

# RESTORING FAMILY LINKS STRATEGY FOR THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT 2020-2025

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Document prepared by the Central Tracing Agency of the International Committee of the Red Cross in consultation with National Societies and the International Federation of Red Cross and Red Crescent Societies.

## Introduction

Clarifying the fate and whereabouts of missing persons<sup>1</sup> is first and foremost the responsibility of the State authorities. The International Red Cross and Red Crescent Movement (the Movement) however has a crucial role to play. Restoring Family Links (RFL) lies at the origin of the Movement and at the heart of the work of its components. RFL is the embodiment of the principle of humanity and it is in this domain that the unique character of a global network which the Movement represents is truly demonstrated. RFL can only be successful if the Family Links Network can count on the each member of this network. Every year, hundreds of thousands of people benefit from the Movement's RFL service.

The Family Links Network comprises the Central Tracing Agency (CTA), the RFL units in the ICRC delegations and the National Societies RFL/tracing services. However, all components, the ICRC, the National Societies and the International Federation of Red Cross and Red Crescent Societies (the International Federation), have a shared responsibility to maintain and strengthen this network and its service. For this purpose, the Movement adopted at the Council of Delegates 2007 the first Restoring Family Links Strategy for the Movement 2008-2018. This present RFL Strategy for the years 2020-2025 builds on and follows up on the first Strategy, taking the important new challenges of today's environment into account.

## PART I: RESTORING FAMILY LINKS STRATEGY

### 1. Vision

- All people are able to maintain links with their loved ones and are protected against separation and disappearance.
- All people are able to access Restoring Family Links services and interact with the Red Cross and Red Crescent Family Links Network wherever they are.
- All people without news of their family members rapidly receive answers on the fate and whereabouts of their loved ones.
- Throughout the time of search and separation, families of missing persons and separated families are supported by the Movement to ensure their dignity and well-being and where possible to restore family unity.

### 2. The Restoring Family Links mission of the International Red Cross and Red Crescent Movement

Whenever people are at risk of being separated or are separated from their loved ones as a result of armed conflict or violence, natural disasters, migration, or other situations requiring a humanitarian response, the Movement responds efficiently and effectively by mobilizing its own resources and the authorities to prevent separations and

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<sup>1</sup> "Missing person is a person whose whereabouts are unknown to their relatives and/or who, on the basis of reliable information, has been reported missing in accordance with the national legislation in connection with an international or non-international armed conflict, a situation of internal violence or disturbances, natural catastrophes or any other situation that require the intervention of a competent State authority." (Handbook for Parliamentarians, 2009, p. 40). While there is no legal definition of a missing person under international law, the ICRC understands missing persons as individuals of whom their families have no news and/or who, on the basis of reliable information, have been reported missing as a result of an armed conflict – international or non-international – or of other situations of violence or any other situation that might require action by a neutral and independent body.<sup>1</sup> This definition includes persons missing in the context of migration. It does not impose an element of time and a person is therefore to be considered missing from the start and not after a "waiting period". Furthermore, the definition does not presume that the person is dead. At the other end of the spectrum, a person is considered no longer missing when the family has received sufficient, reliable and credible information on his/her fate and whereabouts."

disappearances, maintain and restore family links and family unity, clarify the fate and whereabouts of missing persons and support the families left behind.

### **3. The scope of Restoring Family Links Services**

Our RFL services cover the full spectrum from prevention of family separation, maintaining family contact, restoring family links, searching and providing answers to families on the fate and whereabouts of their loved ones, and support for family reunification.

We provide RFL services in the context of conflict and violence, natural disasters, migration and other situations requiring a humanitarian response.

### **4. Restoring Family Links operating principles and approach**

1. We place people at the center of our services; we develop and deliver our services together with affected people and stand by them in a personalized, long-term follow-up.
2. For people to be able to fully trust our services, we ensure protection of personal data and strictly abide by the Fundamental Principles of the Movement.
3. We are committed to systematically provide the full spectrum of RFL services to migrants including refugees and asylum seekers, regardless of their legal status, along migratory routes from countries of origin, to countries of transit and to countries where they settle.
4. We operate based on assessed needs with a focus on the most vulnerable groups and individuals as first priority, such as unaccompanied and separated children, detainees, elderly, persons with disabilities, individuals with specific protection needs, such as survivors of trafficking, torture, violence or other forms of trauma.
5. We integrate RFL services into a multi-disciplinary preparedness and response to the needs of families of missing persons and separated families which includes mental health and psychosocial, legal, administrative and socioeconomic support. This represents a long-term process and requires a long-term and shared commitment by all stakeholders both politically and in terms of resources.
6. We operate as a truly global and grass-root network, invest in strengthening our response capacity and in regional and supra-regional cooperation and coherence within the Movement.
7. Notwithstanding the utilization and growing importance of technology and connectivity, the personal contact and personalized search remains a core strength of our RFL services.
8. We invest in research and analysis and the continuous development of modern technology across the network. We monitor, leverage and integrate the means and tools offered by digital technology into our RFL services.
9. We mobilize and engage in partnerships with all actors and stakeholders who implement a principled approach and can contribute to RFL services without compromising the security of the people, the Movement's identity and its Fundamental Principles.
10. We maintain our independence towards States, parties to a conflict and other stakeholders and cannot be instrumentalized.

### **5. The external environment**

#### **The missing persons and their families**

All people go through tremendous anxiety and suffering when they are separated from family members and do not know where and how they are. For a parent, a child, a sibling, a wife or a husband, to know what happens to their loved one is often as important or even more important than water, food and shelter. Family members of disappeared persons will not stop searching until they know about their fate and whereabouts. Trying to find an answer, they use their resources and may furthermore put themselves and other family members at risk.

The impact of disappearances on individuals, families, and communities at large is one of the most damaging and long-lasting humanitarian tragedies of armed conflict, other situations of violence, migration and natural disasters. Disappearances in situations of conflict and violence not only represent immeasurable tragedies for the families and communities affected, but are also hampering the process towards peace. The problem of the missing takes on a truly global dimension in its overlap with migration. Thousands of people become unaccounted for every year along precarious migratory routes around the world. The vast majority of deceased persons remain unidentified.

Improving the response to these challenges in order to provide answers to families of missing migrants requires coordination and harmonisation of practices among a wide range of actors across multiple countries, regions and continents.

## **Armed Conflict, violence and internal displacement**

Contemporary armed conflicts are becoming increasingly protracted and complex with a multiplication and fragmentation of armed groups, weakening national systems and sometimes leading to their collapse, diminishing resources and severely eroding the social fabric and the means of resilience of affected populations.

Armed violence below the threshold of armed conflict is prevalent in many regions and populations suffer from their direct and indirect consequences. Children are highly affected by the violence and often find themselves kidnapped, killed, detained, displaced or recruited into gangs or armed groups. People are going missing every day at the hand of non-state armed groups, gangs or authorities. Disappearance may be used as a strategy to instil fear in individuals and entire communities. It may be used in attempts to retaliate, to repress political opponents, and to eliminate or intimidate witnesses of criminal activity.

