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the International Federation of Red Cross and Red Crescent Societies and the International
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the International Red Cross and Red Crescent Movement

PROGRESS REPORT

Migration Strategy for the International Red Cross and Red Crescent Movement 2024–2030

EXECUTIVE SUMMARY

Resolution 2 of the 2024 Council of Delegates invites the Migration Leadership Group to report to the 2026 Council of Delegates on the results achieved by the components of the International Red Cross and Red Crescent Movement (Movement) in implementing the “Migration Strategy for the International Red Cross and Red Crescent Movement 2024–2030” (Migration Strategy). In response to the invitation, this report provides an overview of the progress achieved and the challenges encountered during the first two years of implementation and does not propose a new resolution.

Implementation of the Migration Strategy is taking place in an increasingly complex and constrained environment for migrants,¹ characterized by growing humanitarian needs, increasingly restrictive migration policies and shrinking humanitarian space. Although migration has long been a highly politicized issue, the current dynamics are compounded by a severe decline in humanitarian funding, heightened risks of instrumentalization and the obstruction of humanitarian aid, with more migrants becoming trapped in vulnerable situations that require urgent attention.

In this context, the Migration Strategy has demonstrated strong relevance as a shared framework that provides direction, coherence and a common foundation for action across the Movement. Progress in implementing action is well under way. National Red Cross and Red Crescent Societies (National Societies), supported by the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), are delivering essential services, strengthening protection efforts and expanding engagement in resilience and inclusion activities across diverse migration contexts, including migration routes. Key tools, including the Global Action Plan, the Monitoring Plan and the Implementation Toolkit, have supported the initial stages of implementation, while the new Global Migration and Displacement Platform aims to strengthen resource mobilization for National Societies to further implement the Strategy.

The Migration Strategy has also contributed to a more unified Movement approach by promoting a common understanding of respective roles, recognizing the diversity and complementarity of its components as unique strengths, enhancing engagement with public authorities and supporting more coherent humanitarian diplomacy.

At the same time, there are still critical gaps. Implementation remains uneven across regions and National Societies, with challenges in enhancing the quality and consistency of services, strengthening protection approaches, advancing inclusion and meaningful participation and ensuring more systematic coordination and cross-border cooperation. Capacity constraints, limited and declining resources and increasingly constrained operating environments continue to affect the scale and sustainability of the Movement’s response.

¹ In line with the [IFRC Policy on Migration](#) (2009), the Movement describes “migrants” as people who flee or leave their habitual residence in search of safety, opportunities or better prospects – usually abroad. This includes, among others, asylum seekers, refugees, stateless migrants, labour migrants and migrants deemed to be irregular by the public authorities. This description is confirmed in the Migration Strategy.

The report highlights the need to maintain and strengthen commitment to implementation across all Movement components. It calls for reinforced support to National Societies, increased investment in core operational capacities and humanitarian diplomacy, further coordination and alignment, and greater efforts to place migrants at the centre of the Movement's action. Ensuring enabling environments and sustained support from authorities and partners will be essential to upholding humanitarian principles and responding effectively to the needs of migrants.

The recommendations at the end of the report outline priority actions for the next phase of implementation of the Migration Strategy (2027–2028), focusing on strengthening the impact, coherence and sustainability of the Movement's response.

1) INTRODUCTION

An estimated 304 million people worldwide were reported as international migrants,² representing 3.7% of the global population; 41.6 million people were reported as refugees at the end of 2025.³ These figures, while indicative of the scale of human mobility, do not give the full picture; many migrants are not captured in official statistics due to their irregular or undocumented status, and their needs and vulnerabilities often go unrecorded. In addition, millions more people are displaced within their own countries,⁴ a fact that further illustrates the breadth and complexity of human mobility dynamics.

Migrants leave their home for many different reasons, and their experiences are very diverse. While many succeed in establishing themselves in new communities, others face significant challenges during their journey and after arriving in host and destination countries. These are at the centre of the response of the Movement, which supports migrants in a principled way at all stages of their journey and works with host communities as part of a holistic approach. While States bear the primary responsibility to protect the rights and dignity of all people in their territory and under their jurisdiction, migration has become a central and growing area of humanitarian action for the Movement, due to the risks many migrants encounter and the added value and complementary strengths of its response.

People on the move are undertaking longer and more dangerous journeys along complex, shifting and at times circular routes, where risks may evolve at every stage. Journeys are further complicated by the shrinking humanitarian space and severe global funding cuts, which limit access to protection, services and support along migration routes. As a result, many migrants face unacceptable and preventable risks, including death, disappearance, violence, abuse, discrimination and exclusion from essential services.⁵

The Movement remains deeply concerned that these risks continue to grow, reaching alarming levels. This situation has significant implications not only for migrants, but also for host communities, which are often the first to respond to immediate needs despite limited resources.

