



INTEGRATING MIGRATION INTO EMPLOYMENT INTERVENTIONS



A TOOLKIT FOR INTERNATIONAL
COOPERATION AND DEVELOPMENT
ACTORS

Funded by



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This publication was issued without formal editing by IOM.

Cover photo: Nour Abdi Garaad is a return migrant to Burco, Somalia who has now set up his own shop in the town centre selling garments. © IOM 2020/ Muse Mohammed

Required citation: International Organization for Migration (IOM), 2022. *Integrating Migration into Employment Interventions: A Toolkit for International Cooperation and Development Actors*. IOM, Brussels.

ACKNOWLEDGEMENTS

This publication was drafted by Katy Barwise, Alison Talkers, and Elizabeth Linklater (IOM). Consultants that supported the development of this publication include Marianne Lane and Donna Cabrera.

The drafting team would like to thank the following people for their inputs: Joanne Irvine (IOM), Geertrui Lanneau (IOM), Sok Leang Kim (IOM), Erwan Marteil (DG INTPA), Cécile Riallant (IOM), Iacopo Viciani (DG INTPA), Vassilly Yuzhaninn (IOM), Phillip Hunter (IOM), Natalia Popova (ILO), Iskander Kholov (ILO), and Michael Mwasikakata (ILO).

ISBN 978-92-9268-241-5 (PDF)
ISBN 978-92-9268-242-2 (Print)

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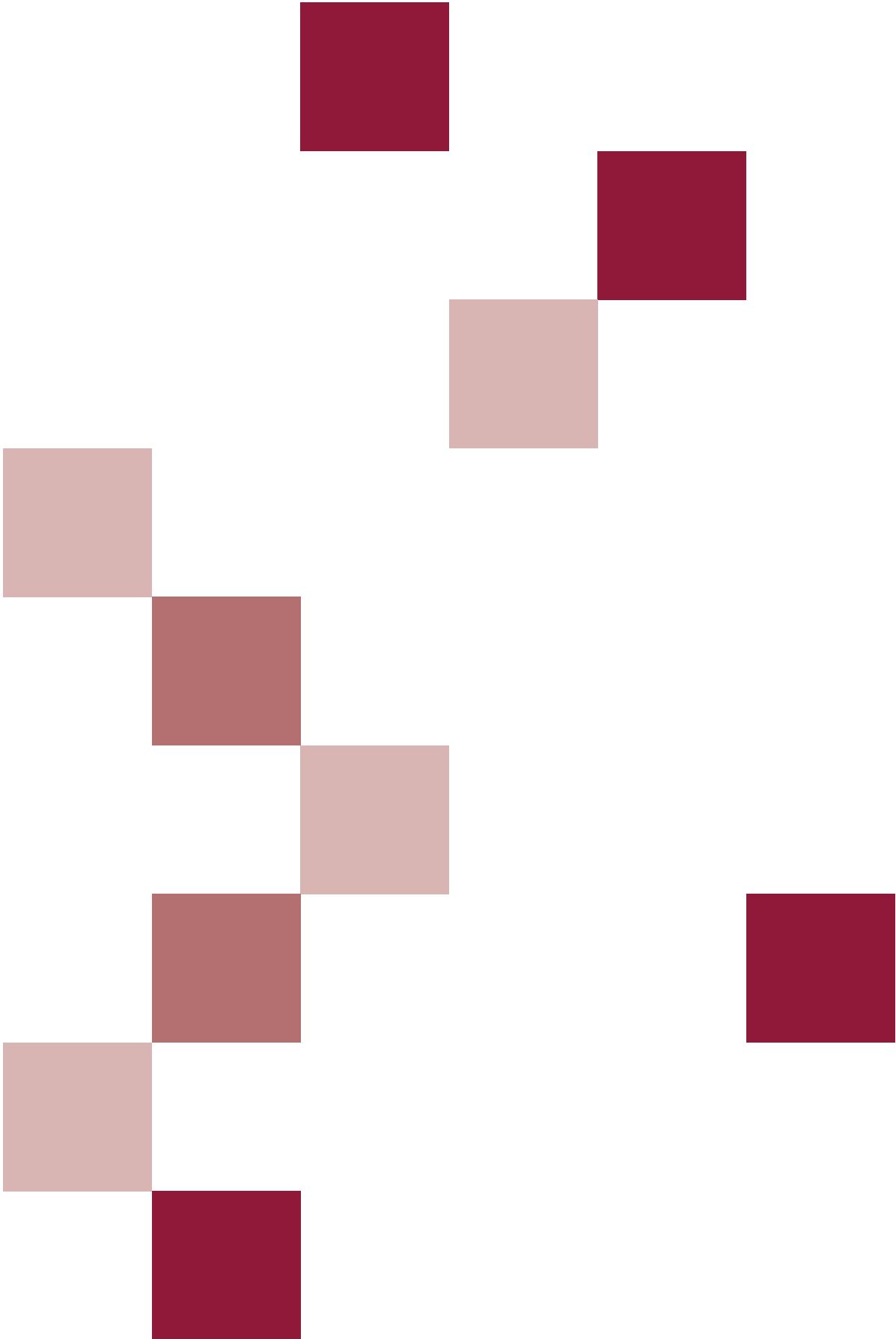