Persons fleeing conflict and violence face specific vulnerabilities as they live in hazardous conditions and at high risk of physical attacks and abductions. All of these situations bring about complex protection aspects, including those related to family separation.

## **Migration**

Migration is a complex global phenomenon, increasingly touching all parts of the world. Migratory trails stretch across entire regions and continents, often through dangerous areas, and versatile routes change very frequently, making the response to humanitarian needs even more difficult. The UN estimated the number of migrants at 191 million in 2005 and sets this figure at more than 257 million in 2017 (source UN DESA). While many migrants arrive safely in a country of destination and integrate into new communities, others endure great hardships and face countless risks. Losing contact with family members is one of these risks. Children are especially vulnerable; they may either travel on their own or lose contact with their family during the journey.

There are many reasons why migrants lose contact with family members, - through incidences in the countries of origin, along the trail through countries of transit to countries of destination, illness, injury, detention, trafficking and deportation, and lack of means, access and resources. A recent assessment has shown that migrants hardly ever anticipate and prepare for the possibility of being separated<sup>2</sup>. Every year, thousands of migrants die or disappear on their journey, leaving their families waiting in anguish for answers about their fate and whereabouts. IOM recorded globally nearly 25,000 migrant deaths between January 2014 and July 2017, 14,500 in the Central Mediterranean alone, which it considers the deadliest migration route with increasingly dangerous smuggling practices. The real figure could be much higher. When migrants die, their bodies are not always cared for properly nor are steps taken to ensure they can be identified by the relevant authorities.

## **Natural disasters**

Between 2008 and 2016, environmental disasters displaced some 25.3 million people annually. Coastal areas and some of the world's poorest regions, including large parts of Central and Southwest Asia, the Horn of Africa, or North Africa, are especially vulnerable.<sup>3</sup> Climate change and natural disasters weaken already vulnerable groups and communities.

Of the estimated number of 30.6 million new cases of internal displacement recorded worldwide in 2017, 18.8 million (61 per cent) were disaster-related, across 135 contexts. Weather-related hazards triggered the vast majority of the new displacements.<sup>4</sup>

As concerns future trends of environmental displacement by 2050, estimates range from 25 million to 1 billion people, with a median of 200 million.<sup>5</sup> Sudden onset disasters without advance warning and adequate prevention and preparedness measures often lead to family separation and individuals going missing, and their remains may never be found, or not identified if they are found.

## **The digital revolution**

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<sup>2</sup> Restoring Family Links Assessment Migration Europe, December 2018.

<sup>3</sup> According to the European Commission, European Political Strategy Centre, [10 Trends Shaping Migration](#), 2017.

<sup>4</sup> See Internal Displacement Monitoring Centre, [Global Report on Internal Displacement](#), 2018.

<sup>5</sup> See European Political Strategy Centre, [10 Trends Shaping Migration](#), 2017.

Rapid advances in digital technology and the exponential increase in mobile phone use, social media networks and access to the internet are having a transformative impact on all aspects of people's lives and on RFL services. An ever-increasing number of people can keep contact with family members and trace a missing relative through such means, find information and access services. Therefore, connectivity is amongst the first things which people request, and must be part of RFL services.

Digital technology cannot replace the multifaceted and exhaustive activities carried out by the Family Links Network. It is then, when people are not able to find their relatives and restore contact with them on their own, that the personalised, active and enduring search by the components of the Red Cross and Red Crescent becomes essential. This work is becoming ever more complex and difficult.

Technology offers tremendous new opportunities to the Family Links Network which it must leverage to enhance proximity with affected people, to enhance the search for missing persons and to cooperate with other stakeholders. On the other hand, new information and communication technology leads to new risks which need to be carefully addressed, in particular through the strict protection of personal data.

The use of such technology will have a substantial impact on internal work processes, and will require a fundamental review, overhaul and upgrading of the capacities of the Network.

Preventing access to communication may also be means to exert control over a population – especially in situations of armed conflict and other emergencies. Modern technology exposes people to the risk that their personal data could be used to harm them. These concerns may prevent individuals from using new technologies when searching for missing loved ones. The Network's trusted RFL services, with its privileged access and enforced data protection standards, therefore remains an important and secure option for many individuals.

### **Data protection**

The importance of data protection has grown substantially in the last decade with new data protection regulations developed in many countries, alongside the tremendous development in and opportunities offered by digital technology. As the transfer of personal data across national borders is a core dimension of RFL services, this has a fundamental impact on this service and requires very strict and high data protection standards by all components of the Family Links Network and a careful assessment of the impact of new communication technology for RFL. The RFL Code of Conduct on Data Protection has been developed to live up to this challenge and is the first such document that exists within the Movement.

## **6. The Family Links Network**

### **Roles within the Movement and the structure of the Family Links Network**

#### **The role of the ICRC**

As a neutral and independent organization, the ICRC has the role of protecting and assisting the victims of international and non-international armed conflict and other situations of violence. Article 5.3 of the Movement's Statutes expands this role to include other types of situations, and establishes a permanent basis on which the ICRC can take any humanitarian initiative compatible with its status as a specifically neutral and independent organization and intermediary.

The ICRC has the important task of reminding the authorities of their obligations under international humanitarian law and other relevant bodies of law with regard to family links, and carrying out direct action in the field when and for as long as required and possible.

The part played by the ICRC in RFL, including its lead role within the Movement, is more precisely defined by the Geneva Conventions and their Additional Protocols; the Statutes of the Movement, in particular Article 5.2 (e) specifying that the ICRC must ensure the operation of the Central Tracing Agency (CTA) as stipulated by the Geneva Conventions; resolutions of the Movement's statutory bodies, in particular, those of the 25th and 26th International Conferences (Geneva, 1986 and 1995), which draw the attention of the States to the role of the ICRC's CTA as coordinator and technical adviser to National Societies and governments; and resolutions of the Council of Delegates, including the Seville Agreement and its Supplementary Measures.

In addition to its operational responsibilities the ICRC, through the CTA, is tasked to coordinate, provide advice and strengthen the capacity of its partners within the Movement in RFL matters in all situations requiring a humanitarian

response from the Movement. The CTA promotes consistency within the Family Links Network, provides methodologies and guidelines<sup>6</sup>, and builds the information systems<sup>7</sup> for the whole Family Links Network.

As coordinator, the CTA, in consultation with Movement partners, decides what action is to be taken in armed conflict or other situations of violence. In other circumstances requiring an international effort, it coordinates, in close consultation with the National Society of the affected country, the international activities of other National Societies RFL services to ensure the most effective possible response to RFL needs.

As technical adviser, the CTA establishes guidelines and working procedures for RFL services in all situations. It helps organise and conduct training seminars and regional meetings for the purpose of sharing and consolidating knowledge and experience, and planning and reflecting on progress in the implementation of the RFL Strategy.