The environment is increasingly shaped by the securitization and politicization of migration, with government policies that prioritize border control, externalization and returns over protection and assistance. These dynamics also influence debates in major migration- and displacement-related policy processes, including the Global Refugee Forum (GRF), the Consultations on Resettlement and Complementary Pathways (CRCP) and the International Migration Review Forum (IMRF). While these forums continue to measure progress against global commitments and provide important opportunities for engagement, humanitarian, protection and human rights

² International Organization for Migration (IOM) (2026), [World Migration Report 2026](#).

³ United Nations High Commissioner for Refugees (UNHCR) (2026), [UNHCR Global Trends report 2025](#).

⁴ While recognizing the links that may exist between internal displacement and cross-border movement, and the corresponding need for holistic and coordinated responses, the Migration Strategy, and this progress report, focus primarily on the risks and vulnerabilities arising in the context of migration.

⁵ Recent research conducted by National Societies in three regions, together with the Global Migration Lab, highlights that sexual and gender-based violence is among the most prevalent risks encountered, particularly for separated women and children.

considerations are receiving less prominence in discussions and outcomes and increasing attention is being given to measures aimed at reducing or preventing migration. This in turn slows down progress in enhancing the protection of migrants and further aggravates their vulnerabilities and exposure to risks.

Against this backdrop, it is important to highlight that many migrants contribute positively to the communities in which they live – as recognized in the Sustainable Development Goals – boosting economic growth, inspiring entrepreneurship and driving innovation and knowledge exchange. However, their access to opportunities remains limited, as safe and regular pathways are not always available and access to legal residency is increasingly challenged. Too often, long-term settlement and integration are viewed as challenges rather than opportunities. When migrants are effectively supported and protected – including through access to protection mechanisms, services, information and inclusion opportunities – they are better able to contribute to and strengthen individual and community resilience across countries of origin, transit and destination.

Today, 165 National Societies support migrants and displaced people worldwide.⁶ With their permanent local presence and role as auxiliaries to the public authorities, National Societies are often among the first – and sometimes the only – actors providing assistance and protection services along migration routes, including in hard-to-reach and sensitive border areas. Their proximity to communities and operational footprint across countries of origin, transit and destination position the Movement uniquely to deliver principled humanitarian assistance, ensure continuity of care along routes and generate evidence from operations to inform policy and advocacy processes.⁷ The growing recognition of the importance of route-based approaches and locally led action in international discussions further underscores the relevance of the Movement's work.

In this context, the Migration Strategy provides a comprehensive framework to guide the Movement's work in this area. It promotes a coordinated, people-centred and principled approach, linking humanitarian assistance along migration routes with longer-term support for resilience, inclusion and protection.

2) BACKGROUND

As outlined in the Migration Strategy, the responsibility for implementing it is shared by all the Movement components. National Societies, the IFRC and the ICRC are individually responsible for incorporating the Strategy's content into their own strategies, plans and training programmes at the local, national, regional and global level, in accordance with their respective mandates, roles, responsibilities and areas of expertise.

The Migration Leadership Group and the Global Migration Task Force oversee the implementation of the Migration Strategy and are responsible for ensuring that it is operationalized, including by mobilizing efforts by the Movement components. The Red Cross Red Crescent Global Migration Lab, while playing a key role in developing the Strategy, has since focused its efforts on implementing it through joint research projects on topics of critical importance to the Movement's migration-related programming and advocacy.

This report draws on a combination of data and consultations conducted throughout 2026:

- As part of the monitoring and evaluation framework, a migration and displacement survey was conducted with National Societies in early 2026 to establish a baseline for implementation and identify key priorities and challenges (baseline survey).⁸

⁶ The data is from the FDRS, unified planning and the 2026 baseline survey.

⁷ This operational proximity also underpins the high levels of trust that National Societies enjoy among migrants and host communities, as highlighted by [research](#) from the Global Migration Lab, which cites trust as a critical enabler for effective humanitarian action.

⁸ The survey was completed by 95 National Societies across all regions, with National Societies in the Europe and Central Asia region showing the highest response.

- This was complemented by data from unified planning and the Federation-wide Databank and Reporting System (FDRS) as well as from relevant reports and case studies gathered during the implementation period.
- This report was further informed by discussions within the Global Migration Task Force Steering Group in April and May 2026, the outcomes of the Migration Leadership Group meeting in April 2026 and global consultations held with National Societies in May 2026.

3) ANALYSIS/PROGRESS

To guide implementation, the Migration Leadership Group, supported by the Global Migration Task Force, developed the Global Action Plan⁹ and the Monitoring Plan.¹⁰ The IFRC, the ICRC and supporting National Societies have jointly developed complementary tools, as part of the Implementation Toolkit,¹¹ to support National Societies in the implementation of the Migration Strategy.

