards achieving results.

A logframe is mostly used in the form of a matrix, which encourages linear thinking about change. It is often viewed as a management instrument for planning, monitoring and evaluation.

The table below is a sample template results’ matrix. The columns are further described in [section 5.2.4](#).

Table 5.3: A template results’ matrix

Results	Indicators	Verification source and data collection method	Baseline	Target	Assumptions
Objectives					
Outcomes					
Outputs					
Activities					

5.2.3 Types of monitoring

Different M&E approaches can be considered for assessing results at each level of intervention (individual, community, structural). The appropriate monitoring approach depends on the overall programme theory of change, main stakeholders, the indicators developed in the results framework and the programme timeline (short or long term).

While there are many more types of monitoring, for the purpose of this Handbook, the following most relevant types are mentioned:

- **Programme monitoring** tracks progress and performance throughout the entire reintegration programme (covering project activities, results, budget and expenditure, and risk).
- **Beneficiary monitoring** tracks individuals', communities', governments' and other relevant stakeholders' perceptions of an ongoing or completed intervention. Beneficiary monitoring is a way to include beneficiaries in monitoring. It assesses beneficiary satisfaction or dissatisfaction, the level of participation and inclusion, access to resources, how they were treated and their overall experience of change. This type of monitoring is recommended (and particularly useful) for generating qualitative data (narratives of reintegration) from beneficiaries or even any stakeholder. This gives realistic feedback for reintegration interventions and can be used as a tool for programme visibility.
- **Reintegration governance assessment** assesses at national and regional levels the reintegration ecosystem. This includes the level of engagement of various stakeholders (including migrants, diaspora groups, local authorities and relevant organizations), potential livelihoods' possibilities and mechanisms for durable solutions. At this level, collaboration of multiple stakeholders is required to assess whether implemented reintegration interventions have made any impact. This should happen over a longer term, at least 16–18 months after the reintegration intervention begins.

As with all programming, it is important to set up clear financial monitoring procedures, as well as risk monitoring.

When designing a reintegration initiative, resources should be allocated specifically for M&E. An overall range for M&E as recommended by the evaluation community is 5–10 per cent of the total budget, with 2–4 per cent for evaluation and 3–6 per cent for monitoring. However, this is purely indicative. Similarly, M&E activities should be reflected in the initiative's workplans to support consistent and effective monitoring practices.



SPOTLIGHT

Develop a thorough workplan with a clear indication of team's role and responsibility (that is, who is responsible to deliver what), including the timeline of deliverables. It allows clarity and increases ownership among team members. The team can agree on milestones and check-in intervals to review whether they are on track. This can be done at the inception phase through a mini workshop, where roles and responsibilities of the entire team and stakeholders are presented and agree with clear timeline for deliverables.

5.2.4 Results-monitoring framework

The logical framework can be used as a basis for setting up a results-monitoring framework. This framework enables both all members of the implementing team and all stakeholders, to track progress being made towards achieving intended results.

As a monitoring tool, the results-monitoring framework can be used alongside a detailed work plan, financial reporting tools and a risk management plan to create a more holistic monitoring approach.

What follows is a sample results-monitoring framework based on the theory of change or result matrix outcomes. It outlines the questions that the framework's components aim to respond to. This should be developed for all outputs and outcomes and for the objective(s). Further explanation on indicators, baseline and target, means of verification, the data collection method and the timeline is provided in the following sections.

Table 5.4: Results-monitoring framework

Outcome	Indicator	Data source and collection method	Data analysis	Frequency	Responsible person	Baseline and target
First positive result or observed change immediately after the intervention.	<ul style="list-style-type: none"> How do we know if we are on track? How do we know if beneficiaries, community, stakeholders at the structural level are satisfied? How do we know if given services meet beneficiaries' needs? 	Where and how will information be gathered to measure the indicator?	How will the data be analysed?	At what stage will the data be collected to measure the indicator?	Who is responsible for organizing data collection, verification and storage?	Baseline: What is the value of the indicator at the beginning of the intervention? Target: What is the expected value of the indicator upon completion of the intervention?
Returnees have sufficient level of economic self-sufficiency, social stability and psychosocial well-being in their community of return.	For example, the number of returnees who reach an overall (composite) reintegration score of 0.5 and above, disaggregated by sex, age and vulnerability.	For example, a survey among beneficiaries who have received reintegration assistance.	Quantitative and qualitative.	4–6 months after provision of reintegration assistance.	Name to be included. This could be an M&E officer.	Dependent on country's caseload.
Communities benefit from the design and implementation of community-based reintegration.	For example, the percentage of community members reporting satisfaction of community-based reintegration activities.	For example, community participatory monitoring (focus group discussions, community interviews). Direct observation.	Quantitative and qualitative.	4–6 months after start of community-based activities.	Name to be included. This could be an M&E officer.	For example: Baseline: could be 0 if no previous activities have taken place. Target: 50%
Local and national stakeholders (governmental and non-governmental) have enhanced capacities for the provision of essential and reintegration-related services.	For example, the percentage of stakeholders declaring that they are more engaged in the field of reintegration assistance (disaggregated by type of support).	For example, pre- and post-training survey. Semi-structured interviews with local and national stakeholders.	Qualitative and quantitative.	3–6 months after capacity-building activities and periodically during partners meetings.	Name to be included. This could be an M&E officer.	For example: Baseline: according to initial stakeholder mapping. Target: 70%

Indicators

Indicators are measurable pieces of information that help assess how work or activities lead to results. They show progress towards targets and whether a result is achieved. During monitoring, indicators are meant to measure outputs and outcomes, and for evaluation they can be used at the impact level.



To add value, a storytelling workshop could include not only the returnees but also members of the community, giving voice and images not only to the stories of the those who have left and have then come back, but also to those who did not migrate.

Data source and collection method

Based on the indicators selected, data sources identify where and how information is gathered for the purpose of measuring the specific indicators. The data collection method identifies the method(s) to be used to collect the data. Commonly used methods include:

- Document or desk review
- Observation
- Surveys (mini and formal)
- Interviews (including key informant and exit interviews, [see section 2.7](#))
- Focus group discussions
- Testing or direct measures
- Mapping (for example, community maps)



Module 2 provides guidance to case managers on selecting appropriate services for individual returnees and making referrals within a coordination mechanism.

Data collection sources can include questionnaires, checklists, topic guides,⁴⁷ or project administrative documents such as handover certificates, case file documents, and so on.

When creating a data collection tool, remember to:

- Include fields that record the name of the data collector and the date and location of data collection, biodata and contact information of the respondent.
- Include free and informed-consent and confidentiality clause in the personal data collection instrument if the tool is not anonymous ([see section 5.1.1](#)).
- Address data-management requirements for the specific data collection tool. This can include budgeting for resources or staff time to develop and use the tool, as well as databases or systems that may need to be set up and maintained.

Language in data collection tools should be neutral and objective. Consider the data collection skills and technology available in the country. Different tools require different skills and failure to match capacity with the tool creates data bias and error. It is recommended to pre-test the data collection tool.

⁴⁷ A topic guide is an outline of key issues and areas of questioning used to guide a qualitative interview or group discussion.

When it comes to generating feedback through monitoring beneficiaries,⁴⁸ sampling as a method can be specified at the planning stage of monitoring or evaluation.⁴⁹ This method is particularly useful, as often it is unrealistic to meet every beneficiary or visit every project site. Instead, use of a smaller group of beneficiaries, their geographical coverage, allocated resources and security context are all key aspects to be considered. Hence sampling is useful to:

1. Minimize data bias and improving data quality;
2. Reduce the time and money spent on data collection.

Sampling involves a variety of techniques. The choice of technique depends on the context, type of population, information available, data collection method and type of data collected by the project. All techniques provide different answers on:

- Representation: the degree to which the sample “represents” the larger group;
- Sample selection: how the people or places are chosen;
- Sample size: how many people, services and so on to include in the sample.

If sampling is planned, programme M&E officers with skills in this area should be recruited or trained.

Data analysis

How the data will be analysed will depend on the data collection method. Different tools are needed based on the type of analysis required. Some data collection methods can be analysed for both qualitative and quantitative information. For example, if the indicator is “presence of legislation that reflects international best practice”, the data source would be where the information (data) comes from (copy of the legislation), while the data collection method would be a document review (review of the legislation). Data analysis can be qualitative in nature, for example an expert undertaking an assessment of the degree to which the legislation is in line with international best practices.

Frequency

The timing and frequency of data collection should be clearly defined from the outset of planning. Reintegration programme implementation often takes place in varied geographical places and with various partners, something crucial to consider when deciding the frequency of data collection, because this has budget implications. For example, if the indicator being measured is “referral to psychosocial support”, then it would make sense to monitor the number of persons being referred on a regular basis, such as monthly or quarterly.

Normally the results-monitoring framework is transferred to a clear workplan, where monitoring steps and their frequency are outlined.

Person responsible

There should be clear roles and responsibilities for data collection, verification and storage (*see sections 5.3.2 and 5.3.3*), especially when multiple stakeholders are involved. There should also be a data controller for personal data who ensures that data protection principles are being followed.

⁴⁸ Beneficiaries include returnees, community members and local stakeholders.

⁴⁹ A sample is a part of the population, used to describe the whole group. Sampling is the process of selecting units from a population, to describe or make inferences about that population; that is, to estimate what the population is like based on the sample results.

Baseline and target

A baseline provides a foundation against which to measure change over time. The baseline is the first measurement of an indicator; it assesses conditions pre-implementation and sets the conditions against which future change will be measured. A baseline study can have budget implications but can also be based on a previous evaluation or a desk review. When budget is limited, or when security constraints or other factors do not allow for a baseline study, the monitoring visit in which a specific indicator is measured for the first time can be considered the baseline.

The target is what the intervention hopes to achieve and is usually defined in relation to the baseline.

IOM's Reintegration Sustainability Survey

IOM developed a standardized Reintegration Sustainability Survey to evaluate the sustainable reintegration of returnees in the economic, social and psychosocial dimensions. This survey helps answer the question: To what extent have migrants achieved a level of sustainable reintegration in communities to which they returned?

This survey, along with the scoring system, can be used as a case management tool, for beneficiary monitoring and for programme evaluation. It is primarily designed to be administered to returnees 12–18 months after their return. However, the survey can be completed multiple times throughout a returnee's reintegration process. For example, depending on available resources, a first (baseline) reintegration score could be generated during the first counselling session that is used to assess needs (month 0–1) and compared to intermediary score 6–9 months after return to assess progress. A final score (month 12–18) then measures reintegration sustainability.

Intermediary monitoring scores collected during the reintegration assistance period can serve to readjust assistance based on reintegration scores for the three different dimensions.

Scoring after the conclusion of reintegration assistance is perhaps the most valuable – because it reflects the sustainability of the returnee's situation. These scores can also feed into final programme evaluation. They can be analysed to indicate the effectiveness of different types of reintegration assistance for different categories of returnees, in different contexts. Data generated through the scoring system also provides necessary evidence of the influence of community and structural-level factors on the reintegration of individuals (for example, poor access to health care is systematically reported in a set area) and can therefore feed the development of targeted community and structural-level interventions.

Trends in reintegration scores can be easily analysed in relation to basic profile information. Reintegration scores can be compared across sex, gender and age. They can compare patterns for returnees assisted through voluntary return and those returning through other means. The recommended variables for an analysis of reintegration sustainability are listed below:

- Sex and gender
- Date of return
- Age at time of return
- Host country prior to return
- Country of origin
- Length of absence from country of origin
- Mode of return
- Community of return same as community of origin?
- Possible situations of vulnerability (determinants/triggers)
- Type of occupation

See [Annex 4](#) for more information on the Reintegration Sustainability Survey.

5.3 Implementing a monitoring framework

Once the results-monitoring framework is in place, it needs to be implemented according to plan. Within the context of reintegration programming, attention should focus on some common M&E considerations:

1. Conducting a regular review (for example during monthly meetings) of the results-monitoring framework against a detailed workplan and current expenditures. This will aid assessment of the budget, activities, results and potential risks that may affect operations.
2. Establishing good communication channels and means to communicate on progress or results. This is useful to:
 - Adapt or improve programming according to the results. For example, if beneficiaries consistently report that they are not able to access a specific service, this can be addressed.
 - Boost team morale as well as stakeholder buy-in and mobilization.
 - Clarify expectations, roles and responsibilities.
3. Stakeholder involvement is critical for a smooth reintegration process overall, including for M&E. Some stakeholders are directly involved in data collection while others are part of monitoring activities. Therefore, a participatory approach is required. It is important to be transparent and take feedback into consideration.
4. Finally, attention needs to be given to data validation methods. This often involves random spot checks, interviews during provision of assistance or cross-checking a small sample of forms (such as a handover certificate) against the beneficiary (such as contacting the person listed on the certificate) and applying quality control in the beneficiary database.

This chapter presents a detailed overview of the considerations and steps to take in order to implement a monitoring framework, supported by further guidance in the annexes:

- 5.3.1 [Common challenges when monitoring reintegration initiatives](#)
- 5.3.2 [Data collection, entry and clean-up](#)
- 5.3.3 [Data analysis and reporting](#)

5.3.1 Common challenges when monitoring reintegration initiatives

When conducting M&E in the field of reintegration, some common challenges can be encountered at all three levels of intervention (individual, community and structural). These challenges should be considered, along with the ethical considerations mentioned in section 5.1.1. Common challenges include:

- **Resource constraints:** Often reintegration-programme implementation involves various country offices (for instance from host and origin countries). In this process, it is recommended to include appropriate resources needed both for implementation and M&E purposes. This is to avoid constraints in gathering and analysing data.
 - Recommendation: Realistically design and fund the programme to include the M&E component (human resources, coordination and transportation).

- **Contact with the returnees:** Successful monitoring depends on the willingness of returnees to participate in monitoring. This is not always a given, however, and returnees have the right to decline participation. Returnees might not want to be contacted, in particular if they feel that their reintegration process is difficult or not successful. Other programme beneficiaries (such as community members or relevant stakeholders) may not be fully aware of purpose and practice of M&E. Therefore, it is important to provide returnees and other beneficiaries with regular information about the value of receiving their feedback.
 - Recommendation: Explain the purpose of obtaining feedback in counselling sessions and create a well-established relationship between case manager and returnee.

- **Ensuring beneficiary participation:** Beneficiaries (returnees, community members and relevant stakeholders) should not be financially rewarded for their participation in M&E. However returnees and community members could receive a small stipend to cover transportation costs associated with their participation in meetings or focus group discussions, and a beverage or snack during the interview to show appreciation for their cooperation and time. This can help mitigate any financial burden associated with this participation.
 - Recommendation: Explain the purpose of obtaining feedback in counselling sessions. Use a survey to ascertain to whom beneficiaries prefer providing feedback.

- **Transparency of the monitoring process:** Staff involved in monitoring exercises should make sure that participants understand how the monitoring data will be used and that it will not have a positive or negative impact on the remaining support they are entitled to, if any, or on future migration possibilities. This should be made clear from the beginning and each time the participants are interviewed. This increases the likelihood of programme beneficiaries giving informed consent – and genuine answers, which will be useful for future programme design and implementation.
 - Recommendation: Share M&E findings with beneficiaries and reiterate to them that they are a crucial stakeholder. Emphasize that through their feedback, future programmes will be adjusted and their valuable feedback will be incorporated. Documentation resulting from monitoring should be in an easily consultable and readable form to foster transparency and legitimacy.

- **Security:** For locations that are inaccessible due to security concerns or in which returnees have demonstrated aggression towards reintegration staff during the reintegration counselling process (for instance, due to reasons that go beyond project influence), the preferred method for monitoring is over the phone. Another example of a security concern is when in certain regions of return, security and safety deteriorate throughout the implementation phase. In such cases, monitoring over the phone or videoconferencing can be considered when technology allows. Or, based on thorough assessment, monitoring could be done by implementing partners who have access to locations of concern.
 - Recommendation: If needed, use other methods of monitoring such as distance monitoring via videoconference, phone or via trusted implementing partners. Communicate changes to relevant stakeholders.

5.3.2 Data collection, entry and clean up

In order to assess progress, good-quality, reliable data needs to be available. Data collection guidance is crucial for this. This can include training for data collectors, so that they clearly understand why the data is being collected and ensure that they follow privacy and data protection principles. It is also important to have the tools and software necessary for data entry, clean up and analysis.

5.3.3 Data analysis and reporting

Turning data into evidence involves the following steps:

1. Data management: This includes how data is organized, cleaned, verified and stored.
2. Categorizing or calculating data (qualitative versus quantitative analysis).
3. Validating data: This entails checking or verifying whether or not the reported progress is accurate. This can be done through triangulation, which is the process of comparing several different data sources and methods to corroborate findings and compensate for any weaknesses in the data by the strengths of other data. Triangulation can and should therefore play a major role in M&E efforts, as it can enhance the validity and reliability of existing observations about a given issue, and to identify areas for further investigation. When findings converge, this can lead to new, credible findings about an issue and can create new ways of looking at it.
4. Developing a report based on the findings: This should include a summary of key achievements, progress made towards realizing outcomes and outputs, progress achieved with the established indicators, challenges encountered and actions taken, and finally a summary.
5. Sharing findings: To cultivate evidence-based approach in programming, it is necessary to establish a clear plan of how to communicate M&E findings to project teams, beneficiaries and other relevant stakeholders. Feedback from partners and beneficiaries on progress and proposed actions, should be sought and addressed when possible. The report's information may be communicated in different ways according to the target audience.

5.4 Managing an evaluation

Evaluation is the systematic, objective assessment of the design, implementation and results of an ongoing or completed project, programme or policy. It differs from monitoring in that it involves a judgement of the value of the activity and its results. Evaluations should be done for most reintegration programmes, with the type, scope, timing and approach dependent on its intended use.

The core functions of evaluations are to:

- Enable accountability and learning;
- Inform stakeholders;
- Provide empirical knowledge about what worked, what did not and why;
- Enable informed decision-making.

Evaluation criteria are standards by which an intervention can be assessed:

- **Relevance:** The extent to which the objectives and goals of an intervention remain valid and pertinent either as originally planned or as subsequently modified.
- **Efficiency:** Helps analyse how well human, physical and financial resources are used to undertake activities and how well these resources are converted into outputs.
- **Effectiveness:** The extent to which a project or programme achieves its intended results.
- **Impact:** The criteria that helps assess the positive or negative, and primary or secondary long-term effects produced by an intervention, directly or indirectly, and intentionally or unintentionally.
- **Sustainability:** Refers to the durability of project results or the continuation of the project's benefits once external support ceases.

Not every evaluation needs to focus on all these criteria. Depending on the scope of the evaluation, it might assess only some of them.

Evaluation mechanisms need to be integrated at the beginning of an intervention and be part of the initiative's workplan and budget.

→ Assessing the use of an evaluation

To understand how an evaluation should be set up it is necessary to assess how the evaluation findings will be ultimately used. To do this, ask three questions:

1. What information is needed? Examples:

- Information on the relevance of intended outputs or outcomes and validity of the results framework and results map;
- Information about the status of an outcome and factors affecting it;
- Information about the effectiveness of the reintegration partnership strategy;
- Information about the status of project implementation;
- Information on the cost of an initiative relative to the observed benefits;
- Information about lessons learned.

2. Who will use the information? Users of evaluation are varied but generally fall within the following categories: senior management, programme or project officers and managers. Others involved in design and implementation:

- National government counterparts, policymakers, strategic planners
- Donors and other funders
- Public and beneficiaries
- Academia

3. How will the information be used? Examples:

- To design or validate a reintegration strategy
- To make mid-course corrections
- To improve the intervention's design and implementation
- To promote accountability
- To make funding decisions
- To increase knowledge and understanding of the benefits and challenges of the intervention

→ **Evaluation types** are defined according to the timing of the evaluation and its purpose, who conducts the evaluation, and the methodology applied. According to the timing and depending on its intended use, an evaluation can be implemented before the start of a project (ex-ante), at the early stages of an intervention (real-time), during the intervention’s implementation (midterm), at the end of the intervention (final) and after the completion of the activities of the intervention (ex-post).

Evaluations can be conducted internally or externally, individually or jointly. Whether an evaluation is conducted individually or jointly also depends on available resources and how participatory the evaluation needs to be. It is highly recommended that the organization implementing the reintegration interventions takes part in evaluation.

- An **internal evaluation** is conducted by project management. It is an independent internal evaluation if conducted by somebody who did not directly participate in the conceptualization or implementation of the intervention. It is a self-evaluation if done by those who are entrusted with the delivery of the project or programme.
- An **external evaluation** is conducted by someone recruited externally, usually by the donor or the implementing organization. External evaluations require the recruiting of consultants and can therefore be more expensive than internal evaluations. These are considered independent evaluations.

Some general considerations when planning and conducting an evaluation are included below. These questions are examples so they are not extensive. Each intervention needs to define specific questions.

Table 5.5: Considerations for planning and conducting an evaluation

Question	Guidance
How to conduct evaluations?	<ul style="list-style-type: none"> • Resources required for evaluations are included in programme and M&E plan. • Evaluation steering committee is recommended to be established. • Depending on type and scope of intervention, to develop internal, external or mixed-team evaluations.
What questions should evaluations ask?	<p>Depending on the purpose of the evaluation, questions should address, for instance, a few questions per criteria:</p> <p>Relevance:</p> <ul style="list-style-type: none"> • Are reintegration support measures responding to the needs and preferences of returnees? • Were the initiative’s reintegration-related activities designed in coordination with the communities in countries of origin, in order to respond to their needs and priorities? • Did the initiative’s reintegration-related activities align with the needs and priorities identified by governments in countries of origin? <p>Efficiency:</p> <ul style="list-style-type: none"> • Did the initiative have the necessary coordination to avoid duplication of efforts between stakeholders, and to foster complementarity and coherence across reintegration-related activities?

	<p>Effectiveness:</p> <ul style="list-style-type: none"> • Have returnees been assisted by entities they have been referred to? Are returnees satisfied by the referral process and assistance received through referrals? • Does the reintegration counselling offered to migrants upon their arrival to the country of origin allow them to make an informed decision with regards to the reintegration path they would like to engage in? <p>Impact:</p> <ul style="list-style-type: none"> • Did reintegration activities link returnees and communities (social cohesion)? • Did reintegration activities impact on the socioeconomic conditions of communities to which migrants return (employment, well-being)? <p>Sustainability:</p> <ul style="list-style-type: none"> • Are structures, resources and processes in place so that benefits generated by the project continue once external support ceases? • Did the project contribute to the sustainable reintegration of returnees? • Did the project strengthen national and local capacities (governmental and non-governmental) to provide reintegration services to returning migrants?
<p>How to define good practice?</p>	<p>Evaluations promote good practice and learning through the completion of case studies highlighting good practices, validation and ideally learning workshops with involved parties. In the field of reintegration, it is recommended to involve returnees and communities in both the data collection phase and workshop stage to share good practices.</p>
<p>How to respond to and use evaluation findings?</p>	<p>Evaluation findings should be discussed and responded to through:</p> <ul style="list-style-type: none"> • A participatory reflection and planning meeting; • A management response to all evaluations; • Implementing the management response and monitoring the planned actions with concerned relevant stakeholder.
<p>How do we share findings from evaluations?</p>	<ul style="list-style-type: none"> • Each evaluation should have a clear strategy for communication, developed with the Terms of Reference. This includes internal staff, relevant external partners and other stakeholders. • Evaluations should be sent to the relevant donors and other stakeholders. • Recommended to have a webinar or presentation on main findings and lessons learned to project team, relevant stakeholders. • If possible, publish findings externally.



A sample template terms of reference for an evaluation are included in [Annex 4.C](#).



One evaluation approach with good potential for better understanding the intended and unintended effects of reintegration programming is the most significant change (MSC) approach. MSC involves generating and analysing personal accounts of change and deciding which of these accounts is the most significant – and why.

There are three basic steps in using MSC:

1. Deciding the types of stories to collect (or stories about “what”: for example, about practice change, health outcomes or empowerment);
2. Collecting the stories and determining which stories are the most significant;
3. Sharing the stories and discussion of values with stakeholders and contributors so that learning takes place about what is valued.

MSC is not just about collecting and reporting stories but about having processes to learn from these stories – in particular, to learn about the similarities and differences in what various groups and individuals value.

5.5 Learning and generating knowledge from monitoring and evaluation

One of the most direct ways of using knowledge gained from M&E is using it to inform ongoing and future planning and programming. Lessons from evaluations of programmes, projects and initiatives – and management responses – should be available when new outcomes are being formulated or projects or programmes are identified, designed and appraised.

Institutionalization of the learning process can be achieved in part by better incorporating learning into existing tools and processes. As addressed in the first section, results-based management is an effective approach to cultivating organizational learning throughout programming. Knowledge products can take many different forms depending on the audience and its information needs. For meaningful learning and knowledge sharing, knowledge products should be high quality and have a clearly identified audience and purpose. A good knowledge product, including a good publication, is:

- Based on demand for the product among targeted users (this means that the product will be relevant, effective and useful);
- Designed for a specific audience;
- Relevant to decision-making needs;
- Written in clear and easily accessible language, with data presented clearly;
- Based on an unbiased evaluation of the available information.

As stated above, a good practical way to use collected data and findings in evidence-based programming is to have a strategy for communicating findings and good practices. This could be through webinars, workshops, production of flyers and infosheets on findings.

In conclusion, to sum up this module, M&E process throughout an intervention follows these key stages:

Reintegration programming stages	M&E process
Planning	<ol style="list-style-type: none"> 1. Review learnings from previous initiatives, including information from already conducted M&E activities if available. 2. Clearly define the overall objective and the results the reintegration intervention hopes to achieve. This is achieved, for instance, by creating a theory of change or a logical framework. 3. Develop and define relevant indicators. Start creating the data collection and analysis plan at this time. 4. Identify if an evaluation or review will be used for this intervention. 5. Assess budget required and who will need to be involved in the M&E activities.
Startup	<ol style="list-style-type: none"> 6. Finalize monitoring data collection and analysis plan. Start thinking about this during indicator selection and project design. 7. Establish a baseline within two months of starting implementation. Exact timing for baseline data collection can vary, depending on the intervention.
Implementation	<ol style="list-style-type: none"> 8. Collect data from different sources, using different methods. It is recommended to use a “mixed method” approach for data collection and monitoring. This combines quantitative and qualitative methods. 9. Analyse, interpret and share findings. Data collected should be used to inform good practices and evidence-based programming.
Closure and review	<ol style="list-style-type: none"> 10. Review and evaluate. Reflect on the intervention’s achievements and lessons learned and use this information to shape future interventions.

Impact evaluation

“Impact evaluations are a particular type of evaluation that seeks to answer a specific cause-and-effect question: What is the impact (or causal effect) of a program on an outcome of interest? This basic question incorporates an important causal dimension. The focus is only on the impact: that is, the changes directly attributable to a program, program modality, or design innovation.”⁵⁰

For more information: www.youtube.com/watch?v=HEJIT8t5ezU

⁵⁰ Gertler, P., S. Martinez, P. Premand, L. Christel and M. Vermeersch, *Impact Evaluation in Practice*. World Bank Group (New York, 2011).

USEFUL RESOURCES

Better Evaluation

- n.d. www.betterevaluation.org. Melbourne, 2012. Website that provides resources and practical tools for monitoring and evaluation, including data analysis.

