SETTING STANDARDS FOR AN INTEGRATED APPROACH TO REINTEGRATION
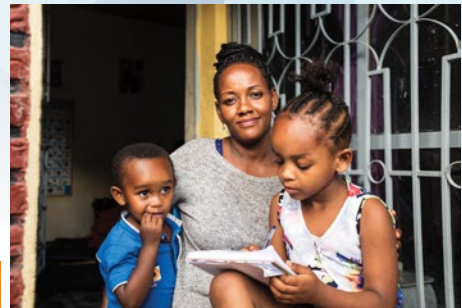
Summary Report

MEASURE

Mediterranean Sustainable Reintegration (MEASURE Project)

Pilot project to foster the sustainability of reintegration support in the framework of Assisted Voluntary Return and Reintegration (AVRR) in the Mediterranean

Acknowledgements

This summary report – and other components of the study, including a full report and country reports – were researched and authored by Samuel Hall.

We naturally thank the returnees themselves, along with their families and friends, who participated in the research and accepted to bring on board members of their ecosystem to share details about their return and reintegration journey – from the highs to the lows, from the admissible components of their everyday lives, to the less easily spoken and often hidden aspects of economic, social and psychosocial wellbeing. They participated in visualising their reintegration process, sharing private and public moments, as well as economic, social and psychosocial obstacles. They all are willing to receive support – yet this assistance often ends too soon. This reports presents recommendations to support them when they need it the most.

Introduction

Setting the scene: A global context of returns

"Return migration is the great unwritten chapter in the history of migration. (...) Studies have focused on departure, the migration journey, arrival, settlement and 'integration'; rarely on return. Often one finds, perhaps hidden in a footnote, the lament that 'little is known of those who returned'.[1] "

In a critical analysis of return and reintegration published in September 2016 in the Migration Policy Practice, Majidi and Hart state that now is the time to rethink return and reintegration policies. "What is needed is an agenda not centred on states' priorities but an agenda centred on people, contexts and coordination around return".[2]

Return migration remains the least studied part of international migration, a relatively new area of migration that does not have a standard meaning in national or international policy or law. There are no accurate global estimates of return migration due to a general lack of data, and lack of agreement on definitions. Returns can be spontaneous, initiated by the migrant and without state involvement. Yet, returns are now also organised by states, notably with the support of international and non-governmental organisations, through assisted voluntary return programmes and through repatriation programmes for refugees returning home. What are the implications for international organisations facilitating returns, as well as populations and countries on the receiving end? The aim of this research is to develop standards that guide practitioners and best support the lives of returnees, preparing them for return and reintegration, with their economic, social and psychosocial wellbeing in mind.

The Assisted Voluntary Return and Reintegration (AVRR) programmes of the International Organization for Migration (IOM) began in 1979. While on average, 35,000 returnees were recorded annually, the numbers in 2016 reached over 98,000 returns.[3] The spike in numbers required a different approach, in an effort to solidify programmes that had, until now, functioned differently in each operational context. IOM initiated the revision of its approach to reintegration in 2017, starting with a revised definition of sustainable reintegration that takes stock of the literature and evidence on returns. It acknowledges that reintegration in the context of AVRR is multi-dimensional, and that continued mobility – in safety and dignity – can be considered an outcome of return, putting an end to a sedentary view of returns and recognising mobility as a necessary coping strategy.

> "Reintegration can be considered sustainable when returnees have reached levels of economic self-sufficiency, social stability within their communities, and psychosocial wellbeing 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." (IOM, 2017, *Towards an integrated approach to reintegration in the context of return*)

---

[1] King R. (2000) "Generalizations from the History of Return Migration", in Return migration: a journey of hope or despair? Ghosh Bimal (ed.), IOM, p.7
[2] Majidi, N. and Hart, L. (2016) "Return and Reintegration to Afghanistan: policy implications" in MPP Vol. VI No. 3, June-Sept. 2016, p.40
[3] IOM (2017) "Assisted voluntary return and reintegration – 2016 Key Highlights"
https://www.iom.int/sites/default/files/our_work/DMM/AVRR/AVRR-2016-Key-Highlights.pdf

Key Terms

ASSISTED VOLUNTARY RETURN AND REINTEGRATION

"Administrative, logistical, financial and reintegration support to rejected asylum seekers, victims of trafficking in human beings, stranded migrants, qualified nationals and other migrants unable or unwilling to remain in the host country who volunteer to return to their countries of origin." (IOM Glossary)

COMPLEMENTARY APPROACH

An approach translates a clearly defined programming goal, and includes a set of possible activities or initiatives. A complementary approach is identified here as a programme with goals and methods that can inform and strengthen AVRR programming.

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 (re)migration drivers. Having achieved sustainable reintegration, returnees are able to make further migration decisions a matter of choice, rather than necessity." (IOM, 2017)

INTEGRATED APPROACH TO REINTEGRATION

An integrated approach to reintegration recognises the need for holistic interventions at three levels – individual, community, and structural – to ensure sustainability, and across three dimensions: economic, social and psychosocial.

Inspired by reflections from academia, practice and policy, the revised definition broadens the scope of AVRR. This report summarises key findings for an operationalisation of this vision. Key shifts to the revised approach to reintegration include:

1.   A multidimensional approach to reintegration: beyond economics

Inspired by Amartya Sen's understanding of poverty as a multi-dimensional process (not solely based on income but based on three dimensions of poverty – health, education and living standards), much work has been done to adapt this framework to studies of migration and return migration. In 2015, Koser and Kuschminder developed a founding and comprehensive definition of sustainable return migration, namely that the "individual has reintegrated into the **economic, social** and **cultural** processes of the country of origin and feels that they are in an environment of **safety** and **security** upon return".[4]

2.   An ecosystem approach to reintegration: beyond the individual

The terms sustainable return and sustainable reintegration have often been used interchangeably in the literature, but it is vital to distinguish both concepts. "Return" limits our understanding of the processes and implies that further migration is a sign of the failure of the reintegration process, while "reintegration" highlights the two-sided process occurring between the returning migrants and the communities to which they return. As reintegration happens within the community and the country of origin, across economic, social and psychosocial dimensions, different levels of interventions are required. The revised definition acknowledges that individuals return to specific contexts and socio-cultural environments. With that in mind, multiple levels of intervention are now recognised as equally important. These levels are the:

a.   **Individual** support to address the specific needs of beneficiaries and households[5]
b.   **Community**-based assistance to foster a participatory approach in the reintegration process, where families and communities are involved and their specific needs and concerns addressed
c.   **Structural** interventions to improve the provision of essential services for returnees and non-migrant populations alike, and to promote good governance of migration[6]

Returnees often find themselves challenged by the same factors that drove them to migrate in the first place.[7] To avoid putting the onus of reintegration on individuals, partners engaged in AVRR must make efforts to advocate for change at all levels.

3.   An evidence-based approach to measuring and monitoring reintegration: what happens post-return

This research concludes by setting standards for a harmonised data collection and monitoring and evaluation system, both on different levels (individual and community) and dimensions (economic, social and psychosocial). With such tools, IOM can set a strong evidence-based approach for its reintegration interventions in the field of AVRR, and set an example for governments and stakeholders engaged in return. This will not only inform future programming, but will also allow for greater advocacy on return migration based on the knowledge of what works and does not work in the field of reintegration. It will require significant political and financial commitment to reintegration, beyond return.

---

[4] Koser, K. and Kuschminder, K. (2015) "Comparative Research on the Assisted Voluntary Return and Reintegration of Migrants" IOM, p.8
[5] Depending on circumstances, families may either be part of the returnees' target group (when they also returned from the host country with the main beneficiary) or the communities target group (if they remained in the country of origin).
[6] IOM (2017) "Towards an integrated approach to reintegration in the context of return migration"
https://www.iom.int/sites/default/files/our_work/DMM/AVRR/Towards-an-Integrated-Approach-to-Reintegration.pdf
[7] Schuster, L. and Majidi, N. (2015). Deportation stigma and re-migration. Journal of Ethnic and Migration Studies, 41(4), 635-652

An integrated and multidimensional approach to reintegration in the field of AVRR

This research presents standards and improved processes in reintegration programming to protect returnees' rights, to adopt a community-based approach and to foster the sustainability of reintegration[8] support in the framework of AVRR. A joint effort between IOM and Samuel Hall aims at operationalising a comprehensive approach to reintegration, based on a revised definition of sustainable reintegration, which extends beyond the individual to communities and the structural context; looking beyond the economic dimension of reintegration to its social and psychosocial dimensions.[9]

This research presents three steps to transform the revised definition into an operational reality:

1. A comprehensive framework towards reintegration sustainability, including guidelines and tools
2. Complementary approaches tested in the field to strengthen reintegration programming
3. A feasibility grid to guide IOM staff in the planning of reintegration programming in the field of AVRR

Together, these steps provide the foundations to operationalise IOM's integrated approach to reintegration. The emphasis is placed on standards and tools for IOM staff to work together with returnees on their reintegration plans, keeping in mind programmatic options and country contexts.

Methodology

This research was conducted between February - August 2017 with 290 AVRR beneficiaries and 212 community leaders in the quantitative survey, 20 case studies and 16 focus groups with returnees, their families, friends and peers, and 96 key informant interviews across five countries: Afghanistan, Ethiopia, Iraq, Senegal and Somalia.