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ACRONYMS

AVRR	Assisted Voluntary Return and Reintegration
BLMA	Bilateral Labour Migration Agreement ¹
DAC	Development Assistance Committee
DG INTPA	Directorate-General for International Partnerships
EU	European Union
IDP	internally displaced persons
ILO	International Labour Organization
IOM	International Organization for Migration
IRIS	International Recruitment Integrity System
LMIS	Labour Market Information Systems
MMICD	Mainstreaming Migration into International Cooperation and Development
NGO	non-governmental organization
OECD	Organisation for Economic Co-operation and Development
OSCE	Organization for Security and Co-operation in Europe
SDG	Sustainable Development Goal
TVET	Technical and Vocational Education and Training
WHO	World Health Organization

1. These are also often referred to as Bilateral Labour Agreements (BLAs).

GLOSSARY OF TERMS²

A note on terminology: In this Toolkit, the term **migration** refers to any movement of persons away from their place of usual residence. Migration can take many forms and includes immigration, emigration, displacement, etc. The term **migrants** is inclusive of regular and irregular migrants, international and internal migrants, and displaced persons, among others.

This is the common terminology used throughout the Toolkit. However, given the specificities of different types of migration (e.g. displacement) and categories of migrants (e.g. displaced persons), distinct references are made to these terms in certain sections of the Toolkit, where relevant. See the Glossary of Terms below for more information on specific migration-related terminology used.

Bilateral labour migration agreements: Agreements concluded between two States, which are legally binding and are essentially concerned with inter-State cooperation on labour migration.

Country of destination: In the migration context, a country that is the destination for a person or a group of persons, irrespective of whether they migrate regularly or irregularly.

Country of origin: In the migration context, a country of nationality or of former habitual residence of a person or group of persons who have migrated abroad, irrespective of whether they migrate regularly or irregularly.

Country of transit: In the migration context, the country through which a person or a group of persons pass on any journey to the country of destination or from the country of destination to the country of origin or the country of habitual residence.

Diaspora: Migrants or descendants of migrants whose identity and sense of belonging, either real or symbolic, have been shaped by their migration experience and background. They maintain links with their homelands, and to each other, based on a shared sense of history, identity, or mutual experiences in the destination country.

Displacement: The movement of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-induced disasters.

Emigration: From the perspective of the country of departure, the act of moving from one's country of nationality or usual residence to another country, so that the country of destination effectively becomes his or her new country of usual residence.

Environmental migration: The movement of persons or groups of persons who, predominantly for reasons of sudden or progressive changes in the environment that adversely affect their lives or living conditions, are forced to leave their places of habitual residence, or choose to do so, either temporarily or permanently, and who move within or outside their country of origin or habitual residence.

Immigration: From the perspective of the country of arrival, the act of moving into a country other than one's country of nationality or usual residence, so that the country of destination effectively becomes his or her new country of usual residence.

2. Unless otherwise stated, the terms in this glossary are drawn from the [IOM Glossary on Migration](#) (2019).

Integration: The two-way process of mutual adaptation between migrants and the societies in which they live, whereby migrants are incorporated into the social, economic, cultural and political life of the receiving community.

Internally displaced persons: Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-induced disasters, and who have not crossed an internationally recognized State border.

Internal migration: The movement of people within a State involving the establishment of a new temporary or permanent residence.

International migration: The movement of persons away from their place of usual residence and across an international border to a country of which they are not nationals.

Irregular migration: Movement of persons that takes place outside the laws, regulations, or international agreements governing the entry into or exit from the State of origin, transit or destination.

Labour migration: Movement of persons from one State to another, or within their own country of residence, for the purpose of employment.

Labour mobility: Labour mobility – or mobility of workers – can be either occupational (movement along the occupational ladder) or geographic (movement across geographic locations). In the context of migration, geographic labour mobility is implied.

Migrant: An umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons. The term includes a number of well-defined legal categories of people, such as migrant workers; persons whose particular types of movements are legally defined, such as smuggled migrants; as well as those whose status or means of movement are not specifically defined under international law, such as international students.

Migrant worker: A person who is to be engaged, is engaged or has been engaged in a remunerated activity in a State of which he or she is not a national.

Migrants in vulnerable situations: Migrants who are unable to effectively enjoy their human rights, are at increased risk of violations and abuse and who, accordingly, are entitled to call on a duty bearer's heightened duty of care.