International Organization for Migration (IOM)

- 2018a [IOM Evaluation Policy](#). IOM, Geneva. Presents the definition and purposes of evaluation, demonstrates how evaluation is included in IOM's structure and outlines the key principles, norms, standards and procedures that are related to the function.
- 2018b [IOM Monitoring Policy](#). IOM Geneva. Outlines the institutional framework for the use of monitoring as a management tool to track, measure and report on progress and achievements of strategic plans, policies, programmes, projects and organizational unit work plans, including monitoring of activities, results, budgets, expenditures and risks. The instruction also describes the purpose, scope and importance of monitoring in IOM, defines monitoring and specifies what needs to be monitored and by whom.
- 2018c [Guidance for Addressing Gender in Evaluations](#). IOM, Geneva. Provides a step-by-step approach to help all staff already involved in managing and conducting evaluations to develop gender-sensitive evaluation scopes of work, methodologies and findings. It is primarily meant to inform IOM evaluations but can be useful for partner agencies conducting evaluations, mid-term reviews, monitoring visits and other evaluative work.
- n.d. [IOM Gender and Evaluation Tip Sheet](#). IOM, Geneva. Provides a short guide to help staff involved in managing and conducting evaluations to develop gender-sensitive M&E scope of work, methodologies and findings.

Joint United Nations Programme on HIV/AIDS (UNAIDS)

- n.d. [Monitoring & Evaluation Reference Group \(MERG\): Standards for a Competency-based Approach to Monitoring and Evaluation Curricula & Trainings](#). UNAIDS, Geneva. Provides standards for capacity-building in monitoring and evaluation, addressing the essentials for those in monitoring and evaluation leadership positions and standards for the development and implementation of monitoring and evaluation curricula and training sessions.

United Nations Development Programme (UNDP)

- 2009 [Handbook on Planning, Monitoring and Evaluating for Development Results](#). UNDP, New York. Provides guidance on 'how to' and practical tools to strengthen results-oriented planning and monitoring and evaluation in UNDP.

United Nations Evaluation Group (UNEG)

- 2008a [UNEG Ethical Guidelines for Evaluation](#). UNEG, New York. Lays out the professional standards and ethical and moral principles that all those engaged in designing, conducting and managing evaluation activities should aspire to.
- 2008b [UNEG Code of Conduct for Evaluation in the UN System](#). UNEG, New York. Outlines the key principles that all evaluation staff and consultants in the UN system should follow when conducting evaluations.

- 2010a *UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports*. UNEG, New York. Serves as a guideline for UNEG members in the design and conduct of evaluations. This checklist includes critical indicators for a high-quality evaluation terms of reference and inception report.
- 2010b *UNEG Quality Checklist for Evaluation Reports*. UNEG, New York. Serves as a guideline for UNEG members in the preparation and assessment of an evaluation report. This checklist includes critical indicators for a high-quality evaluation report.
- 2014 *Integrating Human Rights and Gender Equality in Evaluations*. UNEG, New York. Aims at increasing knowledge on the application of human rights and gender equality in evaluation processes.
- 2015 *Impact Evaluation in UN Agency Evaluation Systems: Guidance on Selection, Planning and Management*. UNEG, New York. Describes and defines impact evaluation for member organizations of the UNEG and articulates some of the main theoretical and practical considerations when carrying out impact evaluations.
- 2016 *Norms and Standards for Evaluation*. UNEG, New York. Serves as the framework for the UNEG evaluation competencies, peer reviews and benchmarking initiatives.



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ANNEXES

Annex 1: Counselling for Case Managers

This annex serves to expand on section 2.1 and 2.6.1 of Module 2, providing detailed guidance to case managers on counselling techniques, the do's and don't's. It can be used during case manager training sessions or serve as a guide for individual case managers preparing their assistance to returnees. Section A covers basic communication techniques for counselling. Section B focuses specifically on reintegration counselling, introducing psychological techniques which would be appropriate for these sessions, and Section F is specific to career counselling.

A. Basic counselling techniques

Effective communication, proper questioning techniques, active listening, unconditional positive regard, attending and observing behaviour, barriers to effective counselling.

For counselling to be effective, the case manager should cultivate empathy, congruency, genuineness and concreteness, and unconditional positive regard. These concepts and their practical application are described below:

Empathy

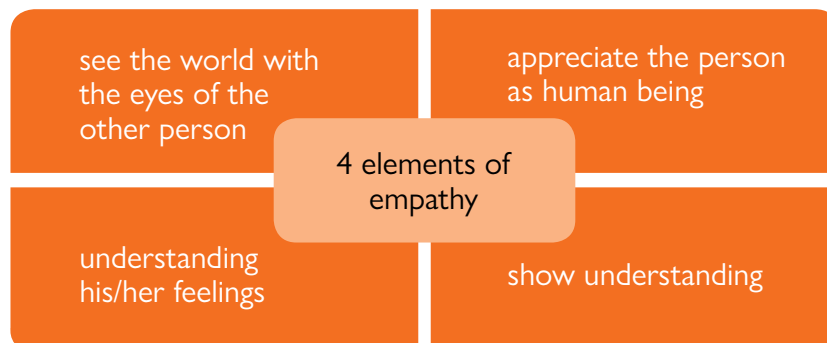
It is the ability “to stand in the other person’s shoes,” aiming to look at the world through the other person’s eyes. Observing the other person’s point of view, without filtering it through personal lenses, allows avoiding a judgmental attitude and enables deeper understanding.

It is important to underline that here empathy is intended as the ability to feel “something similar” to what another person is feeling. It does not mean to know exactly how or what he or she is feeling. This is an important distinction.

Examples of an empathetic approach in counselling:

1. *It must have been very tough to go through those events.*
2. *I can understand that you are feeling angry at what has happened to you.*
3. *I see that you have difficulties talking about your experiences.*
4. *[Simply sitting in silence while the person expresses their feelings or weeps].*

Figure A.1: Elements of empathy



It is not enough to experience empathy; it is also important to be able to transmit empathy.

Examples of **transmitted empathy** in counselling:

1. *I am trying to figure out how you feel. I can only imagine it...*
2. *Help me to understand how I can help you.*
3. *I see that you are considering some options.*
4. *I notice that you are struggling to find a solution.*

→ Empathy is different from **sympathy**. While empathy means “understanding” the feelings of someone, sympathy means “sharing” the feelings of someone and taking his or her side. Empathy is the correct approach to adopt when it comes to counselling. The judgement and lucidity of a case manager may be impaired if they identify too close with a returnee’s story. Sympathy can encourage the case manager to believe that they should be taking responsibility for the difficulties of returning migrant and to make false promises or create false expectations.

Examples of a sympathetic approach in counselling:

1. *Poor you... Your problem is very difficult to solve!*
2. *I am astonished... It is horrible that this has happened to you.*
3. *Be sure: I am here and I feel how difficult your situation is.*
4. *I am so sorry for you!*

→ In addition, a counsellor **must not be apathetic**, meaning literally “without emotions”, indifferent, incapable of showing concern, participation or motivation. Adopting an apathetic approach makes the other person feel unlistened to, not understood and left alone.

Examples of an **apathetic approach** in counselling:

1. *It's not my problem...*
2. *Bah... I don't know if it is possible to find a solution.*
3. *Can you speak a little more quickly? I have another person to meet.*
4. *Go ahead... I'm listening to you... I am just writing an email...*

To recap:

Empathy involves accepting the other person’s point of view and being interested in exploring its implication on their behaviour. Sympathy involves feeling sorry for the other person. Apathy means not caring much for the other person beyond the pure mechanics of the job to be done.

Congruency and genuineness

Involves honesty and sincerity by the counsellor who does not act a role but tries to be true and authentic to themselves and to the returnee. Congruency avoids the risky approach of having the counsellor being seen as the expert, who looks down patronizingly on the returning migrant. Congruency is also crucial to obtain trust, which is the core ingredient of any helping relationship. If a counsellor behaves and feels in a congruent and genuine way, this makes the returning migrant feel at ease and allows them to be open and honest with themselves.

Examples of a **congruent attitude** in counselling:

1. *I do not have a ready-made solution, but let's look for it together.*
2. *I must admit that it is rare to listen to stories like yours.*
3. *I am sorry... I do not understand what you say: can you say it with other words?*
4. *I may seem distant, but, believe me, I am here fully listening to you.*

Concreteness

Concreteness is the ability to communicate figures, facts, and information that can help the migrant to have a more complete grasp of the situation. Migrants at times do not have clear information about the real situations and rely on rumours or assumptions. Concreteness enables the counsellor to help identify the misinformation or information gaps and to help the migrant acquire a more realistic view of the situation. Concreteness helps the returnee to focus on specific topics, reduce ambiguity and channel energies into more productive paths of problem solution.

Examples of **concreteness** in counselling from the side of the counsellor:

1. *You said you want to run a bakery because you like that job. But you said you have never worked in that business, right? What actions do you think you need to take to be prepared for the challenges?*
2. *You say you want financial support from the organization... I understand it... Do you have a plan about how to spend the money?*
3. *The project that you describe is not clear enough to be funded: can we work it out in more detail?*

Effective communication

Communication is the process of sharing information, thoughts and feelings between people through different means: speaking, writing or using body language. Communication is effective when the transmitted content – questions, statements, answers – is received and understood by someone in the way it was intended.

Therefore, the goals of effective communication include creating a common perception and understanding.

Example, from the side of the counsellor:

1. *Do you think I now have all the information that I need to help you?*
2. *Is there anything else that you want to add?*
3. *Is there any other question that you think I should ask you?*

Effective communication is not only a matter of words, but entails:

- WHY those words are said – the intention behind what is said;
- HOW those words are said – the tone of voice, the way the body is used while saying those words;
- WHEN those words are said – in which context and in which moment.

The elements that make communication effective in a counselling situation are:

Proper questioning

In order to acquire information, make a good start and keep the conversation going, attention has to be brought to **questioning**. Asking open questions – such as “tell me about...” – helps the returnee to express themselves and guides the dialogue, which otherwise might be vague and directionless.

It is of course essential to verify at all times that the key information is correctly understood: this can be done by, for example, **repeating** the core messages using the words of the returning migrant:

Examples:

M. *I live with my family of seven people... two brothers and two sisters...*

C. *You said two brothers, right?*

M. *Yes... two brothers... one is 15 years old and the other 17...*

C. *Ah... one is 15 and the other 17...*

M. *I suffered terrible headaches and I had nightmares when I was in Europe...*

C. *Headaches... How long have you suffered from them?*

M. *If I go back to my country I will be persecuted.*

C. *When you say persecuted, what do you mean?*

M. *I left my little brother behind.*

C. *Your little brother... how old is he?*

Active listening

It is the ability of being open to the person who is speaking, attentive and focused on his or her messages. Listening actively means that it is not sufficient just to hear and listen, but it is important to show the returnee that what they say is understood. The counsellor plays an active role in the listening process and this can be shown:

- Using gestures and body language such as nodding your head and smiling;
- Using verbal affirmation such as saying “yes”, “OK”, “I see”;
- Asking questions pertinent to what the returnee has told you, to clarify your understanding;
- Paraphrasing what the migrant has said to you;
- Summarizing key points of the discussion.

Clarifying

It means to ask questions to better understand what has been heard. The purpose is to reduce misunderstanding and to ensure that the understanding of what is being said is correct. Another purpose is to reassure the speaker that the listener is genuinely interested and is attempting to understand what is being said.

Examples of clarifying:

M. *Where do I get that stuff to cook my baby's food?*

C. *What is the stuff you are talking about?*

M. *I want to work... I want to attend a course...*

C. *When you say "I want to attend a course" do you mean that you want to attend a course to learn job skills?*

Clarification can be introduced by sentences like these:

"I'm not quite sure I understand what you are saying."

"I don't think that I have understood the main issue here."

"When you said [...] what did you mean?"

"Could you repeat ...?"

Paraphrasing

It means to repeat what has been heard with one's own words and in a reduced form.

Examples of paraphrasing:

M. *I lost my documents at the train station and when I went to your office your colleague helped me to get new ones*

C. *Ah, good! So, my colleague helped you replace your lost documents...*

M. *I don't know if it is better to stay here or to go to another village...*

C. *You have doubts about staying or moving away... right?*

Paraphrasing can be introduced by sentences like:

...you are saying that...

Do you mean that...?

Am I right if I say that you...

So, in other words...

Oh, I see... you want to say that...

I get it: you mean that...

Let me see if I understand you correctly...

What I think you are saying is...

If I am hearing you correctly...

Summarizing

It is quite similar to paraphrasing except that it implies a longer time and more information. It includes: to tell the key message of the story and to reformulate a longer statement into a shorter and direct form.

It can be introduced by:

"So far, we have talked about..."; "Let me summarize... you have told me that..."

Examples of summarizing:

“Let me put together all the information you have shared with me... You have said that you have one daughter and that lately you have had difficulties getting along with her... that your husband is not helpful and takes her side... that you live together with your mother-in-law in a small house... Is that right? Have I understood correctly?”

By consistently relying on “active listening”, the counsellor shows understanding and empathy for the returnee’s story and related feelings, but at the same time allows the returnee to retain the responsibility for their personal situation and reintegration.

Listening effectively to what is being said implies having an **unconditional positive regard** to the returnee and to what they say and an **attending to and observing behaviour**. What do these attitudes mean?

Unconditional positive regard

It means avoiding any attitude of judgement towards the returning migrant, not having pre-conditions for accepting them and their necessarily subjective view of the world. It means showing a sincere and neutral interest for the returnee. This means that even if the counsellor’s view radically differs from the returning migrant’s view, the counsellor respects and accepts it.

Attending and observing behaviour

It means being attentive, interested and concerned to what the migrant is sharing and to watch over what is going on during the interaction, with the aim of creating and maintaining a safe environment (not referring only to the physical one).

To help understand **attending** and **observing** in the context of counselling, it can be helpful to refer to the mnemonic **SOLER**:

S = *Sit squarely*

This means facing the returnee squarely, that is to adopt a posture that shows involvement. Sitting in an equal position: the counsellor can ask the returning migrant where he or she prefer to sit and then sit accordingly, giving the choice of sitting on a chair or on the floor. This makes the migrant feel respected and an equal of the counsellor.

O = *Open posture*

It is important to ask oneself which posture is culturally appropriate and shows openness and availability. In some cultures, crossing arms and legs can be signs of disrespect while an open posture can show availability and openness to what the migrant is going to say.

L = *Leaning*

A slight inclination of the trunk towards the migrant demonstrates interest in what is being said. Nevertheless, leaning too forward or assuming that posture too soon might be intimidating. Leaning back, on the contrary, could indicate a lack of interest, boredom.

E = *Eye contact*

It is important to look at the migrant while he or she is talking. This does not mean staring at the migrant but to make frequent and gentle eye contact. Nevertheless, it is highly important to be aware of cultural differences: in some cultures, eye contact is inappropriate. At the beginning of the interview, it is better not to make frequent eye contact so as to let the person get used to it. As the counselling interview goes on it is possible to increase eye contact to demonstrate full interest.

R = *Relax*

While interviewing the migrant, it is important to stay naturally relaxed. This helps the interviewee to get relaxed and become more focused on the topics under discussion.

Barriers to effective communication

Effective communication is also facilitated by knowing what NOT to do. These are some barriers to communication:

1. Order, command, pretend:

- *You have to do what I say!*
- *Stop talking!*
- *Tell me everything about...*

2. Warn or threaten

- *If you do not do this, you will face bad consequences...*
- *You had better engage yourself...*

3. Judging or criticizing

- *You should have not done this...*
- *You had better do this...*
- *If you had been more careful, you would not have made this mistake...*

4. Providing unsolicited advice (even if the intention is helpful and positive)

- *If I were you, I would do it this way.*
- *This is better: choose it!*

5. Disputing or challenging or putting into doubt the returnee's choices:

- *Did you really do that?*
- *Why did you decide to leave?*

and:

- Overcomplicated, unfamiliar and technical terms.
- Emotional barriers and taboos: some migrants may find it difficult to express their emotions and may consider some topics completely “off-limits” or taboo, such as politics, religion, disabilities (mental and physical), and any opinion that may be seen as unpopular.
- Lack of attention, interest, distractions.
- Differences in perception and viewpoint.

- Physical disabilities such as hearing problems or speech difficulties.
- Physical barriers to non-verbal communication. Not being able to see the gestures, posture and general body language can make communication less effective.
- Language differences and the difficulty in understanding unfamiliar accents.
- Expectations and prejudices, which may lead to false assumptions or stereotyping. People often hear what they expect to hear rather than what is actually said and jump to incorrect conclusions.
- Cultural differences. The norms of social interaction vary greatly in different cultures, as do the way in which emotions are expressed. For example, the concept of personal space varies between cultures and between different social settings.

NON-VERBAL COMMUNICATION SKILLS AND TIPS

Body language. Often, it is possible to notice the changes in expression on another person's face. Similarly, the returnee can see the expressions on the face of the reintegration counsellor and observe the tensions in their body language. This can be a sign of positive or negative attending. The counsellor needs to be aware of their body as a source of non-verbal communication.

Another fundamental non-verbal skill to implement while counselling the returnee is "silence".

Silence gives the returnee a chance to reflect on things. It offers room for reflection but it must be active, always involving interest. From the returnee's side, it may occasionally indicate embarrassment or resentment. Most people feel uncomfortable with silences and tend to chip in with the first thing that comes to mind, which is usually irrelevant. This must be avoided. Leave pauses, even at the beginning of the counselling interview before the returnee has spoken. If they stop talking, but the counsellor feels they have not really finished, it is important to tolerate the silence. The returnee may be thinking through something important. After a while, the counsellor can say something like, "you seem to be thinking hard"; this will let them know that the counsellor is with them and can facilitate the dialogue.

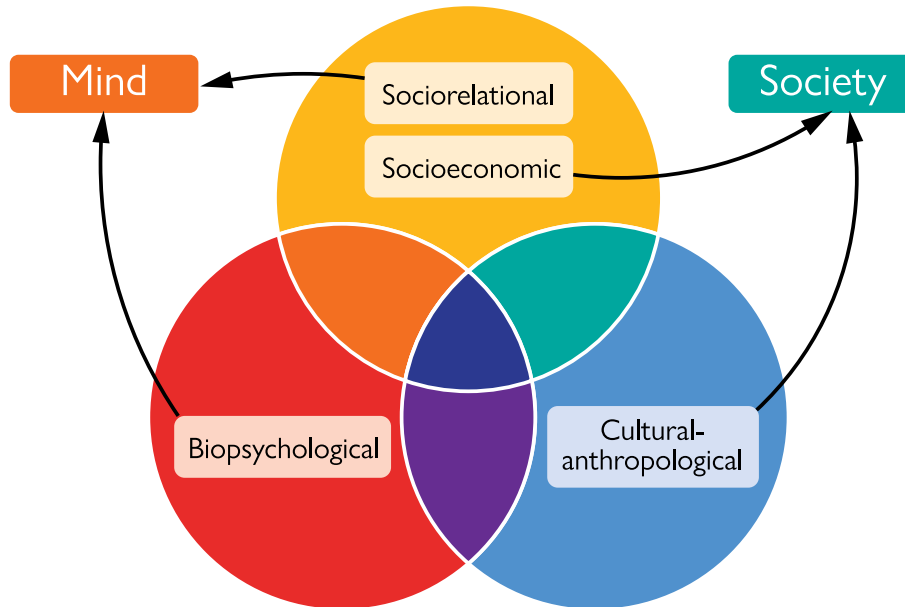
Remember to show presence in the dialogue while listening by:

Giving positive non-verbal feedback. Facial expression is a clear indicator of thoughts and mood. It is important to be conscious of one's body language. Rolling eyes, slumping shoulders, excessive fidgeting or sternness of face all show detachment from the conversation. It is good to look at the person who is talking, smile and listen with interest.

B. The psychosocial approach to counselling

The adjective psychosocial defines the interrelation between “mind” and “society”. In the migration field, this covers three underlying and interconnected dimensions: the biopsychological, the socioeconomic or sociorelational and the cultural-anthropological ones.

Figure A.2: Paradigm of psychosocial approach⁵¹



The three factors are equally important, interdependent and mutually influencing.

The **sociorelational** or **socioeconomic** factor consists of two complementary aspects: the **sociorelational** brings up the quality of relations – family, friends, colleagues, peers, foreigners, enemies and others. The **socioeconomic** aspect has to do with the availability of and the access to resources, such as, for example, the health-care system and information technology. This factor focuses on the interactions and the interdependences between the individual and the group.

The **biopsychological** factor encompasses all biological and psychological factors characterizing the human being: behaviour, health, thoughts, emotions, feelings. It refers as well to the interconnectedness between the body and the mind and to the mutual influence of biology on psychological functioning and mental processes. Emotions, feelings, physical and mental health, physical and psychological vulnerabilities, stress and stress-reactions, coping mechanisms, resilience, and so on: all pertain to this factor.

The **cultural-anthropological** factor encompasses culture and anthropology. “Culture” is defined as “a system of shared beliefs, values, customs, behaviours, and artifacts that the members of a society use to cope with their world and with one another, and that are transmitted from generation to generation through learning”.⁵² Anthropology, as complementary to culture, deals with the origins, the development and the history of human beings. It studies similarities and differences within and between societies, beliefs and

⁵¹ Schinina, G. The paradigm of a psychosocial approach in *Livelihood Interventions as Psychosocial Interventions* (online video 2016).

⁵² Bates D.G. and F. Plog, *Cultural Anthropology*. Third Edition. McGraw-Hill (New York, 1976).

behaviours of groups, including rituals and traditions correlated to specific cultures. Both these are interiorized to varying degrees by individuals. In brief, the cultural-anthropological factor considers the cultural differences among individuals, how cultures are formed and how human experiences and interactions shape the world.

The three factors influence each other; and, from a psychosocial perspective, it is possible to correctly analyse and understand every aspect of the migration phenomenon when considering their mutual implications. It is possible to scrutinize any human event from within each factor: it is important to be aware that the other two factors influence any taken perspective.

How return influences the interrelation of psychosocial factors

The paradigm presented above is used to frame the psychosocial complexity of a return migration, factor by factor and in the interrelation among factors, in particular when the migration project has not led to the desired outcome. At the individual level, referring to the psychosocial model, the main reactions are:

Biophysical level

- **Fatigue, exhaustion, physical trauma**
Migrants can be exposed to violence, torture, detention, exploitative work conditions that can bring different traumas and to a general state of exhaustion, exacerbated by the stress reactions.
- **Infectious and non-communicable diseases**
Migrants who return may have been subject to sexual and gender-based violence, exposed to contagion of different disorders and may have had a limited access to health services.
- **Disabilities**
As a result of violence, tortures and abuse, migrants can suffer from physical and cognitive impairment, dramatically affecting their daily functioning.
- **Addiction**
As a coping mechanism to the hardships of migration, some migrants can become addicted to alcohol or drugs.

Psychological level

- **Shame**
Mostly determined by the perceived failure of the migration project. The returnee is persuaded that they have come back 'empty-handed' and have lost face. In other cases, shame might be due to traumatic events within the migration process, like violence, abuse, torture, detention.
- **Guilt**
The returnee might feel guilty because he or she has not been able to make good use of the economic, psychological and social investment that family, friends and community had made to allow him or her to leave. This can be aggravated by the loss of friends and relatives back home or the time spent abroad.
- **Anxiety**
The return migration itself is a source of anxiety with the high level of unpredictability about the future.
- **Frustration**
It is the consequence of the perception of having been rejected, but also of having difficulties in finding a job, creating a livelihood, being accepted by the community.

- **Sadness**
Sadness comes from the failure of the migration project, the rejection in the host country and the possible rejection in the community of origin, the loss of life partners and of identity.
- **Disorientation**
The returnee has changed during the time spent abroad and the country of origin has changed as well. This makes them feel disoriented upon return, affecting their adjustment.
- **Sense of inferiority**
The returnee may feel inferior to those left behind who did not migrate.
- **Self-perception of being a failure**
The returnee has failed their migration projects and can blame themselves for this failure.
- **Emotional instability**
It is in the form of ups-and-downs: even a little success can make the returnee feel well but a small setback can make them feel not understood and lonely.
- **Sense of loss**
This is connected with identity crisis. Upon return, the migrant feels that the personal, social identity they had developed while abroad may not be acknowledged in the country of origin, while the old self may be lost to a certain extent.
- **Feelings of hopelessness and helplessness**
These feelings are connected with a loss of confidence in one's capacity to manage events and with the belief that no event will be positive. As a result, returning migrants might not be able to mobilize energy and be proactive.
- **Fear**
Returning migrants can permanently feel in danger, whether the threat is real or not. This can be the result of past traumatic events, such as violence, torture or detention.
- **Anger**
Angry feelings can be directed towards oneself, the country of migration, the return actors and agents and relatives and friends, as a reaction to stress and due to the feeling of having been rejected or being the victim of injustice.
- **Loneliness**
It is a common feeling mostly connected to the perception of not being understood by family, friends and the community upon return. Loneliness has probably also accompanied the returnee during the time spent abroad.
- **Low self-esteem and self-confidence**
The returnee may have a negative opinion of themselves because many of their expectations have not been fulfilled and the fear of not succeeding again when it comes to reintegration in the country of origin makes them feel unvalued. The returnee may feel that they cannot succeed in any new life project.
- **Focus on the past or the future rather than on the present**
The present represents a challenge and sometimes a threat for the returnee. They may be more focused on the past, both because negative past experiences and events keep them stuck or because the past is in a way more manageable in comparison with the ongoing dynamic present. The returnee may focus on the future as a sort of escape from a challenging present.

Sociorelational level

- **Risk of social stigmatization**
The decision to return can be stigmatized by the family and the community in the country of origin. However, this might not be the case when the migrant comes back voluntarily to invest what he or she acquired and earned abroad.
- **Being perceived as a failure**
The returnee is perceived or can feel they are being perceived as a failure in that they have not fulfilled the expectations of family, friends, community members who have invested money, hope, admiration and other tangible and intangible resources in their time abroad.
- **Being perceived as a problem or a burden**
The returnee can be seen as a mouth to feed, especially upon immediate return because of an initial lack of livelihood. In particular, if the returnee has a health condition the cost of care and the carers themselves represent an additional burden.
- **Difficulty to reintegrate in the family**
The family may have invested tangible and intangible resources in the migration project of their relative and upon their return may have difficulty in welcoming them back.
- **Isolation from others and feelings of not being understood**
Social withdrawal is a common reaction for the returnee who thinks that their present situation (and maybe even the initial decision to leave) is not or will not be understood. This is even more true for migrants who have been forced to return. Additionally, it is important to note that some returnees do not want to get in touch with or even inform their communities of origin of their return. Isolation is a leading factor for depression and can trigger a vicious cycle where the returnee does not receive any support because they remain distant from help of any kind.
- **Lack of trust**
The fear of not being accepted and understood may determine the lack of trust towards family, friends and community. The returnee may think that nobody is willing to support their reintegration and is most likely relying on rumours and assumptions.

Socioeconomic level

- **Poverty and financial issues**
The returnee often comes back “empty-handed” from a financial point of view. They can have debts to repay and a family to support.
- **Difficulty in finding a job**
The economic situation of the country of origin may reduce the possibility of finding a job or of creating an income-generating activity, which may have been the reason for leaving in the first place.
- **Debts**
The returnee may come back with a burden of debts that they are unable to repay. They may have debts with relatives, friends or other members of the community.

Cultural-anthropological level

- **Cultural belonging**

This is challenged depending on the duration of the stay abroad. The returnee has gone through a process of assimilation in the host country, learning habits, rituals and traditions. Upon return they may have difficulty in perceiving themselves as belonging to a country and to a community that may have changed or that they perceive as changed.

- **Changes in the country**

The country of origin as the returnee knew it may have changed in terms of norms, habits, social roles.

- **Transferability of what has been learned abroad**

The cultural changes, even very slight ones, in terms of norms, habits, social roles as they have been learnt abroad might be not applicable in the country of origin.

- **Changes in behaviour and previous habits**

Depending on the time spent abroad, the returnee has gained different habits, attitudes, behaviours and in general a different worldview. They might have difficulty in adapting again to a different dietary regime, a different pace of life and to ways of thinking that might differ much from those that they had been used to.