Desk-Based Research

- *Taking stock of key standards and indicators to measure sustainability used by actors in the field of return and reintegration*

- *Identifying complementary approaches*

Fieldwork in 5 countries

In Afghanistan, Ethiopia, Iraq, Senegal, Somalia:

- *Quantitative data collection (phone-based surveys)*

- *Qualitative data collection (case studies, focus group discussions, key informant interviews)*

Validation Workshops

Workshops with relevant IOM staff and stakeholders in Afghanistan, Iraq and Senegal in July 2017

- *Review of the findings*

- *Feasibility analysis of the complementary approaches*

Figure 1. Methodology

---

[8] *IOM (2017) "Towards an integrated approach to reintegration in the context of return"*
[9] *The terms "psychosocial" and "psychological" are both used in this report. "Psychosocial" is a broad dimension of sustainable reintegration that encompasses the emotional, mental, and psychological elements of reintegration. "Psychological"-related needs, such as the need for therapy due to a mental health concern, are just one component of the broader psychosocial dimension.*

Structure of the report

This is the summary to a full report - *Setting Standards for the Operationalisation of an Integrated Approach to Reintegration* - which will be used as a programming and advocacy tool to improve sustainable reintegration of migrants assisted through AVRR programmes. The main findings and recommendations are compiled in this summary report:

SETTING STANDARDS — 1	**Measuring reintegration outcomes for AVRR beneficiaries is a responsibility** that involves using qualitative and quantitative tools to understand the returnees' and communities' path towards economic, social and psychosocial wellbeing.
ANALYSING AND MEASURING REINTEGRATION — 2	
ASSESSING THE FEASIBILITY OF COMPLEMENTARY APPROACHES — 3	**This work is the result of fieldwork in 5 target countries across three dimensions** – economic, social and psychosocial – of reintegration to provide an AVRR toolkit for IOM operations globally.

I. SETTING STANDARDS ON REINTEGRATION PROGRAMMING

The strengthened reintegration approach puts forward a set of standards to guide AVRR programming globally. To fulfil IOM's multi-dimensional and integrated approach to reintegration programming, AVRR needs to adhere to three sets of standards:

1. **Overarching standards -** based on IOM existing standards and operational constraints
2. **Programming standards -** based on migrant trajectories within their ecosystem of return
3. **Measurement standards -** to assess post return outcomes

This process is informed by a literature review conducted by the research team on sustainable reintegration, and by the insights voiced by Key Informants during the inception phase. The research team reviewed a total of 157 relevant individual papers as part of the desk review for this research.

"No two AVRR programmes are alike", is a common statement heard from IOM staff. There are differences between the expectations and mandates of actors regarding return and reintegration programming with "different understandings of what return and reintegration"[10] should entail.[11] In response to this context, IOM's revised reintegration approach in the field of AVRR should uphold:

---

[10] *Sinatti, G. (2015) Return migration as a win-win-win scenario? Visions of return among Senegalese migrants, the state of origin and receiving countries. Ethnic and Racial Studies, 38(2), 275-291*
[11] *IOM Headquarters respondent, Key Informant Interview, March 2017*

- A **protection approach** to "contribute to the protection of migrants and their rights" and to promote "their dignity and wellbeing, as well as the respect, protection and fulfilment for and of their rights".[12]
- An **individual and community-centred** approach: aiming for the wellbeing of individuals as well as the communities to which they return.
- A **partnership** approach based on effective partnerships with "states and their neighbours, subnational authorities, local communities, migrants and their families, diasporas, employers and unions".[13]
- A **state-support** approach to avoid the risk of **substituting governments' function and responsibility** and to avoid creating dependence on external assistance.[14]
- A **beneficiary-centred** approach involves migrants/returnees, their families and communities, in the design and implementation of AVRR interventions, ensuring feedback loops and learning.

Standards are required at three levels to guide AVRR globally.

OVERARCHING STANDARDS

1. Understand the complexity of individual returnee situations
2. Uphold protection standards and safeguards
3. Prioritise and introduce sustainability early in programming
4. Engage with governments
5. Engage with communities

PROGRAMME DESIGN STANDARDS

1. Adapt to the local context
2. Promote a beneficiary-led plan: involve returnees in design
3. Uphold a case management approach
4. Link IOM offices in countries of host/transit and origin
5. Integrate various programme elements (laddering support)

MEASUREMENT STANDARDS

1. Use a standard set of indicators on three dimensions
2. Include objective and subjective indicators
3. Settle on common monitoring criteria
4. Plan a graduation approach to reintegration
5. Emphasise feedback loops and learning

---

[12] IOM (2015) "IOM Policy on protection", p.4 https://governingbodies.iom.int/system/files/en/council/106/C-106-INF-9-IOM-Policy-on-Protection.pdf
[13] IOM (2017) "Migration Governance Framework" https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf
[14] DEVCO (2015) "Study on the results and impact of EU development cooperation-funded projects in the area of voluntary return and reintegration"

Qualitatively: Two models for an analysis of reintegration across time and space

We propose a set of qualitative tools to support returnees' reintegration plans. These tools are part of the recommended case management approach (see section III). They reinforce the ability to evaluate post-return realities, provide the evidence-base to improve a reintegration programme, and accompany returnees in an uneven journey 'home', making them more resilient and better supported. The reintegration monitoring process should comprise two qualitative tools to ensure that programming is adjusted to a person's reintegration "highs" and "lows" as experienced by returnees, and to tailor interventions through a dynamic case management response.

> *The reintegration process is not linear* (i.e. returnees do not start from a low place and steadily become more reintegrated), but rather has a variety of key "up" and "down" moments over time. The high points ("up times") represent the best times a returnee has had since his or her return, while the low points ("down times") represent the worst times a returnee has had since his or her return. IOM and its partners need to address the low points and build on the high points to render reintegration sustainable.

1.   **The W Model**
     a. Rationale and how-to-use
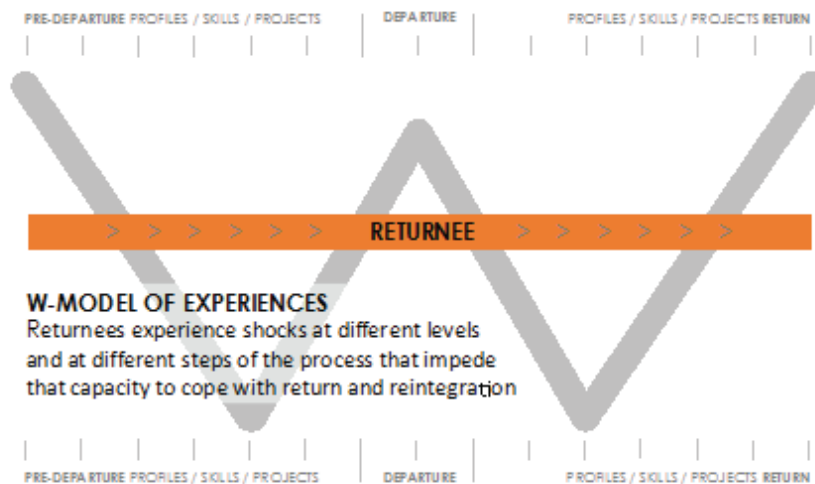
Figure 2 The W Model of Reintegration Experiences: pre-departure, departure and return

The W Curve Model (of settlement/(re)integration)[15] explains the process in which newcomers experience (re)integration (or lack thereof) in their new environment. It allows the identification of **the key moments that shape returnees' experiences of reintegration,** essential elements for project development and monitoring purposes. The case worker or reintegration officer can use the W model to identify the key challenges and opportunities experienced by the beneficiary in a timely manner, and to select the relevant complementary approaches to be adopted. The W model can help IOM identify trends in beneficiaries' experiences, while highlighting the unique nature of each beneficiary's experience with pre-existing skills and capacities, with unique social networks, and within a given community.

---

[15] *"The circumstances under which one came to and left the host country, and the living conditions abroad, the conditions under which the return took place matter" in the migrant trajectory. The migration trajectory can be conceptualised through the W model developed by Gullahorn and Gullahorn (1963) in Gullahorn, J. T., & Gullahorn, J. E. (1963). An extension of the U-curve hypothesis. Journal of social issues, 19(3), 33-47*

Several trends emerged from this research by using the W model. Returnees were all able to discuss specific periods during the reintegration process where they had experienced a "low" point, or dip, based on their individual, community and country context.

Returnees generally responded positive to the initial reintegration phase (for example, being reunited with family) **but reintegration low points emerged soon after return, namely:**

1. **After 1-2 months, and**
2. **After about 5-6 months.**

> *"I have a small shop of electrical equipment. When I came back from Greece, IOM helped me to establish this small business. It was very useful at the beginning but then started to go bad with time due to the economic environment in Kurdistan."* **(**Male respondent, 17, **Iraq Focus Group Discussion 1)**

Over time, AVRR beneficiaries reported:

- **Tensions with their families** that led to a "down" moment. It was common for returnees to discuss prejudice and misperceptions of returnees: for example, the perception of returnees as "failures".[16]
- **Ups and downs recorded in access to services:** a family that may initially be able to send their children to school using a reintegration assistance grant may lose access to education once the grant has been fully disbursed.
- **Different patterns in their psychosocial reintegration:** many returnees discussed psychological distress and needs that they had initially upon return (and even before return), which remained untreated and fluctuated over time.
- **Variations in their economic reintegration,** particularly regarding income-generating activities. One case study respondent said that a "high" point was receiving their reintegration grant; a "low" point was finding out that the grant amount was lower than what other people received; another "high" point was using the reintegration grant to buy a car to start a business; and another "low" point was the debt that the family incurred to contribute to the business funding.[17]
- **Lack of basic means to cope with external shocks.** Respondents shared experiences of getting into debt to pay for a relative's medication, threatening their ability to successfully run a business.[18]

> *"Our children cannot go to school – we cannot afford the school fees and the Quranic school is currently closed. They stay in the house all day"* **(Female respondent, Somalia, Case Study 1)**

These ups and downs reveal concrete needs of AVRR beneficiaries, currently unaddressed, and opportunities for IOM's interventions beyond the traditional reintegration approach. These experiences of reintegration, visualised through the W model, speak to the need for a tailored, integrated approach to reintegration through case management. Each high and low can either be supported or corrected through timely diagnosis and response.

