AN INTEGRATED APPROACH TO REINTEGRATION

Summary of the Reintegration Handbook modules

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OVERVIEW

INDIVIDUAL LEVEL

Ensure reintagration assistance takes into account specific needs of individual migrants, especially considering situations of vulnerability.

- Preparation
- Flexibility
- Follow-up

COMMUNITY LEVEL

Foster inclusion of communities to which migrants return in reintegration planning and strengthen their resilience.

- Social networks
- Joint initiatives
- Partnerships

STRUCTURAL LEVEL

Align reintagration programming with national and local development policies.

- Capacity-building
- Local ownership
- Essential services

ECONOMIC

SOCIAL

PSYCHOSOCIAL

MONITORING, EVALUATION AND LEARNING

IOM's Integrated Approach to Reintegration articulates that:

"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."

To achieve this objective, it is necessary to approach migrant reintegration in a comprehensive manner, considering the factors that can affect reintegration and addressing them in a way that responds to the needs of the individual returnees as well as the communities to which they return in a mutually beneficial way, and address the structural factors at play. The different levels of assistance interact and reinforce each other.

Below are the key considerations for developing and implementing a comprehensive reintegration programme in line with the integrated approach to reintegration. These considerations should underpin all reintegration interventions.

MIGRANT-CENTRED
Reintegration programming should always promote the returnee's ownership of and active participation in reintegration process.

SUSTAINABLE
Reintegration assistance programmes should always consider how to support sustainable reintegration processes even after assistance is no longer necessary or available.

MULTIDIMENSIONAL
Reintegration assistance should include economic, social and psychosocial dimensions.

STRATEGIC AND TAILORED
Reintegration assistance should be designed based on an analysis of the unique circumstances of the return environment.

ADEQUATELY RESOURCED
Programmes require adequate human and financial resources.

EVIDENCE-BASED
Systematic monitoring and longterm evaluation to asses effectiveness, efficiency, relevance impact and sustainability should be part of reintegration assistance programming at all three levels of intervention.

DELIVERED THROUGH COORDINATION AND PARTNERSHIP
The integration approach to reintegration requires developing coordination, complementary and coherence with all stakeholders.

ANCHORED ON CONFIDENTIALITY AND "DO NO HARM"
Programmes must respect migrant privacy through strict safeguards for handling returnees' personal data.

SITUATED WITHIN A MIGRATION GOVERNANCE STRATEGY
Reintegration is not an isolated process but part of a larger migration governance strategy.

To read the Reintegration Handbook:
https://publications.iom.int

DESIGNING A REINTEGRATION PROGRAMME

SITUATION ANALYSIS

- Return and reintegration context
- Legal, political and security situation
- Socio-economic environment

Stakeholder mapping

Service mapping

Labour market assessment

THEORY OF CHANGE/RESULTS FRAMEWORK

Results monitoring framework

Feasibility grid

Staffing

Budget

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IMPLEMENTING AN INTEGRATED APPROACH TO REINTEGRATION

The information below is taken from the Reintegration Handbook. For further details, please refer to the corresponding sections within the Reintegration Handbook. A reintegration tools repository is also available.

1. SETTING UP A COMPREHENSIVE REINTEGRATION ASSISTANCE PROGRAMME

- **Stakeholder mapping** provides a comprehensive assessment of the capacity, needs, willingness and potential for partnerships of different stakeholders at the national and local level.

- **Service mapping** is the identification and recording of providers and services in a systematic way.

- **Labour Market Assessments** assess the composition, nature, growth and accessibility of labour markets and market systems

- **A Theory of Change** articulates the desired results an intervention aims to achieve and how it aims to achieve them. It provides an overall strategy to guide implementation, monitoring and evaluation of the programme.

- **The results monitoring framework** enables all stakeholders to track the progress being made towards achieving intended results.

- **The feasibility grid** is a tool to outline all possible local interventions within the scope of the reintegration programme and guide the process by targeting and tailoring specific interventions for specific scenarios that will likely be faced.