To support sustained resource mobilization, the Global Migration and Displacement Platform was developed by the IFRC, with a view to providing National Societies with a stronger, more predictable and better coordinated mechanism for mobilizing international funding for their work towards implementing the Migration Strategy.¹²

A) REAFFIRMING THE RELEVANCE OF THE MIGRATION STRATEGY IN A CHANGING ENVIRONMENT

Implementation is taking place in the context of shrinking humanitarian space, restrictive migration policies, growing needs and significant funding constraints, which continue to shape priorities and limit responses. National Societies face increasing pressure due to growing needs, limited and short-term funding and transactional donor relationships, which affect sustainability and scale. In this context, the Migration Strategy has demonstrated even stronger relevance and value add; as a solid foundation and framework encompassing the strengths of each Movement component, it aligns the Movement behind a shared purpose, guided by common principles.

As such, the Strategy has strengthened a common understanding of the Movement's role,¹³ enabling National Societies to position themselves more confidently in restrictive and politicized contexts and reinforcing the importance of a principled humanitarian approach. It has also contributed to strengthening engagement with public authorities, including through the auxiliary role of National Societies.

The Strategy has provided a shared foundation and clear direction for National Societies to integrate migration into their strategic planning, thereby strengthening their migration work.¹⁴ Many

⁹ The Global Action Plan 2025–2026 sets key priorities, including: 1) promote awareness of the Migration Strategy, 2) position the Movement's work and added value in the field of migration, 3) integrate the Strategy's content into National Society strategies and plans, 4) strengthen cross-border cooperation, 5) advance meaningful participation, 6) strengthen National Society capacities to implement the Strategy, 7) ensure monitoring, evaluation, accountability and learning in the implementation of the Strategy and 8) support resource mobilization.

¹⁰ For further information on monitoring, see Section 5 of this report "Implementation and monitoring".

¹¹ Some of the tools that have been developed or are currently under development are: [e-learning on the Movement's approach to migration](#) (available in English, French, Spanish and Arabic), a National Society capability assessment tool, guidance on integrating migration into strategic planning, operational guidance for National Societies on engagement in return-related activities and a [community of practice](#).

¹² The [Platform](#) aims to mobilize CHF 500 million by 2030 to support 100 million people, with 75% of all resources dedicated to country-level activities.

¹³ According to the 2026 baseline survey, the Migration Strategy's most significant contribution to the work of National Societies on migration was that it provided a clear Movement position to guide our direction. Among the many other value additions identified, strengthening humanitarian diplomacy efforts and supporting cross-border collaboration were the two highest ranked. In contrast, support for tools, external communication and resource mobilization was reported as being weaker or less consistently felt, especially in the Asia Pacific and Americas regions.

¹⁴ 81% of the National Societies that responded to the 2026 baseline survey indicated that they integrated migration into their strategic planning.

National Societies have highlighted the added value of a jointly agreed Movement-wide strategy as the basis for internal alignment, including between headquarters and branch level.

The Strategy was presented and discussed at the global level and, importantly, at the regional level, including during all online and in-person regional migration network meetings.¹⁵ These discussions enabled National Societies not only to become familiar with the Strategy's strategic objectives and enablers, but also to better understand how to apply them in their respective contexts. As a result, initial steps were taken by National Societies, the ICRC and the IFRC to promote awareness of the Strategy and its added value within the Movement and to strengthen external positioning and communication around the Movement's principled approach and strategic priorities on migration.

B) REPORTING ON STRATEGIC OBJECTIVE 1: ESSENTIAL SERVICES

All migrants have safe, dignified and effective access to essential services, including through humanitarian assistance, at all stages of their journey.

National Societies continue to demonstrate strong operational engagement in delivering essential services to migrants across all regions. The 2026 baseline survey confirms that the vast majority of National Societies provide humanitarian assistance to all migrants irrespective of their status, reflecting a consistent, needs-based and principled approach. Across all regions, food, water and non-food items, the provision of information and psychosocial support are consistently ranked as the most widely delivered essential services for migrants.

This operational reach extends across the different stages of migration. National Societies provide essential services to migrants not only while they are in transit, but also when they arrive in the destination country or return home. In some instances, providing services to migrants that may not have returned voluntarily has posed important dilemmas for National Societies in deciding whether and to what extent to engage, while at times it has also allowed them to engage more with the authorities (see also "Reporting on Strategic Objective 3: Protection" below).

The Humanitarian Service Point (HSP) model represents an important modality for delivering essential services in a principled manner. In some remote areas, HSPs are often the only accessible services. However, uptake remains uneven across regions.¹⁶ As well as expanding coverage, increased attention is being given to strengthening the quality and consistency of services provided at HSPs.