The following W models on the next two pages are an excerpt from case studies in Afghanistan and Senegal. AVRR beneficiaries were interviewed alongside their family and peers, confirming the ebbs and flows in the post-return situation.

---

[16] *While deportees were not the object of this research which focused on AVRR beneficiaries, the research team's experience on the topic highlights that such feelings of stigmatisation and failure are even more exacerbated when migrants are forcibly returned.*
[17] *Somalia Case Study (CS 1), Female respondent*
[18] *Afghanistan Case Study (CS 2), Male respondent*

RETURN TO COUNTRY — PRESENT

"I reconciled with my mother and my brother" (CS1)

"I got into a fight with my mother" (CS1)

"My family was very happy to have me back! Especially my sick daughter" (CS2)

"Our enemies are still looking for us, we hide from them. I don't participate in ceremonies because of my enemies." (CS2)

"I feel secure when I am at home." (CS2)

"My only "up time" is when I am close to my family. I live in a rental home." (CS2)

"I had a fight with my brother and stopped going to social gatherings." (CS1)

"I went to a wedding ceremony – it was the first time since I had returned" (CS1)

"My son disappeared" (CS2)

"One of my school and childhood friends told me that there is no shame in doing labour work. I'm so happy to have friends and a brother to work with" (CS3)

"When I came back, relatives and friends gave me so much value and respect. I brought back gifts for them. And finally my two children were born" (FGD1-2)

"I became so upset that I couldn't even do daily work. I had to leave my village" (CS3)

"I couldn't come out of my home due to shame. Most people used to give me sarcasm" (CS3)

"One of my biggest happiness is that I go to university to get a degree and get a good job in the future" (CS3)

"Still, the Taliban send me messages." (CS3)

"Their love started to turn into hate. Relatives and friends are scared that I would expect a loan from them. I am friendless." (FGD1-2)

School friends "showed me a way, I did not feel alone" (CS3)

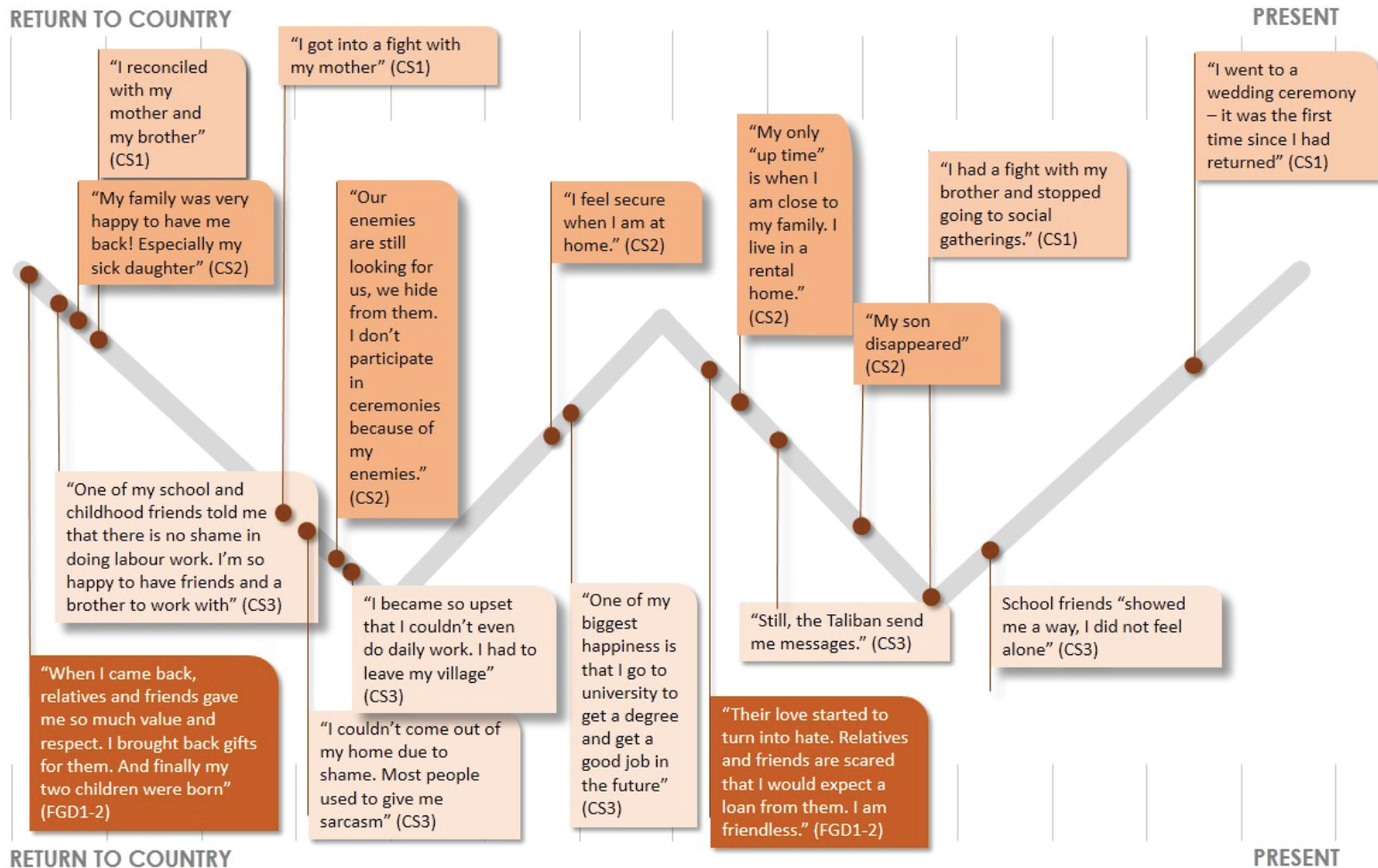RETURN TO COUNTRY — PRESENT

Figure 4 The W Model of Reintegration Experiences: An example of the Psychosocial Dimension, Afghanistan, AVRR returnees

Case studies (CS) were conducted with family and friends joining the main respondent; while focus group discussions (FGD) were groupings of 5-7 AVRR beneficiaries. They have been coded to maintain the anonymity of respondents and colour coded.
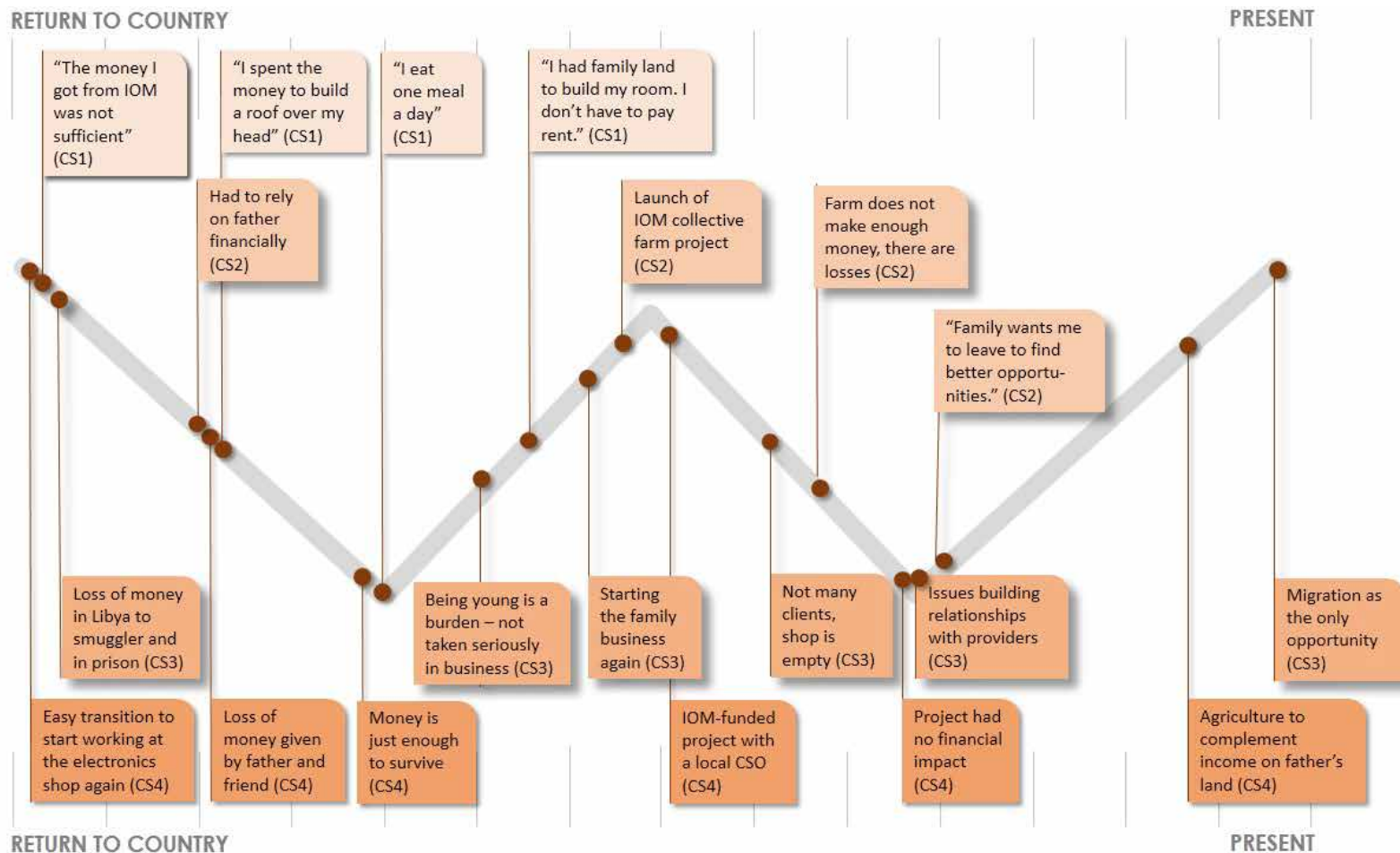
RETURN TO COUNTRY   PRESENT