The CTA manages the RFL rapid deployment pool<sup>8</sup> and deploys it when required, in coordination and consultation with the National Societies, and the International Federation in situation where the latter acts as Lead Agency.

Within the framework of its Institutional Strategy 2019-2022, the ICRC/CTA undertakes to build an international mechanism to store, standardize, access and analyse data linked with people who have gone missing in partnerships with National Societies and other key stakeholders and to provide affected people a digital platform to securely store and access personal data.

### **The role of the National Societies**

The functions of the National Societies are set out in Article 3 of the Movement's Statutes. The National Societies must carry out their humanitarian activities in conformity with their own statutes and national legislation and act as auxiliaries to their national authorities in the humanitarian field. In particular, their role is to assist the victims of armed conflict as stipulated by the Geneva Conventions, and the victims of natural disasters and other emergencies for whom help is needed (Arts 3.1 and 3.2). They contribute, as far as they are able, to the development of other National Societies (Art.3.3). The Seville Agreement stresses that a National Society is responsible for its own development. The National Society Development framework<sup>9</sup> of the International Federation further develops this subject.

As outlined in Resolution XVI of the 25th International Conference of the Red Cross and Red Crescent, National Societies have an important role as components of the international network for tracing and reuniting families. They must continue their work as long as needs exist, and this may extend well beyond the end of a conflict, natural or manmade disaster, or other emergency.

National Societies are also called upon to take action in accordance with the resolutions of regional Red Cross and Red Crescent conferences and the policy frameworks established within the International Federation. These cover migration as well as natural and man-made disasters.

In view of the Movement's responsibility for helping to preserve or restore the family unity, the National Societies need to incorporate their RFL activities in an overall plan of action. They must also draw the attention of the public, humanitarian agencies and governments to the existence and significance of their RFL activities.

Individual National Societies are responsible for setting up or consolidating an effective national RFL network.

Depending on the circumstances, they must work with the CTA, the relevant ICRC delegations and/or the tracing /RFL services of other National Societies. They must decide what action is to be taken during national disasters and may call on the ICRC to deploy the RFL rapid deployment pool where the RFL response is beyond their capacity.

### **The role of the secretariat of the International Federation**

The functions of the Secretariat of the International Federation are defined in Article 6 of the Movement's Statutes, and in the Seville Agreement and its Supplementary Measures. Amongst other functions, the Secretariat has the lead role regarding the development of National Societies and coordinating support for those Societies in terms of institutional development.

Although the Movement's Statutes do not specifically mention the part played by the International Federation in RFL, the Federation Secretariat strives, in coordination with the ICRC, to support National Societies to include RFL in National Society development plans and to ensure that disaster preparedness and response plans emphasize the role and importance of RFL.

In the event of a natural or technological disasters, the Secretariat will ensure that assessments of the situation take into account the need for RFL and the degree to which the National Societies of affected countries can respond.

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<sup>6</sup> <https://flextranet.familylinks.icrc.org/en/Pages/home.aspx> ; (the main documents could also be listed in an annexe)

<sup>7</sup> "Information system, an integrated set of components for collecting, storing, and processing data and for providing information, knowledge, and digital products." (Encyclopaedia Britannica)

"Any specific information system aims to support operations, management and decision-making. An information system is the information and communication technology (ICT) that an organization uses, and also the way in which people interact with this technology in support of business processes". (Wikipedia)

<sup>8</sup> Pool of RFL practitioners from National Societies and the ICRC to be available for rapid deployment

<sup>9</sup> Adopted by the International Federation's General Assembly in 2013. *Add link*

The role of the Secretariat also includes liaising with the ICRC, to support the CTA in its lead role in RFL, and cooperating in the deployment of the RFL rapid deployment pool.

### **The RFL Leadership Platform and the RFL Strategy Implementation Group**

Established on the basis of the RFL Resolution adopted by the Council of Delegates 2017, the RFL Leadership Platform serves as a forum in which the leadership of the ICRC and its CTA, together with leaders from dedicated National Societies and the International Federation, as well as representatives of affected people and RFL experts, engage collectively to address critical issues to shape the RFL Services of the future.

The Leadership Platform steers the implementation of the RFL Strategy 2020-2025, and tackles obstacles in this process and necessary adjustments. It identifies priority issues of common concern on which the group as a whole, a subgroup, or individual members commit to follow up and implement specific initiatives and work to be undertaken within the RFL Strategy Implementation Group.

Relevant external actors in the humanitarian, academic and private sectors are associated to the platform, to explore and follow up on the realization of relevant partnerships which strengthen RFL operations and the capacity of the Movement to prevent family separation, help clarify the fate and whereabouts of missing persons and support the separated families and the families of missing persons.

The members of the group act as ambassadors of the RFL services at the global and regional level internally and externally to enhance the recognition, coherence and strength of the Family Links Network.

In line with provisions of the first RFL Strategy of the Movement (2008-2018), the Implementation Group has been set up and has met regularly since 2008 to monitor the implementation of the RFL Strategy and provide guidance and support for this process. Between 2016 and 2019, the Implementation Group led the development of the RFL Strategy 2020-2025..

### **Status of the Family Links Network and Implementation of the RFL Strategy 2008-2018<sup>10</sup>**

A number of significant achievements were made in the course of last ten years and sustained efforts to maintain and drive these forward are essential.

- The Family Links Network has significantly increased its service provision, casework and the operational cooperation amongst its members.
- In-depth assessments of RFL needs and the capacity of the Family Links Network to respond to them have been carried out in more than 50 countries.
- The establishment of regional platforms in many parts of the world have provided the basis for growing exchanges on practices and coordination and strategies at the regional level.
- A RFL pool of specialists and rapid response mechanism has been created for emergency situations and deployed 28 times since its activation in 2009 to support the local response.
- The integration of RFL into the National Society's Strategic and Development Plans and their Emergency Preparedness and Response Plans has advanced.
- A range of important methodology guidelines have been produced for the Network<sup>11</sup>.
- A key achievement in terms of digital technology is the development of a web-based ecosystem for the entire Family Links Network with several components<sup>12</sup>.
- The elaboration of the RFL Code of Conduct for Data Protection is an essential step to ensure that all members of the Network are able to take the necessary measures to fulfil the related requirements.

In some important measures of the Strategy 2008-2018 progress is limited or they have been implemented by only part of the Network.

- While some National Societies have strong, well-functioning and adequately resourced RFL services, these remain weak in many others for a variety of reasons, including lack of interest by the leadership, organisational weaknesses, high turn-over of staff and volunteers, etc.

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<sup>10</sup> Main sources are the Progress Reports to the Council of Delegates 2009, 2011 and 2015, a global survey carried out with National Societies in 2017, the Background Report to the Council of Delegates 2017, as well as numerous needs and capacity assessments conducted between 2011 and 2018.