Migration: The movement of persons away from their place of usual residence, either across an international border or within a State.

Refugee: A person who, owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it.

Reintegration: A process which enables individuals to re-establish the economic, social and psychosocial relationships needed to maintain life, livelihood and dignity and inclusion in civic life.

Remittances: Personal monetary transfers, cross-border or within the same country, made by migrants to individuals or communities with whom the migrant has links.

Return migration: In the context of international migration, the movement of persons returning to their country of origin after having moved away from their place of habitual residence and crossed an international border. In the context of internal migration, the movement of persons returning to their place of habitual residence after having moved away from it.

Trafficking in persons: The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery, servitude or the removal of organs.

Vulnerable group: Depending on the context, any group or sector of society (such as children, the elderly, persons with disabilities, ethnic or religious minorities, migrants, particularly those who are in an irregular situation, or persons of diverse sex, sexual orientation and gender identity (SSOGI)) that is at higher risk of being subjected to discriminatory practices, violence, social disadvantage, or economic hardship than other groups within the State.

To learn more, see [IOM's Glossary on Migration](#).

INTRODUCTION

The **Toolkit for Integrating Migration into Employment Interventions** is part of a series of tools developed under the Mainstreaming Migration into International Cooperation and Development (MMICD) project, funded by the European Union (EU) and implemented by the International Organization for Migration (IOM). It complements the MMICD's core Guidelines on Mainstreaming Migration into International Cooperation and Development and is one of its practical Toolkits³ for putting migration mainstreaming into practice. This Sector Toolkit was developed in partnership with the International Labour Organization (ILO).

Purpose: The Toolkit is intended to provide concise, operational, and user-friendly information and tools to support partners to understand how migration can be reflected in the design, implementation, monitoring and evaluation of development cooperation interventions (i.e. projects or programmes) that have an employment focus. Although there is not a one size fits all approach for integrating migration into employment interventions, the tools can be adapted to various contexts to make development cooperation more coherent and effective by harnessing the development potential of migration and ensuring that any related challenges and/or opportunities are fully assessed.

Audience: The Toolkit has been designed to be used by international cooperation and development actors⁴ working in, or with, the employment sector. While the specific target audience is international cooperation

and development actors, it can also be useful for other partners who are engaged in designing, implementing and/or evaluating interventions.

Structure: The Toolkit is divided into the following sections:

1. **Background:** The first section includes a brief overview of the linkages between migration and the employment sector to provide a general understanding of the ways in which both interact.
2. **Tools:** The second section includes a set of user-friendly tools to support international cooperation and development actors with the integration of migration into employment interventions, focusing on different stages of the intervention cycle.⁵

Following Section 2, there are a series of Annexes, including key global frameworks and commitments, EU development cooperation in this sector, other sector-specific guidelines and tools, guiding principles, data sources, examples of relevant Sustainable Development Goal (SDG) targets and the continuation of the indicator bank.

Sub-sectors: Most of the content of the Toolkit is categorized into four “sub-sectors”,⁶ which capture the main connections between migration and employment (although non-exhaustive). The sub-sectors highlighted in this Toolkit include:



-
3. This Toolkit is one of the eleven other Toolkits that complement the Guidelines on Mainstreaming Migration into International Cooperation and Development. Other Toolkits include: a Standard Toolkit, COVID-19 Toolkit, and nine Sector Toolkits on (i) health, (ii) environment and climate change, (iii) employment, (iv) governance, (v) private sector development and trade, (vi) rural development, (vii) security, (viii) urban development, (ix) education.
 4. Specifically, EU institutions and EU delegations, EU member States, development partners, government authorities in partner countries and other donors (including traditional (bilateral and multilateral) and non-traditional (private sector, foundations, etc.).
 5. The intervention cycle in this Toolkit is informed by the phases used by the European Commission in its Development Cooperation programming.
 6. The sub-sectors addressed in this Toolkit are aligned with the priority areas of the development cooperation of the European Commission in the field of employment and decent work. However, the concept of sectors and sub-sectors may differ across organizations.

The page features several squares in three shades of red: a dark maroon, a medium terracotta, and a light rose. These squares are scattered across the page, with some overlapping. A solid dark maroon bar is at the top edge. The text 'SECTION 1' is in a small, dark blue, sans-serif font.

SECTION 1

BACKGROUND

Migration can be a strategy to access better employment opportunities, as people move to attain better education, jobs, or working conditions. Migrant workers constitute nearly five per cent of the global labour force and are an integral part of the world economy (ILO, 2021). In most cases, labour migration occurs due to a combination of factors, including insufficient local demand for workers in countries of origin, skills shortages, mismatches in the local labour market, inadequate working conditions, lack of information about locally available vacancies, and limited support to access jobs and navigate the labour market.