"The money I got from IOM was not sufficient" (CS1)

"I spent the money to build a roof over my head" (CS1)

"I eat one meal a day" (CS1)

"I had family land to build my room. I don't have to pay rent." (CS1)

Had to rely on father financially (CS2)

Launch of IOM collective farm project (CS2)

Farm does not make enough money, there are losses (CS2)

"Family wants me to leave to find better opportunities." (CS2)

Loss of money in Libya to smuggler and in prison (CS3)

Being young is a burden – not taken seriously in business (CS3)

Starting the family business again (CS3)

Not many clients, shop is empty (CS3)

Issues building relationships with providers (CS3)

Migration as the only opportunity (CS3)

Easy transition to start working at the electronics shop again (CS4)

Loss of money given by father and friend (CS4)

Money is just enough to survive (CS4)

IOM-funded project with a local CSO (CS4)

Project had no financial impact (CS4)

Agriculture to complement income on father's land (CS4)

RETURN TO COUNTRY   PRESENT

Figure 5 The W Model of Reintegration Experiences: An example of the Economic Dimension, Senegal, AVRR returnees

1. The Ecosystem Approach
a. Rationale and how-to-use

The ecosystem approach can be used by case workers or project officers to identify the enablers and inhibiters of sustainable reintegration of returning migrants, and to engage with those actors through relevant complementary approaches presented in section III.

b. Analysis – highlights from country case studies

Fieldwork revealed three general trends:

- **The microsystem is supportive but difficulties arise within the mesosytem:**
  Returnees' direct family is usually positive towards return, but this is not the case beyond the immediate-family. While the microsystem is supportive, the mesosystem beyond the family should be invited to talk about issues of reintegration as they – neighbours, community leaders and elders, peers, civil society and community-based organisations – are the ones that are seen as judgemental of the return decision, and a possible obstacle to reintegra-tion as returnees tend to isolate themselves.

- **The urban/rural distinction matters, yet both offer limited community linkages:**
  In urban settings reviewed in this research, fieldwork revealed low social capital levels due to a riseof new neighbourhoods in cities, in part

Figure 6 The ecosystem approach to returnee reintegration

The reintegration process is not only an individual's story, so what is the best strategy to identify those supporting – or with the capacity to support – a returnee's reintegration? A common question across all country settings under review was how to best define 'the community' at a time when donors and programming require increasing levels of community-based interventions. To address this, the research team used an ecosystem approach to define returnee communities, by identifying, through qualitative research, the most relevant actors supporting (or representing an obstacle to) returnee reintegration. These actors were asked to join case study and focus group discussions around the W model and reintegration pathways to get their feedback and record their voices.

defined by weak relationships and weak trust among new arriving families, especially when compared to the more established neighbourhoods and villages of origin. In cities, the direct household plays an even stronger role in reintegration pathways.

- **Contacts with local organisations and authorities are limited – networks or referrals are lacking:**
  Respondents noted that after initial support from IOM to facilitate their reintegration, contact with the agency winds down. Most are not aware of any other organisations provid- ing services or assistance. Those that do have some knowledge of local organisations indicated that they focus on providing humanitarian assistance to internally displaced persons and refugees, not to returnees from abroad. As a result of the lack of networks or referrals to actors who could support them, there is a prevailing sense of despair and a lack of belief by individuals that they can themselves bring about positive change in their lives.
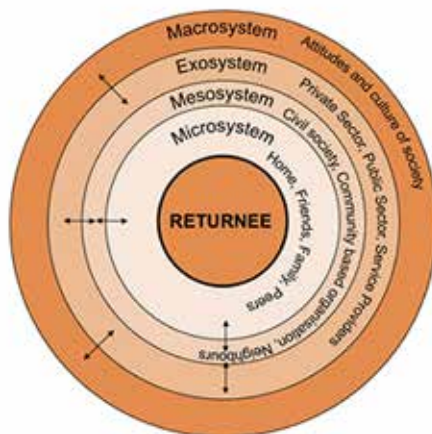
Quantitatively: Indicators to build a sustainable reintegration score

AVRR programmes' outcomes must be monitored and evaluated.[19] The research team has identified, tested and finalised a core set of indicators at the individual level and the community level to evaluate the level of reintegration sustainability achieved. These indicators address the current data and information gaps, and are recommended to be integrated globally, in all reintegration monitoring activities in the field of AVRR. The end goal is a reinforced knowledge of returnees' reintegration realities, and a stronger linkage between IOM and its partners, and between returning individuals and their communities. These indicators contribute to answering the question: has the beneficiary achieved a level of sustainable reintegration in the community to which they return?[20]

Interviews with IOM country and regional offices, including Monitoring and Evaluation (M&E) staff, indicate that IOM currently collects a significant amount of data from AVRR beneficiaries. Such data is not standardised due to varying donor requirements. The data is rarely compiled for global analysis beyond a given project or programme.

BUILDING A QUANTITATIVE MEASURE OF REINTEGRATION

To consistently track and analyse reintegration data, three tools will be used. IOM should consider a more robust emphasis on such data collection and management, to ensure consistent data quality and availability across country contexts.

INDIVIDUAL-LEVEL INDICATORS

Individual-level indicators track specific economic, social, and psychosocial challenges to sustainable reintegration, and can help guide an individual's reintegration plan.

COMMUNITY-LEVEL INDICATORS

AVRR interventions can be guided by a clear understanding of the community context, which can be gained from the outlined **community-level indicators.**
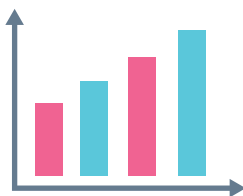
REINTEGRATION SCORING

These indicators feed into a **reintegration scoring**, which allows for an aggregated and standardised understanding of an AVRR beneficiary's level of reintegration.

---

[19] Scholars have long argued for the need for monitoring and accountability in post-return situations. See Paasche, E. (2014) PRIO Policy Brief 08, "Why Assisted Return Programmes Must be Evaluated: Insights from the project", Possibilities and Realities of Return Migration, Peace Research Institute Oslo
[20] While this set of sustainable reintegration indicators is to be used in post-assistance monitoring to assess the levels of reintegration sustainability achieved by beneficiaries across the economic, social and psychosocial dimensions, they could also serve, when resources allow to do so, to measure the baseline situations of returnees to better inform support interventions.

1. Individual Indicators: Building the AVRR Reintegration Score

Fifteen (15) field-tested indicators — measured by 29 elements — form the basis of a quantitative measurement of reintegration at an individual level. The measurement elements are based on the returnees' own perceptions of their environment or self-evaluation of their own situation.

INDICATORS	MEASUREMENT ELEMENTS
Economic Dimension	Measurement
1. Source of income	Currently working (No = 0, Yes=1)
	Owns a productive asset (0, 1)
2. Reliability and adequacy of employment or income generating activity	Not currently looking for a job (0, 1)
	5-point scale (0, .25, .5, .75, 1) based on self-perceived access to employment/trainings.
3. Debt to spending ratio	Household debt does not exceed monthly spending (0, 1)
	5-point scale (0, .25, .5, .75, 1) based on frequency of money borrowed (where 1 = never)
	Access to credit if needed (0, 1)
4. Food security	5-point scale (0, .25, .5, .75, 1) based on frequency family uses food coping mechanisms (where 1 = never)
5. Self-assessment of economic situation satisfaction	5-point scale (0, .25, .5, .75, 1) based on perception question of economic situation (where 1 = very satisfied)

Social Dimension	Measurement
1. Adequate housing situation	Access to housing (0, 1)
	5-point scale (0, .25, .5, .75, 1) based on quality of housing
2. Access to public services and social protection schemes	5-point scale (0, .25, .5, .75, 1) based on access to public services
	Ownership of ID documents (0, 1)
3. Access to effective remedies and justice	5-point scale (0, .25, .5, .75, 1) based on access to justice
4. Access to health services	Access to formal healthcare (0, 1)
	5-point scale (0, .25, .5, .75, 1) based on access to healthcare
	5-point scale (0, .25, .5, .75, 1) based on adequacy of health services
5. Access to education for school-aged children	All school-aged children enrolled in school (0, 1)
	5-point scale (0, .25, .5, .75, 1) based on access to education

| Psychosocial Dimension	Measurement
1. Social and community involvement	5-point scale (0, .25, .5, .75, 1) based on participation in community activities
	Has a support network (0, 1)
	5-point scale (0, .25, .5, .75, 1) based on feeling of belonging in community
2. Non-discrimination	5-point scale (0, .25, .5, .75, 1) based on frequency of experiencing discrimination (where 1 = never)
3. Considering further migration	Not intending to migrate again in next 12 months (0, 1)
	If intending to migrate again, plans to use regular/legal migration channels instead of irregular means of migration (0, 1)
4. Signs of distress	Not experiencing psychological distress (0, 1)
	5-point scale (0, .25, .5, .75, 1) based on lack of presence of tension in household
	Wants access to psychological services (0, 1)
5. Feeling safe and secure in daily activities	5-point scale (0, .25, .5, .75, 1) based on feeling safe and secure in daily activities

Using these indicators, practitioners can collect a range of monitoring data for each AVRR beneficiary.

–   **The global scoring system** can easily be deployed in all reintegration programming in the field of AVRR. This scoring system would particularly allow IOM to compare trends in AVRR beneficiaries' reintegration across country contexts and over time. Global reintegration scores are highly (though not perfectly) correlated with context-based reintegration scores.

–   **Country-specific scores** can be deployed in addition to (and not as a replacement for) the global scoring system based on the capacities and needs of IOM country offices. While both scoring systems can be used by case managers to understand how an individual is reintegrating, the context-based approach offers a better measure of how the individual reintegrates relative to the country conditions they face.