Movement partners have made significant progress in the application of route-based approaches to ensure that people on the move have safe, dignified and effective access to essential services at all stages of their journey. In 2025, the route-based approach gained momentum in international policy discussions, with the Movement playing a significant role in its advancement since its inclusion in the IFRC Policy on Migration in 2009. Building on past programmes,¹⁷ the approach was expanded and operationalized through the launch of the Global Route-Based Migration Programme in 2021, which in 2025 was extended to 2030.

Under this Global Programme, National Societies in Africa, the Americas, Europe, and the Middle East and North Africa reached more than 1.17 million people¹⁸ through humanitarian assistance

¹⁵ Regional migration networks, consisting of the migration focal points of all Movement components and usually co-chaired by two National Societies from the region (by rotation), contribute to the implementation of the Migration Strategy through peer-to-peer discussion on specific regional dilemmas and action plans.

¹⁶ According to the 2026 baseline survey, nearly half of National Societies reported that they operate HSPs. A significant share of those that do not are in the Europe and Central Asia region or the Asia Pacific region.

¹⁷ Specifically, the regionally focused Action for Migrants: Route-Based Assistance (AMiRA) programme in Africa (2018–2021) and the Mariposa Monarca programme in the Americas (2018).

¹⁸ A full breakdown of the figures and case studies from National Societies involved in the Global Route-Based Migration Programme can be found in its [2025 Annual Report](#).

and protection in 2025.¹⁹ HSPs²⁰ remain a cornerstone delivery modality, with many now well-established and providing accessible support along migration routes. For example, in 2025, HSPs established in Niger, Mali, Egypt and Sudan found new support through the Pathways to Protection (P2P) consortium and provided over 27,000 services addressing essential and protection needs.²¹

This operational reach is further reflected in emergency response and preparedness efforts. In 2025, 50 National Societies responded to the emergency needs of migrants through population movement operations, supported by 30 Disaster Response Emergency Fund (DREF) Appeals and 8 Emergency Appeals. These included emergency responses in countries such as Afghanistan, Colombia, Djibouti, Lebanon, Mauritania, Nigeria, Syria, Uganda and Venezuela.

Efforts to strengthen preparedness are also advancing. Migration considerations have been integrated into the Preparedness for Effective Response (PER) approach, with pilot implementations in countries across Central America, South America and the Balkans. Anticipatory action is also being further operationalized. New guidance to support National Societies in developing Early Action Protocols for population movement was finalized in 2025, following the establishment of a dedicated technical working group.²² In addition, responding to challenges expressed by National Societies in countries from which migrants depart and to which migrants return, operational guidance for National Societies on engagement in return-related activities is currently under development.

Despite these achievements, important gaps remain. While operational delivery of essential services is widespread, National Societies report that efforts to ensure safe and non-discriminatory access through advocacy and systemic engagement are less consistently embedded.²³

Overall, progress under Strategic Objective 1 demonstrates strong operational performance and commitment across the Movement. However, further efforts are needed to strengthen the quality, consistency and sustainability of essential services, alongside increased investment in humanitarian diplomacy and advocacy to ensure that migrants have safe, dignified and effective access to services at all stages of their journey.

C) REPORTING ON STRATEGIC OBJECTIVE 2: RESILIENCE AND INCLUSION

All migrants are supported to strengthen their resilience and to enable them to be part of and contribute to inclusive communities and societies.

National Societies are increasingly engaging in activities that support migrants' resilience and inclusion, reflecting a shift from primarily short-term service delivery towards more comprehensive, longer-term approaches. Across contexts, this includes efforts to strengthen access to health care, promote social cohesion and support livelihoods as well as delivering other services, such as education, protection and housing support, where capacity allows. These activities aim to enable migrants to meet their essential needs while also contributing to and participating in the communities in which they live.

¹⁹ The Global Programme builds on a foundation of research and analysis as well as on broader approaches, such as Protection, Gender and Inclusion (PGI), Community Engagement and Accountability (CEA) and Cash and Voucher Assistance (CVA), and the use of digital tools.

²⁰ In 2025, the IFRC worked with UNHCR and IOM to respond to growing queries from civil society, Member States, partners and donors regarding the distinctions and complementarities between their service and coordination models through an [Analytical Note on UNHCR Multi-Purpose Hubs \(MPHs\), IOM Migrant Resource Centres \(MRCs\), and IFRC Humanitarian Service Points \(HSPs\): Clarifying Mandates, Design Logic, and Complementarity under Route-Based Approach](#).

²¹ The P2P programme brings together the expertise of the Danish Red Cross, the Danish Refugee Council, the International Detention Coalition (in a consortium approach) and over 23 local partners across 10 countries, including the National Societies of Egypt, Libya, Mali, Niger and Sudan. The programme operationalizes the HSP model to ensure that migrants have access to essential services along migration routes, regardless of their status, implementing a "minimum service package" to support the consistency and quality of services.

²² Simplified protocols have already been developed by National Societies in Honduras, Colombia and Djibouti, supporting earlier and more timely responses to emerging migration risks.