In many regions, migrant workers account for an important share of the labour force, making vital contributions to societies, and working in key sectors, such as health care, services, and agriculture. Migration can also benefit the performance of labour markets in communities of origin and destination. In communities of origin, migration can alleviate labour market pressures, and, in communities of destination, migrants can help fill gaps and introduce new skills and know-how to markets. However, many migrant workers are in temporary, informal or unprotected jobs, which can expose them to poor working conditions, job insecurity and other vulnerabilities.

COVID-19 Pandemic: COVID-19 has affected the magnitude and characteristics of the world of work. The pandemic has demonstrated a reliance on migrant workers for economies but has also highlighted and exacerbated the vulnerabilities that many migrants face. For example, during the pandemic, many migrants have faced barriers in returning home or to their place of work due to border closures and other forms of travel restrictions. Others faced job losses, or a reduction in productivity, as a result of economic downturn in many countries and industries. Moreover, migrants often face barriers in accessing medical testing, treatment and care, as well as vaccinations (see the Health Toolkit [here](#) for more information).

In recognition of the interlinkages between migration and COVID-19, IOM has developed a [Toolkit on Integrating Migration into COVID-19 Socio-Economic Response](#) (2020).

In order to explain the main connections between migration and employment, the content of this Toolkit is divided into the following sub-sectors:



I EMPLOYMENT AND LABOUR MARKET POLICIES

Access to employment is a critical component of an efficient labour market. However, labour market access may be restricted based on migration status, administrative procedures, regulations and associated fees, difficulties recognizing foreign qualifications and skills, language barriers, intercultural differences and/or

discriminatory practices. This means qualified migrants can be underemployed, precariously employed⁷ or not employed at all, which affects migrants' ability to integrate into the country of destination, as well as their access to skilled jobs, decent jobs and mobility within the labour market.

7. Precariously employed refers to non-standard or temporary employment that may be poorly paid, insecure and/or unprotected.

Coherence between migration and employment policies can help overcome some of these challenges. This requires ensuring that migration policies make relevant linkages to employment policies, and that employment and labour policies cross-reference migration policies, as appropriate. Developing mobility partnerships between countries of origin and destination, including through bilateral labour migration agreements (BLMAs), or memoranda of understanding, is for example, one approach to help ensure the benefits of this dynamic are felt by countries of origin, countries of destination, as well as by migrants and communities.

Beyond this, national governments can facilitate migrants' labour market access by, among other things, putting in place qualifications and skills recognition mechanisms to formalize the recognition of skills gained in another country or those acquired through non-formal or informal ways. Other considerations include: promoting employability and matching migrant workers to employment opportunities to fill skill gaps; allowing migrants to access qualification recognition institutions and training to enable them to acquire needed skills; and adapting communication channels to make employment information accessible to migrants.

II LABOUR STANDARDS, WORKING CONDITIONS AND SOCIAL DIALOGUE

While workers often migrate to fill gaps in labour markets of destination countries/communities, optimal conditions to facilitate regular migration pathways and decent working conditions for migrant workers do not always meet labour standards.⁸ Migrant workers may lack valid work permits, which can leave them vulnerable at work and – contrary to international law and standards – can impact their eligibility to join trade unions, their ability to defend their rights, and their access to social protection and grievance mechanisms.

Even with a valid work permit, the rights of migrant workers are not always satisfied. A lack of access to justice, along with economic (e.g. costs and debts associated with paying fees), social and cultural exclusion, and language barriers can make the recruitment process even more difficult for migrants. These challenges are further exacerbated when migrant workers, particularly irregular migrants, participate in the informal economy.

Such conditions further constrain their access to social protection and basic services, exposing them to increased risks of exploitation, including forced labour and human trafficking.

Migrant workers often face challenges exercising their rights, with high levels of exposure to workplace hazards,⁹ wage discrimination, and poor working and living conditions, and a lack of complaint mechanisms for denouncing the labour abuses experienced. Social dialogue can serve as an important tool for protecting labour rights and improving working conditions of migrants (ILO, 2018a). At the national level, for instance, coordination mechanisms involving governments, employers, workers and migrants can facilitate discussions to recognize and address the barriers that might limit migrant workers' enjoyment of equal treatment.

III JOB CREATION AND ENTREPRENEURSHIP¹⁰

Entrepreneurship can be a catalyst for job creation and an effective way to improve the economic and social inclusion of migrants, their families, and communities. Along with skills, knowledge, and cross-border networks, migrants bring a fresh perspective to local entrepreneurship and create new market opportunities. However, migrants often face obstacles that can limit their access to financial and/or consumer markets. Obstacles could take the form of restrictions on the

right to work, lack of support networks, language barriers, or regulations that make it difficult for migrants to open a bank account or access start-up funds, for example (UNCTAD, 2018).