Understanding Reintegration Scores: Examples from the Data

On an individual level, reintegration scores can be easily visualised, as exemplified by the figures below. These images show the programmatic value of individual dimensional scores. For example, while a 44-year-old Ethiopian returnee is in need of significant assistance across all dimensions, scores show that he is particularly vulnerable in the economic dimension. A 24-year-old Iraqi returnee appears to be better reintegrated in the social and psychosocial dimensions, but requires support in her economic reintegration.
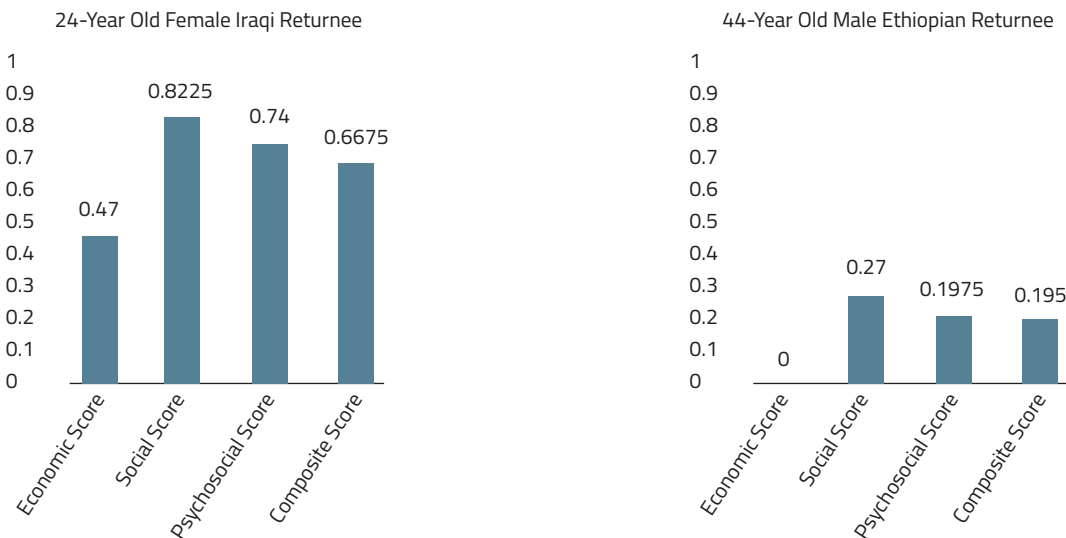
Figures 7 and 8. Reintegration scores for an Iraqi female returnee and an Ethiopian male returnee

Composite Reintegration Score: Figure 9 depicts the global weights for the composite reintegration score, i.e. the overall reintegration score across all dimensions. Similarly, scores can be calculated for each of the three dimensions to identify outliers and trends.
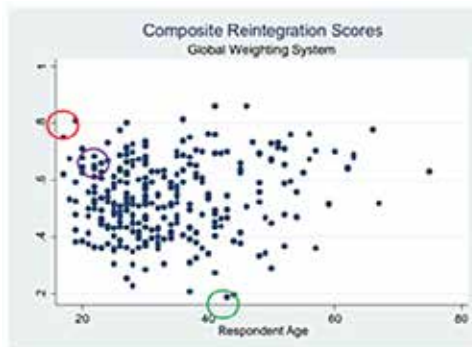

Figure 9. Composite Reintegration Score (Global Weights)

Link with IOM's Global Information System

MiMOSA (Migrant Management Operational System Application) is IOM's global information system. It allows field staff to capture information required for migrant processing. The quantitative tools discussed in this section are designed to link with MiMOSA in several ways:

- Data Management
- Reintegration Score Calculation
- Data Visualisation and Reporting
- Monitoring at the Provincial, National, and Global Levels. Findings can provide powerful evidence for practitioners to influence changes in policies and programming to enhance returnee protection and the sustainability of reintegration.

2. Community indicators

Community indicators also provide key information for understanding appropriate reintegration interventions. This requires mapping and profiling the "community" in each zone of intervention, as there cannot be a standard definition of a community applied across all contexts. Rather, a contextually relevant and culturally appropriate definition of community should be established in each context of return. Information obtained through community profiling can assist in the development of community engagement strategies. Tailoring projects to the needs and characteristics of specific communities will support overall project effectiveness.

Whereas individual indicators are designed to monitor and assess levels of reintegration of a specific beneficiary, community indicators are aimed at providing baseline information to IOM and partners. Such data would allow practitioners to contextualize their findings and to determine whether particular interventions are appropriate in a particular context. These indicators will allow case managers to construct a profile of the community of return and effectively communicate this information to an AVRR beneficiary in the pre-departure stage.

A total of 25 indicators have been identified as essential to provide for community profiles that can support reintegration programming in the field of AVRR, and are described below.

Economic Profiling	Social & Demographic Profiling	Community-Based Monitoring

1. Type of economic system (market, subsistence, mixed)
2. Type of economic actors
3. Type of employment and economic activities available
4. Rates of employment
5. Employer profile
6. Labour force profile
7. Access to credit
8. Community resources
	1. Age distribution
	2. Sex distribution
	3. Social activities
	4. Support networks
	5. Social inclusion
	  a. Signs of distress
	  b. Discrimination
	  c. Self-determination
	6. Accessibility of health care
	7. Ethnic distribution
	8. Educational achievement
	9. Migration rates
		1. Safety levels
		2. Income and employment
		3. Access to basic services (including housing, physical and mental healthcare, schools)
		4. Essential needs covered (food security, health, education, WASH, adequate shelter)
		5. Social participation and activities
		6. Land and tenure security
		7. Language(s) spoken
		8. Access to effective remedies and justice

16 complementary approaches to strengthen reintegration programming in the field of AVRR

As a prerequisite to strengthening reintegration programming, the research team has identified and tested complementary approaches to better, and more holistically, support the needs of returning migrants. In the preliminary phase of the desk review, two types of initiatives were identified:

- **Initiatives designed specifically for the reintegration of returnees** and implemented locally by civil society organisations (including diaspora groups), international organisations, the private sector, and local government bodies in host countries and countries of origin;
- **Initiatives developed in other fields of intervention to benefit reintegration processes**, such as lessons learned from labour market integration, emergency interventions, and development programming.

Most of these approaches have been already implemented in AVRR projects, although in a scattered and non-systematized manner. To adopt a comprehensive reintegration programme, there is a need to ensure the well-structured application of these practices in conjunction with one another. The aim is to go beyond one approach, one dimension and one AVRR programme, and to think more structurally about joint approaches, multiple dimensions and a partnership across actors at both structural and local levels.

A total of **16 complementary approaches** have been identified in **four categories** (presented in Figure 10):

1. Process
2. Programme interventions
3. Coordination and external engagement
4. Monitoring and measurement

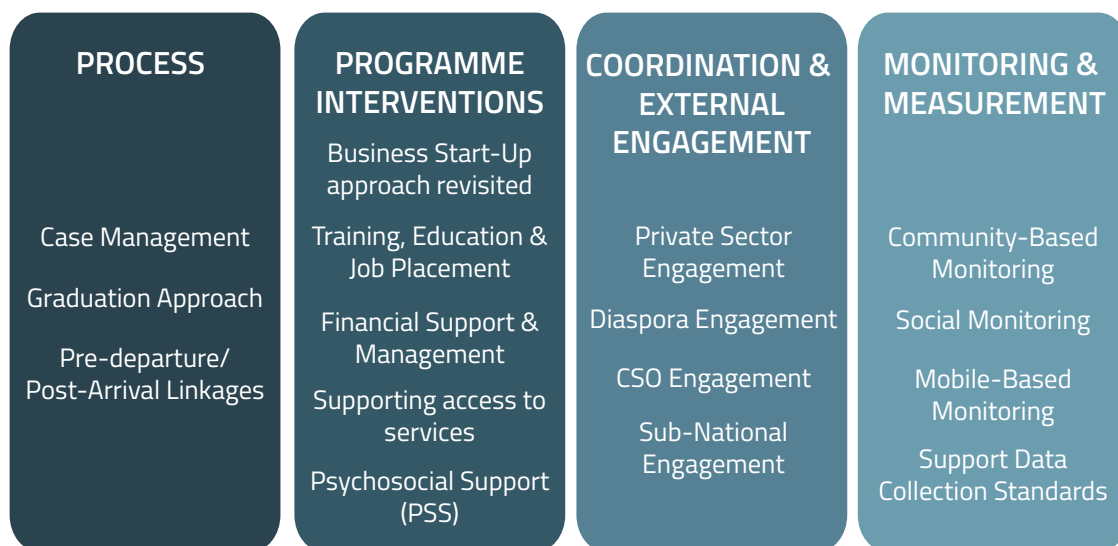| PROCESS	PROGRAMME INTERVENTIONS	COORDINATION & EXTERNAL ENGAGEMENT	MONITORING & MEASUREMENT
	Business Start-Up approach revisited		
Case Management	Training, Education & Job Placement	Private Sector Engagement	Community-Based Monitoring
Graduation Approach	Financial Support & Management	Diaspora Engagement	Social Monitoring
Pre-departure/ Post-Arrival Linkages	Supporting access to services	CSO Engagement	Mobile-Based Monitoring
	Psychosocial Support (PSS)	Sub-National Engagement	Support Data Collection Standards

Figure 10. A review of 16 complementary approaches alongside four categories of intervention