As previously described, these issues are interrelated. For instance, the returnee may feel ashamed because they cannot repay debts and this is a cause of social stigmatization that may make them feel lonely, excluded and without support. Alternatively, the returnee may come back with a health condition and this is a burden for the family that has to pay for their treatments, making them feel frustrated and lost. This interrelation of factors is further explained in the box below, with a very practical example.

Using the psychosocial approach paradigm to understand a returnee's needs

“A male returnee has just arrived at the airport. He is tired because he hasn't slept for two nights. He had to spend two days at the airport of the transit country with hundreds of other returning migrants, all cramped in a restricted area. He is Muslim. In the last two days he has had very little food. He feels ashamed and fearful about asking for food, because he does not know the rules, he does not want to be perceived as someone who begs, and he does not have any money with him in case one needs to pay for the food they may give.”

This example shows how the three factors or dimensions are interconnected: the man is hungry (biological) and ashamed (psychological) about asking for food; he has no money to buy it (socioeconomic); and he is fearful and reluctant because he does not know how to behave in this situation that is new to him (cultural-anthropological) and he does not want to be perceived as a beggar (sociorelational and cultural). In this situation, to provide help, one can prioritize the needs: the man needs food (biological), but he also needs to be reassured psychologically, have the rules explained to him and food should be provided in a way that does not embarrass him in front of his peers, and can be culturally accepted. When interacting with a returnee, the reintegration case manager should not only consider the collected information that pertain to one dimension per se, but always look at their implications with the other two dimensions. On these grounds, it is possible to design and implement sustainable reintegration programmes.

C. Providing psychological first aid and relaxation to people in evident state of distress

Especially during the first encounter with the case manager, returnees may be stressed to varying degrees. Their stress can be a result of their past experiences, of their negative perception about returning, of their anxieties about the future, or they may be anxious and distressed about the counselling session itself, an important milestone in their return. It is part of the case manager's task to provide a first-line emotional support when they observe people who are distressed.

The table A.1 below highlights some of the manifestations of distress:

Table A.1: Manifestations of distress

Physical	Emotional	Behavioural	Cognitive
Shaking	Being tearful	Poor self-care/ hygiene	Confusion
Fidgeting	Sighing frequently	Being on guard	Forgetfulness
Tapping fingers/heels	Low mood	Fast/slow rate of talking	Inability to concentrate
Sweating	Feeling hopeless, guilty, ashamed	Frequent swallowing, rubbing palms on clothes	Irrelevant answers to questions / difficulty finding the right words
Extreme fatigue	Fear	Difficulty doing the correct action	Seeing only the negative
Dizziness and breathing difficulties	Irritability and outbursts of anger	Restlessness	Slowed thinking

What to do: emotional support

First, it is important to stay calm. Ask the returnee in distress if they need a break. Offer a glass of water or a practical comfort. Small talk in this situation can be helpful in reducing tensions: talk about generic topics, such as the weather, current news, hobbies.

"It is warm (or cold) here... , right?" This helps the person to get back to present reality and to detach from his or her thoughts.

"What do you like to do when you want to rest?" This helps the person to think about something that they like.

"Do you like music (dancing, sport)?" It is important to focus the question on something pleasant.

If the returning migrant is particularly stressed and shows evident signs of suffering, immediate help can be provided in the form of Psychological First Aid (PFA).

Psychological First Aid

This is a support tool aiming to help any human being, adult, adolescent or even child, who has recently gone through one or more stressful events or a prolonged stressful period. It has been developed by the World Health Organization (WHO), the War Trauma Foundation (WTF) and World Vision International (WVI) and it can be offered also by non-professionals.⁵³

The reason for offering Psychological First Aid (PFA) comes from the evidence that people can better recover when they:

- Feel safe, connected to others, calm and hopeful;
- Have access to social, physical and emotional support;
- Regain a sense of control by being able to help themselves.

However, not every migrant who experiences a stressful event or prolonged stressful period needs or wants PFA. It is important not to force help on those who do not want it, but it must be made easily available to those who may want support.

Moreover, there are returnees who require a more specialized care than PFA. In this case, the person in need must be referred to medical or specialized psychological care. Who are they? They are returnees who:

- Attempt, or announce they have attempted, suicide, or are self-harming;
- Are particularly violent against others;
- Have reached the point where they can't remember very simple facts of their life (such as their name), or can't attend to basic routines (waking up, eating): this can be checked with the migrant;
- Report having recently been a victim of rape, torture, personal violence, trafficking or witnessing tragic events;
- Report being drug users;
- Report existing psychiatric conditions, especially if they did not have access to drugs for a prolonged period of time.

PFA can be offered during the stressful event or period, immediately afterwards or even after some time, whenever it is possible.

Regarding the context and place where PFA can be offered, it must guarantee the case manager's and the returnee's safety and security. Ideally, it should be provided in a place where confidentiality and a certain intimacy can be preserved.

Providing PFA responsibly means:

1. Respecting safety, dignity and rights.
2. Adapting what you do to take account of the person's culture.
3. Being aware of other emergency response measures.
4. Looking after yourself.

⁵³ WHO, WTF and WVI [Psychological First Aid](#) (Geneva, 2011).

Before providing PFA please, consider the following ethical norms:

DOs	DON'Ts
<ul style="list-style-type: none"> • Be honest and trustworthy. • Respect people's right to make their own decisions. • Be aware of and set aside your own biases and prejudices. • Make it clear to people that even if they refuse help now, they can still access help in the future. • Respect privacy and keep the person's story confidential, if this is appropriate. • Behave appropriately by considering the person's culture, age and gender. 	<ul style="list-style-type: none"> • Exploit your relationship as a helper. • Ask the person for any money or favour for helping them. • Make false promises or give false information. • Exaggerate your skills. • Force help on people, and don't be intrusive or pushy. • Pressure people to tell you their story. • Share the person's story with others. • Judge the person for their actions or feelings.

Relaxation exercises

It is possible to propose one of the exercises described below that have the purpose of quickly calming down the distressed person. Alternatively, if nothing seems to work to reduce the distress, the reintegration case manager can propose to stop the session and put it off to a later date, or provide PFA.

If the person feels detached from reality, help to make contact with:

- Themselves (feeling feet on the floor, tapping hands on lap);
- Their surroundings (by noticing things around them);
- Their breath (focusing on breath and breathing slowly).

One of the following exercises to relax in the short term and reconnect with the reality of "here and now" can be proposed.

Deep breathing

Preparations:

Ask the person to sit back on the chair or, if possible, ask them to lie down on their back on a sofa, on the floor on a mattress. What is important is that their shoulders, head, and neck are supported.

With a calm and warm tone, give these instructions:

(please note that in the following instructions the sign "... " means 3-second pause)

"If you feel safe, close your eyes, otherwise look at the wall in front of you (or the ceiling if lying on the back). Now, take a few breaths and focus on breathing...

Breathe in... and breathe out.... Follow the rhythm of my voice... Breathe in... and breathe out... (do not rush and try to slow down the person's breathing as you go on)...

Now, breathe in through your nose... Let your belly fill with air...

Breathe out through your mouth... Feel your belly empty...

Now place one hand on your belly and the other hand on your chest...

As you breathe in, feel your belly rise... As you breathe out, feel your belly lower... The hand on your belly should move more than the one that's on your chest...

Now, take three more full, deep breaths... Breathe fully into your belly as it rises and falls with your breath... Now while you breathe in, imagine the air entering your body and bringing peace and calm... Try to feel it in all your body...

And now breathe out... and while you are doing it, imagine that the air takes away all your tensions...

Breathe in and breathe out..."

Repeat for five minutes or more, until you see that the person actually calms down.

To finish the exercise, give these last instructions:

"And now breathe normally... focus on your relaxed body... on the (arm) chair... and now on the room... try to visualise the room... and all the objects in the room and then you and me in the room... And now, when you feel that it is the right moment for you, slowly open your eyes... and stretch your arms and your body..."

Do it yourself to show the person how to do it and invite the person to do the same.

Should the exercise have the opposite of its intended effect, do not insist, and stop. Try another exercise.

Downward counting

It is a simple and effective exercise, based on breathing and counting. Ask the person to sit or to lie comfortably with arms and legs supported by the armchair or the floor.

Now, count each inhale and exhale, starting at 10, until you reach 1.

You can say:

"Let's count and breathe like this:

- 10 – inhale*
- 9 – exhale*
- 8 – inhale*
- 7 – exhale*
- 6 – inhale*
- 5 – exhale*
- 4 – inhale*
- 3 – exhale*
- 2 – inhale*
- 1 – exhale*

And now let's repeat it..."

Repeat as many times as you feel necessary to calm the person, provided that it does not have the opposite effect.

Remember that through breathing, it is possible to indirectly control heart rate, by controlling the length and depth of the breaths themselves. Adding the technique of counting backwards alleviates the psychological effect of giving the mind a difficult task to concentrate on, essentially drawing the attention away from whatever makes you stressed and towards the internal processes taking place inside your body.

Focused imagery: The safe place

Ask the returnee to sit back on the chair (better an armchair where back, head and arms are supported). Ask them to take a couple of minutes to focus on breathing, ask them to close their eyes (if it does not create discomfort or anxiety), and to become aware of any tension in their body, and let that tension go with each out-breath.

Then, give them the following instructions:

- *"Imagine a place where you can feel calm, peaceful and safe. It may be a place you've been to before, somewhere you've dreamed about going to, somewhere you've seen a picture of, or just a peaceful place you can create in your mind's eye.*
- *Look around you in that place: notice the colors and shapes.*
- *Now notice the sounds that are around you, or perhaps the silence. Sounds far away and those nearer to you. Those that are more hearable and those that are more subtle.*
- *Think about any smells you notice there.*
- *Then focus on any skin sensations – the earth beneath you or whatever is supporting you in that place, the temperature, and the movement of air, anything else you can touch.*
- *Notice the pleasant physical sensations in your body while you enjoy this safe place.*
- *Now while you are in your peaceful and safe place, you might choose to give it a name, whether one word or a phrase that you can use to bring that image back, any time you need to.*
- *You can choose to linger there a while, just enjoying the peacefulness and serenity. You can leave whenever you want to, just by opening your eyes and being aware of where you are now and bringing yourself back to alertness in the "here and now".*
- *Now that you have opened your eyes, take a moment to reawaken completely. Continue to breathe smoothly and rhythmically. Remember that your safe place is available to you whenever you need to go there."*

Show empathy with active listening, using reassuring words and non-verbal gestures. Remember that migrants who have gone through highly stressful and even traumatic events are afraid that they might go crazy and that nobody is able to understand them. They need someone who does not think they are "wrong."

D. Providing first-line counselling upon arrival to returnees with mental disorders

The case manager should have been informed by the counsellors in the host country about any diagnosed mental health condition of a returnee. This allows the case manager to get prepared to meet the returnee and provide assistance if necessary. If possible, the family should be involved from the returnee's arrival. While waiting for the actual arrival, the case manager should verify the level of awareness of the family regarding the returnee's mental health condition and, if necessary, provide them with basic information and practical management tips. If it is not possible to involve the family after arrival, the case manager should meet the returnee individually at the airport or at the port of entrance in the country. The case manager should invite the returnee to a separate quiet place, have them sit down and ask about the journey and the current state of their health ("*How was the journey? How do you feel?*"). The case manager should check with the returnee about any information concerning their mental health condition that has been drawn up by the host country.

The case manager can ask:

CM: "*My colleagues that you met in [the host country] tell me that you have been having some mental health challenges recently. This makes your life difficult, right?*"

This question has the purpose of verifying if the returnee is aware of their disorder.

If the answer is positive, this first counselling session can focus on developing a support plan, with immediate actions in response to basic needs:

CM. "*Does your family know that you have come back?*"

If yes, contact the family, asking the returnee whom he or she trusts more.

If no, explore the reason for not informing the family of their arrival and offer support.

CM. "*Do you have a place to stay?*"

If no, provide a temporary place for shelter and board.

CM. "*Do you have a mobile telephone?*"

If yes, take down the phone number. If no, provide them with a mobile phone.

If the answer is negative, this would mean either that the mental condition is severe and denied or that it has been misdiagnosed. It is not up to the case manager to ascertain the coherence between the information received and the actual state of the returnee. In this case, before working out any support plan and setting a calendar of meetings, it is recommended to refer the returnee to a psychiatrist, if available, to a medical doctor or to a psychologist.

CM. "*Are you taking any medication for your disorder? What medication?*"

The purpose here is to verify the returnee's awareness of the disorder and check if the previously recorded medication matches with the that reported by the returnee, who should be travelling with a certificate.

If the answer is positive, it is important to verify with the returnee if the quantity of the medication they have with them is sufficient until the medical follow-up has been scheduled. If it is not, an urgent referral is needed. The continuity of care is essential for returnees with a mental disorder.

If the answer is negative, a referral to the mental health specialist is recommended regardless.

CM. *“Do you have your medication with you? Do you take it regularly?”*

The purpose here is to verify the compliance with the medical prescription. This informs the case manager about the resources of the returnee, their strengths and about the urgency for medical follow-up.

If the answer is positive, it is useful to praise the returnee and remind them how important it is to take medication regularly.

If the answer is negative, it is important to check the reasons and give some tips for compliance (*“You can use an alarm clock as a reminder. You can set an alarm on your phone.”*) In this case, a referral is required.

Already at this stage, the case manager should reassure the returnee with a mental health condition about the availability of health services in the country that can provide support.

After providing first-line emotional support, and taking into account the stress of the journey, the case manager should schedule an appointment with the returnee in the office of the organization. It is very important at this stage to obtain the returnee’s phone number AND that of a family member or, always with the consent of the returnee, of a friend.

As suggested earlier, the returnee may see no need to meet the case manager again. This may be a consequence of the disorder. The case manager should gently motivate them to seek help.

As stated before however, people with the above-mentioned conditions may need to be immediately referred if:

- They are particularly aggressive;
- They have made reference to an attempt at suicide or that they have the intention of making an attempt;
- They do not remember very simple facts about their life (such as their name) or suggest that they can’t attend to basic routines (waking up, eating, caring for personal hygiene and so on);
- They report having recently been victims of rape, torture, personal violence, trafficking or having witnessed tragic events;
- They indicate they may be drug users and in particular if they have not had access to drugs for a prolonged period of time;
- They report having existing psychiatric conditions or behave in such a way that any dialogue becomes impossible or makes the case manager feel uncomfortable, very stressed, anguished;
- They report not having or having finished the medication they should be taking.

Case managers should always be aware of their limits and not try to do everything by themselves. For people in need of a more specialized support, a referral to a mental health specialist is necessary. The case manager should explain as simply as possible the reason for the referral and the kind of support the returnee should receive, whilst also asking for the opinion of the returnees (the stigma around mental health issues should always be kept in mind).

Regardless of the statistics and the diagnosis, special attention has to be given to any migrant who show signs of mental suffering. Case managers can play an important role in stabilizing or reducing the emotional suffering of the returnees. All the communication techniques described in the previous paragraphs together with the basic knowledge of signs and symptoms of the mental disorders are useful in creating a climate of safety and trust and preparing the returnee with a mental disorder for an assisted reintegration.

As a reminder, it is recommended that the case manager, regardless of the specific disorder, always checks with the returnee:

1. If they have their medication on them (if the case managers doubt the returnee's compliance with the prescriptions it is suggested that the family be asked to assist).
2. If the family is aware of the disorder and ready to welcome and support their relative.
3. That they and their family are reassured.

If possible, awareness sessions about mental disorders and how to give support to returnees with mental disorders should be organized for the caregivers.

E. Assisting migrants suffering from a mental disorder (detailed guidance)

E.1 Mental disorders

WHO estimates that 1 to 3 per cent of any population is affected by a severe mental disorder and around 10 per cent by a mild or moderate mental disorder. Without indulging in more clinical considerations that are beyond the scope of this Handbook, severe mental disorders are those that affect, to a great extent, the functioning of an individual, and are more likely to be chronic, while mild to moderate mental disorders do not disrupt the functioning of affected individuals to the same level, in the sense that most of the time the affected person continues with his or her life, and are likely to be overcome with time and support. The same disorder, like depression, can be mild, moderate or severe according to its degree, duration and scale of the symptoms, while other disorders like psychotic disorder are severe by definition. Research on the mental health of migrants is inconclusive as to whether migrants are more likely to develop mental disorders than non-migrant populations. The most recent systematic reviews of the most reliable studies basically conclude that there are no major differences, apart for one condition, post-traumatic stress disorder (PTSD), that is higher in refugees⁵⁴ and victims of trafficking.⁵⁵ Other studies confirm a higher prevalence of psychotic disorders and depression, especially in refugees. These differences, however, even if statistically significant are not high in absolute proportions. In addition, very few studies exist on the mental health of returning migrants and their results are also inconclusive. All in all, returning migrants, although subject to several stressors, can be in need of psychosocial support, but are not likely to develop a mental disorder. In principle, one could expect among returning migrants the same proportion of severe mental disorders as other populations (2–3%) and a higher prevalence of mild to moderate mental disorders that are likely to be mitigated by time and by social and psychosocial support.

54 Priebe, S., D. Giacco and R. El-Nagib, Public health aspects of mental health among migrants and refugees: a review of the evidence on mental health care for refugees, asylum seekers and irregular migrants in the WHO European Region. *Health Evidence Network synthesis report 47* (WHO, Copenhagen, 2016).

55 Ottisova, L., S. Hemmings, L.M. Howard, C. Zimmerman and S. Oram, Prevalence and risk of violence and the mental, physical and sexual health problems associated with human trafficking: an updated systematic review. *Epidemiology and Psychiatric Sciences*, Aug25(4):317–41 (2016).

In addition, among those who return through the humanitarian return programme, such as from migrant detention centres in Libya, experiences of violence, torture, sexual violence and severe threat and exploitation are more recurrent than in other migrants, and can bring a higher prevalence of mental disorders.⁵⁶

Finally, detention for administrative reasons is associated with an increase in mental disorders and this should be taken into account when dealing with returnees who have been detained.

To conclude, there is no possible generalization, and whether a returnee is vulnerable to a mental disorder depends on the unique combination of personal history, existing vulnerabilities, stressors faced during the migration period and the return and access to services throughout the migration cycle.

Among those who return voluntarily, according to information recorded by IOM, based on the analysis of most recurrent mental conditions among returnees from the Netherlands, the most common forms of mental disorders are depressive disorder, psychotic disorder and PTSD.

In the case of assisted voluntary return, based on IOM rules and regulations and identified best practices from other partners, like governments, governmental and non-governmental organizations, other UN Agencies, the return should take place only if:

1. The migrant has been deemed to take an informed and competent decision.⁵⁷
2. The trip and the return do not put the migrant's life at risk in relation to their mental illness.
3. Continuity of care can be granted.

Therefore, if the return takes place, it is in principle necessary that the migrant is able to take decisions and to function to an extent, and that a referral system for their condition exists and has been already identified in the country.

Returnees with a mental disorder are not to be limited to their disorder only. They are also individuals with their sets of needs that transcend the illness, resources and plans and as such they need to be counselled about their reintegration. Therefore, acquiring a basic knowledge of the three identified most common mental disorders allows the case manager to better understand the behaviours migrants with such conditions may show during counselling, and communicate accordingly.

As a note of caution, it is not the case manager's responsibility to try to identify mental disorders in beneficiaries. This would actually qualify as bad practice because mental disorders are determined by a constellation of symptoms, their scale and duration, and their interactions. Understanding the difference between a series of symptoms and a mental disorder without a clinical interview is a bad practice that can lead to stigmatization, over-referral and overall would change the relations between the case manager and the returnee during counselling. This manual gives indications about when the case manager needs to refer the person to a mental health professional or offer the referral as an option. In all other cases, the case manager

56 Schininá, G. and T.E Zanghellini, [Internal and International Migration and its Impact on the Mental Health of Migrants](#). In: Moussaoui D., D. Bhugra, A. Ventriglio (eds) *Mental Health and Illness in Migration*. Mental Health and Illness Worldwide (Springer, Singapore, 2018).

57 Reference here is made to what in most acts of national legislation is named the "Mental Capacity Act". This lays down the types of mental conditions for which an individual is deemed unable to take a decision about her or his hospitalization and treatment, so that treatment can be imposed upon them. The same applies to any form of consent (IOM, 2014). It is important to state that mental capacity changes over time, meaning that the same potential returning migrant who is currently unable to give his or her consent might be able to make a competent decision at a later stage. A competent decision describes the possession of sufficient mental abilities to understand and make a reasoned decision in relation to a problem and to understand and appreciate the potential consequences of that decision. Persons under the age of 18 (children) or with mental ill health issues are generally presumed not to have the competence to consent (IOM, 2016 - IN/236).

should abstain from trying to diagnose. The indications below are tips for communicating with migrants who have been diagnosed with a mental disorder either pre-departure or postarrival by a professional before the counselling session takes place.

The following section will cover recommendations on recognizing, and working with migrants who suffer from depressive disorder, psychotic disorders, and post-traumatic stress disorder.

E.2 Depressive disorder

A depressive disorder is a mental illness characterized by low mood, aversion to activity and general deep suffering. It affects the mind and the body. It differs from sadness, which is a normal part of everyday life and is much less severe. Depressive disorder, also named 'depression', affects the way the person feels and thinks about himself or herself and about things, the way he or she eats, sleeps and behaves. Low self-esteem, loss of interest in normally enjoyable activities, low energy and general pain without a clear cause are often elements of the depressive disorder. It is the most common mental disorder in the general population and often becomes chronic, interferes with normal daily life, and causes pain and suffering to patients and their families as well.

Manifestations of Depressive Disorders

The depressive disorder affects, as said, the mind and the body, meaning that it has both psychological and physical manifestations. The most common are listed in the table below:

Table A.2: Psychological and physical manifestations of mental ill health

Psychological manifestations of the disorder	Physical manifestations of the disorder
Sadness and depressed mood	Fatigue or loss of energy
Lack of interest or pleasure in all, or almost, all activities	Sleep disturbance
Reduced concentration, attention and memory	Diminished appetite and weight loss
Reduced self-esteem and self-confidence	Psychomotor retardation or agitation
Ideas of unworthiness, uselessness or guilt	Headaches
Hopelessness and pessimistic views of the future	Muscle and joints pain

Most commonly, a returnee with depressive disorder reports physical symptoms, like tiredness, headaches and body pain. The case manager, who has been previously informed of the diagnosis, does not have to investigate the psychological or physical symptoms, but he or she must be aware that behind those symptoms there is a psychological condition. It is important to bear in mind that certain negative manifestations are normal: what makes them part of a mental disorder is their combination, which can be assessed only through a clinical interview. In order to adapt the counselling setting, the communication and the behaviour accordingly, some tips are given here about the different manifestations of the disorder.

Psychological manifestations

Sadness and depressed mood

It might not be very clear at first impression. Some depressed people deny that they are sad or depressed and may say they are alright. Often, they report only physical problems. Others may be so depressed that they have few complaints and stay quiet.

The counselling room can easily remain silent with the returnee clearly in a state of unhappiness. Nevertheless, the case manager, who is aware of this manifestation of the disorder, must not get worried and not try to force the depressed returnee to feel differently. It can be counterproductive and harmful. The case manager can speak in a comforting way, with a touch of energy and optimism, adjusting the conversation and its duration around the capacity of the returnee to listen, understand, respond and react. They will avoid asking the returnee to repeat their most traumatic stories, if it is not necessary. Additionally, they will preferably not address topics that engender depressive thoughts, such as issues of loss in general, the death of someone in particular, the risk of becoming sick, the migrant's predicament or how the returnee with depressive disorder might harm themselves.

They can suggest the returnee choose the seating, offer practical comfort like water, ask from time to time how the returnee feels, and if anything can be done to help.

It is of paramount importance to have an empathetic attitude and not a sympathetic one ([see empathy vs sympathy](#)).

Lack of interest or pleasure in all, or almost all, activities

The case manager has to consider that a depressed returnee is so worried about themselves and feel so guilty that it might be useless to make a reintegration plan on the grounds of the activities that the returnee (or their family) remember as enjoyable before the disorder developed. What is useful at this stage is to acknowledge the difficulty, listen carefully and illustrate the available reintegration options, especially those related to the care of the disorder. This is the only interest that at this stage the depressed returnee can cultivate. It is possible to gently encourage the undertaking of any simple activities, without forcing the returnee towards once enjoyable activities.

Reduced concentration, attention and memory

The mental functioning of a depressed person is limited because much of their mind is busy with health worries, feelings of guilt, and uselessness. The case manager has to take into account this limitation and avoid discussing complex topics, asking too many questions, abstract reasoning and being surprised if any recently imparted information is not retained by the returnee. The case manager will have to repeat information, instructions and directions more than once. This does not imply a cognitive impairment but simply that their mental processing of information takes longer. The counselling has to be focused on basic current needs: what has to be shared is the willingness to help find a concrete solution to reduce the effects of the disorder. This is what matters most for the returnee at this stage.

Reduced self-esteem and self-confidence

The returnee with a depressed disorder feels guilty for their condition: this dramatically lowers their self-esteem and consequently any confidence in the possibility that their personal resources can be of any benefit for their reintegration. Despite this, it is not the case manager's task to work on the returnee's

inner feelings and change their perceptions. Nevertheless the case manager can encourage the returnee, praising any efforts made towards reintegration. In working out the reintegration plan, the task manager can involve, if possible and with the consent of the returnee, the family. The family members, after receiving basic information on the disorder, can help to create a context of safety and security, which is fundamental, beside the psychological support and any medication, to start a process of recovery.

Ideas of unworthiness, uselessness or guilt

The returnee with depressive disorder clings to their self-limiting beliefs of being the only person responsible for their situation. This makes them feel stuck in a jam of regrets, recriminations and self-accusations. Again, the case manager, who is aware of this typical characteristic of the disorder, does not have to challenge the returnee's beliefs but show that they care, acknowledges their predicament, acts as a support and works for creating a context in which recovery is possible.

Hopelessness and pessimistic views on the future

The case manager should avoid working out ambitious or unattainable reintegration plans, which would probably fail. What matters most at this stage is to acknowledge the returnee's views and refer them to a mental health professional.

Physical manifestations

Fatigue or loss of energy

The case manager has to take into account this most common symptom of the depressive disorder and adjust the duration of the counselling interview according to the capacity of the returnee to remain seated, and to listen, understand and react. The returnee may look annoyed and listless: this appearance is just the consequence of the lack of energy. The duration of the counselling interview has therefore likely to be more limited than usual and possibly agreed with the returnee. It is essential to adapt to the returnee's current needs and possibilities and not to force the returnee to adapt to the counselling. The case manager from time to time can check with the returnee whether it is possible to go on or if it is better to stop and continue during a subsequent meeting.

Sleep disturbance

This typical manifestation of the disorder does not only mean that the returnee with depressive disorder does not sleep or has difficulty sleeping. It can mean the opposite as well: they could come to counselling sleepy and might fall asleep while speaking. Of course, the returnee cannot be blamed for this behaviour. The case manager, who is aware of this, will adapt the duration of the counselling to the actual capacity of the returnee to listen, to understand and react accordingly. Frequent breaks have to be proposed and, as an alternative, multiple shorter sessions. It is important to always check with the returnee and, whenever relevant, their family if the doctor is informed of the sleep disturbance. The case manager can remind the returnee of the importance of complying with any medical prescription.

Diminished appetite and weight loss

The case manager should be aware that weight loss can be due to malnutrition or a physical illness and that the opposite can be true as well: weight gain and increased appetite.

Psychomotor retardation or agitation

The case manager might notice that the returnee with depressive disorder moves slowly and shows uncertainty undertaking simple actions (such as taking a glass of water, standing up from the chair, entering or leaving the room) or, conversely, being agitated. If it is the case, the case manager will offer their direct support, helping the returnee to sit down, to stand up and to move inside the premises of the organization. They will work on a reintegration plan accordingly.

Headaches and muscle and joint pain

These are common physical symptoms among depressed people. The case manager might notice in the returnee muscle contractions, difficulty staying seated and grimaces of pain. They should accommodate the returnee by suggesting they choose the seating and offering practical comfort and time breaks.