²³ According to the 2026 baseline survey, only around 37% of National Societies report that such advocacy is clearly articulated and actively implemented.

However, progress in this area remains uneven. While many National Societies are delivering direct services to migrants and engaging with authorities, countering hostile perceptions and building positive public narratives has proven more challenging.²⁴ This highlights a gap between service provision and more systemic approaches to inclusion, which are essential for achieving sustainable outcomes. Progress is also constrained by reduced and often insufficient financial resources. While there is strong commitment across National Societies to provide support to increase the resilience and inclusion of migrants, many face difficulties in establishing and sustaining comprehensive programmes over time. National Societies that have developed longer-term partnerships with local authorities, engaged the private sector and built strategic alliances with other stakeholders have generally been better positioned to strengthen and sustain their efforts. The sustainability and impact of resilience and inclusion programmes will depend not only on the capacities of National Societies, but also on enabling public policies that support social integration, economic inclusion and livelihood opportunities for migrants and host communities.

To strengthen an enabling environment for the socio-economic empowerment and inclusion of migrants, a Global Integration, Inclusion and Reintegration Framework is currently under development, together with comprehensive service mapping. The mapping shows that 138 National Societies already work on integration and inclusion in their respective countries, and 44 also support the reintegration of returnees and internally displaced people.²⁵ Building on the experience of the Integration and Inclusion Framework developed in Europe and Central Asia, the global framework will offer strategic and technical guidance to National Societies worldwide. It is being expanded to include reintegration, ensuring a more comprehensive and context-adaptable approach across regions.

Overall, National Societies demonstrate growing engagement in supporting resilience and inclusion. Continued efforts are needed to strengthen consistency, scale and quality, particularly in advancing the participation of migrants, their inclusion and enabling environments as core components of the Movement's migration response.

D) REPORTING ON STRATEGIC OBJECTIVE 3: PROTECTION

All migrants enjoy their rights under relevant bodies of law, have their safety and dignity protected and are supported to prevent or reduce their exposure to risks.

Protection remains a central pillar of the Movement's response to migration, underpinning both operational delivery and humanitarian diplomacy. National Societies deliver a broad range of protection services across different contexts. Information on rights and Restoring Family Links (RFL) services, including support to families of missing migrants offered by some National Societies, are among the most widely provided. Child protection, legal counselling and other specialized services are also commonly provided.²⁶

Within the Implementation Group of the RFL Movement Strategy 2020–2030, a thematic working group on RFL in migration (Enabler 6 of the RFL Strategy) was established. This was reconfirmed in May 2026 in recognition of the importance of monitoring collective efforts to further improve the implementation of this enabler by the Family Links Network.²⁷

²⁴ Data from the 2026 baseline survey.

²⁵ For example, in Türkiye, the Supporting Transition, Recovery, Inclusion and Vocational Empowerment (STRIVE) project provides a strong example of support to refugees and host communities in a destination country. It helps affected populations rebuild their lives, restore their livelihoods and strengthen their economic resilience. Implemented by the Turkish Red Crescent Society in partnership with the IFRC and the British Red Cross and with the IFRC Livelihoods Resource Centre contributing as a learning partner, the project targets Syrian refugees under temporary or international protection, along with vulnerable members of the Turkish host community, across seven provinces heavily affected by the 2023 earthquakes.

²⁶ Data from the 2026 baseline survey.

²⁷ The Red Cross and Red Crescent Family Links Network (FLN) consists of the ICRC's Central Tracing Agency, the RFL/tracing units within ICRC delegations, and the RFL/tracing services of National Societies.

Further, with the adoption of the resolution on protection in the Movement by the Council of Delegates in October 2024,²⁸ the Movement affirmed its clear intention to enhance protection for people in need or at risk, including vulnerable migrants, throughout its work. A Movement roadmap to facilitate the integration of protection into its working culture and processes has been developed. Further, several National Societies started reflections on how best to implement the Movement Protection Framework in their activities with and for migrants.

Through its humanitarian diplomacy efforts at the global level, the Movement continued to seek better protection outcomes for migrants, notably with regard to preventing deaths and disappearances and responding to the plight of missing migrants along migration routes (Objective 8 of the Global Compact for Migration) and promoting inclusive assistance and access to essential services for people on the move, irrespective of their migration status (Objective 15 of the Global Compact for Migration).

In particular, the Movement has contributed significantly, within the dedicated workstream of the United Nations Network on Migration, to the development and dissemination and, to some extent, to the implementation of the UN Secretary-General's recommendations on saving lives and on missing migrants (A/79/590), including through engagement in regional and cross-regional processes. The Movement actively engaged in discussions within the GRF and the IMRF, helping to ensure that humanitarian concerns and protection considerations were reflected in relevant policy discussions and outcomes, including the IMRF Progress Declaration adopted in May 2026.