REINTEGRATION ASSISTANCE AT THE INDIVIDUAL LEVEL

▶ ASSESSMENTS

- • Rapid vulnerability assessment
- - Screening for migrant vulnerable to violence, exploitation and abuse
- - Risk assessment
- - Family tracing and assessment
- • Returnee background information
- • Skills assessment
- • Reintegration sustainability survey as a baseline

▶ REINTEGRATION PLANNING

- • Counselling
- • Feasibility grid
- • Referrals

▶ FOLLOW-UP

- • Follow-up counselling sessions
- • Use of W model
- • Updating reintegration plan
- • Monitoring activities

▶ CLOSURE

- • Final counselling sessions
- • Final monitoring survey

Economic aspects • Social aspects • Psychosocial aspects

COUNSELLING SESSIONS

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2. REINTEGRATION ASSISTANCE AT THE INDIVIDUAL LEVEL

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 on how to best use reintegration support. The chart on the left summarizes the steps to reintegration assistance at the individual level:

Counselling sessions are the basis for all this process. They are key to establishing trust between the returnee and the case manager and in ensuring the assistance provided is tailored to the returnee. It is also a key way to provide psychosocial assistance.

1. Assessments

To explore a returnee's capacity and vulnerabilities as well as protective and risk factors in their families and communities. Assessments provide the information to tailor the reintegration plan and process for each returnee and should be revisited if circumstances require it.

2. Reintegration planning

There are four main steps to develop and implement a successful reintegration plan: 1) Review and analyse the returnee's own objectives and motivations for the reintegration process, 2) Use the feasibility grid, or another tool, to identify appropriate support activities 3) Draft the full reintegration plan, including referrals to relevant services and 4) Establish regular follow-up.

The reintegration plan can include assistance that takes into account economic, social or psychosocial aspects.

- Economic: to support returnees to establish economic self-sufficiency

- Social: to help ensure access to and provide referrals for services, in particular housing, education, legal, health and other public infrastructure services within the community, such as food and water.

- Psychosocial: to support returnees' state of well-being (including emotional, behavioural, and cultural aspects) and their ability to (re)form positive social relationships and networks.
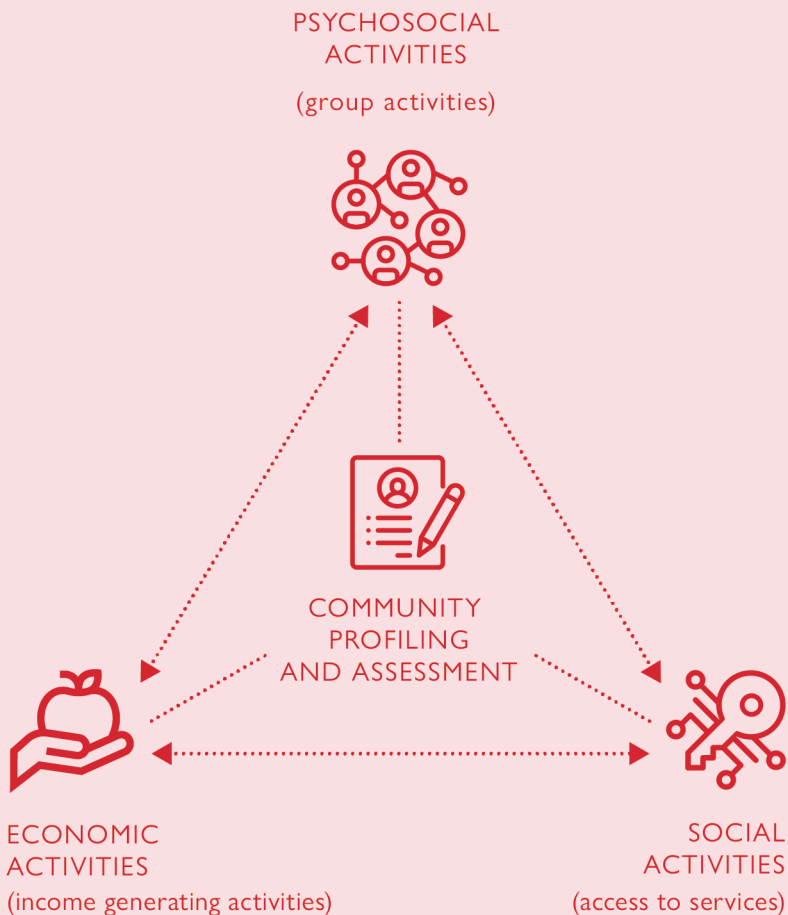
3. Follow-up