Should the case manager notice in the returnee any sudden change of mood, an aggressive behaviour regardless of focus, or should the returnee share any suicidal thoughts, an immediate referral to the medical doctor has to be made.

It is important to reiterate that the case manager's attitude and their way of talking have an important influence on the counselled returnee. This influence can be positive or negative. It is positive when the disorder is acknowledged, respected, treated with dignity and not minimized. It is negative whenever direct or indirect actions are designed to force a mood change. A person with a depressive disorder thinks that their mood and situation will never change: it is important to remember that this belief is one of the symptoms of the illness.

Communicating with migrants with depressive disorder

People with depressive disorder often feel very lonely, even when there are other people around. It is important to lessen the isolation of a depressed person but not to force socialization. This is the reason for involving the family and the community in the support of the affected returnee.

Severely depressed people feel "wrong" and they can respond negatively to anything being said to them. It is important not to get discouraged or to take replies personally when the affected migrants are unfriendly, aggressive or withdrawn.

In order to be helpful, it is not necessary to understand what a migrant with depressive disorder is going through: any attempt to show understanding might sound insincere. It is important to remember that a depressive disorder can reduce the capacity to be able to formulate words and phrases, so it is not uncommon to find oneself in a one-way conversation.

Should the migrant with depressive disorder talk of suicidal thoughts, or the case manager believes that the migrant has suicidal thoughts, it is necessary to refer them immediately to a psychiatrist or to a medical doctor.

Case managers can use some tips when talking with a depressed person:

- First of all, it is essential to acknowledge the disorder, whenever known and not to minimize it.
"I know that you are facing difficulties and I know that it is tough. It is not your fault. Is there anything that I can do for you?"

- Make the person feel comfortable talking about her or his feelings.
“If you feel like talking with me, I am happy to listen and think about how I might be able to help you.”

It is essential to use active listening techniques, but in particular to formulate short and concrete sentences.

- It is recommended to explain that there are multiple solutions, such as medication, psychological support and psychotherapy, and to further explain elements of the treatment:
“The doctor will help you and will give you some medication that will make you feel better.”
- Give the person hope that this condition will change.
“Although you might not believe me, I am confident that your suffering will get better.”

When talking to a migrant with depressive disorder, some remarks can be counterproductive and should be avoided:

- *“Everyone has bad patches...”*
- *“Cheer up!” or “Just smile!”*
- *“Stop feeling sorry for yourself!”*
- *“What you need is to be more active, find something to do or a friend!”*
- *“Remember: life is beautiful and you are alive!”*
- *“We are always responsible for what happens to us.”*

All the comments above are likely to just frustrate a returnee with depressive disorder because they show a lack of knowledge about depression. Many case managers fall back on words like these because they have no direct or indirect experience of depression. It is essential not to try to fix the problem but it is always useful to remind the person with depressive disorder the importance of medication and compliance with therapy.

Psychological counselling

As already stated, only trained professionals can provide psychological counselling which, in the case of depressive disorder, can be helpful if the manifestations are mild or moderate and a psychosocial stressor (a clear cause) is present.

If psychologists or counsellors are not available, the reintegration case manager should refer the returnee to the medical doctor. It is very helpful for a depressed person to see that people are supportive.

Psychosocial support at individual level

Psychosocial support interventions can help the returning migrant to:

- *Be aware of his or her problem;*
- *Be aware of the opportunities and the risks of reintegration;*
- *Reduce the sense of guilt;*
- *Reduce the sense that what is happening to them feels “wrong”;*
- *Increase self esteem;*
- *Reduce the feeling of stigma;*
- *Integrate into the community.*

Psychosocial support at family level

The family, if possible, has to be involved. The case manager can help the family to:

- Recognize the state of the illness of their relative.
- Identify a member of the family that the returning migrant trusts more and who could take good care of them.
- Suggest that the family does not force the person to do anything but invite him or her to try to resume once enjoyable activities.
- Identify small social activities but without forcing participation.
- Discuss the importance of medication and compliance with it.
- Find occupational or vocational training and employment in a protected environment.

Psychosocial support at community level

It is important to help the community understand the disorder with basic information. This process can be undertaken through community leaders and the involvement of the family. A group briefing co-conducted by the case manager and the community leader (and, if available, a medical doctor) in the presence of the family but not necessarily of the migrant with the disorder, would represent good practice. It would target the stigma and create a collective supportive environment around the individual concerned.

E.3 Psychotic disorders

Psychotic disorders are mental states characterized by loss of contact with reality. The person is conscious and awake, but it is as if they live in a different reality, which only they are aware of. The person is not dreaming and firmly believes in what they affirm.

Examples:

The person connects things that are not usually connected and jumps from one thing to another, such as in the following example:

- Case manager: *“Can you tell me your name?”*
- Person: *“My name? My name is Akram. Akram is married. Are you married? Being married is good. Do you want to marry me?”*

Starting a sentence that goes in a certain direction, but even before the sentence is finished the person is already going in another direction:

- Case manager: *“Where do you live?”*
- Person: *“I live in the village of Monday. Monday is blue. Friday is black.”*

In the following example, the sentence is gibberish. The person uses words that he makes up himself. The words have no meaning for anyone listening.

- Case manager: *“What is your name?”*
- Person: *“Tra. Bi bi bi. Ta ta ta”*

The causes for psychotic disorders are unknown, but there are many risk factors for developing them. Some risk factors are:

Biological	Psychological	Social
<ul style="list-style-type: none"> • Genetic vulnerability • Use of substances such as cannabis • Complications during pregnancy • Brain damage and infections • Neurodevelopmental problems 	<ul style="list-style-type: none"> • Stressful life events • Disturbed family environment • Traumatic experiences • Having been sexually abused 	<ul style="list-style-type: none"> • Bereavement • Displacement • Detention • Witnessing violence • Having been subjected to violence

None of these factors, alone, however is sufficient to explain why a person develops a psychotic disorder. Most likely, multiple factors are involved.

As said, the person is conscious, but experiences hallucinations, delusions and thought disorders, meaning that they believe something exists when it does not. Additional manifestations can be present as well, like withdrawal, agitation or disorganized behaviour.

Manifestations of the psychotic disorder

Hallucinations

When a person hallucinates, they are seeing or hearing things that are not real, but are convinced that they are real. Examples:

- Hearing things that no one else can hear;
- Voices talking to them, commenting on them;
- Voices in their head;
- Strange sounds or music coming from unknown places;
- Seeing things or persons that no one else can see.

The person sometimes keeps silent about these things because they realize that other people do not believe them. Often, however, they react to the hallucinations as if they were real. For example, they may talk or shout in response to someone that is not actually there.

The case manager, when confronted with verbal behaviours of this kind, should keep calm and act naturally, and should not contradict the returnee. They should listen actively. The aim here is to avoid an emotional escalation and an acute crisis. In case of aggressive behaviour, verbal or physical, or of self-harming acts, the case manager should ask for help and refer the returnee immediately to a psychiatrist, perhaps even with the support of the police.

Delusions

Delusions are false thoughts that no one in the person's environment shares. The person with delusions is convinced that their ideas are the truth, even if there are signs that prove that they are mistaken. The person persists with these ideas.

This symptom refers to the content of the thoughts (*what* the person is thinking).

Examples:

- Believing that people are trying to kill them, even when there is no evidence in support of this notion.
- Believing that everyone in the street, on the radio and television or on the internet, is talking about them.
- Being convinced that persons have implanted radio equipment in their body so that someone else can keep track of their actions.
- Being certain that they have a lethal disorder, without clinical evidence.
- Thinking that they are very famous or rich, when this is known not to be true.

The case manager has to act naturally and gently reassure the returnee who, at this stage, is probably agitated and stressed. The case manager can calmly show a different, safe reality, assuring the returnee that nobody has bad intentions and that no one is following them from the inside.

Thought disorders

These are characterized by the person talking in such a way that other people cannot understand what they are saying or cannot follow their line of reasoning. There seems to be no logic behind their words. Sometimes the person may even talk pure nonsense, using made-up words or incomplete sentences.

Because of the psychotic disorder, the person can be convinced that their thoughts do not emanate from their own mind but are literally ‘put in their head’ by other people. Alternatively, they might think that their thoughts are “stolen” by other people and removed from their head to be broadcast, for example, on the radio or to be read by other people. These are rare examples but if they occur one can be almost certain that the individual is suffering from a severe psychosis called schizophrenia.

It is recommended not to contradict the returnee, but to listen actively, reiterating that the only reason for being present is to help them.

Severely affecting the mind, psychotic disorders also manifest behavioural symptoms, such as the following:

Schizophrenia A long-term mental disorder of a type involving a breakdown in the relation between thought, emotion, and behaviour, leading to faulty perception, inappropriate actions and feelings, withdrawal from reality and personal relationships into fantasy and delusion, and a sense of mental fragmentation (Oxford University Press, 2018).

Withdrawal, agitation, disorganized behaviour

The psychotic behaviour is chaotic and disorganized. There is no apparent reason in the person’s acts.

Examples:

- Collecting, or keeping trash or things that have no value;
- Wearing clothes in a strange or inappropriate way;
- Destroying things without realizing what is happening;
- Sitting motionless, without moving, for a very long time;
- Talking to self and laughing suddenly (when nothing funny has happened) or smiling when recounting sad events;
- Crying without a clear reason;

- An impossible or unusual physical complaint such as having a snake inside the brain, or an animal in the body, or the absence of body organs;
- Showing no emotion when something happens that would usually provoke strong emotions, for example, receiving a present or receiving bad news;
- Showing indifference towards things that are generally important, for example, food, clothing, money;
- Social withdrawal and neglect of usual responsibilities related to work, school, domestic or social activities.

As a precaution, it is recommended to remove all objects from the room which could be used to harm or self-harm. It is important to bear in mind that certain negative manifestations are normal: what makes these symptoms indicators of a mental disorder is their combination, which can be assessed only through a clinical interview.

Communicating with returnees with psychotic disorder

Effective communication is particularly important because people with psychotic disorder are scared and easily overwhelmed by the external environment and their inner thoughts and emotions.

To make them feel safe and get along well, it is important to act naturally and treat them with respect.

As a suggestion for effective communication, it is recommended to speak calmly, clearly and simply, to make sentences short so that they are not too complicated and wait to make sure that the person understands what has been communicated. It is essential to be understanding, not patronizing and critical. Confrontation is to be avoided and the expressed ideas have to be accepted and respected even if illogical. It is important not to push the returnee into situations they are not comfortable with and avoid any argument with the returnee or with other people in their presence.

The most important thing is to use patience to establish a good relationship: this can be difficult because of the nature of the illness, but by no means impossible. From the point of view of the case manager, it is important to make plans that are realistic, especially for the most seriously ill returnees, and acceptable to the individual and their caregivers. Of course, it is necessary to refer the returnees who manifest the above-described symptoms, or already have a diagnosis of psychotic disorder, to a psychiatrist, if available, or to a medical doctor.

In case of acute psychotic crisis

A crisis is always possible for a person affected by psychotic disorder. It occurs when the pressure of thoughts is overwhelming and the person cannot manage their reality. They are terrified by what is outside and inside them and might even try to defend themselves by being aggressive. When this happens, it is important to stay calm, to consider that this event is normal in the circumstances and a consequence of the psychotic disorder. The person might shout and be irritable: the case manager must keep calm, avoiding irony and sarcasm. Continuous eye contact is to be avoided because it may be interpreted as a sign of aggression. It is better if the case manager sits down and invites the person to do the same: should the person not want to do so, the case manager will remain seated. It is essential to immediately refer the person to a psychiatrist if available or to a medical doctor. In case of aggressive behaviour, verbal or physical, or of self-harming acts, the case manager has to ask for immediate help, avoiding trying to manage the situation on their own.

The case manager should be aware that counselling a person with psychotic disorder can provoke intense feelings. They may experience:

- Annoyance
- Powerlessness and frustration
- Anxiety
- Anger
- Alarm or shock
- Low mood or sadness
- Excessively cautious behaviour
- Uncertainty
- Feelings of guilt

These are normal reactions to an intensively emotional situation. Nevertheless, should they affect and even deteriorate the long-term professional performance it is recommended to ask for support (such as from a peer-to-peer network, mentoring, or professional help).

Psychosocial support at family level

Whenever possible, the collaboration of the family is essential in the management of the daily life of a person with psychotic disorder. The case manager should perform these tasks:

- Advise the family that the strange behaviour and the agitation of the patient are caused by the disorder;
- Discuss the importance of medication and the compliance with it;
- Inform them about the importance of minimizing stress, for example avoiding confrontation or criticism and respecting the person's ideas even when they are illogical;
- Inform them that when the symptoms are severe, rest and withdrawal can be helpful;
- Recommend a structured daily life: the same pattern every day helps the patient feel safe;
- Suggest that they take up activities that help distract the person from their thinking and instead makes them feel valuable;
- Encourage them to find suitable work for the individual. Occupational or vocational training and employment in a protected environment will help.

Psychosocial support at community level

As with depressive disorders, it is important to help the community understand the psychotic disorder with basic information. This process can be undertaken through community leaders and the involvement of the family. A group briefing co-conducted by the case manager and the community leader (and, if available, a medical doctor) in the presence of the family but not necessarily of the migrant with the disorder, would represent good practice. It would target the stigma and create a collective supportive environment around the individual concerned.

E.4 Post-traumatic stress disorder (PTSD)

This is diagnosed when people who have faced a disruptive event or a series of disruptive events, continue to have emotional, psychological and physical manifestations months after the events took place. These can include nightmares, intrusive thoughts, startled responses and flashbacks that impair, to different extents, daily functioning and last for a long time. While most of the symptoms of PTSD are normal reactions to disruptive events, they develop into a mental disorder when they are protracted over time and too intense. It is important to affirm that not everyone who has faced a disruptive event, no matter how severe the event is, develops PTSD. This actually happens to a only small minority of the affected population. Most people who go through traumatic events may have temporary difficulty adjusting and coping, but with time and good self-care, usually recover. Moreover, PTSD is usually a mild to moderate mental disorder and severe manifestations, which prevent people from fully functioning, are epiphenomenal. The main manifestations of PTSD can be classified in three main groups of reactions:

Reliving traumatic events	Avoiding triggers	Hyper-arousing
Nightmares	Situations that remind the event or the persons involved, in particular the perpetrators	Feeling “on guard”
Distressing memories	Loss of interest or shutting down	Difficulty sleeping
Feeling anxious	Feeling detached from others	Outbursts of anger, irritability
Feeling extremely fearful	Feeling disconnected from the world	Difficulty concentrating or thinking clearly
Flashbacks	Restricting the emotions	Exaggeratedly startled responses
Intrusive thoughts	Difficulty remembering	Panic attacks

It is important to bear in mind that certain negative manifestations are normal: what makes them part of a mental disorder is their combination, which can be assessed only through a clinical interview.

Communicating with returning migrants with PTSD

When counselling a returnee with PTSD, the case manager should first reassure them that they are in a safe environment. The person should be invited to a seat in the room in a position that faces the entrance door and with their back to the wall (having the entrance door or a window behind one’s shoulders could trigger anxiety reactions). The case manager should not sit behind their desk but in front of the returnee in a relaxed posture, close to the returnee’s chair, in order to show that they have nothing to hide. It is important to diminish the stress around the returning migrant with PTSD because high stress level makes them more vulnerable to any unpredictable sign – such as a noise, a light, an object – that can trigger an intense emotional reaction. In this case, the returnee is re-experiencing the traumatic events: the present reality does not exist and what they are experiencing is the same reality of the trauma, consisting of the smells, colours and noises of that particular moment. The case manager should be aware that the returnee might refuse to enter a particular room without giving any reason: it is important not to force them to propose an alternative. Any objects, situations and persons that might be connected with the traumatic events trigger an intense reaction.

It is essential not to force the returnee to talk about traumatic experiences. It is helpful to use simple language, as it creates a climate of trust and fosters empowerment. Ask what makes the person comfortable. Their needs and ways of coping have to be respected and not considered as weird or illogical.

A person with PTSD tends to repeat their stories and experiences: it is important to accept that and not to interrupt. It is recommended to ask the returnee if time breaks are needed and if the counselling is too fatiguing.

If a crisis occurs in the form of a very intense emotional reaction (the returnee might suddenly stand up, flee the room, having difficulty breathing or even faint), it is essential to keep calm, stay beside the person, repeat that they are in a safe situation, and ask how it might be possible to help. The case manager might ask if the person has medication with them to take in case of need. In the meantime, it is recommended to contact the medical doctor and a family member, a caregiver, a mentor or a peer-supporter.

Psychosocial support at individual level

Psychosocial support interventions in the context of PTSD can help the returning migrant:

- Create a sense of safety and security;
- Create boundaries in his or her context;
- Focus on the present and future, and less on the past;
- Give a sense of control;
- Integrate into the community.

Psychosocial support at family level

The collaboration of the family is important when supporting a person with PTSD. The case manager should perform these tasks:

- Inform the family about the mental condition of the returnee and its manifestations;
- Discuss the importance of medication and compliance with it;
- Inform them about the importance of minimizing stress, for example respecting the person's boundaries;
- Inform them that in case of a crisis, they have to stay calm and ask for help;
- Suggest that they find activities that help the person to focus on the present and the future and which makes them feel valuable;
- Encourage them to find suitable work for the returnee. Occupational or vocational training and employment in a protected environment will help.

Psychosocial support at community level

As with other disorders mentioned, it is important to help the community understand the PTSD with basic information. This process can be undertaken through community leaders and the involvement of the family. A group briefing co-conducted by the case manager and the community leader (and, if available, a medical doctor) in the presence of the family but not necessarily of the migrant with the disorder, would represent good practice. It would target the stigma and create a collective supportive environment around the individual concerned.

F. Counselling for reintegration planning

As the discussions on the returnee's reintegration plan progress, the reintegration case manager should give the returnee a realistic idea of the available options and possibilities and be careful not to create unrealistic and false expectations.

A list of key messages to convey to the returnee is presented in section 2.1 of the main Handbook, with more information available from IOM, *Preparing for return* (2015).

After conveying these messages, the case manager can invite the returnee to explore the experience of returning, focusing on present and future opportunities, the skillset acquired abroad which can be an asset in the country of origin. This is a basic form of psychosocial support because it gives the returnee the possibility of talking about their life concerns and helps activate their resilience, cope with negative feelings and envisage a new life. The case manager is not supposed to comment on the returnee's statements but, with the support of [active listening techniques](#), can help them to clarify and organize thoughts and ideas, and form priorities. The case manager never decides for the returnee, though they can take notes.

The discussion should follow the order of 'suffering, resilience, activated development', corresponding to Renos Papadopoulos' grid, discussed in a previous chapter. The ultimate aim is to show that any experience is never either positive or negative and that the return can stimulate developments.

Expectations and assumptions

The returnee arrives in the country of origin with many expectations, both positive and negative, normally based upon beliefs, assumptions, and prejudices and filled with fears and hopes. The reintegration case manager should suggest the returnee focuses on reality, on the present time, on what they see, listen to and what they discover day-by-day. If they have any doubts they should discuss them with someone they rely on.

Concerns

The returnee may come back with many concerns, such as feeling guilty about having left home and wondering how they will settle back in or about not being able to match expectations that they have created in others. They might be worried about practical things like finding a job, paying debts or travelling home. And of course, the returnee might ask himself or herself if they have made the right decision. All this may make them feel lonely at times, thinking that nobody can really understand what they have gone through.

The returnee may have feelings of embarrassment, guilt and fear of losing face. Once they have returned, those very same emotions may hamper their reintegration in the country of origin and may prevent them from feeling at home. It is important to discuss these feelings and take them seriously, finding a way to cope with them and to restore the personal sense of honour.

The reintegration case manager should remind the returnee that these elements of concern and suffering are normal.

The reintegration case manager:

- “What do you think you can do to feel at home in your country?”
- “What practical actions can you take to move forward?”

The two questions might seem similar, but they are not: the first introduces self-reflection on a possible plan of action, while the second invites the returnee to think about concrete actions. It is up to the reintegration manager to consider what is really feasible. This is a way of eliciting resilience and a proactive attitude towards the challenges of readapting to an environment that might not be easy to understand.

It is equally important to underline that not all returnees come back to the country of origin with a negative outlook of their future but show enthusiasm and determination to succeed. Moreover, these two attitudes always coexist in the same individual. The reintegration case manager has to both recognize the suffering, while, on the other, positively echo and reinforce the more positive and proactive attitudes, which increase the sustainability of the reintegration process.

Adjustment

It takes time to adapt to being back just as it took time to adapt in the host country. There will be ups-and-downs: this is normal. The returnee should not be allowed to pretend that any challenges will be quickly overcome: the key is for the returnee to be open to any possibilities that may arise. Sometimes what is new is challenging, and sometimes it is just positive.

- *Have you thought about how you can make good use of things and persons you can rely on?*

The reintegration case manager gives not only significant hints for reflection but uses the returnee's answer as elements for jointly developing a sustainable reintegration plan. The case manager can remind the returnee that on some days they will feel that starting again is a burden, and on other days that they will see the positive side of a new life and perceive it is a new chance: changeable feelings are just normal. What matters is that the returnee takes one step at a time, without pretending to have immediate answers to questions and prompt solutions to problems. Taking one step at a time means adopting a realistic attitude.

Coping with changes

The returnee has probably changed, coming back as a different person, with different eyes. Also, their country will have changed: people, services and structures. Therefore, it may take time to feel part of the social environment again. The reintegration case manager should remind the returnee that the more time they have spent away, more changes may have occurred.

- *"Have you noticed many changes in your country? Are they good changes or bad?"*
- *"How do you think these changes can help or hamper your reintegration?"*

These inputs from the reintegration case manager help the returnee to figure out how to cope with change and to understand that change is not necessarily negative. This calls for an openness also towards changes within the community. It takes time for the returnee to adapt to being back, and it takes time for the community to adapt to their return. This means that the returnee can try to maintain an openness without expecting the same from the community. Friends may take time to understand where they have been and the experiences that they have had. The reintegration case manager may suggest sharing information about their experiences, when they feel comfortable. Sharing experiences may help the community to understand his/her decision to return.

- *"Have you thought about sharing your experience to help people understand about your decision to return?"*

It is true that many people in the community may perceive the return as a failure and be ashamed about it. The family may have supported the returnee with travel costs and they may not be able to repay the debt. People in the community may have had expectations of their time in another country and they did not meet these expectations. The reintegration case manager should tell the returnee that these are normal experiences in migration and that they should not feel ashamed or feel obliged to excuse themselves for what happened, since what happened is not their fault. They did what they could and now it is time to focus on the present. The way the returnee discusses these topics helps the reintegration manager to envisage a possible reintegration programme.

Family and friends

The returnee will restart relationships with their family, especially with children or a partner who stayed behind. These family members may have different feelings about their return: some positive (such as joy, relief, and excitement) and some more difficult (such as jealousy, anger, or anxiety about the future). It is very important to discuss the relationships between the returning migrant and his or her family and friends. Poor relationships can represent a vulnerability that could hamper the reintegration process.

- *“Did you keep in touch with your family, with your friends while you were abroad?”*
- *“Did your family know that you decided to come back?”*

The returnee is often afraid of the questions arising from family and friends. They might consider these questions as intrusive and judgmental without taking into account that family and friends just want to know about what has really happened abroad.

- *“Are you afraid of what your family and your friends might ask you?”*
- *“Do you think they are going to blame you for returning?”*

The case manager should invite the returnee to think about what experiences they want to share with family and friends.

- *“What do you think about the possibility of sharing the experiences of living abroad with your family members? What do you wish they knew about your experiences?”*
- *“Can you share your difficulties (if any) in readapting with your family?”*

With these questions, the case manager tries to foster, if possible, re-establishing or reinforcing family bonds and helps the returnee to figure out the possible emotional consequences of sharing their experiences. The focus here is on emotions and these questions can trigger reactions that the case manager has to address.

The reintegration case manager may suggest the returnee be honest and share experiences without hiding them, showing photos and other things that can help their family to understand what they have gone through and allowing them to also share fears, concerns and difficulties in readapting. Should the returnee consider the family or their home an insecure environment, it is useful to ask if they have an alternative location where they can reside while finding a job and accommodation that meets their security needs.

Community

The returnee may be worried about not being easily accepted back into their community or having lost status since leaving. They may think that their community expects them to return with success and wealth and that they have to deal with those expectations. They may be afraid that their community is not able to understand their experiences. Some returnees decide deliberately to isolate themselves from their community of origin and even to return to a different region because they fear the stigma connected with the return or are ashamed about their experiences. The case manager should never force the returnees to get in touch with their family or friends if this is not their will but should nonetheless underline the importance of building sound relationships with peers or other returnees.

The returnee's feeling of not belonging to the community has to be acknowledged not only emotionally but also operationally. Any possible conflict with the community of origin or with the family should also be addressed with the help of local actors, such as NGOs, Associations, government representatives and so on. Mediation is an option.

The community, as with the family, can represent both an obstacle and a resource in the reintegration project of the returnee. This is why it is key to ask about the relationships with their community.

- *"How is your community reacting to your return?"*
- *"How do you think you can face your community's reactions?"*
- *"Do you think that what you learnt abroad can be useful for you and for your community?"*
- *"Do you think you can contribute to your community?"*

The reintegration case manager may suggest finding support groups and peer groups where they can connect with people who have similar interests and experiences. In case of difficulties with the community, these groups may provide support. The reintegration case manager can encourage the returnee not to be afraid of sharing their experiences because this can facilitate networking with peers.

- *"What contribution can you expect to make to your community, village and country of origin?"*

This would also help to deal with stigma and negative impressions and would allow the returnee to become part of their community again in an active way, establishing ways to participate and contribute.

Resources

Resources represent the resilience of the returnee. They helped when they left the country of origin and can help now with reintegration. The case manager should invite the returnee to consider the resources they might already possess. Resources are not just money or goods, but also experience, plans, ideas, and the people they can rely on. It may be true that the returnee does not have money to share or to refund debts, but they do not really come back 'empty-handed': they have gained experience that can be used during the reintegration process. Experience and courage must be seen as values and are two important resilience factors that will help the returnee to move forward.

- *"Have you thought about how you can use your experience, your ideas, and your contacts to find or create new opportunities for yourself?"*
- *"Do you already have plans for your future?"*
- *"Do you think you can use what you have learnt abroad here in your own country?"*

The returnee should be proud of what they have already done. They can continue to be proactive, and to be a builder of their own future.

When it comes to plans, the reintegration case manager may suggest the returnee sets realistic and concrete expectations: any small result will motivate them to move forward and negative results must not prevent them from progressing.

Skills

In addition to the skills they had before leaving the country of origin, they have also those gained abroad. When it comes to skills, reference is made not only to abilities, but also to attitudes, insights, language, techniques and so forth.

All the skills can encourage progress and can be fruitfully used for reintegration in the country of origin and in particular in the community.

- *“What skills do you have?”*
- *“What new skills have you gained while living abroad?”*
- *“Which skills do you think will be most useful for you (and for your family and community)?”*

The reintegration case manager may remind the returnee that they have skills and resources that others see and that they might think they do not have: it is helpful to ask people that the returnee trusts what they sees in him or her. It helps the returnee to build a stronger image of himself or herself and improves their self-confidence.

Priorities

The returnee comes back not only with concerns but also with priorities. The reintegration case manager should help them to focus on what is necessary in the short term and not on what is desired but probably unattainable in the medium-long period. It is important to set realistic objectives and satisfy basic needs first.

- *“What is most important for you? Think first about what you ‘need’, then about what you ‘want’. Think about health, accommodation, employment, trainings and other priorities.”*
- *“How do you think you can respond to those needs?”*

The answers are very helpful to start designing the reintegration plan.

Goals

If the returnee has some goals it probably means that they are motivated to move forward. The reintegration case manager should sustain the returnee’s motivation.