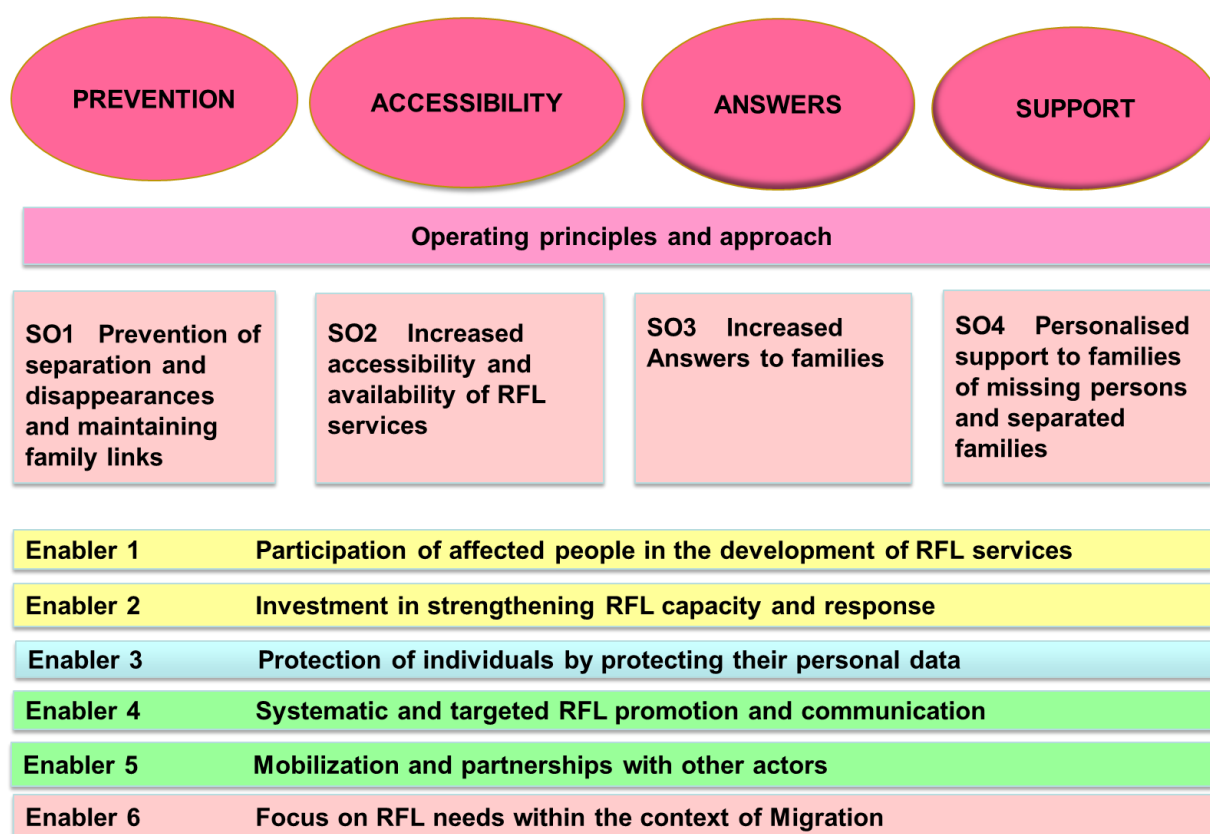
<sup>11</sup> Guidelines have been developed in particular regarding RFL needs assessments, RFL in disasters, RFL in migration and RFL Communication plans.

<sup>12</sup> The online tools comprise 1) a publicly accessible website which provides information on accessible services, as well as an online tracing database where users can register people as missing or safe in relation to specific crises and consult photos of persons searching for their family members, 2) information-sharing platforms restricted to members of the Family Links Network to transfer files and develop best practice, and 3) two data bases exclusively used by the National Societies and the ICRC to manage individual cases.

- A RFL performance management tool for the network has not been developed to date; monitoring and evaluation is not harmonised across the network, and the Family Links Network is not yet able to consolidate global RFL statistics.
- Resource allocation for RFL by a large number of National Societies remains limited and a majority remain exclusively dependent on the ICRC funding. Investment by the ICRC on its side in some areas has also been lower than initially planned for.
- Only about half of the countries' disaster preparedness and response plans include a role of the National Society in RFL.
- Numerous assessments have shown that the RFL services are not sufficiently known by the affected people and by other stakeholders.
- The growing importance of RFL in relation to migration has exposed weaknesses in the standardisation and harmonisation of data collection and processing, intensified the need for trans-regional cooperation and coordination, and further underlined the need for the Family Links Network to use unified ICT tools.
- Awareness of Data Protection requirements is still limited and they now need to be integrated into all working modalities of the Network, based on the RFL Code of Conduct on Data Protection. This will also require additional support in terms of expertise and resources for the Family Links Network.

Sustained efforts are needed to maintain the achievements made, to extend their range and to succeed in the further implementation of measures identified in the Strategy 2008-2018 which remain relevant. In this sense, the RFL Strategy 2020-2025 combines dimensions of continuity with important new areas which have become relevant and urgent in today's environment.

## 7. Summary chart of the Restoring Family Links Strategy



## 8. Strategic Objectives, Enablers and Expected Results

Strategic Objectives	Expected Results
<p><b>Strategic Objective 1</b></p> <p><b>Prevention of separation and disappearances and maintaining family links</b></p>	<p>Prevention of family separation and disappearances represents a cornerstone in the scope of the RFL services and is systematically addressed through mobilisation and persuasion of the authorities and direct action by the Family Links Network.</p> <p>Affected people receive locally adapted information, means and tools from the Family Links Network to restore and maintain contact with their loved ones when they are unable to do so by their own means.</p> <p>Affected people can securely upload, store, access and manage personal information and preventively register with the Family Links Network.</p> <p>When communication systems have broken down, or when they risk putting people in danger (in particular in situations of conflict and violence), people are offered connectivity by the components of the Movement in cooperation with other stakeholders to maintain and restore contact with their loved ones, obtain information and communicate with the Family Links Network.</p>
<p><b>Strategic Objective 2</b></p> <p><b>Increased accessibility and availability of RFL services</b></p>	<p>Affected people are aware of RFL services, trust them, know how to reach them and are able to access staff and volunteers of the Family Links Network personally wherever possible.</p> <p>Affected people are able to interact with the Movement in real time and receive services safely and remotely wherever they are.</p> <p>To the full extent possible, all affected people are given the possibility to receive RFL services from the Family Links Network, based on the information they are able to provide.</p>
<p><b>Strategic Objective 3</b></p> <p><b>Increased answers to families</b></p>	<p>People receive answers on the fate and whereabouts of missing family members as rapidly as possible.</p> <p>As a matter of priority, as early as possible, information on missing persons is collected by the Family Links Network and individually followed-up until all avenues have been explored.</p> <p>The Family Links Network maintains and develops its global, grass-roots level, personalized, exhaustive and enduring search for missing persons as a unique feature of its RFL services.</p> <p>The Family Links Network uses and further develops a unified, global, interconnected, coherent and secure system to collect, process and manage personal data. It develops technology and methods to efficiently search for results within data of the Family Links Network and the data of other organizations and relevant stakeholders, in full respect for the protection of personal data.</p> <p>The authorities are mobilised to fulfil their humanitarian and legal obligation to provide families with an individualized response on the fate and whereabouts of their missing relatives, in particular with regards to arrest and detention. The authorities benefit from the support of the components of the Movement, including through forensic expertise.</p>
<p><b>Strategic Objective 4</b></p> <p><b>Personalised support to families of missing persons and separated families</b></p>	<p>The emotional suffering of families of missing persons and people separated from their families is relieved through the personal contact and mental health and psychosocial support of the components of the Movement.</p> <p>Families are supported in their efforts to reunify with their relatives.</p> <p>The needs of families of missing persons and separated families are addressed without discrimination, through a holistic, multi-sectoral approach in collaboration with the authorities and other stakeholders.</p>
Enablers	Expected Results