Category	Complementary Approaches of relevance to AVRR		Explanation
Process	1.	Case Management	The process of assessment, planning, monitoring, and linking returnees with referral and support services is done and led by a case manager who remains the trusted focal point.
	2.	Graduation Approach	A time-bound and sequenced model to accompany the reintegration plan for selected beneficiaries, by integrating additional support components tailored to their profiles.
	3.	Pre-Departure/Post-Arrival Linkages	Ensuring that reintegration plans are developed pre-departure to enhance returnees' level of preparedness and to allow case managers to further develop reintegration plans with the returnees.
Programme Interventions	4.	Business Start-up Approach Revisited	Strengthening the traditional business start-up approach with data and market assessments, comprehensive business plans, additional training, adjustments in funding, and inclusion of business incubators.
	5.	Training, Education and Job Placement	Identify actors and modalities for training, education and job placement, linking with employment or job counselling centres; facilitating educational re-integration and scholarships.
	6.	Financial Support & Management	Trainings to complement provision of grants, financial counselling, financial support groups, community-level and structural financial inclusion schemes.
	7.	Supporting Access to Services	Providing information and referrals, and when needed, physically accompanying returnees to remove administrative hurdles.
	8.	Psychosocial Support	Vetting of a Psychosocial Support (PSS) Provider in each return context to link livelihoods with PSS, counselling to the family before/after return, mentorship and buddy system.
Coordination & External Engagement	9.	Private Sector Engagement	Identifying private-public partnerships to support reintegration.
	10.	Diaspora Engagement	Mapping and identifying linkages with the diaspora to support reintegration.
	11.	CSO Engagement	IMapping of CSOs and capitalising on CSOs' presence and networks to provide support to returnees and expand IOM's access and monitoring capacity.
	12.	Sub-National Engagement	Linking reintegration programming in the field of AVRR with programming in other thematic areas; strengthening with existing coordination mechanisms; updating Information Management Systems, and mapping diaspora engagement.
Monitoring & Measurement	13.	Community-Based Monitoring (CBM)	Community monitors are included as key actors of the reintegration monitoring process. Local monitors trained by AVRR staff to triangulate information. Incentives can be non-financial.
	14.	Social monitoring	Extracting information from other IOM projects in other programmatic areas (e.g. DTM, CRM) and coordination mechanism sources to enhance learning and planning.
	15.	Mobile-based monitoring	Relying on mobile/SMS-based surveys for more effective monitoring and accountability.
	16.	Supporting data collection standards	Aligning AVRR data collection tools with measurement standards on reintegration (global and national).

Highlight: Case management approach
Rationale

Case management is "*a collaborative process that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet the client's health and human services needs*".[21] Case management is used in social work and for planning assistance to vulnerable populations in a range of fields. Adapted to reintegration, a successful case management approach should ensure that reintegration in the context of AVRR is:

- **Understood as a multi-dimensional process.**
- **Understood as a multi-stakeholder responsibility:** Beyond IOM's initiation of this process, a range of stakeholders are required to recognise and support the needs of returnees, with thorough assessment, planning, implementation, coordination and monitoring. As IOM alone cannot ensure full reintegration, participation of communities and stakeholders at a structural level is key.

> "*It is harder for women to return. We need projects specifically for women because we are more vulnerable. I think women are more vulnerable because there are many jobs that we cannot do. We are less independent than men – if there is a problem with the family, we cannot leave. I have no friends to go to if I fight with my relatives.*" **(**Female respondent, 23, **Ethiopia Case study 3)**

Conditions for feasibility: Human resources: Assigning case managers

IOM should assign each returnee with an external **"case manager"** – a revision from the current set-up of having one reintegration officer – who acts as the focal point for both the returnee and for other stakeholders, to oversee the process of assessment, monitoring, planning, advocacy, and linking returnees with referral and support services. The current AVRR practice approaches human resources from an operational perspective – most commonly through Operations Officers, Reintegration Officers or Reintegration Assistants with a broad TOR. Their responsibilities have been found to be too cumbersome given the rising needs and numbers of returnees, and in some contexts, access constraints.[22] The main added value of external case managers is their local footprint, to facilitate referrals at the community level, acting as relays who accompany returnees in their journey.

AVRR Case Manager

Connecting Through Referrals

Based on the returnee's profile and location, the case manager can build a 'referral tree' with options to connect beyond the microsystem.
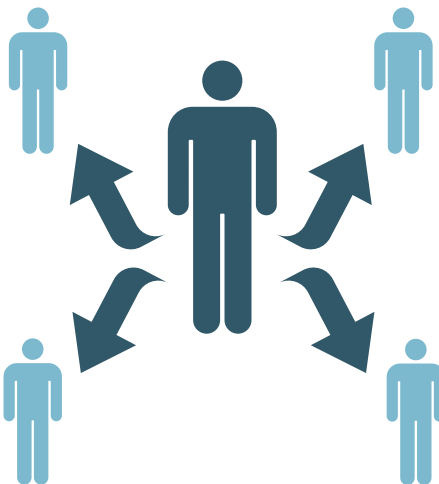
Working with the Family/Friends

Pre-return connections made with the family to:

- Understand the community profile and returnee's ecosystem
- Preparing the reintegration plan
- Introducing him/herself as focal point

Connecting with other Returnees

Making connections with geographically close returnees; fostering cooperation, dialogue, exchanges, joint initiatives and participation in AVRR 'pool of talents', competition.

Working with the Returnee

Connecting pre-return through Skype sessions to prepare the reintegration plan, become a familiar face and trusted voice, foster the sense of choice, and preparedness.

---

[21] *Definition used by the Commission for Case Manager Certification (2010) https://ccmcertification.org/*
[22] *IOM Workshops held in Kabul, Afghanistan and Dakar, Senegal in July 2017*

Highlight: Linking pre-departure / post-arrival activities
Rationale

"Pre-departure and post-arrival counselling, information sharing & individually targeted support are vital." -
in "Reintegration: Effective approaches" – Fonseca, Hart and Klink - IOM 2015

Academics and practitioners alike recognise the importance of linking pre-departure with post-arrival activities to not only increase returnee information and preparedness, but also to concretely outline their post-return plans before setting foot back home. Assessing the situation of returnees on an individual level during the pre-departure stage is vital to provide sufficient time for planning and implementation. Figure 12 presents the ideal step-by-step model to be undertaken to ensure that information is clearly and consistently shared across host countries and countries of origin.

Conditions for feasibility

i.   Multiple experiences of return do not allow for time before departure

The model presented above cannot be applied to returnees in situations of emergency and transit countries (such as Senegalese beneficiaries returning from Libya after spending time in detention). In those cases, linkages between pre- and post-departure are limited, but still possible. For example, such returnees should be introduced to case managers or project officers within three days of returning to receive information they should have received before departure, and to flag any urgent reintegration needs, such as psychosocial support. A month of financial support should be allocated while the returnee's individual plan is designed.

ii.   Collaboration between IOM offices in host countries and countries of origin

Voluntary return consent forms signed by all AVRR beneficiaries before departure include terms whereby the beneficiary agrees that his or her information may be shared between IOM offices in host countries and countries of origin. Information-sharing on return movements between IOM offices is strong, but needs to be strengthened regarding reintegration support. While innovative practices linking pre-departure and post-arrival stages have been implemented in a scattered and non-systematic manner in AVRR projects, it is paramount to reinforce such practices and standardize information-sharing mechanisms. Such practices include:

- **Sharing information on the country's developments, and sharing information that leads to informed decisions to return:** solutions include mandatory Skype calls, or, when relevant, a website targeted at returnees that highlights the fast-changing situation and opportunities in countries of origin.
- **Sharing information on the returnee's profile** (including skills, past work experiences, vulnerabilities and strengths): this can be done through a standard profiling tool included in the application form.
- Sharing information between a third-party pre-departure organisation and IOM (when the pre-departure organisation is not IOM): as funding and the number of actors of return increase, IOM might lack information on the profile of the beneficiary before return – this requires better coordination.
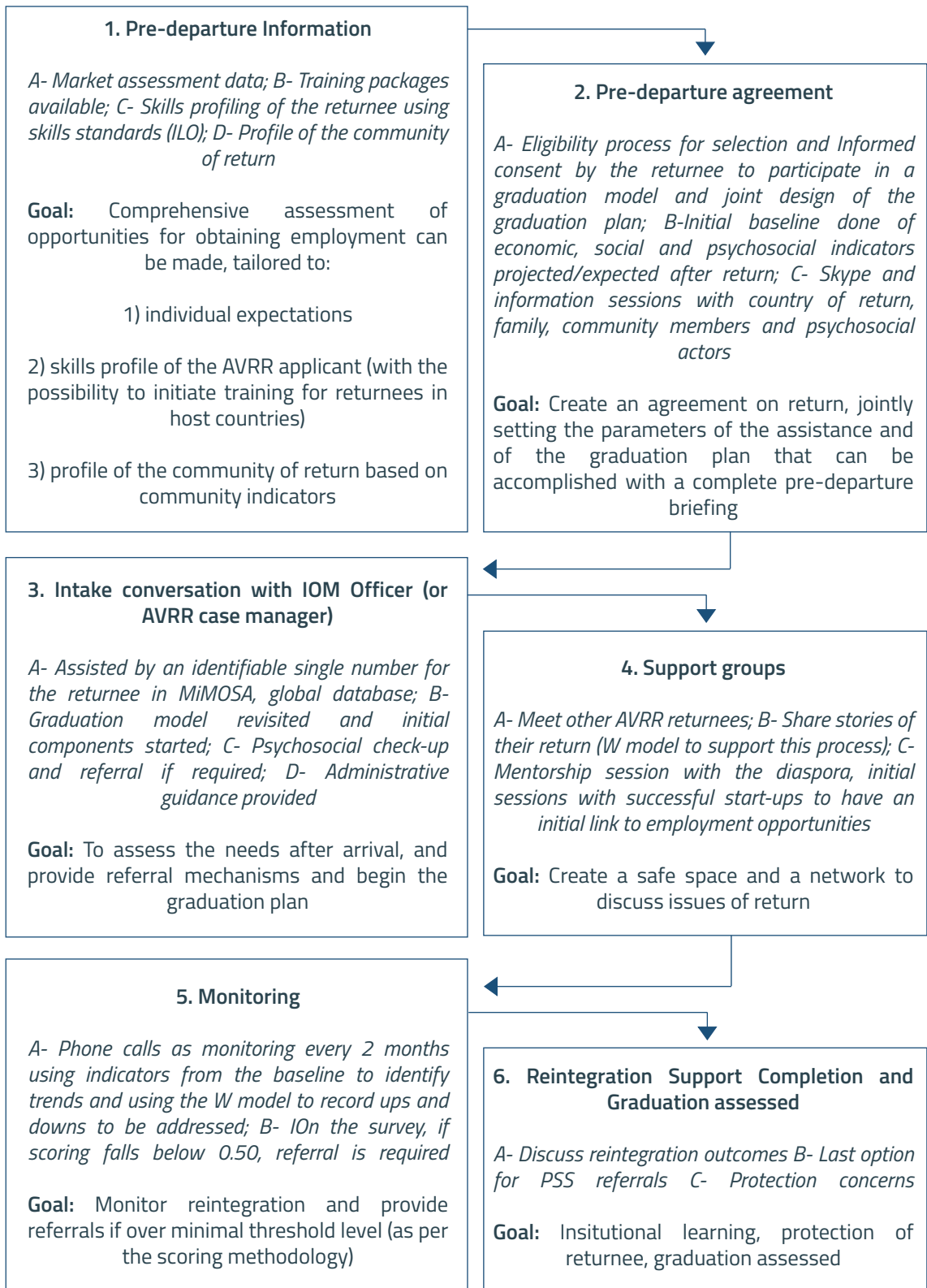
1. Pre-departure Information