- *What are your personal goals here in your country?*

The question is important because it facilitates a reflection on real individual possibilities.

Goals can be reached only by drawing on personal skills and internal and external resources. The case manager, who has a double purpose (to empower the returnee and design a tailored reintegration plan), can help the returnee to be proactive in the search for solutions.

G. Career counselling for case managers

The decision-making counselling comprises a set of questions (see below) to help the case managers in supporting individual returnees, while also assessing their attitude and motivation towards the choice of a specific career. Assessing attitude and motivations is particularly important in case the returnee is interested in skills development or vocational training, as these are usually costly interventions both in terms of reaching out to the right training provider, as well as in terms of outcome: the returnee may not find stable employment and tenure (sustainability of the reintegration intervention), especially if the fabric of local enterprises is fragile and characterized by low productivity and labour-intensive processes.

Decision-making questionnaire

The following questions can support the decision-making counselling and help the case managers in supporting returnees, while also assessing their attitude and motivation towards the choice of a specific career. The questions are gathered from career guidance practices used in different Public Employment Services operating in transition and development countries.

Decision-making questions

1. How do you feel about making a decision about your career? What would you need now in order to make a decision about your career? And what could get in the way of that?
2. How have you made other important decisions in the past? Is there a particular process that you like to use?
3. What has been the biggest and hardest decision that you have ever had to make? What made it hard for you? What were the specific situations, actions, and results? Were you satisfied with the results? What strategies did you apply? What happened? What would you do differently?
4. When making decisions do you tend to solicit input from others? How much do you rely upon them to help you make decisions? Do you tend to follow their advice or take it into consideration? Ask for examples. What advice have you received from others (unsolicited)? What feedback have you received?
5. (If the returnee holds tertiary or higher secondary educational attainment) What sort of process did you pursue to choose your college or school?
6. How would you go about helping a friend make a decision?
7. What are your responsibilities in life right now? Family? Community? How will your career decision fit into this picture? Would you consider a job far from your home? Would you be willing to move to (mention name of a locality with high number of job vacancies) for a job?
8. How do you prioritize?

Knowledge gathering questions

1. What experience have you had to support this career choice?
2. What did you like and dislike from your career related experiences?
3. (for returnees planning to independently search for an employer) What resources are you currently using? Are your resources paper? Computer? Online? People? Other?
4. What do you think your next steps should be?

Tolerance for ambiguity questions

1. What is it like for you when you get conflicting information from different sources? How do you deal with the differences?
2. Do you believe this process will result in a positive outcome? How?

3. Are you optimistic that you will find an occupation you are interested in? Why or why not?

External Influences Questions

1. Who is influencing your decisions?
2. What is influencing your decisions?

Values Questions

1. What are the important values in your life today?
2. Who have you talked to about your situation?
3. Tell me about yourself (to disclose potential barriers).
4. Do you make your decisions based on circumstances or values?
5. Do you make decisions based on what's in your heart or in your head?

Building the W model

Figure A.3: The W model



As a starting point, the case manager draws a W shape on a board or a large piece of paper. The case manager then explains to the returnee that the shape represents the key moments that they went through since returning to the country of origin. The beginning of the line represents their return to the country of origin, and the end of the line represents the present moment in time. The high points (“up times”) represent the best times the returnee has had since their return – times of well-being in economic terms, in relation to others, or in terms of feeling stability and a sense of belonging. The low points (“down times”) represent the worst times the returnee has had since their return, the challenging times the returnee struggled to overcome.

If the beneficiary is literate, they should write down their answers on a sticky note themselves. If not, the case manager should write down their answers. If the returnee is struggling to answer, the case manager can suggest common reintegration factors, such as entering the job market, the state of their finances and how the returnee assesses their economic situation.

Once the sticky notes have been added to the shape, for each economic down time, the case manager asks the following questions:

- Was the challenge overcome? If yes, how and when?
- If yes, who helped to overcome this challenge?

- If no, who should have helped?
- How could this situation have been better managed, in hindsight?

For each economic up time, the case manager asks the following questions:

- Tell us more about the up time. What factors led to this opportunity?
- Who helped you access this opportunity?

Finally, the case manager should ask the returnee about their hopes, plans and aspirations to achieve economic success in the future.

Following the completion of the W model, the case manager should ask the returnee about which services could help them overcome the challenges they face and who provides these services. If there is a service provider, the case manager should ask how the returnee accesses the available services. If there is no service provider, the case manager should ask who else could provide this service for them.

Subsequently, the case manager should ask the returnee if they are in touch with local organizations, whether they know what services they provide and the reasons for their involvement or otherwise with local organizations. The case manager should also ask if the returnee knows of NGOs that provide support to communities and individuals in the area where they live, what they do and whether the returnee could benefit from that support. Finally, the case manager asks the returnee to describe their relation to employers and business owners (if any) and whether there is anything they could do to support the returnee.

These questions on service provision serve two different purposes, as they enable the case manager:

- To encourage the returnee to engage with all available providers (public, private, CSOs, NGOs, others) of relevant services and to address any potential barriers the returnee might face in accessing them;
- To identify additional providers of services of which the organization managing the reintegration process in the country of origin may not be aware of, and which are not included in the organization's referral system. Thus, the on-the-ground information provided by returnees about providers of services and assistance and modalities of access can be very valuable for updating and maintaining the organization's referral system (*see section 4.1.3 for more information on the establishment of referral systems*). This information can be used both to add new providers to the referral system and to delete or modify the parameters of providers that have stopped their services or changed their enrolment and support process.

Following the interview, the case manager will take a picture of the completed W model for documentation, follow-ups and monitoring.

While the previously outlined interview process primarily serves to support the post-return counselling and reintegration planning, the W model can also be used as a tool both to identify adequate complementary approaches during the implementation of the reintegration plan and to support the evaluation of the effectiveness of different reintegration measures following the implementation of reintegration plans. In order to be used as a programming and project development tool, the W model should be used at least twice during the reintegration process of each returnee, the first time during the post-return counselling and reintegration planning, and subsequently during or following the implementation of the reintegration plan.

USEFUL RESOURCES

International Organization for Migration (IOM)

2014 [Returning with a health condition: A toolkit for counselling migrants with health concerns](#). Geneva.

2015 [Preparing for Return](#). Geneva.

World Bank Group

2016 [Livelihood Interventions as Psychosocial Interventions](#). Video, World bank online Campus. This is part of a series that introduces why and how livelihood initiatives can be designed to appropriately and ethically respond to psychosocial and mental health needs so that populations affected by trauma and economic hardship can take full advantage of the opportunities such development programmes offer.

World Health Organization (WHO), World Trauma Foundation (WTF), World Vision International (WVI)

2011 [Psychological First Aid](#). Geneva. Provides a detailed description of Psychological First Aid.

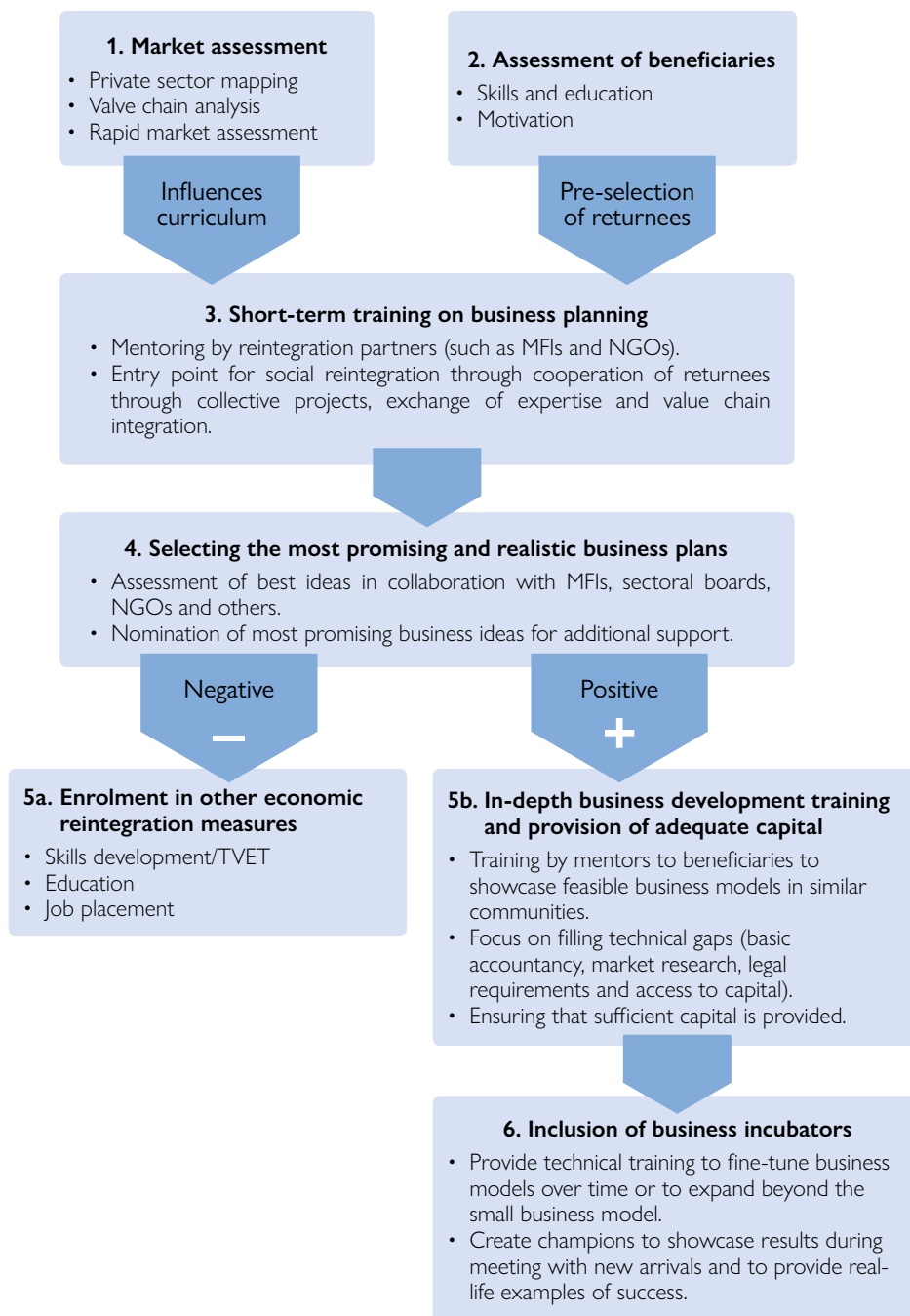
A webinar about *Psychological First Aid* is also available at: <https://app.mhpss.net/event/webinar-psychological-first-aid-pfa-between-evidence-and-practice/>. (To access, please register first on MHPSS.net)

Annex 2: Business Development Support step by step

(See section 2.4.3)

The following sections provides further step-by-step information on providing Business Development Support (BDS), as an example initially presented in section 2.4.3.

Figure 2.5: Integrated selection, training and upscaling process for business development support



Step 2: Preselecting BDS applicants based on entrepreneurship potential and prerequisites⁵⁸

Entrepreneurship can be a viable economic reintegration option for returnees who meet the following criteria:

- **Genuine commitment to the business approach.** Some returnees may opt for a business support option simply because of the comparatively short duration of the business start-up option when compared to the offered alternatives.
- **Capacity and skills of the returnee to run their own business.** Starting and maintaining a successful business is difficult and not suited for everyone. Not all returnees will be successful entrepreneurs and instead should be considered for other economic interventions. Building on the results of the preceding skills assessment (*section 2.2.4*), an appraisal of whether the returnee's numerical, literacy, cross-cutting and other relevant skills as required by their initial business idea are at a sufficient level to make them suitable for the business development support track.
 - First, developing a fully-fledged business plan and running a sustainable business generally requires skills for financial planning and basic accounting. While some of these basic skills can be learned in the generally short time frame of the training on business planning (Step 3), a numerically illiterate middle-aged returnee is unlikely to learn sufficient accounting skills for running a successful business. As such, returnees should already have a basic set of skills that can form the basis for them to learn how to successfully start a business.
 - Second, for many initial business plans, the returnee will require a specific set of skills. For instance, an applicant with a business plan for an electronic repair shop should have knowledge of electronics and previous work experience in repairing electronic appliances. When assessing the eligibility of beneficiaries for the BDS track, both the cross-cutting skills and capacity of individual applicants should be appraised, as well as skills that would be required to successfully execute the specific business idea.



Not all returnees have the skills and capacity to successfully start their own business. Lacking the skills and acumen for successful entrepreneurship risks not only the failure of the business but can also lead to long-term negative consequences such as debt and loss of social capital in the country of origin. Such risks can be amplified by other factors, for instance in cases where economic reintegration plans do not align with the local economic situation.

Step 3: Short-term training on business planning

Returnees without prior experience in starting a business are unlikely to be able to create a feasible and market-ready business plan, or to successfully invest in and expand an existing business. While the development of a promising and feasible business plan is the prerequisite for receiving business development support, most returnees who want to establish a business upon return require short-term training on business planning. Essentially, this short-term training on business planning serves four purposes:

1. It provides participants with the skills to elaborate market-oriented business plans and familiarise them with the technical criteria they need to meet for the subsequent business plan selection process (Step 4). The technical training should provide participants with the required financial and business skills as well as

⁵⁸ Step 1 is covered in section 2.4.3.

with relevant information on regulations and legislation. A significant obstacle for any new entrepreneur is their lack of familiarity with regulations and procedures upon start-up of their business. Returnee entrepreneurs are particularly disadvantaged in this regard, as they often have little knowledge of relevant national and local regulations and may even have disconnected from locally prevalent social and cultural norms during their time spent abroad.

2. It provides participants with knowledge about local market systems and supply chains. Building on previously conducted market assessments and value chains analyses (*see section 1.4.2*), Business development trainers should provide basic information to participants about sectors and value chains in which they can produce more competitive products or services that are able to generate growth, job creation and poverty reduction. Practical experiences should be provided through group-based mentoring by local partners. Partners should include relevant local actors including microfinance institutions, municipal actors, sectoral associations, employers' organizations and NGOs, depending on their capacity, relevance, availability and willingness to be involved in the BDS track. If the capacity of partners is sufficient, the lead organization should aim to establish local Business Development Councils (BDCs) that provide business support, mentoring and long-term monitoring functions also in the first year(s) of business operation (*see also section on monitoring and evaluation*). Where possible, former BDS participants who have already successfully established a business should be invited to present their experiences about challenges and opportunities they faced in the local market systems, and how they successfully integrated into their respective value chains.
3. It exposes beneficiaries to opportunities for social and economic collaboration with other returnees for the purpose of designing collective, rather than individual, projects. The short-term training can constitute a powerful entry point for participants' socioeconomic reintegration through the fostering of cooperation and collaboration of returnees in the framework of collective business start-ups and projects. Even for applicants whose business plans are subsequently not selected (Step 5b), the collaboration and exchange of experiences made during the initial business planning training fosters valuable social linkages between returnees, BDS partners and former BDS participants which in turn can facilitate their socioeconomic reintegration in the long term.

It develops the final collective or individual business plans in accordance with the programme-specific technical requirements, applicable regulation and business law, and tailored to the local markets and value chains.

Steps 4 and 5b: Selecting the most promising and realistic business plans

During the short-term training on business plan development, the beneficiaries will have developed their collective or individual business plans. In the next step, an evaluation board identifies the most promising and realistic business plans in order to select the sub-set of applicants who will be eligible to enrol in the in-depth business development training.

To evaluate the feasibility of a business plan within a given economic context, it is recommended that the country office managing the reintegration process in the country of origin creates a selection committee that brings together different representatives, including businesspersons, who review the business plans that are submitted for their viability. The evaluation board will vary by reintegration programme and local context but should ideally comprise staff of the organization managing the reintegration programme, technical level government officials specialized in the relevant field, representatives of microfinance institutions, sectoral associations, employers' organizations and relevant NGO staff. Members of the evaluation board should be appointed based on their practical knowledge of local market systems and value chains as well as their business acumen. (*See section below on Creating Business Advisory Councils.*)

Furthermore, each reintegration programme needs to define the selection criteria for the identification of feasible and promising business plans. The criteria developed for the evaluation of business proposals are a strategic and highly important element of the overall reintegration programme design. While criteria should always be evidence-based, market-oriented and transparent, programme managers can introduce specific evaluation criteria that can tailor the BDS outcomes to the specific reintegration programme's parameters (the resources, capacity and available funding for BDS activities) and to the external socioeconomic environment (the business environment, market systems, conditions for community-based projects and presence of external sources of support). The more the office overseeing the BDS track works at local level, the more it can find incentives for returnees to act collectively while ensuring that collective efforts are tailored to individuals' needs and local markets.

Furthermore, basic technical criteria such as the required template of the final business plan and the format of other selection processes (such as a pitch or a presentation) need to be defined. Ideally, the criteria or template for business plans should be harmonized at country of origin level. However, a business plan should always comprise the following elements:

- Business description, a situation analysis and a set of clearly defined key targets that the applicant intends to reach within years one, two and three of operation;
- Detailed information on the required operational space, labour and key infrastructure, equipment and tools, as well as permit(s) or license(s) required;
- Skills required for running the business;
- Potential customers and market needs;
- Marketing plan, including a pricing strategy and a marketing and promotional strategy;
- Estimated sales per month in years one, two and three;
- Initial capital required and ongoing costs for running the business;
- Sources of capital;
- Risk assessment and adequate mitigation strategy.

Once the country-specific criteria for the selection of business plans have been defined, they need to be communicated clearly and transparently to all returnees applying for the BDS track from the very onset.

The evaluation procedure itself varies both in terms of the country-specific evaluation criteria and in terms of the different composition and expertise of the evaluation boards. While details of business plan requirements can vary by country offices, the evaluators always need to assess whether the plans include a clear understanding of the pertinent market system and value chains, a step-by-step approach to starting the business and a clear strategy of how to address possible challenges or risks. Irrespective of programming features, all business plans furthermore need to be in accordance with applicable business law and regulations as well as relevant social, cultural and religious norms. Also, evaluations should always assess the anticipated impact of the business on the local community and market system to avoid any economic or social disruptions. Evaluators should reward business ideas that credibly plan to generate additional employment in the future. Finally, evaluators should take into account whether business plans make adequate and efficient use of returnees' existing material and non-material assets (such as real estate, motor vehicles, social networks and so forth, if any).

A second general evaluative factor relates to the feasibility of the business plan in the context of available market opportunities and mentoring pathways. While every business plan needs to be feasible in the light of assessed market opportunities ([see section 1.4.2](#)), it is equally important that the lead reintegration

organization and its partners in the country of origin have the capacity to mentor the returnee(s) in the specific field of business.

Upon completion of the selection process, the case manager needs to inform beneficiaries whether or not their business plan applications were selected for the BDS track. For applicants whose business plans were not successful, the case manager needs to readjust the economic reintegration planning and provide counselling support in providing beneficiaries with adequate alternative options, such as vocational training or job placement (Step 5b), or help in improving the business plan with other returnees or partners to submit a stronger plan for the next selection.

Steps 5a and 6: Provision of in-depth business development support

Beneficiaries whose business plans have been selected require comprehensive training and mentoring to enable them to establish, run and upscale their businesses in a sustainable manner. This requires the provision of targeted support for business start-ups from the very onset – business development training, ensuring continuous learning after the launching of the business, seeking stronger cash flow projections and conducting profit and loss analysis over an extended timeframe. For the duration of the business development training, transportation to the training site and meals should be provided for all training participants. For those persons living very remotely from the training centre, options need to be explored to provide overnight accommodation.

The main goal of the business development training is to strengthen beneficiaries' capacities in developing and managing the future businesses. While the curricula of the training should be adapted in a programme-specific and context-sensitive manner, the training programme should generally comprise the modules and elements provided in Table A.3, below.

Table A.3: Core modules of in-depth Business Development Training⁵⁹

Module/Action	Sub-modules/Sub-actions	Context
Entrepreneurship education	<ul style="list-style-type: none"> • Basic accountancy • Basic marketing • Banking and finance • Market research • Productive use of remittances • Budget planning and savings mobilization • Legal requirements (registration, tax reporting, lending contracts, grace periods, and so forth) 	Finding the right position in the market and building a sufficiently large (and diverse) customer base is key for any entrepreneur. Business skills development trainings need to be tailored to the skills and requirements of the target group as well as to the local contexts. Depending on the size of the enrolled beneficiary cohort, different options should be explored with a view to adapting the schedule and level of the modules to the participants' needs and educational backgrounds.

⁵⁹ Adapted from IOM's internal document, Migration and entrepreneurship: How to design and implement projects on enterprise development in the migration context (Geneva, 2015).

Short-term TVET/ technical training	<ul style="list-style-type: none"> • Technical training as required by participant for successful business operation 	Some beneficiaries may require specific short-term training or retraining for required technical skills for a certain business. For this purpose, linkages with the skills development and TVET partners should be created to place participants of business development training in short-term skills development measures provided by external providers. A focus should be on filling the technical gaps of participants.
Fostering collective action	<ul style="list-style-type: none"> • Collective business management (teamwork, task sharing, management and administration, trust-building) • Creating linkages between businesses and existing community-based projects 	If the social and economic preconditions for the inception of collective businesses and community-based projects are good, then participants should be incentivized to develop business plans for collective, rather than individual, businesses. This requires specific training to prepare returnees (without prior trust relations) for the challenges of launching and operating a business together. Participants should furthermore learn about opportunities in linking their businesses to existing community-based projects at the local level.
Information on financing instruments, business networks and available support networks and agencies at local level		A common barrier for starting entrepreneurs is the lack of knowledge of available financing instruments, sources of assets and available support networks and agencies. Based on a local-level network analysis, participants should be provided with information on relevant financing instruments, business networks and available support networks and agencies at local level.
Environmental awareness	<ul style="list-style-type: none"> • Information on opportunities for developing businesses in the “green economy” • Environmental impact (basic environmental screening or impact assessments) 	Short modules on environmental awareness, covering opportunities for “green entrepreneurship”, and how to consider the environmental impact of a proposed business (screening assessment or basic environmental impact assessment). The module should be tailored to existing environmental challenges at local level.
Gender sensitivity		Short modules on gender sensitivity, tailored to local sociocultural norms, should be included to promote gender equality and empowerment of women in the framework of businesses and projects.

Mentoring and exchange of experience		Mentors should showcase feasible business models in similar communities, including organizing opportunities for beneficiaries to visit similar businesses in similar communities to exchange knowledge and experiences. Where feasible, visits to trade fairs should be considered.
Finalization of business plans		Fine-tuning the business plan building on the expertise of local actors and tailoring them to opportunities identified in market assessments and value chain analyses.

As noted earlier, business development support should not be understood as a limited one-off training course, but rather as a long-term process of support and mentoring that accompanies the selected business over longer periods time (see *Step 6*). For this purpose, the country office should conduct regular market assessments (see *section 1.4.2*) in order to update the knowledge base, both in order to continuously adapt the curricula of new business training courses and in order to provide advice and mentoring to returnees that already operate functional business. As such, the business start-up process should be part of a learning approach rather than a one-off source of assistance. This long-term support should:

- Provide assistance for adjustments during the first year of business operation, including the provision of additional start-up capital or training as required by the business.
- Support improvements in expanding the business and reaching a wider variety of customers, by linking the business with incubators and investors; providing support in increasing the product range and marketing approach; and facilitating connections to mainstream businesses. Finally, the continuous engagement with the returnee entrepreneurs over the long term also greatly facilitates the overall monitoring and evaluation of the BDS track.

Facilitating access to assets

A common practical challenge for many returnees wanting to start a business is finding a shop, office space or manufacturing space. To start up an individual or collective business, returnees generally require access to individual or family land, shop, tools and capital. The organization managing the BDS track should support beneficiaries in finding appropriate spaces, taking into account their customer base, the costs, and local rules and regulations. Depending on programming features, this support can either be made through help in finding premises such as office spaces, locations for trade, storage space or plant areas or through the provision of premises within business incubators.

When assessing the assets required by a beneficiary's business plan, the case manager should assist the beneficiary with taking stock of any eventual assets they have accumulated prior to their return. This can include financial, material (such as real estate or motor vehicles purchased in the country of origin either for them or their household) and other assets, such as social assets including social and business networks. Real estate, if not required for housing, could directly be used for the proposed business or be rented for hospitality (bed and breakfasts or Airbnb) or educational purposes (such as training centres). Motor vehicles could be used or leased for commercial and passenger transportation. For channeling assets towards productive usage, returnees should be supported by case managers and relevant stakeholders in the local business mentorship system, such as business associations, businessmen and NGOs. Upon approval of a

business plan, the case manager and partners, together with the beneficiary, should also verify the costs of the goods and services required for implementation and identify the best suppliers.

Type of financial assistance to be provided

Finally, the Business Advisory Council (*see section below: Creating a Business Advisory Council*) needs to take a final decision on the value, nature and modalities of the assistance to be provided. A common key challenge faced by returnees in various past reintegration business development programmes relates to the inadequacy of the starting capital. In many past reintegration programmes, levels of capital provided were not aligned with the needs of starting up businesses in the national and local context.⁶⁰ Ensuring that sufficient capital is provided is critical to the sustainable success of business development efforts. For this reason, funding levels should be adjusted in each context based on local prices. Irrespective of whether the assistance is provided in-kind, cash-based or both, relevant local-level factors affecting overhead costs need to be taken into account. For instance, rent prices and certain services are often more expensive in urban environments when compared to rural settings.⁶¹ Country office staff can review purchasing power parity rates and data on market prices as an initial guidance, but for local-level adaptation, market assessments and value chain analyses should be used to determine differences in business start-up costs.

As regards the nature of the assistance, there are two options, in-kind assistance and cash-based assistance. These two forms of assistance can be used either in an exclusive or a complementary way. Until recently, international organizations have tended to use in-kind grant packages as start-up capital rather than cash-based solutions, that is through the provision of the goods and services needed to implement the beneficiaries' reintegration plans. For example, IOM Iraq maintains a catalogue of standard in-kind grant packages which is organized according to business category, type of business and which is updated over time to reflect changes in the prices and availability of items in the market.⁶²

As per the modalities of business-start up support, the crucial differentiators are whether or not the assistance is provided in one tranche or over several occasions, and whether the assistance is provided conditionally or unconditionally. For in-kind assistance, the organization managing the BDS track generally provides assets (machinery, tools, and so on) that are inherently relevant for the business, with little risk of misappropriation by the beneficiary. For cash-based assistance, however, there are tangible risks associated with embezzlement, misuse and anti-social spending. Such issues can be addressed by linking cash transfer to certain conditions. While unconditional cash transfers are direct grants with no conditions or work requirements and no requirement to repay any money and with which people are entitled to use the money however they wish, conditional cash transfers have conditions attached as to how the money is spent, for example for use in a business. An effective approach can be to issue different kinds of cash transfers over several tranches, where the first tranche for BDS is paid unconditionally, a second tranche is issued only after essential assets for the business have been purchased and a third tranche is paid later in the business development process once certain business targets have been attained.

Each country office should define rules and procedures in this regard, in compliance with the organization's procurement rules, the parameters and budgeting rules of the specific reintegration programme and taking into consideration the structural and local context. The choice of providing business start-up capital in cash-

60 Internal evaluation report by Dr Alpaslan Özerdem of University of York, UK on IOM, *Disarmament, Demobilisation and Reintegration Programme* (Geneva, 2006); IOM, *Comparative research on Assisted Voluntary Return and Reintegration* (Geneva, 2006).

61 Internal evaluation report by Dr Alpaslan Özerdem of University of York, UK on IOM, *Disarmament, Demobilisation and Reintegration Programme* (Geneva, 2006).