Once agreed between a case manager and returnees, follow-up should ensure the reintegration plan is implemented. Face-to-face 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.

4. Closure

The case should be closed usually when the duration of support has ended, the returnee no longer meets the criteria for case management support, a returnee chooses to stop receiving support, leaves the area, or dies. Planning and preparing for the time when support will come to an end, and communicating on this, is an important part of reintegration assistance.

REINTEGRATION ASSISTANCE AT THE COMMUNITY LEVEL

COMMUNITY PARTICIPATION AND ENGAGEMENT

PSYCHOSOCIAL
ACTIVITIES

(group activities)

COMMUNITY
PROFILING
AND ASSESSMENT

ECONOMIC
ACTIVITIES
(income generating activities)

SOCIAL
ACTIVITIES
(access to services)
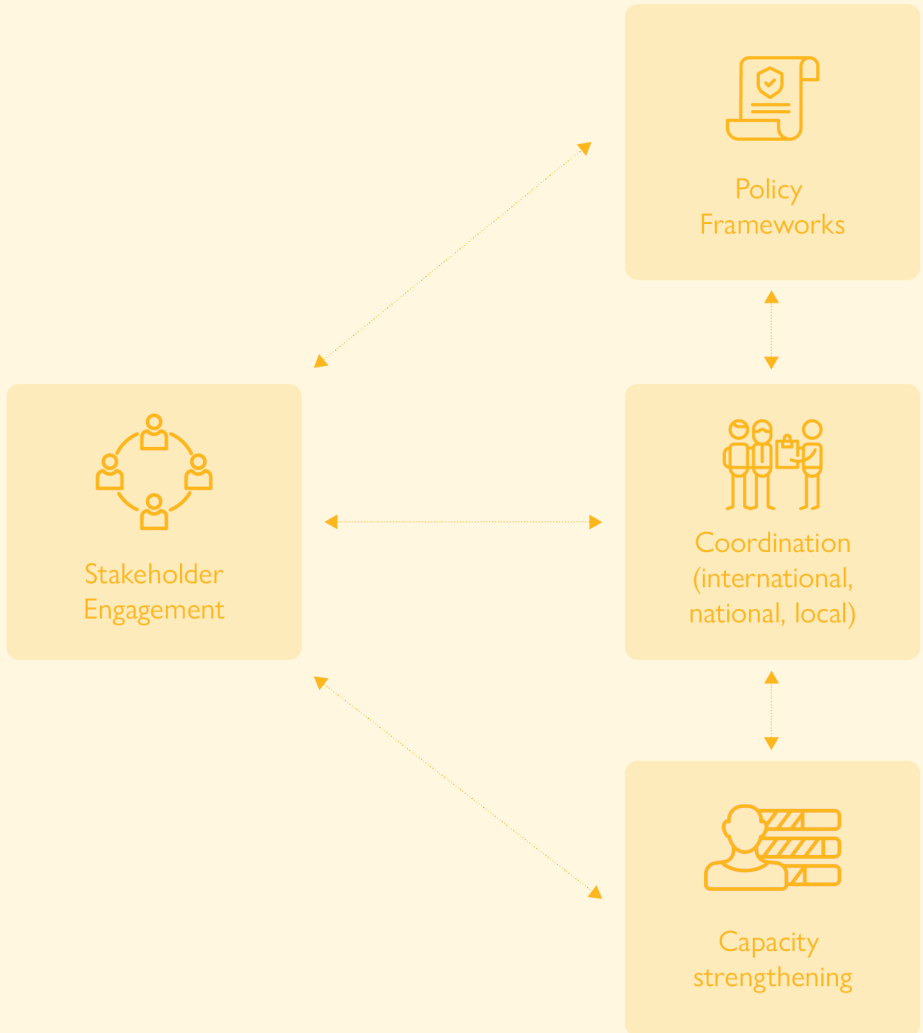
3. REINTEGRATION ASSISTANCE AT THE COMMUNITY LEVEL