Supporting migrants' entrepreneurial activity has the potential to enhance job creation and livelihood opportunities for migrants and their communities, both in countries of destination and origin (including

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8. These include respective for fundamental human rights, protection of wages, employment security, working conditions, labour market and social policies, and industrial relations. See more [here](#).
 9. Refer to the [Toolkit for Integrating Migration into Health Interventions](#) for further information on the health workforce and social determinants of health.
 10. Refer to the [Toolkit for Integrating Migration into Private Sector Development and Trade Interventions](#) for further information on private sector development.

when migrants return home). In addition to this, entrepreneurship can stimulate wider investment and private sector development, and resultant job opportunities, through remittances, skills transfer, or

new opportunities for trade and commerce. Tapping into such potential can also be used to improve workplace mentorship programmes by drawing on the experience and know-how of entrepreneurs.

IV SKILLS DEVELOPMENT AND VOCATIONAL TRAINING

Migrants can fill skills shortages or gaps in labour markets. However, migrants' skills are often under-utilized, and many migrants lack access to training opportunities to further develop their skills (ILO, 2018b). Recognition of skills and qualifications are key factors for migrants' labour market integration, as well as for their career development. Various approaches can be taken to ensure that foreign qualifications and work-based skills are considered within labour markets.¹¹ For instance, labour market information systems (LMIS) can provide important information on the supply of, and demand for, skills, including through labour market assessments. This can help protect against the deskilling and poor labour market integration of migrant workers.

Well planned approaches to skills development and vocational training, as well as TVET to match market realities and gaps, helps ensure that the workforce in a country is able to meet its labour needs. Targeted training can help reduce skills mismatch and help (potential) migrants join or re-join the workforce by developing new skills or advancing acquired ones. In response to labour market needs, vocational training can provide migrants (and potential migrants) with the skills and competencies needed in the local and international job markets, serving as a bridge to the labour market.¹² Enhancing access to vocational training for all can be achieved through reducing the training duration, recognizing prior learning, and offering access to training programmes without the need to meet formal entry qualifications, for example (Jeon, 2019).

Core international frameworks: The [International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families](#) (1990) is one of the core documents on human and labour rights for migrant workers regardless of migration status. Under the Convention, dispositions already adopted by international human and labour rights instruments that apply to migrants have been brought together, with the objective to protect them from exploitation and the violation of their human rights.

Beyond this, other bodies of international law, including International Labour Standards, and other elements of international labour law, are applicable to migrant workers and the promotion and protection of their rights.

For more information, see [Annex I: Key Global Frameworks and Commitments](#). For EU specific development cooperation in this sector, refer to [Annex II: EU Development Cooperation in this Sector](#).

11. Coordination between the education and employment sectors can help enable this, supported by skills and qualification recognition systems, which include processes for skills recognition amongst other aspects.

12. For more information on technical or vocational education, refer to the [Toolkit for Integrating Migration into Education Interventions](#).



SECTION 2

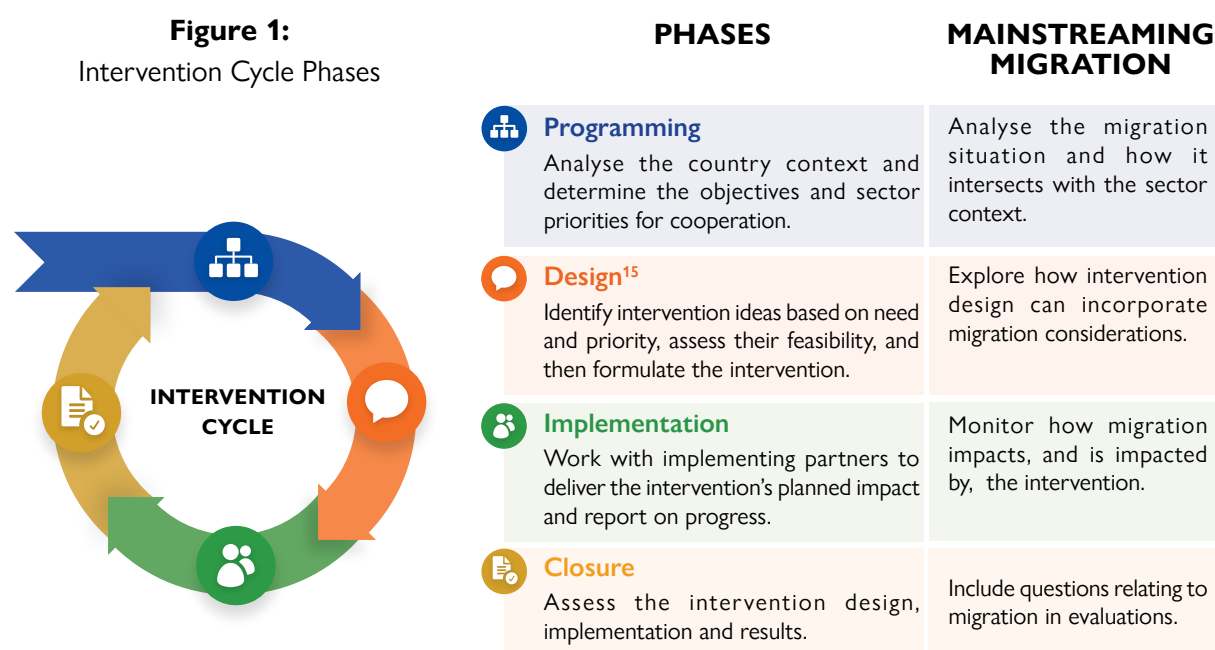
TOOLS

WHY USE THESE TOOLS?