62 IOM, *Reintegration Effective Approaches* (Geneva, 2015).

based or in-kind assistance is dependent on specific criteria of reintegration programming and influenced by factors at the structural, community and individual levels. Table 9 in section 3.2.2 in the main Handbook provides an overview of the key considerations that should be taken into account when deciding whether to use cash-based or in-kind forms of assistance. If the beneficiary agrees to the assistance plan, the lead organization or its partner(s) should implement the plan in a timely and transparent manner. In instances when the determined support takes the form of in-kind grant packages, the case manager starts the procurement process in compliance with relevant procurement rules.⁶³ In this case, the organization directly pays the suppliers either by bank transfer or cheque.

Supplier Diversity: Creating positive community externalities from start-up support

Supplier Diversity encourages the use a wide range of supplier types, starting with SMEs and including diverse and under-represented businesses; small, local and innovative firms, third sector, social enterprises and other types of organizations which include migrant-, women- or minority-owned businesses. On the one hand, by broadening the diversity of their supply base, new businesses can gain access to new ideas, increase competition and widen their candidate pool. On the other, supplier diversity can help regenerate communities, foster socioeconomic interdependencies between host communities and returnees and encourage new entrepreneurs.

Case managers and partner(s) should ask themselves:

- What can be done to support supplier diversity at territory level?
- How can supplier diversity maximize the benefits within the local and host communities?

Facilitating access to relevant agencies

Depending on the duration of their previous migration experience, their knowledge of local business practices and their existing social and community ties, beneficiaries require different levels of support to access relevant agencies for their business. Building on the referral system and partnership network that the country office has at its disposal in a specific country of origin, the business development support should also serve to support beneficiaries in accessing relevant agencies, such as business associations, standard's bodies (if relevant for the products and services of the envisaged business) and customs' organizations. Depending on the nature and needs of the business and the business support options available in the local context, contacts should be facilitated with:

- Various business sector organizations (employers' associations; producers and traders' associations, trades union organizations; representatives of cooperatives; associations of the self-employed; financial sector associations; territorial employment service managers);
- Standards' bodies, particularly if the creation of regulated goods or services is foreseen in the business plan;
- Women's associations and youth associations as well as associations of other marginalized groups;
- Social and religious organizations, foundations, corporations and other non-profit organizations with social, economic, financial, environmental, cultural or artistic aims;
- Customs' organizations (if services or goods are intended for export or if essential goods need to be imported);

⁶³ For IOM, the procurement rules are available on www.iom.int/iom-general-procurement-principles-and-processes.

- Research and development centres and technical assistance services, if any;
- Local media, for purposes of coverage, advertisement and marketing.

Facilitating access to banking and microcredit, and productive use of remittances

One of the most common barriers for business startups is access to finance with reasonable interest rates and conditions. Improving returnee entrepreneurs' access to finance is an important way to improve the success of their enterprises. While section 2.4.4 provides general information about providing beneficiaries with access to banking and microcredit, this section provides an overview of specific approaches to linking entrepreneurs to suitable banking services and financing instruments.

Depending on the reintegration programme's parameters, access to credit and capital for BDS can be provided through internal, external or mixed-ownership microloan programmes, business incubators in local communities and other methods. While some reintegration programmes directly provide financial services within the BDS track, other reintegration programmes rely on external microfinance institutions (MFIs) to provide microcredit and other financial support. Under reintegration microfinance programmes, microcredit generally is provided in the form of small assisted and collateralized loans for start-up businesses in the target group. Collateral is provided by borrowers where available, and in the absence of collateral, business peer guarantee groups should be formed by several borrowers). In the event peer groups are created, they should be closely assisted and monitored by project business advisers in order to prevent collective repayment problems and to moderate any potential intragroup friction.

It is important to note that microcredit is not a solution for all returnees receiving BDS. In some reintegration programmes, microcredit is not provided by the organization managing the reintegration process but by external MFIs. These need to ensure their own economic viability and therefore are generally not willing to offer credit to a returnee without any guarantees or if the returnee lacks knowledge of the local market and demonstrated capacities in the proposed business area. While the two-step selection process and in-depth business development training should provide start-up entrepreneurs who underwent the BDS track with all the relevant knowledge and skills, the absence of collateral can still make access to microcredit difficult. Depending on the specific reintegration programme, the lead organization may be in a position to provide collateral on behalf of the borrower.

As previously outlined, all returnee entrepreneurs should be comprehensively informed about locally available financial service providers such as banks and microfinance institutions during the in-depth business development training. However, support for entrepreneurs with accessing microcredit should be provided diligently and on a case-by-case basis. BDS beneficiaries should only be referred to relevant banking institutions and MFIs for accessing lines of credit after firstly being informed about the various risks associated with taking out a loan at the various stages of the business development process and secondly after verifying whether the entrepreneurs meet basic requirements and have the necessary documentation for accessing a loan ([see section 2.4.5](#) for detailed information on assessing the eligibility of returnees for microcredit).

The expediency of taking out a loan is dependent also on the point of time in the business development process. In some cases, microcredit may be the adequate instrument once the business is running and generating first profits, as it can help increase profits and contribute to long-term stability. Table A.4 provides a schematic overview of the different stages of the business start-up process during which microcredit can be used.

Table A.4: Business development stages during which microcredit can support business success⁶⁴

Business development stage	Microcredit usage scenario	Advantages	Challenges
Before business launch	Supplement: A returnee or group of returnees applies for microcredit before the inception of the business in order to deploy a more significant initial capital. The credit may cover a large amount of money and the repayment period is likely to be rather long.	Comprehensive support for the start-up phase is available.	The returnee or group of returnees might not be able to comply with the lending requirements yet (collateral, stable income, running business). Both the returnee or group of returnees and the MFI cannot know whether the start-up will be successful and whether it will enable a stable income allowing repayment of credit. This constitutes an elevated risk, varying in magnitude with the size of the requested loan.
Initial business development (generally during year one)	Working capital: A returnee or group of returnees has funded a business with BDS and all the instalments have been disbursed. The returnee or group of returnees applies for a microcredit to bridge a short period of time, for example to buy a supply of goods for which there is insufficient cash at that moment. The credit amount is likely to be comparatively low and the repayment period shorter.	If the business is running well, the returnee or group of returnees can prove the capacity to repay. As the amount is likely to be small, there is a good chance of receiving the credit. Counselling or offered training sessions might provide new ideas and help to optimize the management of the business. The risk is low if the returnee or group of returnees receives good counselling.	If the reason for the lack of liquidity is that the business is not profitable or struggling, the credit might aggravate the situation. Good counselling and business assessments are thus important.

⁶⁴ Adapted from: IOM, *Access to Microcredit Opportunities for Returned Migrants during and beyond IOM Support: A Study on Microcredit in the AVRRC Context* (Geneva, 2016).

Expansion and growth (generally after year one)	<p>Additional investment: A returnee or group of returnees has funded a business with the reintegration grant and all instalments have been disbursed. The microcredit is requested to expand the business and there is a need for additional funds to be invested. The credit is likely to be a larger amount of money and the repayment period may be rather long.</p>	<p>If the business is running well, the returnee or group of returnees can demonstrate the capacity to repay.</p> <p>Counselling or available training sessions might give new ideas and help to optimize the management of the business. The risk is low if the returnee or group group of returnees receives good counselling.</p>	If a larger amount is needed, it is possible that collateral requirements are high.
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All returnee entrepreneurs should be taught about productive ways to invest any remittances they may receive from relatives or friends abroad during the in-depth business development training (see [Table A.3](#)). Training on the entrepreneurial use of remittances should also target the household level, as other family members may be the recipients and *de facto* managers of remittances. Targeting the close relatives of the entrepreneurs is essential in the development of their financial management skills and savings practices, and to avoid imprudent spending behaviour by other family members that could risk the success of the business. For effective targeting, the training should be integrated in general financial literacy training modules which are usually implemented in community-based organizations. Further information on remittance-linked financial education and investment initiatives is provided in section 2.4.5.

Creating a Business Advisory Council

Partnerships can play a strategically important role in different phases of the BDS track, from support for initial market assessments, expertise on the selection of promising business plans, the provision of training and mentoring, up to incubation and upscaling for successful businesses.

In order to harness the expertise of the private sector, the lead reintegration organization should aim to create Business Advisory Councils (BAC) at local level that can provide support for different activities within and beyond the BDS track. Building on a stakeholder mapping, the lead reintegration organization should engage with pertinent local partners, including Chambers of Commerce, employers' organizations, local and national business associations, diaspora businessmen, sectoral associations and representatives of microfinance institutions and CSOs, in order to establish multi-stakeholder BACs that can support the design, implementation and evaluation of BDS.

In order to incentivize private and non-governmental stakeholders to join the BACs, the lead reintegration organization should engage with the national ministries in charge of the finance, labour and innovation portfolios to explore options for setting up an incentive scheme that provides members of the BACs with financial and reputational incentives to support the BDS track. Relevant forms of organization can include Memorandums of Understanding (MoUs) or inter-agency agreements between the lead reintegration organization and relevant line ministries and agencies. BACs should be incentivized to support different stages of the BDS track:

- **Support for initial market assessments.** When conducting market assessments or Value Chain Analyses, the lead reintegration organization (or the external partner to which the research has been outsourced) requires the expertise of local business associations, sectoral associations, CSOs and other stakeholder groups to provide essential data on local market and sectoral dynamics. All market assessments categorically rely on primary data, making local expertise essential for comprehensive and accurate findings. If local experts are already organized in a BAC, it strongly facilitates the periodic engagements required for regular market assessments when compared to a renewed outreach to individual stakeholders every time a market assessment needs to be conducted.
- **Evaluation and selection of promising business plans.** BAC members should be part of the selection or evaluation board that identify promising business plans for reintegration beneficiaries. The evaluation board will vary by reintegration programme and local context, but should comprise representatives of microfinance institutions, business associations, employers' organizations and relevant NGO staff. Members of the evaluation board should be appointed based on their practical knowledge of local market systems and value chains as well as their business acumen.
- **Training and mentoring.** BAC members such as business associations, representatives of microfinances institutions and employers' organizations, can provide mentoring and coaching on all relevant aspects of entrepreneurship, including on taxation, administrative and bureaucratic procedures, managing workers and marketing. Their expert knowledge of local markets can be an important asset for ensuring that business training takes into account specific aspects of local market systems, including competitiveness issues and demand and supply dynamics at local level.
- **Selection of suitable vendors.** As BAC members are inter alia selected on the basis of their knowledge of local market systems and value chains, they can provide support to the lead reintegration organization in identifying and selecting suitable vendors for purchasing assets and products for business start-ups. Where feasible, the lead reintegration organization should provide small business support through officially registered or state recognized vendors. BAC members can support the reintegration organization in creating and regularly updating an inventory of existing vendors in each country of origin.

Incubation and up-scaling for successful businesses. As outlined in Step 6, the lead reintegration organization should explore options to provide financial, organizational and logistical support to the most successful business start-ups after a period of operation. BAC members can directly support the creation of business incubators that provide additional investments and a range of business-related resources and services (such as shared cheap office spaces and shared administrative services) to selected business. Options should also aim to involve diaspora businessmen in these incubators, by firstly providing investment opportunities for business expansion and secondly, facilitating the transnational exchange of expertise, services and goods for successful businesses by leveraging the existing business networks of diaspora businessmen in the host countries.

Annex 3: Reintegration plan template

NAME	ID	PLACE OF RETURN (region, city or village)
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1. SUMMARY OF RETURNEE'S PLAN

ECONOMIC: _____

SOCIAL: _____

PSYCHOSOCIAL: _____

2. TYPE OF REINTEGRATION ASSISTANCE TO BE PROVIDED

IMMEDIATE ASSISTANCE

- CASH ASSISTANCE
- BASIC NEEDS (FOOD, CLOTHES, AND SO ON)
- ACCOMMODATION
- MEDICAL
- OTHER _____

LONGER TERM ASSISTANCE

- CASH FOR WORK

Does it need a referral? _____

ECONOMIC

- INCOME-GENERATING ACTIVITY (CREATION OR STRENGTHENING)
- INDIVIDUAL MICROBUSINESS
- COLLECTIVE PROJECT
- COMMUNITY PROJECT
- OTHER _____

Does it need a referral? _____

If yes, please specify _____

JOB PLACEMENT

Does it need a referral? _____

VOCATIONAL TRAINING

Does it need a referral? _____

SOCIAL

HOUSING SUPPORT

Does it need a referral? _____

MEDICAL SUPPORT

RETURNEE

FAMILY

Please specify _____

Does it need a referral? _____

EDUCATIONAL SUPPORT

Does it need a referral? _____

SKILLS DEVELOPMENT

Does it need a referral? _____

LEGAL SERVICES

Does it need a referral? _____

SOCIAL PROTECTION SCHEMES

Does it need a referral? _____

CHILD CARE

Does it need a referral? _____

SPECIAL SECURITY MEASURES

Does it need a referral? _____

PSYCHOSOCIAL

INDIVIDUAL AND FAMILY LEVEL ACTIVITIES

Does it need a referral? _____

COMMUNITY LEVEL ACTIVITIES

Does it need a referral? _____

OTHER (PLEASE DETAIL):

Does it need a referral? _____

3. INDICATIVE LIST OF THE GOODS, EQUIPMENT AND SERVICES TO BE PURCHASED WITH THE REINTEGRATION GRANT AND CORRESPONDING ESTIMATED VALUE

GOODS, EQUIPMENT, SERVICES	ESTIMATED COST
.....
.....
.....
TOTAL	

4. LIST OF REFERRALS TO BE MADE

AGENCY	ASSISTANCE TO BE PROVIDED
.....
.....

5. EXPECTED IMPROVEMENT OF THE RETURNEE'S PSYCHOLOGICAL, SOCIAL AND ECONOMIC WELL-BEING AFTER THE ASSISTANCE IS PROVIDED

BASELINE REINTEGRATION SCORE

Economic:

Social:

Psychosocial:

Composite:

6. IN THE EVENT THAT THE PROJECT IS ENVISAGED AT COMMUNITY LEVEL (SUCH AS A GROUP OF RETURNEES AND LOCAL COMMUNITY MEMBERS), INDICATE THE NAME OF EACH RETURNEE AND COMMUNITY MEMBER INVOLVED AND, IF ALREADY DEFINED, THEIR RESPECTIVE ROLES IN THE PROJECT

NAME	ROLE
.....
.....
.....
.....
.....
.....

DONE ON [DATE] IN [LOCATION]: _____

APPROVED BY [RETURNEE'S NAME AND SIGNATURE]:

APPROVED BY STAFF OR REFERRAL PARTNER'S NAME AND SIGNATURE:

Annex 4: Monitoring and Evaluation tools

A. Summary of Common Data Collection Methods

Instructions: This document provides an overview of the different common data collection methods and shows both the advantages and limitations of each. Before conducting an evaluation, a close review of the document is recommended to consider the type and specific framework for the evaluation.

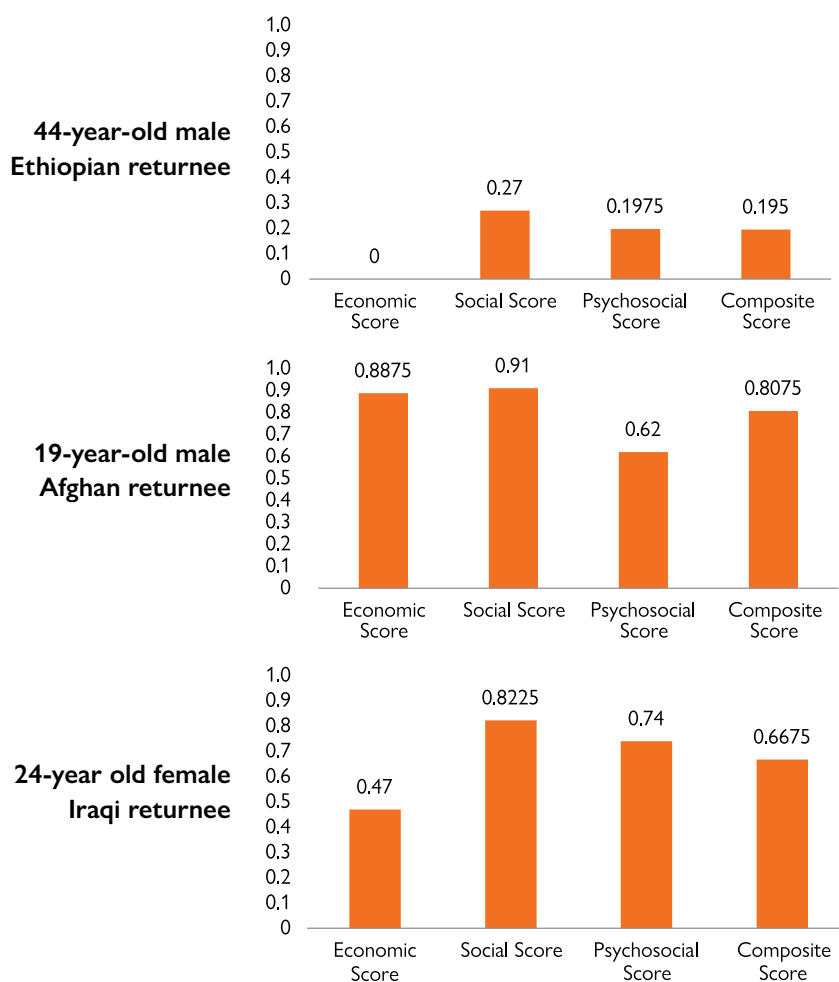
Method	Description	Advantages	Limitations
Desk review of existing reports and documents	Existing documentation, including quantitative and qualitative information about the project and its outputs and outcomes, such as documentation from capacity development activities, donor reports, digital records and other evidence.	The information exists and is accessible at a low cost.	<p>May be time-consuming to put together and analyse.</p> <p>Evidence can be difficult to codify and analyse.</p> <p>Difficult to verify reliability and validity of data.</p>
Questionnaires	Provide a standardized approach to obtaining information on a wide range of topics from a large number or diversity of stakeholders (usually employing sampling techniques) to obtain information on their attitudes, beliefs, opinions, perceptions, level of satisfaction, and so forth, concerning the operations, inputs, outputs and contextual factors of a project.	<p>Good for quickly gathering descriptive data on a wide range of topics at a relatively low cost.</p> <p>May be easier to analyse.</p>	<p>May lead to bias, such as social desirability bias.</p> <p>May provide a general picture but may lack depth.</p> <p>May provide information out of context.</p> <p>Data may be subject to sampling bias.</p> <p>For online surveys, the number of respondents may not be controlled.</p>
In-depth interviews	Solicit person-to-person responses to questions designed to obtain in-depth information about a person's impressions or experiences, or to learn more about his or her answers to questionnaires or surveys.	Facilitates fuller coverage, range and depth of information on a topic.	<p>Can be difficult to analyse.</p> <p>Potential for interviewer to bias against participant's responses.</p>

Method	Description	Advantages	Limitations
On-site observation	Entails use of observation form to record accurate information on site about how a project operates.	Can see operations of a project as they occur. Can adapt to events as they occur.	Can be difficult to interpret observed behaviours. Subject to site selection bias.
Focus groups	Small group (6 to 12 people) discussion to explore stakeholder opinions and judgements towards an activity, process, project or policy. They can also be used to collect in-depth information on the needs, motivations, intentions and experiences of the group.	Useful to obtain in-depth qualitative information.	Requires qualified facilitator. Can be difficult to analyse and interpret. Subject to facilitator bias.
Key informants	Qualitative in-depth interviews, often one-on-one, with a wide range of stakeholders who have first-hand knowledge about the initiative's operations and context. These community experts can provide particular knowledge and understanding of problems and recommend solutions.	Can provide insight on the nature of problems and recommend solutions. Can provide different perspectives on a single issue or on several issues.	Subject to sampling bias. Must have some means to verify or corroborate information.
Case studies	Involves comprehensive examination of cases to obtain in-depth information with the goal to fully understand the operational dynamics, activities, outputs, outcomes and interactions of a development project.	Useful to fully explore factors that contribute to outputs and outcomes.	Requires considerable time and resources not usually available for commissioned evaluations. Can be difficult to analyse and not necessarily replicable.

B. IOM Reintegration Sustainability Survey

This form is designed to determine to what extent the reintegration process of a migrant has been sustainable, that is to what extent a condition has been achieved “where returnees have reached a level of economic self-sufficiency, social stability within their community and psychosocial well-being that enables them to cope with (re)migration drivers”.⁶⁵ Aiming to cover all aspects of this definition of sustainability, the questions below cover the three different dimensions of reintegration: economic, social and psychosocial. Without prejudice to the importance of the assistance provided by IOM through AVRRR/PARA programmes, the main focus is not to assess the satisfaction of the migrant with IOM’s assistance throughout the reintegration process, but to evaluate to what extent the migrant’s reintegration has been sustainable.

The survey, which has been kept as short as possible, enables IOM staff to generate a composite (overall) reintegration score, as well as separate scores for the sustainability of reintegration in the economic, social and psychosocial dimensions. The example below of three respondents from IOM’s MEASURE project illustrates how reintegration experiences vary widely. The scoring system presents an opportunity to understand individual reintegration needs with a new level of insight.

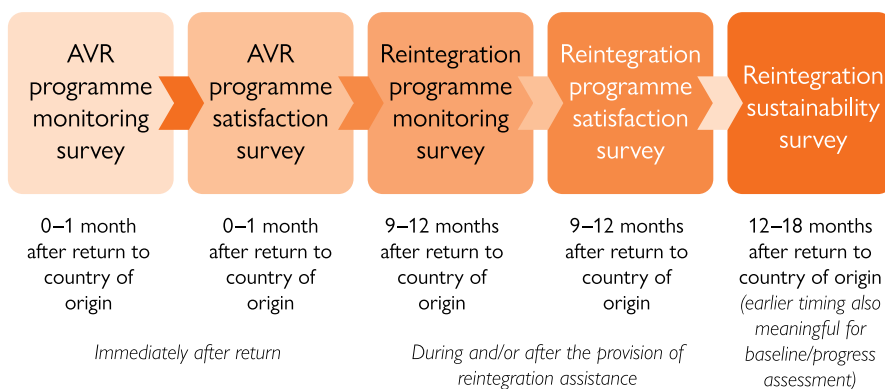


65 For IOM definition of sustainable reintegration, see [Towards an Integrated Approach to Reintegration in the Context of Return](#) (IOM, 2017).

On an individual level, these scores can be easily visualized similarly to the displays above. These images show the programmatic value of having individual dimensional scores: for example, while the 44-year old Ethiopian returnee needs significant assistance across all dimensions, the scores show that he is particularly vulnerable in the economic dimension. Similarly, while the 19-year old Afghan returnee is very well reintegrated overall, interventions should primarily focus on his psychosocial needs. Finally, the 24-year old Iraqi returnee appears to be better reintegrated in the social and psychosocial dimensions but requires a more intensive approach to her economic reintegration.

The scoring system, as well as interpretation of resulting scores, is further explained in a methodological note on scoring reintegration sustainability. For a copy of the methodological note, please contact: MPAHQTeam@iom.int. The methodological note also offers further guidance on the use of the survey, such as timing. IOM staff are advised to familiarize themselves with the methodological note before proceeding to study the survey itself as outlined below.

This form should be completed by staff during a structured interview with the returnee. The survey can serve as a baseline and progress assessment before and during the period of reintegration assistance and for final evaluation of returnee sustainability after the provision of reintegration assistance was concluded, as outlined below:



It is recommended that this survey is administered in person by a staff member who is or was not directly responsible for the provision of reintegration assistance to the beneficiary. This increases the likelihood that respondents will express their feelings without hesitation, avoiding what is termed “social desirability bias.”

This document offers a closer look at the indicators and questions used, guiding staff through the exact interpretation of each indicator. Page 2 contains the survey protocol, **Pages 3–9** contain the survey template, annotated to facilitate understanding of the indicators.

SURVEY PROTOCOL

The survey should be conducted in a private space where returnees may feel comfortable reflecting on their experience and answering potentially sensitive questions. They should never be forced to answer any question and have the right to interrupt the interview at any time.

Protocol:

1. Prior to meeting, the staff member completes **Profile** and **Section 1** of the survey. Information should be verified with the beneficiary, and any outstanding questions from these sections answered. Categories “selected” in Section 1 determine the composition of the survey questionnaire later administered to each returnee. (Staff only ask questions in sections “selected” in Section 1.)
2. Interviewer reads **prompt** to beneficiary and seeks their **consent**.⁶⁶ If obtained, interviewer proceeds to **Section 2**.
3. For all questions: Interviewer reads **questions** out loud.
4. Interviewer observes **instructions** below each question:

“prompt” indicates that the interviewer **should read** answer options, and allow respondent to select the most appropriate.

“do not prompt” indicates that the interviewer **should not read** a list of possible answers to the respondent. Instead, interviewer should listen to the respondent’s free response, and select answer(s) closest to their own words.

“select one” indicates that the question can only have **one** answer.

“select all applicable” indicates that the question can have **multiple** answers.

5. Interviewer records answers and notes.
6. If selected answers refer to follow-up questions (such as in Question no. 9), Interviewer proceeds to follow up question (marked by question number in brackets, for instance “(10)”).

Reintegration sustainability		
ECONOMIC DIMENSION Questions 1–10 contain indicators of economic reintegration, which contribute to economic self-sufficiency		
Questions	Answers	Notes
<p>1 How satisfied are you with your current economic situation? (Overall economic situation, self-assessed by respondent)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> OK <input type="checkbox"/> Dissatisfied → please explain <input type="checkbox"/> Very Dissatisfied → please explain <input type="checkbox"/> I don't wish to answer	<p>For staff needs, and follow-up explanations. Anything in this column is not used for score calculation, but could be useful for case management purposes.</p>

1. Read question

2. Follow instructions (In this particular question, do not read answers out loud.)

3. Listen to returnee

4. Tick answer(s) (In this particular question, select only one answer.)

5. Write down follow up information, where requested with a →... symbol, or other notes important for case management

⁶⁶ When conducted in person, consent should be written. When interview conducted by phone, explicit, beneficiary should be asked to give explicit, informed consent verbally.

REINTEGRATION SUSTAINABILITY SURVEY

For use during and after reintegration assistance provision ⁶⁷

Timing of the Reintegration Sustainability Survey is at the discretion of the reintegration programme.

Profile (to be completed by staff prior to interview)

<p>Name: Case ID: Date of return: Date of birth: Age at time of return: Sex: <input type="checkbox"/> male <input type="checkbox"/> female Country from which return took place: Length of absence from country of origin _____ (years) Situation of vulnerability: <input type="checkbox"/> yes <input type="checkbox"/> no If yes, please specify _____</p>	<p>Country to which return took place: Address in country: Province/governorate: Community (if mapped): Community of return same as community of origin? <input type="checkbox"/> yes <input type="checkbox"/> no Date of interview: ___/___/20___ Interview location: <input type="checkbox"/> at IOM office <input type="checkbox"/> phone call <input type="checkbox"/> on site (place of work, migrant's home, etc.)</p>
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The list of profile information to be collected contains variables essential for the purposes of case management and understanding of a migrant's reintegration experience. It is recommended that members of staff collect and verify this information prior to beginning the reintegration sustainability survey.

Interviewer prompt:

If you agree, I would like to ask for about 40 minutes of your time to answer some questions about your experience after returning to your country. Your responses will help IOM understand the situation of men and women like you who were supported through reintegration programmes. Your responses are important and will help us all improve our assistance for those who return in the future.

This is not a test, there are no right or wrong answers. You are not obliged to answer any question and you can stop at any moment you want to. If you feel uncomfortable answering any of these questions, please let me know so that we can stop. Your responses will be confidential. They will not influence our future cooperation. Thank you for your time.

If I have your permission, can we proceed?

Returnees should never be forced to answer any question, and have the right to interrupt the interview at any time. In such cases, their answers should be discarded entirely, as reintegration sustainability can only be assessed if the survey is answered in full.