Protection also features among the top objectives in humanitarian diplomacy across all regions, with National Societies prioritizing advocacy on access to services, protection of the rights and dignity of migrants and protection of humanitarian space.²⁹

In addition, through its continuous research work with other Movement partners, the Global Migration Lab has supported National Societies in identifying and analysing protection-related concerns affecting migrants in their respective contexts, contributing to broader Movement efforts to integrate protection into National Societies' humanitarian responses. As a result, the Movement components have been equipped with strong, evidence-based messages to inform positioning and advocacy efforts with the authorities and in regional forums on key issues, such as ensuring migrants' access to health care and other essential services, preventing and responding to people going missing and dying along migratory routes and supporting their families, with attention to gender- and age-specific vulnerabilities.

At the same time, the increasingly constrained funding environment is affecting the scale, continuity and sustainability of protection activities across some migration contexts. In some regions, reduced resources have led to the scaling back of protection services, including those delivered through HSPs and other operational modalities that provide migrants with access to information, referrals, essential services and protection support. These challenges are particularly evident along migration routes and in border areas, where migrants may face prolonged periods in remote transit locations with limited access to assistance and protection. Funding reductions have also affected protection activities in the maritime migration context. Due to resource constraints, the IFRC ended its partnership with SOS Méditerranée, reducing the Movement's engagement in protection activities at sea. These developments underscore the importance of predictable and flexible funding to maintain a consistent humanitarian presence and ensure protection outcomes for migrants in vulnerable situations.

Other important challenges remain. While the delivery of "protection services" is widespread across the Movement, it remains uneven in depth, with gaps in areas such as risk reduction, rights-based protection and coordination with relevant actors. These challenges have in some contexts been exacerbated by declining humanitarian funding and increasingly constrained operating environments. As a result, National Societies are also exposed to significant challenges in

²⁸ Resolution CD/24/R1, [Protection in the Movement: Improving our collective impact in protecting people](#).

²⁹ Data from the 2026 baseline survey.

upholding a principled approach in some areas of their work, such as immigration detention, returns and activities in border areas. Strengthening more systematic and consistent protection approaches remains a key priority for the next phase of implementation.

E) SPECIFIC AREAS WITH OPPORTUNITIES FOR FURTHER GROWTH

Accountability and meaningful participation

The Migration Strategy has reinforced a people-centred approach, citing it as one of five enablers for successful implementation. The Global Action Plan 2025–2026 included meaningful participation as a priority.

However, implementation remains limited. Across all regions, National Societies are more comfortable involving migrants in implementing programmes and collecting their feedback than engaging them in designing programmes or including them in decision-making.³⁰ The data from the 2026 baseline survey shows that the closer National Societies get to setting priorities, shaping policy and making decisions, the less migrants are included. It shows migrants as people whose views are gathered (e.g. through feedback mechanisms), not people whose voices lead.

Localization and capacity strengthening

National Societies are uniquely positioned to support migrants and host communities through their local presence, volunteer networks and role as auxiliaries to the public authorities. Their reach across countries of origin, transit and destination enables them to facilitate access to essential services, information, guidance and protection while promoting social cohesion and reducing tensions within communities.

Strengthening localization requires not only investment in National Society capacities, but also stronger partnerships with national and local authorities, the private sector and other stakeholders. Such collaboration can enhance the reach, effectiveness and sustainability of services for migrants and communities.

National Societies demonstrate strong staff and volunteer commitment and skills. However, capacity constraints continue to limit progress, particularly at branch level. Key gaps include limited human resources, the lack of a comprehensive overview of available tools and uneven institutional capacity. Mainstreaming migration across all levels remains a challenge for many National Societies. There is increasing recognition of the need to tailor support based on the organizational capacity and needs of each National Society and to scale up peer-to-peer learning and regional capacity-building.

Humanitarian diplomacy, including advocacy

The Migration Strategy has helped strengthen the engagement of National Societies in humanitarian diplomacy, supported by a clearer and more consistent Movement position on migration (see also “Reporting on Strategic Objective 3: Protection” above). Evidence generated through National Societies’ work on the ground enables the Movement to engage in humanitarian diplomacy based on lived realities, highlighting gaps in access, protection risks and the impact of restrictive policies.

While confidential approaches (including dialogue on individual cases and policy engagement) are the most common ways in which National Societies engage in humanitarian diplomacy on migration across all regions,³¹ collective Movement engagement at the global level was

³⁰ Tools developed under Accountability to Affected People (AAP) and CEA approaches provide guidance on how to strengthen the participation of migrants in the whole programme management cycle.

³¹ According to the 2026 baseline survey, protection (of rights, dignity and humanitarian space) and access to services are the two main priorities for National Societies in their humanitarian diplomacy on migration worldwide.

showcased, for example, at the recent IMRF in May 2026, in the form of joint side events and National Society addresses. The common strategic approach of the Movement – articulated in the Migration Strategy – was referred to during the plenary statement delivered by the IFRC.