<p><b>Enabler 1</b></p> <p><b>Participation of affected people in the development of RFL services</b></p>	<p>RFL needs and capacities are assessed and services developed and delivered flexibly together with affected people in adaptation to the local context and the rapidly changing environment. In a transparent and accountable way, the Family Links Network is in regular dialogue with the people about their needs.</p> <p>People receive feedback on actions taken and the Family Links Network is open to being influenced by and sharing decisions with those who have lived experience in family separation. Affected people’s resilience is strengthened and they are empowered to take action by themselves.</p>
<p><b>Enabler 2</b></p> <p><b>Investment in strengthening RFL capacity and emergency response</b></p>	<p>RFL is recognized as a core service of the Movement, fully integrated into the operational response and adequately resourced according to needs.</p> <p>The capacities of the Family Links Network and the sustainability of RFL services are strengthened so that the Network as a whole represents a truly global and efficient network, able to respond rapidly to help prevent family separation and disappearances, search and provide answers to families and address the needs caused by family separation and support family reunifications.</p> <p>Preparedness and surge mechanisms allow for a rapid and effective response in emergencies.</p>
<p><b>Enabler 3</b></p> <p><b>Protection of individuals by protecting their personal data</b></p>	<p>The safety, dignity and rights of affected people are protected through the way the Family Links Network protects their personal data. This preserves and reinforces the trust of individuals in the Movement.</p> <p>Personal data is collected, stored, managed, and processed in accordance with the RFL Code of Conduct on Data Protection and applicable data protection laws. The risks and impact of processing personal data is systematically assessed.</p> <p>The respect for the principle of “do no harm” is upheld in all actions undertaken in relation to the personal data of affected people.</p>
<p><b>Enabler 4</b></p> <p><b>Systematic and targeted RFL promotion and communication</b></p>	<p>Affected people are aware of the services and have easy access to promotion, communication and information.</p> <p>Through systematic, coherent, targeted and contextually adapted promotion and communication the relevant stakeholders with whom the components of the Movement aim to cooperate and from whom they need political and operational support and financial and material resources understand the importance and value of RFL and the required independence and exclusively humanitarian purpose.</p>
<p><b>Enabler 5</b></p> <p><b>Mobilisation and partnerships with other actors</b></p>	<p>Coordination, cooperation and partnerships with other relevant stakeholders, such as State authorities, humanitarian organizations and private companies, are developed and strengthened at the global, regional, national and local level. This engagement, guided by the Fundamental Principles and in full respect of the protection of personal data, increases access to people and data, improves the response to the needs of people and strengthens the FLN network capacity.</p>
<p><b>Enabler 6</b></p> <p><b>Focus on RFL needs within the context of migration</b></p>	<p>Migrants, including refugees and asylum seekers, and their families, regardless of their legal status, are able to access safely the full range of RFL services along the migratory trail from countries of origin through transit to countries of destination.</p> <p>The Family Links Network exploits its potential through strong and active transregional cooperation between its components to ensure a coherent approach with harmonized systems, criteria and working modalities.</p> <p>The fate and whereabouts of missing migrants and the identity of deceased migrants is clarified by the authorities concerned through the mobilisation and with the active support by the Family Links Network.</p>

## PART II: IMPLEMENTATION PLAN

### Strategic Objective 1: Prevention of separation and disappearances and maintaining family links

- Expected results**
- Prevention of family separation and disappearances represents a cornerstone in the scope of the RFL services and is systematically addressed through mobilisation and persuasion of the authorities and direct action by the Family Links Network.
- Affected people receive locally adapted information, means and tools from the Family Links Network to restore and maintain contact with their loved ones when they are unable to do so by their own means.
- Affected people can securely upload, store, access and manage personal information and preventively register with the Family Links Network.
- When communication systems have broken down, or when they risk putting people in danger (in particular in situations of conflict and violence), people are offered connectivity by the components of the Movement in cooperation with other stakeholders to maintain and restore contact with their loved ones, obtain information and communicate with the Family Links Network.
- Implementation** The **ICRC** and the **National Societies** will:
- 1.1 Systematically analyse the causes of separation and disappearances and engage with the authorities and other stakeholders to sensitise them on the risk and humanitarian consequences of family separations and to implement legislations and strategies, including contingency plans, disaster response plans, early warning systems and other means, to prevent separations.
- 1.2 Develop contextualised operational practices and tools, and share updated information and messages to prevent family separation and help people maintain family links and develop and adapt optimal means to reach and engage with communities and affected people.
- 1.3 Register and follow up on specific vulnerable groups and individuals such as unaccompanied and separated children, detainees, elderly, persons with disabilities, injured and sick persons, vulnerable migrants, etc. where appropriate.
- 1.4 Offer adequate and contextually adapted means to restore and maintain family links (e.g. traditional means such as Red Cross messages, safe & well messages) for situations where there is no connectivity or where the use of communication technology poses a risk, and for categories of people whose RFL needs cannot be covered through communication technology.
- The **ICRC**, together with National Societies, will:
- 1.5 Develop and offer online services to empower affected people to self-register and securely store their data with the Family Links Network as safe depository, with the ability to control and manage their personal data themselves.
- The **National Societies**, the **ICRC** and the **International Federation** will:
- 1.6 Provide, to the extent possible, energy, connectivity, and communication tools (charging stations, internet and WIFI access hot spots, airtime, mobile devices, free calls) as an integrated form of aid through crosscutting fields of assistance to affected people, while ensuring full respect of the “do not harm” principle.
- 1.7 Explore public and private sector partnership agreements to provide large scale response for affected people in accessing internet and other communication networks. The Movement’s preparedness and response, in particular in emergencies, is strengthened by better use of timely available resources and better coordination with key stakeholders.