A- Market assessment data; B- Training packages available; C- Skills profiling of the returnee using skills standards (ILO); D- Profile of the community of return

Goal: Comprehensive assessment of opportunities for obtaining employment can be made, tailored to:

1) individual expectations

2) skills profile of the AVRR applicant (with the possibility to initiate training for returnees in host countries)

3) profile of the community of return based on community indicators

2. Pre-departure agreement

A- Eligibility process for selection and Informed consent by the returnee to participate in a graduation model and joint design of the graduation plan; B-Initial baseline done of economic, social and psychosocial indicators projected/expected after return; C- Skype and information sessions with country of return, family, community members and psychosocial actors

Goal: Create an agreement on return, jointly setting the parameters of the assistance and of the graduation plan that can be accomplished with a complete pre-departure briefing

3. Intake conversation with IOM Officer (or AVRR case manager)

A- Assisted by an identifiable single number for the returnee in MiMOSA, global database; B- Graduation model revisited and initial components started; C- Psychosocial check-up and referral if required; D- Administrative guidance provided

Goal: To assess the needs after arrival, and provide referral mechanisms and begin the graduation plan

4. Support groups

A- Meet other AVRR returnees; B- Share stories of their return (W model to support this process); C- Mentorship session with the diaspora, initial sessions with successful start-ups to have an initial link to employment opportunities

Goal: Create a safe space and a network to discuss issues of return

5. Monitoring

A- Phone calls as monitoring every 2 months using indicators from the baseline to identify trends and using the W model to record ups and downs to be addressed; B- IOn the survey, if scoring falls below 0.50, referral is required

Goal: Monitor reintegration and provide referrals if over minimal threshold level (as per the scoring methodology)

6. Reintegration Support Completion and Graduation assessed

A- Discuss reintegration outcomes B- Last option for PSS referrals C- Protection concerns

Goal: Insitutional learning, protection of returnee, graduation assessed

Figure 12. Linking pre-departure and post-arrival: a tentative model

Highlight: Psychosocial service provision
Rationale

> "*I think of myself as an additional burden in the community. Although I know that being away from society is harmful for me, I have no other way. When society cannot bear more unemployed like me, I cannot bear such a society either*" (Male respondent, 31, Afghanistan Case study)

A range of interventions can help systematically integrate psychosocial support into the AVRR reintegration model. IOM could provide case managers with the option of referring beneficiaries to:

- A **psychosocial support service provider** – a relatively low-cost option that is available in the majority of countries, but one that can have a significant impact on a returnee's overall reintegration. While such services may not be available in every environment (e.g., rural environments), alternatives can be explored (potentially including mobile clinics or subsidising transportation to access psychosocial support).

- **Returnee support groups** or associations can provide a platform to discuss individual challenges and learn from others' experiences. Participants in focus group discussions and case studies consistently approved this approach, and noted that having a forum to give advice to each other and be mentored by other returnees – some of whom have been successful in their reintegration process – would be extremely helpful. A variation of such support groups – **mentorship programmes** – has also been found to be successful. In a 2015 study, Samuel Hall recommended that the Danish Refugee Council in Somalia set up a programme to ensure that successful returnees were linked with future returnees to act as pioneers, mentors and social facilitators. The Norwegian Director of Immigration (UDI) has funded DRC to implement this recommendation, acting as an important protection safeguard according to the donor.

- A set of **awareness-raising/training materials in the field of AVRR** will need to be developed, tailored to some of the most recurrent psychosocial issues, to provide AVRR staff with bacground information on emotional difficulties, interventions to support returnees, and self-evaluation for the staff working in these conditions. This should be integrated in training for AVRR staff globally and integrated in the tailored approach.

In settings such as Afghanistan or Somalia specific guidelines should be added recognising the needs of populations affected by humanitarian emergencies, following the Inter-Agency Standing Committee (IASC) guidelines.[23] A significant gap, however, has been the absence of a multi-sector, inter-agency framework that enables effective coordination, identifies useful practices, flags potentially harmful practices and clarifies how different approaches to mental health and psychosocial support complement one another. The IASC guidelines offer advice on how to facilitate an integrated approach to address the most urgent mental health and psychosocial issues in emergency situations. In all settings, guidelines for AVRR staff should be developed and followed to ensure a psychosocially driven approach. Ethical considerations and standards in programme development around key principles:

- Do no harm
- Confidentiality
- Consent
- Transparency
- Competency
- Prevention of conflict of interest

---

[23] *Of particular relevance are the IASC Policy on Protection and the IASC Guidelines on Mental Health and Psychosocial Support.*

IOM Country Offices feedback and Feasibility Assessment

During the month of July 2017, a series of workshops were held in three of the five country case studies, to brief IOM staff and partners on the findings and recommendations of the MEASURE research study, and to receive feedback. Part of a validation process, these workshops were instrumental in seeing whether IOM staff locally would be receptive to the changes in the AVRR approach. The recommended approaches were presented and discussed with stakeholders – including external actors – in key target countries (Afghanistan, Iraq and Senegal). The conversation focused on the question of replicability and feasibility of recommendations, to ensure research uptake.

The complementary approaches were adhered to by the country teams. They all highlighted the need for IOM to build greater partnerships, link with local actors, and diversify funding streams to pilot this more holistic approach to reintegration programming.

The following conclusions were reached, highlighting opportunities ahead in the field of AVRR:

Promote partnership to bridge the livelihoods – psychosocial gap after return:

Acknowledging the limits of IOM's AVRR programmes resources and parameters, all agreed on the need for strengthened partnerships, with a strong emphasis on i) the private sector, ii) psychosocial support service providers and consultants to align livelihoods programming with psychosocial needs, and iii) monitoring through various partners. Coordination/cost sharing is required with other programmes and initiatives to enhance synergies. Specifically, AVRR teams emphasised the need to mainstream psychosocial efforts in livelihoods programs. The private sector has the ability to ensure that the livelihoods needs are met, but also to bridge the ecosystem – and hence social and psychosocial – gap identified in the research.

Promote a regional and sub-national reintegration approach:

In all contexts, structural linkages will be difficult at a national level, as governmental priorities are usually focused on "other" caseloads, whether returning refugees in Afghanistan or returning IDPs in the Kurdistan Region of Iraq. The inroads will need to be made with sub-national and local actors, reinforcing the overall recommendations and standards of a context-specific AVRR operational plan. Simultaneously, IOM AVRR staff in the three countries agreed to the need to see beyond a sedentary view of return to open up to the possibility of re-migration after return. Stakeholders highlighted the importance of regional labour mobility as an alternative for return.

Promote flexible funding to pilot key approaches (e.g. case management, PSS interventions):

All country teams agreed on the relevance of the case management approach and further building on a graduation approach. A key requirement for all involved is the flexibility needed from donors to overcome limitations and challenges incurred by eligibility criteria and programmes' parameters: how to implement livelihood interventions benefiting both returning migrants and communities to which they return? How to refer returning migrants to PSS activities initially designed to target IDPs and refugees?

Guidance: How to use the grids

Out of the complementary approaches listed on page 19, how do we decide which to implement, when, where and how? Feasibility grids were developed to act as a "how to" guide to implementing complementary approaches aimed at reinforcing reintegration programming for returnees.

The **Individual Intervention Grid** is intended to support IOM staff in designing an individual beneficiary's reintegration plan. The Reintegration Scores – when used as a baseline (or interim) assessment – can further inform the use of the Individual Intervention Grid based on the following general observations:

- Respondents with a reintegration score below 0.50 are more likely to require more comprehensive individual support; this is true in both dimensional scores (i.e., a psychosocial score of 0.30 indicates a need for further psychosocial support) and in the composite score;
- Respondents with reintegration scores (in either individual dimensions and/or the composite score) above 0.50 can benefit from a more hands-off approach.

The **Project Design Grid** ensures that all interventions along the three dimensions of reintegration (economic, social, psychosocial) receive due consideration.

Once Project Development Officers have identified approaches of interest, the **Conditions Analysis Grid** outlines basic conditions necessary to successfully implement a given project or approach:

- The appropriateness of the approach at the individual and community levels;
- The resources needed to implement the approach: human, financial, and investments in technology;
- The complementarity of the approach with existing structures and initiatives, and the foreseen support;
- The impact the approach will have on the sustainability of reintegration.