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 in a specific community, because community-based reintegration can address tensions between returnees and local communities or serve as extra capacity when a community has been stretched to accommodate returnees' needs.

Community profiling and assessments should take place to inform and define the specific community-based reintegration initiatives to develop. Reintegration assistance at the community level focuses on economic, social, and psychosocial activities, which tend to be inter-related.

- Initiatives addressing the economic dimension can include, group income generating activities, community-based local development and livelihood activities and community financial support activities, among others.

- Initiatives addressing the social dimension look at strengthening social service accessibility and provision at the community level such as through support to housing, education, health, public infrastructure and safety or justice and rights.

- Initiatives addressing the psychosocial dimension include community mobilization and sensitisation activities, peer support mechanisms and groups and the creation of community networks.

Community-based reintegration must occur through community participation and engagement at all stages. Participation (personal involvement in assessment and decision-making around reintegration) can increase the sense of empowerment, self-reliance and ownership over the process. It also 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.

REINTEGRATION ASSISTANCE AT THE STRUCTURAL LEVEL

Policy Frameworks

Stakeholder Engagement

Coordination (international, national, local)

Capacity strengthening

4. REINTEGRATION ASSISTANCE AT THE STRUCTURAL LEVEL

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.

The different levels of assistance interact and reinforce each other. For example, the presence of robust institutional policy frameworks on reintegration also facilitates more targeted and tailored individual services to returnees, as well as offers an enabling environment for impactful community-level interventions.