⁶⁷ This survey can be taken repeatedly to show progress in reintegration sustainability following migrants' return. Please refer to methodological note for further information.

Reintegration sustainability			
ECONOMIC DIMENSION Questions 1–10 contain indicators of economic reintegration, which contribute to economic self-sufficiency			
	Questions	Answers	Notes
1	<p>How satisfied are you with your current economic situation? (Overall economic situation, self-assessed by respondent)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> OK <input type="checkbox"/> Dissatisfied → please explain <input type="checkbox"/> Very Dissatisfied → please explain <input type="checkbox"/> I don't wish to answer	<p>For staff needs, and follow-up explanations. Anything in this column is not used for score calculation, but could be useful for case management purposes.</p>
2	<p>Since you returned, how often have you had to reduce the quantity or quality of food you eat because of its cost? (Food rationing as a cost-reduction strategy is a strong indicator of an unstable economic situation.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very often <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Rarely <input type="checkbox"/> Never <input type="checkbox"/> I don't wish to answer	<p>Given that this indicator is cross-sectional (has implications also for social and psychosocial dimensions of reintegration), it is weighted more heavily in the scoring system to reflect its overall importance in determining sustainability of reintegration. More information is available in the methodological note.</p>
3	<p>Are you able to borrow money if you need to? (Perceived availability of credit, regardless of source – bank, family, friends, traditional loans system, microcredit – and regardless of whether respondent is effectively taking out loans or not.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
4	<p>Do you borrow money? How frequently? (Behaviour self-reported by respondent, regardless of source of credit and amount – even very small amounts count)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very often <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Rarely <input type="checkbox"/> Never (I don't borrow money) <input type="checkbox"/> I don't wish to answer	

	Questions	Answers	Notes
5	<p>On average, which amount is bigger: your spending every month, or your debt? (The comparison allows us to see whether respondent is able to cover their monthly expenses from earnings, or supplements basic life needs with loans, a much less sustainable behaviour.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> I don't have debt <input type="checkbox"/> Debt is larger <input type="checkbox"/> Spending is larger <input type="checkbox"/> I don't wish to answer <input type="checkbox"/> N/A	
6	<p>How would you rate your access to opportunities (employment and training)? (Perceived, personal ability to reach and get opportunities for income generation – jobs, courses for skills enhancement and so on.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very poor <input type="checkbox"/> I don't know	
7	<p>Do you currently work? (Either employment or self-employment, formal or informal. If respondent currently in unpaid training or attending school, select "N/A".)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I don't wish to answer <input type="checkbox"/> N/A	
8	<p>Do you own any of the following productive assets? (Productive assets create a potential basis for an income-generating activity. As categories will differ based on context, it is suggested that interviewers consider the potential of assets in local economies and adapt answers accordingly. For scoring purposes, it is only necessary to know if respondent does (yes) or does not (no) own a productive asset of any kind. However, knowing which particular asset a returnee owns will support the case for management and reintegration counselling.)</p> <p>select all applicable prompt</p>	<input type="checkbox"/> Land <input type="checkbox"/> Animals <input type="checkbox"/> Trees (fruits, nuts) <input type="checkbox"/> Buildings and Structures <input type="checkbox"/> Vehicles <input type="checkbox"/> Equipment and Tools <input type="checkbox"/> Other - please explain → <input type="checkbox"/> No <input type="checkbox"/> I don't wish to answer	

	Questions	Answers	Notes
9	<p>Are you currently looking for a job? (Regardless of currently working or not. A respondent might be employed but unhappy with their current pay and conditions and so forth, and searching for alternative opportunities.)</p> <p>select one do not prompt</p>	<p><input type="checkbox"/> Yes (please continue to Q10)</p> <p><input type="checkbox"/> No (please continue to Q11)</p> <p><input type="checkbox"/> I don't wish to answer (Q11)</p>	<p>If respondent indicates YES as an answer, please do include Q10. If respondent indicates NO or I DON'T WISH TO ANSWER, please skip Q10, and continue to Q11.</p>
10	<p>Why are you looking for a new job?</p> <p>only if "yes" selected above select all applicable prompt</p>	<p><input type="checkbox"/> Unemployed</p> <p><input type="checkbox"/> Unhappy with work at current job</p> <p><input type="checkbox"/> Unhappy with work conditions (location, working hours and so on)</p> <p><input type="checkbox"/> Unhappy with salary at current job</p> <p><input type="checkbox"/> Other - please explain →.....</p>	
<p>SOCIAL DIMENSION</p> <p>Questions 11–21 contain indicators of social reintegration, reflecting the extent to which returnees have reached social stability within their community, including access to services relating to housing, education, justice, health and other public infrastructure services.</p>			
11	<p>How would you rate your access to housing in your community? (Self-assessed ability to find, change and afford housing)</p> <p>select one do not prompt</p>	<p><input type="checkbox"/> Very good</p> <p><input type="checkbox"/> Good</p> <p><input type="checkbox"/> Fair</p> <p><input type="checkbox"/> Poor</p> <p><input type="checkbox"/> Very poor</p> <p><input type="checkbox"/> I don't know</p> <p><input type="checkbox"/> I don't wish to answer</p>	
12	<p>How would you rate the standard of housing you live in today? (Self-assessment of standard of housing – safety, cleanliness, size, neighbourhood and other conditions.)</p> <p>select one prompt if needed</p>	<p><input type="checkbox"/> Very good</p> <p><input type="checkbox"/> Good</p> <p><input type="checkbox"/> Average</p> <p><input type="checkbox"/> Poor</p> <p><input type="checkbox"/> Very poor</p> <p><input type="checkbox"/> I don't wish to answer</p>	

	Questions	Answers	Notes
13	<p>How would you rate the access to education in your community? (Self-assessed ability to take part in educational activities, programmes, courses, and so on)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very poor <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
14	<p>Are all school-aged children in your household currently attending school? (This includes children to whom respondent is a parent or guardian, as well as other children in respondents' household.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Yes (also select if no children in home) <input type="checkbox"/> No - some but not all → please explain <input type="checkbox"/> None → please explain <input type="checkbox"/> I don't wish to answer	
15	<p>How would you rate the access to justice and law enforcement in your community? (Self-assessed ability to use and be protected by services and guarantees provided by courts, police, military, and so on.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very poor <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
16	<p>Do you have at least one identification document? (Passport, national or local identification document, birth certificate – adjust specifics based on local context.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
17	<p>How would you rate the access to documentation (personal ID, birth certificates and so on) in your community? (Self-assessed ability to request and receive personal documents issued by the State.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very poor <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	

	Questions	Answers	Notes
18	<p>How would you rate the access to safe drinking water in your community? (Self-assessed ability to access and use water which is suitable for drinking and hygiene.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor <input type="checkbox"/> Very poor <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
19	<p>How would you rate the access to health care in your community? (Self-assessed ability to access and use medical services)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor → please explain <input type="checkbox"/> Very poor → please explain <input type="checkbox"/> I don't wish to answer	<p><i>Please explain why health care is not easily accessible to you:</i></p> <input type="checkbox"/> No health-care facility exists nearby <input type="checkbox"/> It is too expensive <input type="checkbox"/> It is too far <input type="checkbox"/> Other:
20	<p>What is the quality of health care available to you? (Self-perceived standard of care, which respondent is able to obtain for themselves.)</p> <p>select one prompt if needed</p>	<input type="checkbox"/> Very good <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Bad <input type="checkbox"/> Very bad <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
21	Access to public services overall is generated from average answers to above questions (Q13, 15, 17, 18, 19).		
<p>PSYCHOSOCIAL DIMENSION</p> <p>Questions 22–32 contain indicators of psychosocial reintegration, encompassing the emotional and psychological elements of reintegration.</p>			
22	<p>How often are you invited or do you participate in social activities (celebrations, weddings, other events) within your community? (Both invitations and participation matter, showing strength of personal connections to community.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very often <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Rarely <input type="checkbox"/> Never <input type="checkbox"/> I don't wish to answer	

	Questions	Answers	Notes
23	<p>How do you feel about your support network? Can you rely on the network's support? (Self-perceived support network which can provide emotional or practical help in time of need, regardless of actual type, size, strength of support.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very good - a very strong network <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Bad <input type="checkbox"/> Very bad - a very weak network <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
24	<p>Do you feel you are part of the community where you currently live? (Personal feeling of belonging.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> I agree - I feel strongly that I am part of the community <input type="checkbox"/> I somewhat agree <input type="checkbox"/> I don't agree or disagree <input type="checkbox"/> I somewhat disagree <input type="checkbox"/> I strongly disagree - I don't feel part of the community at all <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
25	<p>How physically safe do you feel for yourself and your family during everyday activities outside? (Perceived physical safety from violence and persecution and other forms of insecurity. May be related to belonging to a social group or to the status of returnee alone.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> I feel very safe all the time <input type="checkbox"/> I feel safe most of the time <input type="checkbox"/> Neutral <input type="checkbox"/> I feel unsafe most of the time <input type="checkbox"/> I feel very unsafe all the time <input type="checkbox"/> I don't wish to answer	<p>Given that this indicator is cross-sectional (has implications also for social and economic dimensions of reintegration), it is weighted more heavily in the scoring system to reflect its overall importance in determining sustainability of reintegration.</p>
26	<p>How frequently have you experienced important tensions or conflicts between you and your family since you returned? (Self-perceived frequency. Every family experiences or is accustomed to a different frequency of conflicts – this question asks about conflicts and tensions that feel subjectively important and disturbing to the returnee, therefore hampering the reintegration process. These tensions could be new or dating prior to return.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Very often <input type="checkbox"/> Often <input type="checkbox"/> Sometimes <input type="checkbox"/> Rarely <input type="checkbox"/> Never <input type="checkbox"/> I don't wish to answer	<p>For case management follow up: do you experience more incidents of tension than before your migration experience?</p>

	Questions	Answers	Notes
27	<p>Have you felt discriminated against since your return? (Frequency of a feeling, no need for additional information on specific instances of discrimination.) Definition: discrimination entails inability to enjoy rights and freedoms without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.</p> <p>select one do not prompt</p>	<input type="checkbox"/> Never <input type="checkbox"/> Only rarely <input type="checkbox"/> Sometimes →..... please explain <input type="checkbox"/> Very often →..... please explain <input type="checkbox"/> I don't wish to answer	Follow up: if yes, please explain.
28	<p>Do you often suffer from any of the following? - Feeling angry - Feeling sad - Feeling afraid - Feeling stressed - Feeling lonely - Feeling low self-worth - Difficulty concentrating (Signs of psychosocial distress, answer should consider frequency of these symptoms.)</p> <p>prompt select one</p>	<input type="checkbox"/> Never <input type="checkbox"/> Only rarely <input type="checkbox"/> Sometimes →..... please explain <input type="checkbox"/> Very often →..... please explain <input type="checkbox"/> I don't wish to answer	
29	<p>Would you wish to receive specialized psychological support? (Such support may include informal or formal counselling, and other forms of support. Does not refer exclusively to psychological therapy.)</p> <p>select one do not prompt</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	
30	<p>Do you feel that you are able to stay and live in this country? (Focus on ability to stay in country of origin, as opposed to wish, is given by IOM's definition of sustainable reintegration: "Having achieved sustainable reintegration, returnees are able to make further migration decisions a matter of choice, rather than necessity.")</p> <p>select one do not prompt</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No (please continue to Q32) <input type="checkbox"/> I don't know <input type="checkbox"/> I don't wish to answer	Given that this indicator is cross-sectional (has implications also for social and economic dimensions of reintegration), it is weighted more heavily in the scoring system to reflect its overall importance in determining sustainability of reintegration.

	Questions	Answers	Notes
31	<p>What is it that makes you feel that way? (Important distinction between the need and the wish to leave – reflecting the respondent’s ability to deal with remigration drivers in country of origin. If respondent indicates both wish and need to leave, please select primary reason. For example, if a respondent has been struggling to find employment, is unable to cover their basic needs, and also misses their girlfriend in Belgium select “need” – since inability to establish sustainable living is the primary underlining reason for wanting to leave.)</p> <p>only if “no” answered above select one do not prompt</p>	<p><input type="checkbox"/> I miss my friends/family members elsewhere; cultural factors; wish to continue studies abroad (WISH TO LEAVE)</p> <p><input type="checkbox"/> Lack of jobs; lack of security; low earnings; lack of essential services; family pressure (FEEL THE NEED TO LEAVE)</p>	
32	<p>Who are the people and organizations that support you in this community?</p> <p>select all applicable do not prompt initially</p>	<p><input type="checkbox"/> Family</p> <p><input type="checkbox"/> Friends</p> <p><input type="checkbox"/> Religious organizations and leaders</p> <p><input type="checkbox"/> Community leaders</p> <p><input type="checkbox"/> Work colleagues</p> <p><input type="checkbox"/> IOM</p> <p><input type="checkbox"/> NGOs</p> <p><input type="checkbox"/> Other returnees</p> <p><input type="checkbox"/> Other - please explain →.....</p> <p><input type="checkbox"/> No one</p>	

C. Evaluation ToR template

TITLE [MIDTERM/FINAL/OTHER EVALUATION FOR “PROJECT”]

Commissioned by: Specify who is commissioning the evaluation report.

Evaluation context

Write a few paragraphs about the context of the evaluation. A few paragraphs about the project(s) that is to be evaluated and a general description of the relevant political, environmental, social, economic and legal context is usually sufficient.

Evaluation purpose

In this section, briefly explain why the evaluation is being conducted and why it is being conducted at this time. Specify the intended audience for the evaluation and how the evaluation will be used.

Some examples of audience and purpose are as follows:

- The evaluation is being conducted for use by management, so that they can improve the implementation of an ongoing set of activities, projects or programmes.
- The evaluation is being conducted for use by stakeholders, so that they can assess the relevance and accountability of a project for intended beneficiaries.
- The evaluation is being conducted for use by the project team, so that they can document lessons learned and best practices from a completed set of activities.
- The evaluation is being conducted for use by a donor, so that they can assess value for money for a set of activities that they have funded.
- The evaluation is being conducted for use by senior management, so they can assess organizational effectiveness in implementing a strategy.

It is fairly common for an evaluation to be intended for use by a variety of audiences, such as project management, senior management, stakeholders and donors. If this is the case, briefly describe all of the evaluation’s main intended audiences and uses. Keep in mind the principle of intentionality in evaluations, which means that evaluations should only be undertaken if there is a clear intention to use the evaluation findings (refer to UNEG Norms for Evaluation in the UN system).

Evaluation scope

Briefly describe what the evaluation will cover and will not cover. This should include the time period to be covered (that is, the intervention period being evaluated, not the period of time available to complete the evaluation), the phases of a project to be covered and the geographical area to be covered. If there is a specific project, state its name. If there are specific exclusions – for example, if a project is being implemented in six provinces but two are inaccessible and will not be included in the evaluation – state them clearly.

Make sure that the evaluation scope is sufficient to achieve the evaluation purpose. For example, if the purpose is to assess value for money, but only the first three months of project implementation are being evaluated, the evaluation is unlikely to be able to achieve its purpose. Similarly, ensure that the scope of the evaluation is feasible within time and resource restraints.

Evaluation criteria

Specifically list the evaluation criteria that will form the basis of the evaluation.

Evaluation questions

For each of the listed criteria, specify the evaluation questions that the evaluator will answer. Cluster them according to the criteria. These questions should be specifically tailored to the needs of this evaluation.

Evaluation methodology

In this section, describe the data collection and analysis methods that will be used to conduct the evaluation. Refer to [Annex 4.A](#) for a description of different data collection and analysis methods. Indicate how the evaluation will address relevant cross-cutting themes of the rights-based approach to programming, gender mainstreaming, environmental sensitivity and sustainability, sustainability of results, principled humanitarian action and mainstreaming protection into crisis response.

Bear in mind that it might be necessary for this section to be more general in nature, pending development of a more detailed methodology following discussions with the selected evaluator or evaluation team. This is particularly the case when the evaluation manager lacks technical expertise and intends to solicit the advice of the evaluator on the most appropriate methodologies for the evaluation.

Finally, state that the evaluation must follow UNEG norms and standards for evaluations, and relevant ethical guidelines.

Evaluation deliverables

List the deliverables the evaluator will be responsible for providing. This usually includes an inception report, a presentation outlining the initial findings and a final report.

Evaluation workplan

In this section, describe the following:

- The activities to be conducted and the amount of time (how many days, weeks or months) that will be allocated for completing each activity.
- The roles and responsibilities of each member of the evaluation team and of the stakeholders.
- The processes for quality assurance. At a minimum, this should include: (a) the agreement on the final terms of reference between the evaluation manager and the evaluator or evaluation team; (b) review, revision and acceptance of the inception report; (c) review, revision and acceptance of the final report. It is also standard practice to have a management meeting at the beginning of the evaluation process to ensure that the evaluation manager, the evaluator or evaluation team, and stakeholders (if relevant) all share a common understanding of the evaluation process and various roles and responsibilities, as well as to have a debrief and presentation of initial findings following conclusion of the data collection and preliminary analysis. This allows for any obvious oversights, misinterpretations or information gaps to be identified and addressed before the evaluator begins drafting the final report.

This information can be provided either in narrative text or in the table below. If using both the narrative text and the table, review the information carefully to ensure that what is written in the narrative matches with what is written in the table.

Activity	Days	Responsible	Location	Days/Weeks/Months						
				1	2	3	4	5	6	
Insert individual activities to be conducted during the evaluation.	Indicate how many days are needed for each activity.	Specify who is responsible for completing the activity.	Specify where the activity is to be conducted.							
Example: Review project documents and relevant literature.	3	Evaluator	Home based							

Evaluation budget

Inclusion of this section is at the discretion of the evaluation manager. In some contexts, it is appropriate to simply specify the total budget available for the evaluation or to provide a more detailed budget (such as the amount to be paid upon receipt and acceptance of each deliverable or to specify the amount available for fees, travel, daily subsistence allowance, equipment, data collection and others). In other contexts, it may be preferable to not specify the budget and instead have applicants propose a budget in their applications.

D. Checklist for Evaluation

Instructions: This checklist provides guidance on the different steps to be undertaken during an evaluation and at what stage; confirmation that no crucial step has been forgotten is vital for the evaluation.

Preparation of the Evaluation	
The overall objective and purpose of the evaluation has been defined (analysis of AVRR programme's performance and accountability, exploration of new modalities for implementation and so on).	<input type="checkbox"/>
The focus and scope of the evaluation has been defined (focus is mainly related to evaluation criteria of relevance, effectiveness, cost-benefit, efficiency, outcome, sustainability and long-term impact of the AVRR programme).	<input type="checkbox"/>
A decision has been taken as to whether the evaluation will be carried out by an internal or external evaluator and budget provision guaranteed.	<input type="checkbox"/>
The methods for data collection have been defined (review of existing documents and report, questionnaires, in-depth interviews, on-site evaluation, focus groups, key informants and case studies) in line with the timing and resources available for the evaluation.	<input type="checkbox"/>
<p>The Terms of Reference for the evaluation have been drafted, having considered the following elements below:</p> <ul style="list-style-type: none"> - The Background section summarizes the context of the project that will be evaluated. The expected outcomes and outputs of the projects are stated as they will be one of the main references of the evaluation (to list indicators could be too detailed unless only a few indicators were listed in the initial project document). - The objective(s) of the evaluation specify the 'why do it', the nature of the evaluation to be undertaken and the product it is meant to deliver, the intended audience, the use of the evaluation and the involvement of the stakeholders in the evaluation. - The methodology section covers the approach for data collection and data analyses in a precise manner, ensuring that the choice for the duration as well as the techniques to be applied during the evaluation adequately reflect the available budget (taking into account potentially high costs in the event that a large number of interviews are carried out with returnees in different countries of origin). - The role of the various parties involved in the evaluation (IOM, project partners, beneficiaries and, if included, steering committees) is clearly defined, enabling all parties to know what they are responsible for and what is expected from them, such as providing information on the management of the project, allowing access to project-related documentation and collecting data from the government. - The budget lays out (if possible, in detail) the resources required to conduct the evaluation, including potential consultancy fees and costs of data collection and surveys; the resources in kind (such as transportation or administrative support) which will be made available for the evaluation team, are clearly reflected. - The team composition is described (a single evaluator or a team with different expertise and skills). - Deliverables that will be generated at various stages of the evaluation process (such as work plan, inception report, mid-term report, final report and recommendations) are included. 	<input type="checkbox"/>

<ul style="list-style-type: none"> - The schedule sets out in chronological order the dates by which certain activities have to be completed. This includes a consideration of possible risks that might have an impact on the timing of the evaluation (such as being unable to contact migrants for monitoring purposes upon return). - Relevant cross-cutting aspects, such as gender and human rights are duly considered in the ToRs and in the evaluation as a whole. - Data protection principles are embedded in the evaluation's methodology. - An ethical framework is established for the inclusion of vulnerable groups. - Adherence to UNEG Norms, Standards and Ethical Guidelines for Evaluation and Evaluators.⁶⁸ 	
Managing and Implementing Evaluations	
<p>The evaluation consultant or team has been selected, based on the following considerations:</p> <ul style="list-style-type: none"> - The evaluator(s) has the appropriate educational background and training for the evaluation (social sciences, specialized training in evaluation, project management, social statistics or statistical research and analysis, specific expertise such as economics or microcredits, all depending on the nature of the evaluation). - The evaluator(s) has sufficient background and experience with AVRR or IOM or UN evaluations in general, and with the different methodologies identified for data collection in particular; - The evaluator(s) has sufficient knowledge about the other areas to be evaluated (for instance AVRR policies and legislation) as well as of the local context (host vs. origin country, social and economic situations, security and stabilization policies) in which the evaluation is taking place. - The evaluator(s) has appropriate oral and written communication skills. - If the evaluator(s) is given access to confidential information, a confidentiality agreement has been signed with them. 	<input type="checkbox"/>
<p>A preparatory workshop has been carried out to discuss relevant aspects of the evaluation, such as clarifying the roles and coordination of the various stakeholders (in particular when adopting participatory approaches).</p>	<input type="checkbox"/>
<p>The project evaluator(s) has been introduced to the AVRR project team and other relevant stakeholders, and is briefed about the nature and objective of the evaluation.</p>	<input type="checkbox"/>
<p>Assistance to the evaluator(s) is provided by the AVRR project team throughout the process of data collection as needed (such as by arranging interviews with migrants and other actors, identifying respondents for questionnaires, organizing site visits to returnees' places of work or meetings).</p>	<input type="checkbox"/>
<p>Follow-up meetings are organized between the reintegration team and the evaluator(s) to monitor the work and provide input, if needed, respecting the independence of the evaluator.</p>	<input type="checkbox"/>
<p>If foreseen in the ToRs, the inception report and/or an interim report is shared with the AVRR project team or Chief of Mission or relevant stakeholders for their inputs.</p>	<input type="checkbox"/>
<p>The final evaluation report responds clearly to the objectives of the evaluation, is logically structured and contains evidence-based findings, conclusions, recommendations and lessons.</p>	<input type="checkbox"/>

⁶⁸ See *Norms and Standards for Evaluation* (UNEG, 2016).

The project team is given the opportunity to provide input with regards to the content, structure, and length of the report, keeping in mind the independence of the evaluators regarding the actual findings and recommendations of the report.	<input type="checkbox"/>
A quality review of the final evaluation report is conducted prior to publication, including a revision as to whether the report addresses the objectives of the evaluation, that it has been well prepared and is clearly presented. ⁶⁹	<input type="checkbox"/>
A review of the findings and recommendations of the final report takes place in coordination with relevant stakeholders.	<input type="checkbox"/>
A debriefing (such as a workshop or conference) is organized for the donor, the national government, partners and other stakeholders regarding the results of the evaluation as well as possible follow up. The report is equally made available to other offices, Headquarters and partners for future sharing of best practices.	<input type="checkbox"/>
Concrete actions for follow-up on implementation of the recommendations are discussed with the actors for whom the evaluation was conducted.	<input type="checkbox"/>

⁶⁹ Quality review checklists for Evaluation ToRs and Evaluation Reports are available at the IOM Evaluation Webpage/technical references.

Annex 5: Example of complete feasibility grid

Dimensions	Potential approaches	Useful for	Criteria 1: Individual	Criteria 2: Community	Criteria 3: Structural
Economic	Cash-based assistance.	High level of non-productive debt; lack or insufficiency of income-generating activity; acute vulnerabilities; remote locations or where access is limited.	<input type="checkbox"/> The respondent has pressing and immediate vulnerabilities relative to his or her community. <input type="checkbox"/> Providing cash-based assistance would not pose a protection risk to the individual. <input type="checkbox"/> Cash-based assistance will be of sufficient value to enable the returnee to escape their cycle of debt.	<input type="checkbox"/> Other members of the community are receiving cash-based assistance. <input type="checkbox"/> There is low risk of tension between returnees and non-returnees over receipt of cash-based assistance.	<input type="checkbox"/> There is infrastructure to safely deliver cash-based assistance (such as SIM cards).
	Providing non-cash assistance.	High level of non-productive debt; lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent has pressing and immediate needs relative to his or her community. <input type="checkbox"/> Providing in-kind aid would not pose a protection risk to the individual.	<input type="checkbox"/> Other members of the community are receiving in-kind assistance. <input type="checkbox"/> There is little tension between returnees and non-returnees over receipt of such assistance.	<input type="checkbox"/> It is safe to purchase specific forms of assistance on behalf of beneficiaries. <input type="checkbox"/> Partners from whom goods are purchased can be relied upon without concerns of corruption or misuse of funds.
	Job placement.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent has relevant job skills. <input type="checkbox"/> The respondent is interested in receiving a job placement. <input type="checkbox"/> They have access to job markets and job sites.	<input type="checkbox"/> Employment is high in the area. <input type="checkbox"/> There are employers that are looking to hire. <input type="checkbox"/> There are main industries of employment in the community and nearby areas.	<input type="checkbox"/> There is a job placement scheme in the country that the respondent can participate in.
	Business Development Support.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The beneficiary has a genuine commitment to the business approach, and the basic capacity and skills to run a sustainable business. <input type="checkbox"/> The beneficiary has a feasible and market-oriented business plan.	<input type="checkbox"/> The foreseeable impact of the business on the local community and market system is positive or neutral. <input type="checkbox"/> There is a sufficient market for the business to succeed in the community. <input type="checkbox"/> Not many similar businesses already exist. <input type="checkbox"/> The business does not adversely impact the community's natural environment. ⁷⁰ <input type="checkbox"/> The business does not pose environmental risks for the community (such as unsustainable use of natural resource inputs, waste management, pollution). <input type="checkbox"/> The business may contribute to building the community's resilience to climate change.	<input type="checkbox"/> The legal context allows for the business. <input type="checkbox"/> The business is socio-culturally appropriate. <input type="checkbox"/> The levels of violence and conflict are low enough to allow the business to succeed. <input type="checkbox"/> The business is not subject to environmental risks (such as climate change, poor water supply, land degradation, natural hazards).

⁷⁰ Examples of environmental screening questions can be found at the end of each module of the IOM *Project Handbook* (2nd edition, Geneva, 2017). Other simplified screening tools could be useful, such as the World Food Programme's (WFP) [Environmental and Social Screening Tool](#) (Consultation Version) (Rome, 2018). It may be necessary or advisable to engage with or refer to specialist organizations. In some cases, national legislation may require a full Environmental Assessment Impact (EIA) but this is usually only for large-scale projects.