With the support of the tools in this Toolkit, international cooperation and development actors can operationalize a migration mainstreaming approach. This means understanding how migration – in all its forms¹³ – can be integrated in the design, implementation, and/or evaluation of employment interventions, based on the context. Integrating migration into employment interventions not only supports the inclusion of migrants, but also enhances development cooperation interventions by making them more coherent and effective.

WHEN AND HOW TO USE THE TOOLS?

The tools are intended to be used at the various phases of the intervention cycle.¹⁴ They include guiding questions, checklists, and examples of project interventions to help users explore the concepts and connections with migration. The tools are designed to be adapted and used, regardless of region, country, and/or other contextual factors. They are not intended to be prescriptive, but rather guide or inform the mainstreaming of migration throughout the intervention cycle:



13. See the [Glossary of Terms](#) for more information.

14. The above intervention cycle phases are those used by the European Commission in its international cooperation and development programming. However, different organizations use different language to describe the phases of the project or programme cycle. Despite the differences in language, in general most organizations and agencies follow a similar approach to planning, management, monitoring and evaluation of their development cooperation interventions, and therefore the approach used in this Toolkit should still be applicable.

15. According to DG INTPA guidance, identification (early design) and formulation (final design) phases could be merged into a single design phase, considering pragmatically that an intervention might not be fully identified until it is formulated.

Figure 2:
Breakdown of the Tools

Tool 1: Quick Diagnostic

Provides an entry point for mainstreaming migration.



Tool 2: Situation Analysis

Gathers information and evidence to inform a more nuanced understanding of the connection between migration and employment in a given context.



Tool 3: Policy Checklist

Explores the governance environment in relation to migration and employment in a given context.



Tool 4: Stakeholder Analysis

Identifies which stakeholders should be consulted during programming and, as well as those who may be suitable partners and/or beneficiaries (direct and indirect) for an intervention.



Tool 5: Problem Analysis

Unpacks barriers or bottlenecks, from a migration perspective, and arrives at potential interventions to address them.



Tool 6: Risk Analysis

Highlights potential migration-related risks to interventions, as well as measures to mitigate these.



Tool 7: Theory of Change

Helps with the formulation of the results logic of an intervention, including ensuring that it incorporates and responds to migration-related factors identified.



Tool 8: Indicator Bank

Provides a comprehensive set of indicators (aligned with the Sustainable Development Goals (SDGs)) that can be integrated, or adapted for, an intervention.



Tool 9: Project Design Checklist

Offers a quick reference tool to ensure that migration has broadly been mainstreamed into project design.



Tool 10: Project Monitoring Checklist

Provides a quick reference tool to identify the extent to which migration has been integrated into project activities.



Tool 11: Project Evaluation Checklist

Offers a quick reference tool to evaluate how well migration was mainstreamed in an intervention.



TOOL 1: QUICK DIAGNOSTIC

Why use this tool?

The Quick Diagnostic is intended to be a “starting point” to mainstream migration within an employment intervention. It can help to identify areas where migration could be integrated within the Programming Document or Action Document¹⁶ and provides a foundation to further explore the subsequent tools.

When to use this tool?

This tool should be the first point of reference for mainstreaming migration into an intervention. However, it can be used at any, or all, phases of the cycle.



How to use this tool?¹⁷

The user can reflect on the questions to explore the different areas (e.g. justification, stakeholders, results) within a Programming Document or Action Document where migration could be (or was) mainstreamed. The Guiding Principles in [Annex IV](#) should also be kept in mind when using this tool. Depending on the need, other tools can be consulted to better understand and address the areas requiring further attention.