All interventions at structural level will start with fostering stakeholder engagement. Following the stakeholder mapping carried out during the design stage, an engagement and communications strategy needs to be defined for the various groups of stakeholders mapped.
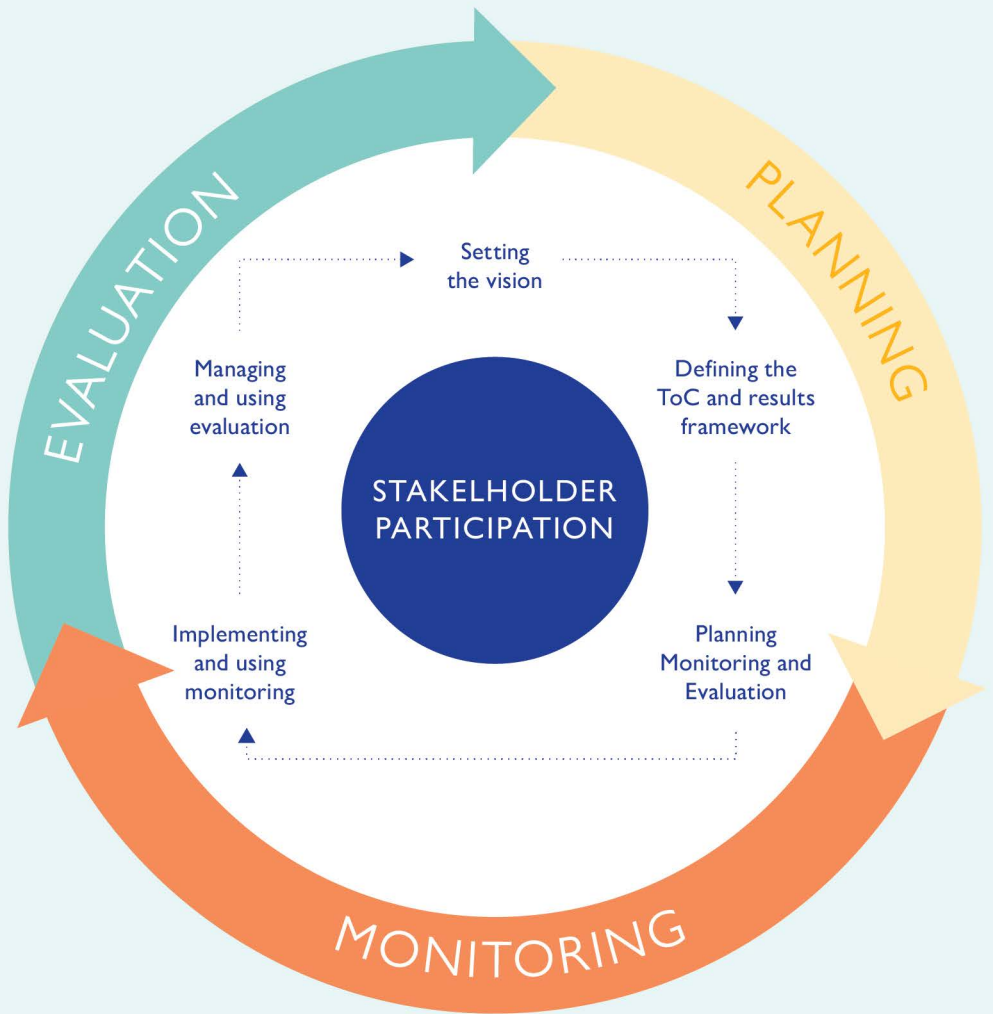
Capacity strengthening for reintegration programmes involves strengthening the skills, structures, processes or resources of key stakeholders so they can facilitate the sustainable reintegration of returnees. It can be targeted at any stakeholder that plays a role supporting reintegration, who are motivated to support reintegration but have identified capacity gaps.

Strong coordination supports efficient and sustainable reintegration programming and can be at the international, national or local levels. Governmental coordination capacities can be dispersed in various government agencies and offices. When the country of origin already has dedicated coordination mechanisms for migration-related issues, the aim is to strengthen them. However, if limited or no coordination mechanisms are in place, it is necessary to support the establishment of a new dedicated coordination structure.

Helping all stakeholders understand their roles and relationships with other actors facilitates the development of standardised processes.

Reintegration should be embedded in national migration and development strategies and in relevant sectoral policies in the country of origin. This can be achieved through the revision of existing policy frameworks or through the development of new reintegration-friendly policies. A whole-of-government approach is necessary to support sustainable reintegration. It should be reflected throughout national and local legislation, policies and programmes.

THE MONITORING AND EVALUATION CYCLE

EVALUATION

PLANNING

MONITORING

Setting
the vision

Managing
and using
evaluation

Defining the
ToC and results
framework

STAKELHOLDER
PARTICIPATION

Implementing
and using
monitoring

Planning
Monitoring and
Evaluation

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Monitoring and Evaluation (M&E), including data collection, analysis and learning, are key processes that help implementers and other stakeholders understand the outcomes of reintegration programmes on returnees, communities and countries of origin. They can support the improvement of reintegration programmes and their outcomes. The chart on the left shows the M&E programme cycle.

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 a programme's objectives, intended outcomes, logical thinking and assumptions. This facilitates the monitoring and evaluation 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.

With the results framework in place, planning for M&E can take place through a results framework or logical framework that clearly formulates intended results, outlines targets and specifies how to plan for success and achieve results. 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.