## Strategic Objective 2: Increased accessibility of RFL services

- Expected results**
- Affected people are aware of RFL services, trust them, know how to reach them and are able to access staff and volunteers of the Family Links Network personally wherever possible.
- Affected people are able to interact with the Movement in real time and receive services safely and remotely wherever they are.
- To the full extent possible, all affected people are given the possibility to receive RFL services from the Family Links Network, based on the information they are able to provide.
- Implementation**
- The **ICRC** will
- 2.1 Develop, together with National Societies, affected people and technology partners, a digital interface (“one entry portal”) and online services solution, through which people can provide and receive information, and request, access and chose services digitally.
- The **ICRC** and the **National Societies** will
- 2.2 Strengthen the branch networks and the outreach in areas of high needs so that the Family Links Network can interact personally with affected people, raise their understanding of RFL and offer RFL services.
- 2.3 Assess the feasibility and where possible integrate appropriate online services, contact centres and hotline solutions into their respective contexts and evaluate and adapt business processes and human resources set-ups accordingly.
- 2.4 Revise and broaden their acceptance criteria for requests to search and help clarify the fate and whereabouts of missing persons to ensure that families approaching the Family Links Network receive all feasible RFL services.
- The **ICRC**, the **National Societies** and the **International Federation** will
- 2.5 Regularly assess how and through which channels affected people search for information and communicate to identify the best ways to engage with them and enhance awareness of RFL services.

## Strategic Objective 3: Increased answers to families

- Expected results**
- People receive answers on the fate and whereabouts of missing family members as rapidly as possible.
- As a matter of priority, as early as possible, information on missing persons is collected by the Family Links Network and individually followed-up until all avenues have been explored.
- The Family Links Network maintains and develops its global, grass-roots level, personalized, exhaustive and enduring search for missing persons as a unique feature of its RFL services.
- The Family Links Network uses and further develops a unified, global, inter-connected, coherent and secure system to collect, process and manage personal data. It develops technology and methods to efficiently search for results within data of the Family Links Network and the data of other organisations and relevant stakeholders, in full respect for the protection of personal data.
- The authorities are mobilised to fulfil their humanitarian and legal obligation to provide families with an individualized response on the fate and whereabouts of their missing relatives, in particular with regards to arrest and detention. The authorities benefit from the support of the components of the Movement, including through forensic expertise.
- Implementation**
- The **ICRC** and the **National Societies** will
- 3.1 Take action as early as possible when people go missing, collect all information available and reinforce both digital search as well as the personal, pro-active, enduring and long-term search for missing persons.

- 3.2 Ensure quality, standardization and coherence of collected data on missing persons across the FL Network and consistent individualised follow-up by each component.
- 3.3 Review work processes to ensure quality case work in a timely manner and assess and adapt required modifications in business processes<sup>13</sup> brought by the integration of new technologies.
- 3.4 Mobilise and engage with all relevant authorities and institutions (e.g. healthcare, morgues, immigration, detention) and other stakeholders to locate and clarify the fate of missing persons.
- 3.5 Ensure that National Society staff and volunteers who might be called upon to collect human remains possess the required knowhow, equipment and psychological support.  
  
The **ICRC**, together with **National Societies**, will
- 3.6 Provide guidance to the Family Links Network to review work processes to improve quality case work and to adapt work processes in line with new technologies, and encourage National Societies to adopt new tools developed.
- 3.7 Ensure the relevance of existing ICT RFL services and tools within the ecosystem already developed for the Family Links Network, including roll-out, inter-operability and integrated search mechanisms, through a service management approach to keep them in line with business needs and processes.
- 3.8 Explore, leverage and integrate digital technologies (e.g. facial, visual and pattern recognition technology, translation and transliteration technology, big data, satellite imagery, etc.) and research for tracing purposes to identify potential matches in data bases.
- 3.9 Leverage the use of digital technologies which enable automatic, safe and secure cross-checking and matching of personal data between the respective data bases of the Family Links Network, other humanitarian organisations, the authorities and other stakeholders.
- 3.10 Establish agreements with relevant stakeholders to enable secure cross-checking with their relevant data bases for solely humanitarian purposes and cooperate with concerned stakeholders to ensure harmonisation and quality of collected data to optimise digital search.

## Strategic Objective 4: Personalised support to families of missing persons and separated families

- Expected results** The emotional suffering of families of missing persons and people separated from their families is relieved through the personal contact and mental health and psychosocial support of the components of the Movement.  
  
Families are supported in their efforts to reunify with their relatives.  
  
The needs of families of missing persons and separated families are addressed without discrimination, through a holistic, multi-sectoral approach in collaboration with the authorities and other stakeholders.
- Implementation** The **ICRC** and the **National Societies** will
- 4.1 Maintain contact with the families of missing persons throughout the time of search and assess together with them their particular needs.
  - 4.2 Provide personalised emotional and mental health and psychosocial support to separated families and families of missing persons as well as to Red Cross and Red Crescent staff and volunteers.
  - 4.3 Ensure a contextualised division of roles between the ICRC and National Societies in addressing needs of families of missing persons and engagement with the authorities, based on the respective capacities.

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<sup>13</sup> Internal processes to carry out RFL work

- 4.4 Ensure a transfer of ICRC expertise and knowhow and provide guidance to National Societies which are ready and have the capacity to engage in programmes for missing persons' families.
- The **National Societies** will:
- 4.5 Broaden their operational involvement to include multi-disciplinary services for the families of missing persons, such as legal, administrative and economic support in collaboration with other actors, according to existing needs and contextual constraints and National Societies strengths and capacities.
- The **National Societies**, the **ICRC** and the **International Federation** will:
- 4.6 Mobilise, coordinate and engage with the authorities and other stakeholders to address the multi-faceted needs of families.
- 4.7 Recognise and promote the right to family unity and support the reunification of separated families according to the legal framework. In supporting family reunifications, it considers the specificities of each context and individual situation.
- 4.8 Conduct activities to support family reunifications such as:
- advocacy for the families' right to family unity;
  - provision of information, referral to qualified institutions and organizations, legal, administrative and practical support
  - help with the provision of documents, including ICRC Emergency Travel Documents;
  - facilitation of physical reunification ;
  - support to families after reunification in coordination with the concerned authorities, institutions and organisations.

## Enabler 1: Participation of affected people in the development of RFL services

**Expected results** RFL needs and capacities are assessed and services developed and delivered flexibly together with affected people in adaptation to the local context and the rapidly changing environment. In a transparent and accountable way, the Family Links Network is in regular dialogue with the people on their needs.

People receive feedback on actions taken and their suggestions for further interventions are taken into account. Their resilience is strengthened and they are empowered to take action by themselves.

**Implementation<sup>14</sup>** The **National Societies**, the **ICRC** and the **International Federation** will:

- 1.1 Empower affected people through enhancing their participation, when relevant, at the:
- individual level - individual needs assessments
  - service delivery level – innovation, community needs assessments, service design, service delivery, service review, service development, service evaluation
  - organisational level – developing and reviewing policies, procedures and ways of working, media and advocacy, research, learning and development
  - strategic level – involvement in boards and other decision making bodies, active involvement in strategy development
- 1.2 Involve affected people in assessing needs and capacities and developing operational strategies and responses.
- 1.3 Use common meaningful and effective participatory methods and tools to monitor and evaluate our services in a continuous cycle of feedback and share learning across the Family Links Network.