Dimensions	Potential approaches	Useful for	Criteria 1: Individual	Criteria 2: Community	Criteria 3: Structural
Economic	Business start-up grant.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent has a realistic business plan. <input type="checkbox"/> The respondent has the skills necessary to achieve the plan. <input type="checkbox"/> They are genuinely interested in starting a business. <input type="checkbox"/> The business leverages existing skill sets of the returnee.	<input type="checkbox"/> There is sufficient market for the business to succeed in the community. <input type="checkbox"/> Not many similar businesses already exist.	<input type="checkbox"/> The legal context allows for the business. <input type="checkbox"/> The levels of violence and conflict are low enough to permit the business to succeed. <input type="checkbox"/> The business is culturally appropriate.
	Vocational training.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent lacks relevant job-related skills. The respondent is willing to participate in a training scheme.	<input type="checkbox"/> The vocational training programme links to the available livelihood opportunities in the community.	<input type="checkbox"/> Training schemes are available in the country.
	Scholarship for primary or secondary education.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent lacks primary or secondary education. <input type="checkbox"/> They are interested in going to school. <input type="checkbox"/> They have a rough idea of how they plan to use their education after school to gain an income.	<input type="checkbox"/> The community has public or private schools that can accommodate the respondent.	<input type="checkbox"/> More education will lead to better job opportunities. <input type="checkbox"/> There are no cultural or gender barriers facing the respondent.
	Scholarship for tertiary education.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent has successfully completed secondary education. <input type="checkbox"/> The respondent is interested in tertiary education. <input type="checkbox"/> The respondent has an idea of how to use their tertiary education after completion.	<input type="checkbox"/> The community has public or private schools that can accommodate the respondent. <input type="checkbox"/> If not, there is a school that is reachable nearby that can provide the education.	<input type="checkbox"/> More education leads to better job opportunities. <input type="checkbox"/> There are no major cultural or gender barriers facing the respondent.
	Consolidating employment and education records.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent has documentation from education and employment attained while living abroad.	<input type="checkbox"/> Certificates and degrees from abroad are perceived positively in the community.	<input type="checkbox"/> Review national regulations around certificates and degrees (from abroad) to obtain a job. <input type="checkbox"/> These documents add value to help beneficiaries access adequate or better-paying jobs.
	Financial management training.	High level of non-productive debt.	<input type="checkbox"/> The respondent is interested in receiving financial management training. <input type="checkbox"/> They are available to participate fully in the training.	<input type="checkbox"/> There are financial management and literacy training programmes available in the community.	<input type="checkbox"/> There are financial management and literacy training programmes provided by the government.
	Microsaving.	High level of non-productive debt.	<input type="checkbox"/> The respondent is interested in saving money. <input type="checkbox"/> They lack access to traditional banks and savings and credit unions. <input type="checkbox"/> They have sufficient income to make such an intervention relevant.	<input type="checkbox"/> Microsaving programmes are available in the community.	<input type="checkbox"/> The government or banks provide microsaving programmes nationally. <input type="checkbox"/> Banking systems are trustworthy and widely used.

Dimensions	Potential approaches	Useful for	Criteria 1: Individual	Criteria 2: Community	Criteria 3: Structural
Economic	Self-help groups.	High level of non-productive debt.	<input type="checkbox"/> The respondent is interested in participating in a self-help group.	<input type="checkbox"/> Self-help groups are available in the community.	<input type="checkbox"/> Self-help groups are supported by national regulation.
	Savings and credit associations.	High level of non-productive debt.	<input type="checkbox"/> The respondent is interested in saving money. They have sufficient income to make such an intervention relevant.	<input type="checkbox"/> There are savings or credit associations available in the community.	<input type="checkbox"/> n/a
	Monetizing productive assets.	Lack or insufficiency of income-generating activity.	<input type="checkbox"/> The respondent has productive assets.	<input type="checkbox"/> The asset can constitute a source of livelihood. <input type="checkbox"/> There is a market for the services that come from the asset.	<input type="checkbox"/> The legal context allows for monetizing the productive asset. <input type="checkbox"/> It is safe to monetize the productive asset.
Social	Assistance identifying housing (list of places).	Inadequate housing situation.	<input type="checkbox"/> The returnee lacks information on affordable or accessible housing options.	<input type="checkbox"/> There are affordable or available housing options in the community.	<input type="checkbox"/> There are publicly provided housing options.
	Rent support and or temporary housing.	Inadequate housing situation.	<input type="checkbox"/> The returnee is unable to pay for his or her housing. <input type="checkbox"/> They are unlikely to be able to pay for their housing in the near future.	<input type="checkbox"/> The rent is fair for the market. <input type="checkbox"/> The overall standard of housing in the community is decent.	<input type="checkbox"/> There are public housing schemes in the country.
	Payment of school fees and books and uniforms.	Access to education for school-aged children.	<input type="checkbox"/> The returnee is unable to pay for their child's education. <input type="checkbox"/> They are taking on debt to pay for education. <input type="checkbox"/> Children are being forced to work instead of going to school.	<input type="checkbox"/> There are schools in the community that are within a reasonable distance. <input type="checkbox"/> They are of adequate quality.	<input type="checkbox"/> The state of education in the country is decent in terms of access and quality.
	Case manager physically accompanies returnee to access services.	Lack of access to civil documentation; public services and social protection schemes; remedies, justice and law; health care; education.	<input type="checkbox"/> The returnee needs hands-on guidance to better access services.	<input type="checkbox"/> Public services are accessible, affordable and adequate in the country. <input type="checkbox"/> It is appropriate for the case manager to accompany the returnee to government offices.	<input type="checkbox"/> There are programmes focusing on social safety nets in the country (such as PSN in Ethiopia).
	Provide information on services (infosheet, website, counselling).	Lack of access to civil documentation; public services; remedies, justice or law; health care; education.	<input type="checkbox"/> The returnee lacks information on how to access one or more types of services. <input type="checkbox"/> The returnee can read. If not, the information should be delivered orally. <input type="checkbox"/> The returnee is interested in information on how to access key services.	<input type="checkbox"/> Lack of documentation impacts access to services in the community. <input type="checkbox"/> There are public services or social safety nets in the community. <input type="checkbox"/> Most people in the community rely on formal or informal systems of justice. <input type="checkbox"/> There are health-care options in the community that are within a reasonable distance and are affordable.	<input type="checkbox"/> There is clear guidance on the process to access key services (civil documentation, public services, justice and law, health care, education). <input type="checkbox"/> There are informal channels for accessing these services.

Dimensions	Potential approaches	Useful for	Criteria 1: Individual	Criteria 2: Community	Criteria 3: Structural
Psychosocial	Identification and referral to identified clinical service providers.	Returnees with mental disorders.	<input type="checkbox"/> Are psychiatrists, clinical psychologists, mental health workers or physicians available in the country of origin?	<input type="checkbox"/> Is the community aware of, and ready to receive, a returnee with a mental disorder?	<input type="checkbox"/> Are clinical care services available? Are informal care services (traditional healers, herbalists) available?
	Identification and referral to identified psychological counselling and psychotherapy service providers.	Returnees who show high emotional distress.	<input type="checkbox"/> Are psychologists, social workers or psychological counsellors available in the country of origin?	<input type="checkbox"/> Are social support services and community organizations available?	<input type="checkbox"/> Are informal care services available (pastoral and other counselling services)?
	Identification and referral to generic psychosocial support providers.	Returnees with emotional, psychological, social difficulties.	<input type="checkbox"/> Are psychosocial support experts or counsellors available?	<input type="checkbox"/> Are community networks available? Are peer support mechanisms or religious or social congregations available?	<input type="checkbox"/> Are governmental and non-governmental social services available?
	Counselling to the family before and after return.	Domestic conflict	<input type="checkbox"/> Does the returnee's family want counselling or information on what to expect from the returnee? Do they appear to display a low level of understanding of the migration and return experiences?	<input type="checkbox"/> Would such information be well-received by families and communities?	<input type="checkbox"/> Is such counselling culturally appropriate?
	Interventions to reduce exposure to violence and crime (supporting work in the daytime, assisting with night-time transportation, and so forth).	Feelings of security.	<input type="checkbox"/> Are there relevant interventions that could help the returnee feel safer?	<input type="checkbox"/> Are the feelings of insecurity unique to the returnee or common to the community?	<input type="checkbox"/> What is the level of conflict and violence in the area?
	Supporting returnees' associations.	Isolation from the community and absence of support network.	<input type="checkbox"/> Does the respondent lack social connections or a support network? Does he or she want to participate in a returnees' association?	<input type="checkbox"/> Are there other returnees in the community who are interested in joining such an organization?	<input type="checkbox"/> n/a
	Mentorship programme.	Isolation from the community and absence of support network.	<input type="checkbox"/> Does the respondent want to be connected with a mentor? Would a mentorship programme benefit the returnee? Do available mentors have experience that would support the returnee's psychosocial reintegration?	<input type="checkbox"/> Who in the community is an appropriate mentor?	<input type="checkbox"/> Are there existing mentorship programmes for entrepreneurs in the country? Can diaspora members play this role?

Dimensions	Potential approaches	Useful for	Criteria 1: Individual	Criteria 2: Community	Criteria 3: Structural
Psychosocial	Introduction to CBOs, community leaders, religious groups, clubs.	Isolation from the community and absence of support network.	<input type="checkbox"/> Does the respondent lack contacts in the community? Does he or she wish to be introduced to contacts in the community?	<input type="checkbox"/> Does the community hold bias or prejudice against returnees? What are the public attitudes towards returnees?	<input type="checkbox"/> n/a
	Providing psychosocial support during training.	Signs of psychosocial distress.	<input type="checkbox"/> Is the respondent participating in a training scheme? Is he or she showing signs of psychosocial distress?	<input type="checkbox"/> Is there any prejudice towards psychosocial support in the community?	<input type="checkbox"/> Is it taboo to access psychosocial support services in the countries? Are psychosocial support services providers widely available?
	Community conversations.	Isolation from the community and absence of support network.	<input type="checkbox"/> Does the respondent lack social connections and or a support network? Does he or she want to participate in community conversations? Is he or she willing to share his or her experience as a returnee?	<input type="checkbox"/> Does the community hold bias or prejudice against returnees?	<input type="checkbox"/> What are the public attitudes towards returnees?

Annex 6: Stakeholder mapping matrix

Stakeholder/ Entity name	Contact person	Interest	Influence	Services provided	Capacity needs	Accessibility criteria	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder hinder the project?	Stakeholder engagement strategy
	Phone, Email, Website, Address	How much does the programme interest them? (Low, medium, high)	How much influence do they have over the programme? (Low, medium, high)	This should focus on services that are relevant for the programme or project.	Does the stakeholder require additional capacity to meaningfully contribute to the programme?	How accessible are the services provided for the target population of the programme?				

Annex 7: Addressing availability, quality and accessibility gaps in existing services

Availability	Quality	Accessibility	Comment	Interventions
✓	✓	✓	In cases where mainstream structures are available, comprehensive and easily accessible to returnees, no urgent interventions are necessary.	<ul style="list-style-type: none"> Sensitize local non-migrant populations that returnees do not diminish resources available to them; Ensure returnees have comprehensive knowledge of mainstream structure service portfolios.
✓	✓	x	Returnees lack required documentation.	<ul style="list-style-type: none"> Assess barriers to services which are linked to a lack of civil documentation; Facilitate issuance of documentation for returnees.
			Returnees lack information on accessing mainstream services.	<ul style="list-style-type: none"> Design mechanisms to inform returnees about the presence of mainstream services and the full range of their service portfolios; Design mechanisms to inform returnees about their rights to access mainstream services, on required administrative steps, and any other relevant procedures.
			Staff are not adequately trained to address the specific reintegration needs of returnees.	<ul style="list-style-type: none"> Implement short-term capacity-building for staff of the mainstream structure to sensitize them for the specific needs and challenges of returnees and for best practices to integrate them in the service provision workflow; Appoint designated focal points (for instance, “returnee desks”) in critical institutions in areas of high return.

Availability	Quality	Accessibility	Comment	Interventions
✓	x	x	Service is sufficient in quality for non-migrant population but fails to address specific needs of returnees.	<ul style="list-style-type: none"> Consider options for the expansion or (co-)development of specific structures (such as integrating returnees into the workflows of already existing migration resource and response centres). Engage with management staff of the mainstream structure to address inadequacy of identified service streams for returnees' needs; Implement a service development strategy and capacity-building activities to improve service portfolios for returnees. Attention needs to be paid to not giving the impression of providing preferential treatment to returning migrants when compared to the local non-migrant population; Implement partnerships for service provision (operational, cost-sharing, and so on).
			Service is inadequate both for non-migrant population and returnees.	<ul style="list-style-type: none"> Engage with management staff of the mainstream structure to develop strategies aimed at addressing inadequacy of identified service streams; Implement a service development strategy and capacity-building activities to improve service portfolios for returnees and non-migrants alike; Implement partnerships for service provision (operational, cost-sharing, and so on), to the degree feasible in the reintegration budget. Many reintegration projects have a limited duration, meaning that cost-sharing agreements will generally need to be phased out after a certain time. Therefore, it is essential to define sustainable long-term funding strategies from the very outset.
x	x	x	Entire mainstream services (health care, education, social protection) are not available in the local territory.	<ul style="list-style-type: none"> Engage with national-level counterparts and other international development partners to explore options to make the deficient mainstream structures available in the given local territory; Explore options for collaboration with other international development partners to provide technical expertise, organizational support and funding for the creation of necessary mainstream structures; Integrate reintegration services for returnees into the workflow of the new local structures.

Annex 8: Service mapping: most common service providers and considerations

Service mapping should be conducted according to the context, the anticipated needs of returnees and programme scope. The table below lists common service providers to be mapped, by dimension, that are often relevant for reintegration programming. It also includes some considerations about what information to collect, where and how.

Economic dimension

Type of service	Services and entities to consider	Considerations
Job placement	<ul style="list-style-type: none"> • Job brokering entities (matching individual jobseekers to vacancies); • Public and private employment services; • Labour market programmes to provide or promote employment for unemployed and other persons; • Special programmes for the disabled; • Public work initiatives (provision of employment to the unemployed through the government, generally focusing on the creation of public goods). 	Useful to contact entities producing labour market information (which includes all quantitative or qualitative data, research and analysis related to employment and the workforce).
Technical Vocation Education and Training (TVET)	<ul style="list-style-type: none"> • TVET programmes; • Work-based learning programmes and on-the-job training; • Apprenticeship programmes; • Internship programmes; • Professional mentorship programmes; • Career planning and guidance programmes. 	Consider private, non-profit and government programmes.
Business development support	<ul style="list-style-type: none"> • Business development trainings; • Cash-support schemes. 	Consider contacting the Chamber of Commerce and the National Development Agency for information.
Financial services	<ul style="list-style-type: none"> • Banks; • Financial service institutions and microfinance institutions; • Financial counselling programmes. 	Collect general eligibility criteria for services.

Social dimension

Type of service	Services and entities to consider	Considerations
Health services	<ul style="list-style-type: none"> • Primary, secondary and tertiary health services; • Health insurance providers; • Pharmacies; • Centres for victims of SGBV; • Laboratories; • Community health workers; • Specialized and vertical diseases programmes (such as HIV or TB); • Ambulance services; • Crisis Units hotline; • Traditional healers; • Shelters for people with special needs or disabilities. 	<ul style="list-style-type: none"> • Service Availability and Readiness Assessment (SARA) or the Health Resources Availability System (HeRAMS) can be useful; • National health cluster; • Important to include information on costs of care including acceptance of health insurance schemes; • Consider access to medicine (in some countries it is separate from the service); • Must include mental health, disability and palliative services; • Consider government and private sector referral options as well as NGOs, support groups and academic institutions.
Housing	<ul style="list-style-type: none"> • Temporary emergency housing; • Shelters for specific vulnerable groups (such as for victims of trafficking or children); • Housing providers and owners or landlords; • Housing associations and tenants' rights associations. 	<ul style="list-style-type: none"> • Understand general practices for renting housing including lease terms, documents needed, deposits, utilities and so on.
Administration (documentation)	<ul style="list-style-type: none"> • Civil registry; • Office for provision of identification documentation; • Driver's license and vehicle registration office. 	<ul style="list-style-type: none"> • Establish if there are archives of records that can be accessed and where the burden of proof lies; • Collect information on administrative fees.
Social protection schemes	<ul style="list-style-type: none"> • Social security office; • Unemployment benefits; • Pensions' office; • State-supported health insurance; • Disability insurance; • Food-based assistance. 	<ul style="list-style-type: none"> • Understand the regulations and requirements for enrolling in social protection schemes.
Legal and justice services	<ul style="list-style-type: none"> • Criminal and civil justice system; • Law enforcement agencies; • Judiciary; • Corrections' systems; • Human rights institutions; • Law offices (including NGOs and non-profits); • Existing informal justice systems. 	<ul style="list-style-type: none"> • Consider MoUs with law enforcement and justice system actors if necessary; • Understand what options are available for lawyers and legal services for those who cannot pay; state representation, pro bono work and so on.
Education	<ul style="list-style-type: none"> • Primary and secondary schools; • Universities; • Evening schools and classes; • Life skills' courses; • Language courses. 	<ul style="list-style-type: none"> • Important to consider course and examination fees as well as cost of equipment and transportation (books, uniform supplies).
Childcare	<ul style="list-style-type: none"> • Centre-based day care; • Home-based babysitter; • Social and educational activities. 	<ul style="list-style-type: none"> • Collect information on average costs and availability.

Psychosocial dimension

Type of service	Services and entities to consider	Considerations
Psychosocial services	<ul style="list-style-type: none"> • Peer support groups; • Religious groups and congregations; • Sports groups or associations; • Sociocultural associations; • Theatre groups; • Dance groups; • Music groups; • Migrant associations. 	
Psychological services	<ul style="list-style-type: none"> • Clinical psychological services; • Counselling centres (public and private including religious); • Telephone hotlines. 	<ul style="list-style-type: none"> • Consider contacting an association of psychologists and association of counsellors where they exist.
Psychiatric services	<ul style="list-style-type: none"> • Psychiatric hospitals and clinics and practitioners (public and private); • Psychiatric units, services and wards in general hospitals; • Primary health-care services able to provide first line psychiatric care; • Pharmacies selling and distributing psychotropic medication; • Drug and substance abuse rehabilitation centres; • Suicide hotline; • Shelters for people with special needs, disabilities or severe mental disorders. 	<ul style="list-style-type: none"> • These services are to be considered together with overall health service mapping.

Annex 9: Examples of staff profiles for reintegration programmes

Profile	Description
Coordinator/ Programme Manager	<p>Liaises closely with reintegration partners (including, when relevant, with host countries) and oversees overall reintegration programming at individual, community and structural level, adjusting programming according to feedback from beneficiaries and stakeholders and ensuring it is aligned with broader migration strategies. They should have project management experience and in-depth understanding of return and reintegration.</p> <p>Depending on the size of the reintegration programme, there could be an overall national coordinator and several local coordinators at regional level.</p>
Case managers	<p>Works directly with returnees, counselling and referring them to tailored and adequate support measures; documents the reintegration process; and collaborates with service providers and officials across different sectors. Case managers would also coordinate community level programmes in coordination with the other focal points (communications, protection, M&E), where they exist.</p> <p>Ideally, there should be several case managers with different areas of expertise to ensure a multi-disciplinary team according to the reintegration programme established, and available in different areas where returnees are present. This can include:</p> <p>Case managers in host countries to serve as a link between returnees and the country of origin.</p> <ul style="list-style-type: none"> • A team member with a background in economic activation, Public Employment Services or livelihoods programming who would assist in developing reintegration initiatives at individual and community level and in matching returnees with the most relevant economic initiatives available. • A team member with a background in social work who would regularly update the service mapping, maintaining close contacts with the existing service providers at national and local level and put into practice the established referral mechanisms. • A team member with a background in clinical or counselling psychology or counselling social work to develop psychosocial reintegration initiatives at the individual and community levels. They should be able to train all staff in contact with returnees in Psychological First Aid (PFA) and on the psychological characteristics of return migration.
Protection focal point	<p>Provide specific support to migrants in vulnerable situations. Should have a background in social work and counselling and coordinate closely with case managers and medical focal point.</p>

Communications and outreach and dialogue focal point	Coordinate communications' activities within the communities, establish and implement a communications strategy with potential returnees and all stakeholders involved. They should have a communications background and a strong understanding of the local customs and norms.
Medical focal point	<p>The medical expert would establish referral mechanisms with medical providers and assist returnees with health-related needs.</p> <p>The medical focal point should have a medical degree from an accredited academic institution in general or internal or emergencies' medicine. An additional qualification in occupational health would be ideal.</p>
Monitoring and evaluation specialist (or team)	<p>Assist in establishing monitoring mechanisms for individual returnees and their families as well as for community-level activities and structural interventions. They would carry out regular monitoring visits and ensure collected data is analysed and used to improve programme efficiency.</p> <p>The M&E specialist should have experience in developing, implementing and coordinating M&E and research programmes.</p>
Procurement, finance and administrative staff	Support staff are key to the smooth functioning of the reintegration programme. They should already understand or be trained in the basics of reintegration programming and, if their job requires, on interacting with returnees, including over issues of confidentiality and data protection principles.

Annex 10: Key terms in the Handbook

Assisted voluntary return and reintegration (AVRR) programmes	Administrative, logistical and financial support, including reintegration assistance, to migrants unable or unwilling to remain in the host or transit country and who decide to return to their country of origin. ⁷¹
Case management	Case management is a standard social work practice used to help beneficiaries meet their needs when they are receiving services from a variety of different providers. In the context of return and reintegration, case management can be helpful for assisting returnees and their families navigate what are often fragmented support services.
Community	A number of persons who regularly interact with one another, within a specific geographical territory, and who tend to share common values, beliefs and attitudes.
Community mobilization	Community mobilization aims to develop inclusiveness and a positive attitude towards reintegration of returnees, counteracting potential stigma. It is a sensitization activity through which community members, groups or organizations plan and carry out activities on a participatory basis to improve specific conditions, either on their own initiative or stimulated by others. It involves important processes like raising awareness and building commitment, giving community members the opportunity to explore their current beliefs, attitudes and practices, setting priorities, planning how best to meet their challenges, implement their plans and monitor their progress and evaluating results.
Community profile	Community profiles help the reintegration organization understand how reintegration activities can support both returnees and receiving communities, and how the reintegration process affects the community.
Counselling	Counselling is a helping interaction and relationship, based on communication, aimed at supporting and enabling a person to explore a problem. It raises the individual's awareness of the issues at stake, as well as their capacity to evaluate choices and take informed decisions. It is therefore not simply "talking" with people in need, as often happens between relatives and friends discussing a problem. <i>See more on counselling in section 2.1.</i>
Economic dimension of reintegration	Covers aspects of reintegration which contribute to re-entering the economic life and sustained livelihoods.
Gender-based violence (GBV)	GBV is an umbrella term for any harmful act perpetrated against a person, based on socially determined gender differences, that inflicts physical or mental harm or suffering, threats, coercion and other deprivations of liberty.

⁷¹ In the migration context, the term "country of origin" is understood as "a country of nationality or of former habitual residence of a person or group of persons who have migrated abroad, irrespective of whether they migrate regularly or irregularly" (*IOM Glossary on Migration*, Geneva, 2019).

Health	According to the World Health Organization (WHO), “health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”; it includes “the enjoyment of the highest rights of every human being without distinction of race, religion, political belief, economic or social condition.” ⁷²
Integrated approach to reintegration	Its premise is that the complex, multidimensional process of reintegration requires a holistic and needs-based approach, one that takes into consideration the various factors that can affect reintegration, including economic, social and psychosocial dimensions, to respond to the needs of the individual returnees and the communities to which they return in a mutually beneficial way, as well as addressing the structural factors at play.
Mental health	<p>“A state of well-being in which an individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.”⁷³</p> <p>Mental health is not only the absence of mental disorders but an overall state of well-being. For returning migrants, however, this state is more difficult to achieve. Unpacking the definition and adapting it to the case of returning migrants, it can be assumed that they could not realize their potential in their country of origin, which could have been one of the reasons for their migration. Not all returns are due to the failure of the migration project: migrants may go back to their country of origin for numerous reasons or simply because they consider their migration experience concluded. However, those who return due to the failure of their migration plan and were not able to accomplish their potential in the host country either, do so for different reasons. For all returning migrants, whatever the reason for returning, their sense of belonging to communities and cultures multiply and coexist, as these include the community of origin, the migrants’ community and the host community in the country of migration, all with their different expectations and forces of inclusion and exclusion. Moreover, the migration cycle may have been accompanied by abnormal stressors: perilous journeys, traumatic experiences, exploitation and rejection. These and other factors explain why return migration can impact the mental health of migrants, according to the WHO definition.</p>
Migrants in vulnerable situations	Migrants who are unable to effectively enjoy their human rights, are at increased risk of violations and abuse, and who, accordingly, are entitled to call on a duty bearer’s heightened duty of care. Vulnerable situations that migrants face can arise from a range of factors that may intersect or coexist simultaneously, influencing and exacerbating each other and also evolving or changing over time as circumstances change. ⁷⁴

72 WHO, *Twelfth General Programme of Work* (Geneva, 2014)

73 WHO, *Promoting Mental Health. Concepts, Emerging Evidence, Practice* (Geneva, 2004).

74 IOM *Glossary on Migration*, 2019.

Migrants vulnerable to violence, exploitation and abuse	A migrant or group of migrants with limited capability to avoid, resist, cope or recover from violence, exploitation or abuse within a migration context, as a result of the unique interaction of individual, household and family, community and structural characteristics and conditions.
Psychosocial dimension of reintegration	Encompasses the reinsertion of returning migrants into personal support networks (friends, relatives, neighbours) and civil society structures (associations, self-help groups and other organizations). This also includes the re-engagement with the values, way of living, language, moral principles and traditions of the country of origin's society.
Referral system	A referral system or mechanism is a process of cooperation between multiple stakeholders to provide reintegration assistance to returnees. An effective mechanism is required to coordinate the activities of pertinent government agencies and service providers (Public and Private Employment Services, Technical and Vocational Education and Training institutes, Business Development Support centres, education institutions, health-care providers, CSOs, and so on) and ensures the seamless operation of the reintegration programme between national and local level stakeholders.
Reintegration plan	A reintegration plan is a tool for a returnee to identify their objectives for their reintegration process and to plan, with the support of the case manager, what support is needed and how it will be provided. It is developed by bringing together an understanding of the returnee's skills, needs and motivations and the context to which the returnee is returning, including challenges, opportunities and available services.
Reintegration	The process which enables individuals to re-establish the economic, social and psychosocial relationships needed to maintain life, livelihood and dignity and inclusion in civic life.
Return	In a general sense, return refers to the act or process of going back or being taken back to the point of departure. It is also often associated with the process of going back to one's own culture, family and home.
Returnee	Generally understood as a person who returns to their place of origin, irrespective of the length of the absence or the modality of return. For the purpose of this Handbook, a returnee is a migrant unable or unwilling to remain in a host or transit country who returns to their country of origin.
Service mapping	Service mapping is identifying and recording all providers and services within a given geographical region in a systematic way. It details what local services are available to local populations and returnees, what the criteria are for accessing those services, who offers those services, any risks associated with accessing services, and the quality of the services available.
Social dimension of reintegration	Reflects the access by returning migrants to public services and infrastructure in their countries of origin, including access to health, education, housing, justice and social protection schemes.

Situation analysis	A situation analysis in the country of origin details the return and reintegration context and trends as well as the wider policy framework.
Stakeholder mapping	Stakeholder mapping provides a comprehensive assessment of the capacity, needs, willingness and potential for partnerships of different stakeholders at the national and local level.
Sustainable reintegration	Reintegration can be considered sustainable when returnees have reached levels of economic self-sufficiency, social stability within their communities and psychosocial well-being that allow them to cope with remigration drivers. Having achieved sustainable reintegration, returnees are able to make further migration decisions a matter of choice, rather than necessity. ⁷⁵

75 This definition implies the absence of a direct correlation between successful reintegration and further migration after return. The latter can take place and can still be a choice regardless of whether reintegration is successful, partially successful or unsuccessful. However, returnees are unlikely to reintegrate if they find themselves in situations whereby moving again or relying on a family member abroad is considered necessary for their physical or socioeconomic survival.