The Movement has maintained a strong presence in regional and global migration- and displacement-related policy processes. Through its engagement in forums such as the GRF and the IMRF and in the numerous intersessional consultations, working groups and preparatory processes associated with them, the Movement has consistently advocated for policies and practices that strengthen migrants' safety, dignity and access to services, humanitarian assistance and protection along migratory routes. Importantly, the Movement's humanitarian diplomacy efforts are grounded in operational realities and first-hand information collected directly by National Societies and volunteers through their daily engagement with migrants and affected communities.

Yet challenges faced by migrants cannot be addressed through regional and global processes alone. National Societies should increase engagement with national and local authorities, including government institutions, law enforcement and other relevant public actors. Equally important is sustained engagement with the private sector and influential community voices to promote a human-centred understanding of the situation, capacities and needs of migrants, which can foster greater social cohesion, reduce misconceptions and support more effective and inclusive responses at the local level.

However, in their daily work, many National Societies face increasing pressure when engaging on migration issues, underscoring the need for stronger collective support and clearer positioning from the Movement to maintain a principled approach and humanitarian space.

Coordination and cooperation among the Movement components and with external actors

The Migration Strategy has strengthened collaboration across the Movement, including at the regional level.³² Regional migration networks support coordination, joint analysis and peer learning, but their potential is not yet fully realized. The alignment and sharing of practices across National Societies remains uneven, and opportunities for peer-to-peer cooperation can be expanded.

Progress has been made in further strengthening a route-based approach, improving continuity of assistance and protection across countries of origin, transit and destination (see also "Reporting on Strategic Objective 1: Essential services" above). In response to increasing requests from civil society, States, partners and donors to clarify the distinctions and complementarities between the different IFRC, IOM and UNHCR service delivery and coordination models, an analytical note³³ was prepared explaining how each model operates and how they complement one another in practice. It contributes to strengthening inter-agency coordination, avoiding duplication of efforts and maximizing complementarities and operational coherence along migration routes.

However, implementation remains challenging. Cross-border cooperation has been difficult to fully operationalize, due to data-sharing constraints, language barriers and differences in national contexts, among other factors, and is not yet systematically embedded.

Data protection and the principled use of digital technology

The majority of National Societies reported that their staff and volunteers receive training on applicable data protection policies and that they have a person in house who can be contacted for

³² All but one of the National Societies that responded to the 2026 baseline survey indicated that they are in contact or work with the IFRC, the ICRC or other National Societies on migration. The most common formats for engagement are: 1) taking part in regular or ad hoc exchange meetings, 2) participating in one of the regional migration networks or 3) carrying out joint projects and programmes on migration.

³³ See [Analytical Note on UNHCR Multi-Purpose Hubs \(MPHs\), IOM Migrant Resource Centres \(MRCs\), and IFRC Humanitarian Service Points \(HSPs\)](#).

queries about data protection. Further efforts should be invested in increasing staff and volunteer confidence in applying such policies across programmes and across regions.³⁴

4) RESOURCE IMPLICATIONS

Movement components should reaffirm their commitment to allocating resources, according to their respective roles, capacities and operational needs, to implement the Migration Strategy. This also includes support for the newly established Global Migration and Displacement Platform.

Additionally, Movement components are encouraged to support each other in implementing the Strategy, including by developing sustainable partnerships among National Societies to strengthen capacities in migration work collaboratively.

5) IMPLEMENTATION AND MONITORING

The Monitoring Plan concept note foresees a progressive use of tools to measure progress and identify areas for further investment, taking into account available resources.³⁵ Monitoring and implementation will build on existing mechanisms and lessons learned. The Monitoring Plan for the 2024–2026 period has supported the establishment of mechanisms to monitor and assess progress and adapt approaches at the national, regional and global level, drawing on migration-relevant data already collected within the Movement, including through unified planning, the 2026 baseline survey, regional exchanges and discussions in regional and global networks (Migration Leadership Group, Global Migration Task Force).

The Monitoring Plan may be adjusted to reflect the priorities set in the new Action Plan for 2027–2028, building on the lessons learned and data points collected during the first phase (2025–2026). In particular, it should include mechanisms to better capture feedback from migrants themselves and ensure their perspectives inform decisions on the implementation of the Migration Strategy. National Societies should take primary ownership of the monitoring and evaluation of their migration-related work and contribute evidence, lessons learned and operational insights to regional and global reporting processes. In parallel, the IFRC and the ICRC will continue monitoring and assessing their respective contributions to the implementation of the Strategy and their support for the achievement of collective objectives. This approach will further enhance transparency within the Movement regarding both achievements and operational constraints and will provide a more accurate and coherent picture of collective progress, capacities and challenges.