- 1.4 Ensure adequate and contextualized communication and outreach mechanisms by working collaboratively and alongside affected people.
- 1.5 Consult with affected people about their capacities and coping mechanisms in order to learn from them and improve RFL service design and delivery.

## Enabler 2: Investment in strengthening RFL capacity and emergency response

**Expected results** RFL is recognized as a core service of the Movement, fully integrated into the operational response and adequately resourced according to needs.

The capacities of the Family Links Network and the sustainability of RFL services are strengthened so that the Network as a whole represents a truly global and efficient network, able to respond rapidly to help prevent family separation and disappearances, search and provide answers to families and address the needs caused by family separation and support family reunifications.

Preparedness and surge mechanisms allow for a rapid and effective response in emergencies.

**Implementation** The **National Societies** will:

- 2.1 Integrate RFL in the following domains:
    - Organisational structure at headquarters and branch-level;
    - Strategic and development plans and Statutes;
    - Regular core budget allocations;
    - Performance management, financial management and reporting systems.
  - 2.2 Integrate RFL into their contingency and operational plans and transversally into multi-disciplinary activities.
  - 2.3 Optimise recruitment and retention of volunteers and staff through the inclusion of RFL staff and volunteers in their human resources management systems.
  - 2.4 Conduct training and coaching of staff and volunteers to ensure they possess the required know-how of RFL methodology and processes including data protection, technical skills to use tools including modern digital technology, and the essential interpersonal skills for empathy to build a relationship of trust with affected people and provide mental health and psychosocial support.
  - 2.5 Collect and transmit to the CTA bi-annually key RFL statistics based on commonly agreed definitions.
  - 2.6 Adopt processes, guidelines and tools for monitoring, reporting and evaluation based on guidance from the CTA.
- The **ICRC**, together with National Societies, will:
- 2.7 Develop training manuals and guidelines as required, including on data protection, the use of ICT tools and business processes, data literacy and data management.
  - 2.8 Enhance and reinforce regular data collection and analysis in relation to the RFL Strategy implementation measures.
  - 2.9 Develop, in cooperation with National Societies and the Federation, a generic RFL performance management framework and tools, including indicators, monitoring, evaluation and impact assessment.
  - 2.10 Manage the RFL rapid deployment pool, reinforce it at the regional level, ensure that it has the necessary means, resources and training, and deploy it when needed. They will coordinate the deployment with the International Federation in situations of natural and technological disasters.

The **ICRC** and the **National Societies** will:

- 2.11 Assess existing and potential RFL needs and their capacity to address them, making use of existing handbooks and guidelines, and taking into account the capacity of other actors and coordination mechanisms. Results of the assessments will be developed into operational and development plans, including follow-up and implementation monitoring.
- 2.12 Establish a capacity-building pool of experts and strengthen bilateral and multi-lateral partnerships between National Societies to strengthen their capacities.
- 2.13 Mobilise and deploy the RFL rapid response pool whenever needed and as early as possible within the domestic, regional and international emergency response.
- 2.14 Develop regional plans of action to implement the RFL Strategy based on contextualised needs and priorities.
- The **National Societies**, the **ICRC** and the **International Federation** will:
- 2.15 Revise their approach to capacity building and invest in targeted support to strengthen National Societies RFL services and related dimensions of organisational development based on assessed needs and priorities and mutual commitments by the Movement partners.
- 2.16 Conduct lessons learnt exercises following emergency response operations, in cooperation with other stakeholders, integrate the findings in revised contingency plans, needs and capacity assessments and share them within the Movement.
- 2.17 Integrate RFL into multi-stakeholder scenario building exercises as part of the contingency planning process at national level and identify capacity gaps and preparedness actions to improve future responses.
- The **International Federation** will:
- 2.17 Promote the RFL Strategy internally and support its implementation at the national, regional and international level, with a particular focus on emergency preparedness plans, strategic integration, organisational development, disaster management and training guidelines.
- 2.18 Integrate RFL into its contingency planning mechanisms, including training of rapid response personnel, emergency standard procedures and multi-disciplinary coordination, assessment, and response mechanisms.
- 2.19 Integrate the RFL response into its appeal mechanisms such as the Disaster Response Emergency Fund and Emergency Appeals.

### Enabler 3: Protection of individuals by protecting their personal data

**Expected results** The safety, dignity and rights of affected people are protected through the way the Family Links Network protects their personal data. This preserves and reinforces the trust of the individuals in the Movement.

Personal data is collected, stored, managed, and processed in accordance with the RFL Code of Conduct on Data Protection and applicable data protection laws.

The risks and impact of processing personal data is systematically assessed.

The respect for the principle of “do no harm” is upheld in all actions undertaken in relation to the personal data of affected people.

**Implementation**<sup>15</sup> The **National Societies** and the **ICRC** will:

- 3.1 Systematically promote the RFL Code of Conduct on Data Protection.
- 3.2 Integrate the RFL Code of Conduct on Data Protection provisions into their relevant policies, procedures, working modalities and trainings.
- 3.3 Conduct Data Protection Impact Assessments and other analysis regarding the security and safety of affected people and impact on the perception of the Red Cross and Red Crescent with regards to all means, tools and partnerships considered for RFL service

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<sup>15</sup> Some revisions to be done by AG

- delivery and communication, in particular in relation to situations of conflict and violence, and vulnerable groups.
- 3.4 Systematically assess and respect the principle of “do no harm” in any program and action in relation to RFL and missing persons and their families, in particular when considering sharing data and information.
- 3.5 Develop monitoring and evaluation mechanisms and integrate them into existing instruments.
- 3.6 Monitor and evaluate their compliance with data protection standards.
- The **National Societies**, the **ICRC** and the **International Federation** will:
- 3.7 Provide support in terms of expertise and resources to National Societies in order to enable them to abide by Data Protection requirements.

## Enabler 4: Systematic and targeted RFL promotion and communication

- Expected results** Affected people are aware of the services and have easy access to promotion, communication and information.
- Through systematic, coherent, targeted and contextually adapted promotion and communication the relevant stakeholders with whom the components of the Movement aim to cooperate and from whom they need political and operational support and financial and material resources understand the importance and value of RFL and the required independence and exclusively humanitarian purpose.
- Implementation** The **National Societies** will:
- 4.1 Integrate RFL in their national communication and resource mobilization plans.
- 4.2 Develop and implement specific communication strategies for emergency and regular situations with clear objectives, key messages, means and tools adapted to the target audiences.
- 4.3 Provide regular, adapted information about RFL activities and results to affected people donors, authorities and other stakeholders.
- The **ICRC** will:
- 4.4 Explore, develop and implement together with National Societies communication campaigns at regional and global levels.
- 4.5 Compile key global RFL statistics of the Family Links Network, based on commonly agreed definitions, and share them with all components of the Movement.
- The **ICRC** and the **National Societies** will:
- 4.6 Produce communication and promotional tools with coherent key messages and guidelines that can be easily adapted/implemented in different context.
- 4.7 Make use of social media and adapted communication means and tools to promote RFL to affected people and the general public.
- The **National Societies**, the **ICRC** and the **International Federation** will:
- 4.8 Produce communication tools and share them across the Movement, making use of platforms such as the FLExtranet.
- 4.9 Reinforce and facilitate interaction between communication, fundraising and RFL departments and include RFL in related Movement and external fora.
- 4.10 Systematically promote the RFL Strategy at the global, regional and national level to the authorities and other relevant stakeholders and underline the independence of RFL services to prevent their instrumentalisation.