Areas	Questions
Analysis and Justification	Has an analysis been conducted on the migration-related situation (e.g. migrant workers, labour market needs (supply and demand))? <i>For support, go to the Situation Analysis Tool</i>
Stakeholders and Participation	Are migration-related groups, associations, or the relevant migration unit of relevant government ministries involved in the design, implementation, and evaluation of the action? <i>For support, go to the Stakeholder Analysis Tool</i>
Policy Dialogue	Has the specific situation of migrants and communities affected by migration been raised in discussion with public authorities? Are there government-to-government policy dialogues to discuss mutual areas of interest on labour migration? Are there avenues for the government to participate in relevant regional policy dialogues such as the Colombo Process? <i>For support, go to the Policy Checklist Tool</i>
Results Framework	Are the outcomes (specific objectives), outputs (expected results) and activities designed to meet the different needs and priorities of migrants and communities? Is a migration-related specific objective or result backed by at least one indicator? <i>For support, go to the Theory of Change Tool</i>

16. These documents are those used by the European Commission in its international cooperation and development indicative programming and formulation of interventions. However, different organizations use different language to describe project documents. Despite the differences in language, in general most organizations and agencies follow a similar approach.

17. This tool can be used irrespective of the sub-sectors of interest or in focus.

Data and Statistics	Have data and indicators for the intervention been disaggregated by migration status where appropriate and applicable? <i>For support, go to the Indicator Bank Tool</i>
Budget	Have adequate financial resources been allocated for effective mainstreaming actions (vis-à-vis % of total budget)?
Guiding Principles	Have guiding principles been considered and adequately reflected in the intervention? <i>For support, go to Annex IV: Guiding Principles</i>



Based on your context, take note of the areas where migration could be mainstreamed.

TOOL 2: SITUATION ANALYSIS

Why use this tool?

The Situation Analysis can be used to help gather information and evidence to inform a more nuanced understanding of the connection between migration and employment in the country or region in focus.


When to use this tool?

The tool can be used at the start of the programming phase or as part of the context analysis in the design phase.¹⁸












How to use this tool?









The user can apply this as a stand-alone situation analysis, or as a complement to one traditionally conducted for employment interventions, to ensure that they are sensitive to migration dimensions. The questions are organized by different types of migration (see the [Glossary of Terms](#) for related definitions). The data sources provided below in [Annex V](#) can be referenced when responding to the questions.

Type of migration ¹⁹	Questions
Immigration Relevant sub-sectors: 	<ol style="list-style-type: none">1. To what extent does the region or country rely on migrant workers?2. What are the migrants' profiles (seasonal/permanent, regular/irregular, gender, age, specific skill sets, etc.)?3. In which sectors do migrants work and in which occupations?4. Have labour supply and demand trends been addressed through labour migration?5. Is there a system in place to support skills recognition and are there mechanisms in place to facilitate the assessment and recognition of migrants' qualifications and skills?6. Have management systems, procedures, codes of conduct, or certification programmes been put in place for the ethical recruitment of migrants?

18. During the design phase, context analysis, policy analysis and stakeholder analysis are not performed in a sequential manner: they are iterative processes and feed into one other.

19. Please refer to the [Glossary of Terms](#) for definitions of the migration types.

Type of migration ¹⁹	Questions
...	<p>7. Do migrants encounter difficulties in accessing services (employment, language, education (TVET), or health)? Are the families of migrant workers included?</p> <p>8. Do migrants have access to social protection? Does this include migrant workers in the informal economy?</p> <p> Note whether any of these migration situations are relevant to your context.</p> <div></div>
Emigration, diaspora, remittances <i>Relevant sub-sectors:</i>   	<p>1. Are there established regular pathways to facilitate labour migration?</p> <p>2. Do significant numbers of workers emigrate? Are their qualifications and skills in surplus or shortage in the country?</p> <p>3. Which type of services/programmes do consulates/embassies offer to support their citizens and migrant workers in countries of destination?</p> <p>4. Are there key sectors that are experiencing loss of skilled professionals due to emigration?</p> <p>5. Are migrant workers sending remittances? If yes, are there opportunities and/or barriers to these remittances being used to support job creation?</p> <p> Note whether any of these migration situations are relevant to your context.</p> <div></div>
Return migration <i>Relevant sub-sectors:</i>   	<p>1. Do return migrants receive any support to reintegrate into the labour market?</p> <p>2. Is there disaggregated data available on the socioeconomic profiles of returning migrants? Can employers access this information?</p> <p>3. What competences or skills do return migrants possess? Are they well suited to the needs of the national labour market?</p> <p>4. What opportunities do return migrants have to access technical and vocational training?</p> <p>5. To what extent do return migrants create new businesses and jobs, and in which sectors?</p> <p> Note whether any of these migration situations are relevant to your context.</p> <div></div>