Monitoring reintegration programming requires systems and practices to collect and analyse data based on established monitoring frameworks. Monitoring should be ongoing throughout programme implementation to identify common obstacles; findings should be reported back to programming staff and partners so the information can be used for programme improvements.

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.

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.

Central to the M&E cycle is stakeholder participation to promote accountability. Stakeholder involvement is critical for a smooth reintegration process overall, including for M&E. This includes designing the programme theory and collecting data in a participatory way as well as sharing findings and lessons learned. It is important to be transparent and take feedback into consideration, and report back on what happened to stakeholders.

CHILD-SENSITIVE REINTEGRATION ASSISTANCE AT THE INDIVIDUAL LEVEL

IDENTIFICATION AND REGISTRATION

- Identify child in host or transit country
- International or regional child rights legislative framework
- Child-sensitive safeguarding protocols for migrant children and families

ASSESSMENT

- Best Interest Assessment comprehensively assesses individual child or family and community vulnerability and needs pre-departure in host or transit country or at reception in the country of origin
- Facilitate child participation in the assessment process
- Assess social, psychosocial and economic needs of the family in the country of origin
- Assess country of origin context, referral network and infrastructure (structural context)
- Coordinate cross-border, consent and data management issues, pre-departure and after arrival in country of origin
- For unaccompanied minors, identify family or guardian, trace and assess the appropriateness of reunification

REINTEGRATION PLANNING

- Create individualized reintegration plan addressing the economic, social, psychosocial needs at the individual child, family and community level
- Facilitate child participation in reintegration planning
- Create short-term (one-off or several weeks) versus long-term (several months or 1–2 years) sustainable reintegration plan

CASE CLOSURE

- Measure and document sustainable reintegration success for children/families in their communities
- Use standardized indicators for sustainable reintegration which informs when reintegration support ends
- Document good practice to informing structural intervention and policies which reinforce sustainable reintegration
- Facilitate child participation in determining when to end assistance

FOLLOW-UP AND REVIEW

- Monitor and follow up on individual child and family reintegration plan and assessing ongoing vulnerability
- Engage child protection community-based structures in monitoring and follow up
- Agree and develop monitoring and evaluation tools and protocols and frequency for follow up
- Coordinate with child protection and multi-sector actors which will be involved in future child-focused monitoring and follow up
- Facilitate child participation in the follow up and review process

IMPLEMENTING THE REINTEGRATION PLAN

- Engage referrals and community-based support and local community protective mechanisms
- Coordinate between relevant child and family-focused referral network actors and community-based structures
- Engage across education, health, social protection, access to justice and other related sectors
- Facilitate child participation in implementing the reintegration plan

A child rights approach to reintegration begins with a return decision arrived at in line with the child's best interests. Children who are returning as part of a family unit should be treated as individual rights holders, including applying the 'best interests' principle at all times. Sustainable reintegration is reinforced by supporting pre-departure planning where possible, and promoting cross-border cooperation between child protection, social welfare, immigration and other authorities. While forced returns are never assessed to be in a child's best interests, children and families that have been forcibly returned still need to be identified and assisted, by child protection and social welfare authorities, to reintegrate in their communities of origin.

Implementing an integrated approach through a child-rights and child-sensitive lens calls for an examination of the impact on the child of the role of families, of child protection and social welfare authorities, schools, communities, and policies and legislation.

The chart on the left shows how reintegration assistance at the individual level needs to be adapted when working with children. A child rights approach to reintegration addresses the child's immediate and long-term needs within the framework of the United Nations Convention on the Rights of the Child. These needs include nurturing relationships, social, emotional and life skills, and access to education, health, economic and community participation of the family or caregiving unit as the child develops. A Best Interest Assessment is key in comprehensively assessing the individual child or family needs and can be repeated several times before a case is closed.

At the community level, reintegration assistance supports the ecology around the returning family and child. It promotes the participation of children and families with their communities of return to meet their needs and concerns.

At the structural level, focus will be on creating a conducive environment for the design and implementation of child and family-focused reintegration.