## Enabler 5: Mobilisation and partnerships with other actors

<b>Expected results</b>	Coordination, cooperation and partnerships with other relevant stakeholders, such as State authorities, humanitarian organizations and private companies, are developed and strengthened at the global, regional, national and local level. This engagement, guided by the Fundamental Principles and in full respect of the protection of personal data, increases access to people and data, improves the response to the needs of people and strengthens the FLN network capacity.
<b>Implementation</b>	The <b>ICRC</b> and the <b>National Societies</b> will:
5.1	Engage with the authorities, civil society actors and other stakeholders able to help prevent separations, clarify the fate of missing persons, advocate for the rights of affected people and ensure that their needs are met. They will systematically identify stakeholders and update and share mapping at the regional and global level within the Network.
5.2	Devise operational agreements and partnerships with national and local authorities and organisations focussing on shared standards, cooperation, complementarity and referrals, making use of global and regional agreements frameworks where they exist. They will share practice within the Network.
5.3	Ensure that the authorities understand the protection of personal data by the Family Links Network in order for it to maintain unhindered permission to operate across the Network and reach agreements on non-disclosure of affected people's data.
	The <b>ICRC</b> will:
5.4	Devise, with the support of National Societies and the Federation, common operational frameworks, framework agreements, and partnerships with global and regional organisations focussing on shared standards, cooperation, complementarity and referrals, which can be adapted and implemented contextually <sup>16</sup> .
5.5	Explore mechanisms with social media providers for referral and/or comparing of personal data from social media allowing for a follow up by the Family Links Network when people are unable to connect with their family members.
5.6	Invite relevant external actors to the RFL Leadership platform to explore and develop partnerships across relevant domains, e.g. research, technology, resource mobilisation operations etc.
	The <b>National Societies</b> , the <b>ICRC</b> and the <b>International Federation</b> will:
5.7	Explore private sector partnership schemes to develop and strengthen RFL service capacity, RFL technology, research and resource mobilisation <sup>17</sup> .
5.8	Develop guidance and establish global partnerships with telecommunication companies, operators, and other relevant actors (e.g. Telecomms sans Frontières, ITU, GSMA etc.), to help frame locally adapted agreements. Experiences with local agreements will be shared within the Network.
5.9	Develop cooperation with the media (radio, television, newspapers etc.) for RFL and communication purposes.

## Enabler 6: Addressing RFL's needs within the global context of migration

<b>Expected results</b>	Migrants, including refugees and asylum seekers, and their families, regardless of their legal status, are able to access safely the full range of RFL services along the migratory trail from countries of origin through transit to countries of destination.
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<sup>16</sup> Such operational agreements and partnerships should take into account relevant existing Movement policies, such as Resolution 10 of the 2003 Council of Delegates ("Minimum elements to be included in operational agreements...") and Resolution 2 of the 2011 CoD ("Movement components' relations with external humanitarian actors").

<sup>17</sup> Reference to CoD 2005 Resolution 10 on Movement policy for Corporate Sector Partnerships.

The Family Links Network exploits its potential through strong and active transregional cooperation between its components to ensure a coherent approach with harmonized systems, criteria and working modalities.

The fate and whereabouts of missing migrants and the identity of deceased migrants is clarified by the authorities concerned through the mobilisation and with the active support by the Family Links Network.

**Implementation** The **ICRC** and the **National Societies** will

- 6.1 Strengthen their trans-regional network cooperation, peer-to-peer learning, coordination and exchange of relevant information and data along the migratory routes from countries of origin through countries of transit to countries of destination.
- 6.2 Harmonise their operational approaches, operational procedures, standards and acceptance criteria along the migratory trails.
- 6.3 Include RFL services to migrants in detention or detention-like settings, advocate for migrants to maintain family links and persuade the authorities to grant members of the Family Links Network access to these settings.
- 6.4 Reinforce their efforts to clarify the fate of missing migrants through the collection and analysis of data from the families of missing migrants, survivors, witnesses, other organisations' information, media, authorities and other relevant sources.
- 6.5 Collaborate with forensic authorities and other institutions through the transmission of relevant data, support for the centralisation of data and facilitation of contact with families, under the necessary safeguards and for the exclusively humanitarian purpose of clarifying the fate of missing migrants and help identify human remains of deceased migrants.
- 6.6 Develop and implement strategies to locate families of identified deceased persons.

The **National Societies**, the **ICRC** and the **International Federation** will:

- 6.7 Systematically include migrants in needs assessments, with attention to migrants' communication and information needs and their communication means and tools. Needs assessments should pay special attention to vulnerable individuals and groups.
- 6.8 Monitor the evolution of migratory flows, collecting, analysing and exchanging information rapidly to ensure agility and flexibility in their operational response accordingly.
- 6.9 Include RFL into the strategic and policy documents including into the migration strategies of National Societies.

The **International Federation** will:

- 6.10 Include RFL, to the extent possible, in its migration-related activities and liaise with the ICRC in this regard.
- 6.11 Include, with the support of the ICRC, the topic of RFL into the agenda of its Global migration Task Force and other related platforms and implement actions coming out of them.
- 6.12 Raise the profile of RFL in its contributions to the work of external national, regional and global migration-related fora, events and conferences.

## **PART III: IMPLEMENTATION OF THE RFL STRATEGY, MONITORING AND RESOURCING**

The responsibility to implement this Strategy is shared by all components of the Movement. The National Societies, the ICRC and the International Federation are individually responsible for incorporating the Strategy's content in their own strategies, plans and training programs at the national, regional and international level.

It is understood that National Societies, the ICRC and the International Federation are not in a position to implement every single implementation measures of this Strategy in every country. Rather, they shall identify priority measures of particular relevance for a specific context, based on assessments of needs, their own capacities and those of other actors. While global coherence and harmonisation is indispensable, contextual adaptation is necessary in relevant aspects.

The RFL Strategy shall serve as the framework to develop contextual action plans. Regional RFL platforms are meant to offer suitable fora to establish regional strategies and action plans based on this Strategy, to drive forward its implementation and to identify appropriate indicators to monitor its implementation.

The RFL Implementation Group and the RFL Leadership platform will, collectively and through their regional members, continue to support and monitor the implementation of this Strategy, and report to the Council of Delegates.

The ICRC, the International Federation and National Societies will continue to explore and seek to establish innovative funding tools and mechanisms to secure the financial resources needed to support the implementation of the RFL Strategy.