Progress, priorities and challenges will be brought to the attention of the 2028 Council of Delegates and/or the 35th International Conference of the Red Cross and Red Crescent to call for support from States where appropriate.

6) CONCLUSION AND RECOMMENDATIONS

Conclusion

The Movement's Migration Strategy is no longer optional – it is essential. It has provided a strong foundation for collective action, embracing the Movement's strength through diversity and

³⁴ Data from the 2026 baseline survey.

³⁵ It includes the following elements: baseline survey and regular global surveys to cover areas where data is not already available/collected (e.g. through the RFL survey); review of existing data within the Movement; mapping results and learning from outcomes; beneficiary-focused feedback; and other sources of verification as outlined in the Monitoring Plan.

complementarity and enabling greater alignment, clearer positioning and progress in enhancing operational responses across the Movement.

However, humanitarian needs continue to grow, while progress remains fragile and space for principled humanitarian action shrinks. Every day, National Societies deliver vital assistance – often as the only actors present, particularly in contexts where access is constrained and needs are highest. Recognition of this reality must translate into sustained support, including predictable funding and stronger institutional backing.

The findings of this report highlight both the added value of the Movement and the urgency of scaling up implementation. Without strengthened commitment, including at the highest level, and greater coordination and investment, the Movement's capacity to respond will remain under pressure. With collective action, however, there is a clear opportunity to reinforce principled, people-centred humanitarian responses that protect the dignity and reduce the vulnerabilities of people along migration routes.

The Movement, together with States and partners, must act with urgency and resolve. The Movement's global reach, principled approach and proximity to communities position it to lead – but only if this is matched with sustained commitment, solidarity and investment.

Recommendations for the next phase of implementation (2027–2028)

1. Defend humanitarian principles and humanitarian space³⁶

- Movement components should reinforce efforts to uphold neutral, independent and impartial humanitarian action through their dialogue with authorities and decision-making on programmatic engagement.
- Movement components should engage with States to ensure enabling environments for humanitarian access and principled response.

2. Further mainstream migration across the Movement's work

- Movement components should reinforce a principled and needs-based approach in their strategies, programmes and operations at all levels, including at branch level, ensuring that migrants, along with other vulnerable groups, are effectively included, in accordance with the principle of impartiality, and maximizing the impact of available resources.
- Movement components should strengthen efforts to promote understanding among authorities, communities and other stakeholders of the humanitarian principles and approach that guide the Movement's work with migrants and other vulnerable groups.
- The IFRC and the ICRC should support this integration by providing guidance and technical assistance.

3. Put migrants at the centre

- National Societies should enhance community engagement, meaningful participation and feedback mechanisms, ensuring that migrants play an active role in shaping programmes and decisions.

³⁶ In line with the resolution [Call for respect and support for principled humanitarian action](#). See also the respective progress report.

4. Ensure continuity of services along migration routes

- National Societies, with support from the IFRC and the ICRC, should enhance cross-border cooperation along migratory routes, including referrals and information-sharing mechanisms.

5. Strengthen humanitarian diplomacy to ensure respect for migrants' rights

- Investment in bilateral dialogue, humanitarian diplomacy and advocacy on migration, notably on respect for migrants' rights and dignity, should be strengthened, and a clear, principled and coherent Movement narrative, grounded in operational evidence and lived realities, should be amplified.

6. Invest in capacity strengthening

- Movement components should scale up investment in core strengths, such as volunteers, RFL and HSPs, including support for the HSP certification process.
- National Societies should systematically mainstream protection and ensure respect for the “do no harm” principle, in line with the Movement Protection Framework.
- Movement components should engage more systematically in strategic and operational partnerships with like-minded actors to enhance complementarity, extend reach along migration routes and increase collective impact.

7. Strengthen sustainable and predictable financial resourcing

- Movement components should pursue predictable and flexible multi-year funding for migration work, including through strengthened engagement with existing global and regional mechanisms, such as the Global Migration and Displacement Platform.
- Movement components should broaden and diversify funding streams and explore innovative approaches to enhance collective resourcing for migration.

8. Act as one Movement

- Movement components should enhance alignment, coordination and knowledge-sharing, including through regional platforms and global mechanisms.

Implementation of the next phase (2027–2028) will be guided and supported by the Migration Leadership Group and the Global Migration Task Force, which will provide strategic direction, prioritization and oversight. This will involve defining and steering a clear, focused and realistic set of priorities, ensuring a coherent, efficient and accountable approach across the Movement, building on lessons learned and operational evidence and taking into account current resource constraints.

Without decisive action, humanitarian needs will outpace the Movement's capacity to respond – and the most vulnerable will be left behind. With sustained commitment, stronger support to National Societies and reinforced collective action, the Movement and its partners can make a difference so that migrants are better protected and assisted and treated with dignity throughout their journey.