STEP 1 Individual Intervention Grid	STEP 2 Project Design Grid	STEP 3 Conditions Analysis Grid

Figure 13 Overview of grids

Goal		
To provide specific options to address a beneficiary's vulnerabilities and needs after return.	To design well-informed and appropriate reintegration components within AVRR projects.	To clearly outline the conditions necessary to implement the selected approaches.

Example: An individual grid for Psychosocial Support for AVRR beneficiaries

The following table is a tool to support individual reintegration plan design, in collaboration with the returnee. The table starts from the three dimensions in which the beneficiary can experience challenges – economic, social and psychosocial – and outlines the full list of potential interventions, along with what needs they target. While the full report includes the entire individual intervention grid, this summary report presents the psychosocial dimension alone.

Appropriateness of the interventions is analysed through three criteria – individual, community, and structural – through "yes/no" questions intended to be asked to the beneficiary. If an intervention is deemed appropriate at these three levels, discussions on the feasibility (taking into account resources and complementarity with existing initiatives) will be discussed to identify as to whether IOM will intervene directly, through referrals or inclusion in other programmes.

Using the entire grid, the reintegration plan will be designed taking into account the range of programmatic options that are both appropriate and feasible.

Dimension	Potential Approaches	Useful for:	Appropriateness		
			Criteria 1: Individual	Criteria 2: Community	Criteria 3: Structural
Psychosocial	Identification and referral to an identified psychosocial support service provider	Signs of psychological trouble; Domestic conflict	Does the returnee want to receive psychological support/counseling? Has the returnee experienced psychological trouble?	Are there available psychosocial support / psychological services in the community or nearby?	Is receiving counseling services culturally acceptable?
	Counseling provided to the family before/after return	Domestic conflict	Does the returnee's family want counseling and/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?	Would such information be well received by families and communities?	Is such counseling culturally appropriate?
	Interventions to reduce exposure to violence/crime (supporting day-time work, night-time transportation, etc.)	Feelings of security	Are there relevant interventions that could help the returnee feel safer?	Are the feelings of insecurity unique to the returnee or common to the community?	What is the level of conflict/violence in the area?
	Supporting returnees' associations	Isolation from the community / Absence of support network	Does the respondent lack social connections and/or a support network? Does he/she want to participate in a returnees' association?	Are there other returnees in the community who are interested in joining such an organisation?	n/a
	Migration through formal channels	Considering further migration	Is the respondent considering future migration? Are they considering migration to locations besides countries that can only be accessed via irregular routes, such as within the region?	How prevalent is irregular migration in the community? Is regional migration a normalised practice? Is migration through formal channels to non-regional locations common?	What regional migration regulations are in place? Are there accessible formal channels of migration to non-regional countries?

			Appropriateness		
Dimension	Potential Approaches	Useful for:	Criteria 1: Individual	Criteria 2: Community	Criteria 3: Structural
Psychosocial	Buddy system pre/post departure	Isolation from the community / Absence of support network	Does the respondent want to stay connected to a returnee they spoke with pre-departure?	n/a	n/a
	Mentorship programme Identifying a champion of reintegration	Isolation from the community / Absence of support network	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?	Who in the community is an appropriate mentor?	Are there existing mentorship programmes for entrepreneurs in the country? Can diaspora members play this role?
	Introduction to CSOs, CBOs, community leaders	Isolation from the community / Absence of support network	Does the respondent lack contacts in the community? Does he/she wish to be introduced to contacts in the community?	Does the community hold bias/prejudice against returnees? What are the attitudes regarding returnees?	n/a
	Providing psychosocial support during training	Signs of psychosocial distress	Is the respondent participating in a training scheme? Is he/she showing signs of psychosocial distress?	Is there any prejudice towards psychosocial support in the community?	Is it taboo to access psychosocial support services in the country? Are psychosocial support services providers widely available?
	Community conversations	Isolation from the community / Absence of support network	Does the respondent lack social connections and/or a support network? Does he/she want to participate in community conversations? Is he/she willing to share his/her experience as a returnee?	Does the community hold bias/prejudice against returnees?	What are the public attitudes towards returnees?

The next example below presents the **project design grid** used in the following sections by category: processes, interventions, coordination, and measurement and monitoring. The section on measurement and monitoring is presented as an example in this summary report.

Example: A Project Design Grid for Monitoring and Measurement Activities

MONITORING AND MEASUREMENT			
	APPROPRIATENESS	**RESOURCES**	**COMPLEMENTARITY**
Community-Based Monitoring	Is the community hostile to returnees? Are there protection concerns to monitor the returnee (and their families)? How does the community benefit from participating in the monitoring? What are the risks? Are there examples of CBM succeeding in other contexts in the country (e.g., other IOM programming or programmes by IOs/NGOs)?	Is the community accessible (geographic location, security concerns, etc.)? Is there a risk for corruption (e.g. monitors providing false information to returnees, taking benefits, etc.)?	Does IOM have the resources (financial and human resources) to set-up and follow-up with community focal points? How frequently would CBM occur?	Is DTM data collection taking place in the country? Can this data confirm/refute monitoring information collected by IOM for AVRR beneficiaries? Are there other data sources regularly updated by other actors (NGO, government, INGO, UN)? Other relevant sources could include: humanitarian and development datasets, MDI, IOM CRM, ReDSS framework, and others? Can two of these approaches (e.g., CBM & mobile-based monitoring) be used together to triangulate information?
Mobile-based Monitoring	Is the target population literate (text vs. voice messages)? Do they have access to a phone? Would they be responsive to / trust such tactics? Will beneficiaries change their phone numbers? Does IOM have a comprehensive list of phone contacts?	Is the network reliable enough to regularly reach beneficiaries? Do regulations surrounding SIM availability allow for mobile-based monitoring (e.g., Afghanistan)?	Does IOM have the resources (financial and human resources) to make calls every six months? Automated calls, text messages, or human-managed calls? Are there technical systems in place to allow for automated calls / texts, or human resources in place to manually input such calls?	
Social Monitors (for returnees and/or for projects)	How trustworthy are social monitors? Could social monitors provide a protection risk to returnees? What incentives should they be provided to ensure sustained follow-up?	Is there a risk for corruption? Can IOM access the community for follow-up? Can social monitors be former returnees?	Does IOM have the resources (financial and human resources) to provide an incentive to the social monitors? Are there other incentives (e.g., social prestige) that might serve in place of financial incentives?	
Reintegration Committees	Are actors willing to work together? How frequently are they willing to meet?	Does this cooperation pose a risk for corruption or inefficiency?	Do these coordination bodies require financial incentives, or do social incentives suffice?	Are there pre-existing bodies/committees that can take on this coordination responsibility?
Developing a single tool for measurement of returnees' reintegration	Can the tool be deployed in all environments? What is the capacity to use this tool at the local level?	Are offices/agencies willing to use a shared tool?	Are there human resources for training/understanding the tool? Financial resources to deploy the tool?	Can reintegration data be integrated into MiMOSA as the shared institutional tool?

Conclusion

At a time when "return and reintegration" programming is becoming a growing intervention area for various organisations, it is time to set standards to ensure the protection of returnees. IOM can lead a more principled approach to reintegration, by being more accountable on reintegration outcomes, and supporting returnees through a case management approach. Other complementary approaches are outlined in this report, of which this summary provides the broad strokes. These complementary approaches can significantly strengthen reintegration programming in the field of AVRR, and protect the rights of returnees.

The Samuel Hall research team has framed its recommendations for AVRR programming to re-centre the discussion around the returnee and his/her ecosystem, by involving the community (whether the immediate family or linking returnees with other actors beyond their microsystem) and structural partners to ensure that reintegration is addressed in a holistic and integrated manner. The full report delves in detail into the tools designed to achieve this, whether quantitative tools to measure Reintegration Scores and a related standard set of indicators, or through qualitative tools aimed at achieving a dynamic and non-linear understanding of return and reintegration realities alongside the "W model of reintegration" and the ecosystem approach. The individual, the community and the structural environment should be all considered parts of the reintegration process and the monitoring of post-return outcomes.

The impact of the recommendations made in this research can be immediate and long term if the political and financial support follow. The approach presented here can change the way decisions and planning are made by both the migrant and the organisation. Some recommendations – such as the pre-departure/post-arrival links – might entail that migrants may reconsider their AVRR journey and decide that it is not suited to them; while others will be better prepared to undertake this journey, a difficult one even when it is done voluntarily. Both outcomes are to be respected, as they will be built on a stronger basis of information and preparedness. The toolkit also aims to better prepare IOM staff to support returnees. The recommendations here, if brought on board structurally, can further strengthen AVRR programming: ensuring a beneficiary-centred, contextualised approach that safeguards the rights of migrants.

The most crucial pending component – not discussed in this report, but one that this report intends to build towards – is a required shift in donor funding modalities and funding streams to allow for a financial flexibility to implement complementary approaches. A first step can be a series of pilot projects in key countries of return, such as the five countries reviewed in this report. Pilot projects can be developed based on the findings of this report: for example, to support the capacity building of associations in a referral network in Senegal, to develop a project combining livelihoods with psychosocial support in Iraq, or to develop a community-based monitoring system of reintegration in Afghanistan. These projects can be the basis for further learning and strengthening of AVRR programming.

The integrated approach to reintegration and the operationalisation outlined here are a first step towards a more principled and protection-focused approach to reintegration.

Samuel Hall is an independent think tank providing research and strategic services, expert analysis, tailored counsel and access to local knowledge for a diverse array of actors operating in the world's most challenging environments. We specialise in socio-economic surveys, private and public sector studies, and impact assessments for a range of humanitarian and development actors. With a rigorous approach and the inclusion of academic experts, field practitioners, and a vast network of national researchers, we access complex settings and gather accurate data. We bring innovative insights and practical solutions to addressing the most pressing social, economic, and political issues of our time.

Samuel Hall has offices in Afghanistan, Kenya and Germany. For more information, please visit www.samuelhall.org

SAMUEL HALL.