Type of migration ¹⁹	Questions
Environmental migration Relevant sub-sectors:  	<ol style="list-style-type: none"> Are there work schemes, bilateral skills partnerships or temporary schemes in place with countries and communities experiencing climate change and environmental degradation impacts? Do migrant workers from climate impacted communities have access to social protection schemes (e.g. social pensions, food and other in-kind transfers)? <p> Note whether any of these migration situations are relevant to your context.</p> <div></div>
Displacement Relevant sub-sectors: 	<ol style="list-style-type: none"> Can displaced persons (including IDPs, asylum seekers and refugees) access the formal and/or informal labour market? If not, what barriers do they face (legal, practical, other)? What kinds of jobs roles do displaced persons typically occupy, and in which sector? Are there mechanisms in place to map the skills, qualifications and experience of displaced persons? <p> Note whether any of these migration situations are relevant to your context.</p> <div></div>
Migrants in vulnerable situations²⁰ Relevant sub-sectors:  	<ol style="list-style-type: none"> Are there significant numbers of migrants who are underemployed, precariously employed, not employed, or in an irregular situation? Are there sectors, regions, or areas, in which migrant workers are especially vulnerable to exploitation, either due to their irregular status or lack of decent working conditions? What labour trafficking issues exist in the country or region for people of different gender groups? Do migrant workers have access to legal counsel, grievance mechanisms and remedy if their rights are violated? <p> Note whether any of these migration situations are relevant to your context.</p> <div></div>

20. Please refer to the [Glossary of Terms](#) for definitions of the migration types.

TOOL 3: POLICY CHECKLIST

Why use this tool?

The Policy Checklist can help to explore the governance environment in relation to migration and employment in a given country or region. It can help understand the policy landscape²¹ which could be reflected in Programming Document or Action Documents²² and/or may influence the implementation and impact of an intervention.

When to use this tool?

This tool can be used in the programming or design phase. It complements the analysis done in the [Situation Analysis](#) (Tool 2) and [Stakeholder Analysis](#) (Tool 4).












How to use this tool?

The user can go over the checklist to identify relevant policies, reflect on whether they address the needs of migrants and communities, and understand where there are gaps which may require further attention in the design phase. This tool starts with cross-cutting policy-related considerations which are relevant to all sub-sectors. Further questions are then organized by sub-sector in order to align with the areas of potential interest or focus to the user. Key policy frameworks or strategies to keep in mind are referenced in [Annex I](#).

Core international frameworks: ILO's [Manual on Participatory Assessment of Policy Coherence](#) can be used to complement this tool. The Manual aims to reinforce the assessment methodologies for policy coherence by including all relevant stakeholders through a structured participatory approach. The ILO Guidelines on policy coherence among labour migration, employment and education/training, and in particular its 8 general principles were piloted in the ECOWAS region, and the results can be found in the [Coherence of labour migration, employment, education and training policies in the ECOWAS subregion report](#).

21. EU cooperation remains guided by the EU policy framework and partner countries priorities, with the 2030 Agenda, the SDGs and the new European Consensus on development at the core of the programming process. See [Annex II](#) for more information on EU development cooperation in this sector.
22. These documents are those used by the European Commission in its international cooperation and development indicative programming and formulation of interventions. However, different organizations use different language to describe project documents. Despite the differences in language, in general most organizations and agencies follow a similar approach.

Sub-sectors	Questions	Yes	No
Cross-cutting 	1. Are there bilateral or multilateral agreements to facilitate labour migration?		
	2. Are there protocols of free mobility, within regional economic communities, to facilitate labour mobility?		
	3. Is the country making progress on SDG targets related to employment and migration (mentioned in Annex VI)?		
	4. Are there policies, programmes or services that address the needs of migrants in vulnerable situations, especially women migrant workers in domestic settings?		
	5. Are there strategies or plans in place to provide employment opportunities tailored to the needs of migrants?		
	6. Do national labour migration policies reflect the needs of populations and communities impacted by conflict or climate change and environmental degradation?		
Employment and labour market policies 	1. Does the national employment policy and other labour market policies take into consideration national and regional migration dynamics?		
	2. Does the national employment policy recognize the need for migrant workers?		
	3. Are migrant workers catered for in the provision of labour market services?		
	4. Are there policies in place to address loss of human capital due to emigration?		
	5. Have agreements or systems been established to promote the mutual recognition of qualifications and skills between countries of origin and destination?		
	6. Is there a strategy to eliminate the vulnerability of migrants, particularly women, children and irregular migrants, to different forms of labour exploitation?		
	 Note what policy considerations or gaps should be taken into account. <div></div>		

Sub-sectors	Questions	Yes	No
Labour standards, working conditions, and social dialogue 	1. Has the country ratified relevant international and regional human rights conventions or committed to international frameworks (mentioned in Annex I)?		
	2. Does the country adhere to international labour standards?		
	3. Is national public policy and legislation compliant with these international frameworks and commitments?		
	4. Does national legislation extend equal treatment to migrant workers of all gender groups?		
	5. Have bilateral or multilateral social protection agreements been signed and implemented?		
	6. Does the national policy framework enable migrant workers to access social protection?		
	 Note what policy considerations or gaps should be taken into account. <div></div>		
Job creation and entrepreneurship 	1. Are there policies which limit migrants' right or access to self-employment or entrepreneurship?		
	2. Do employment and migration policies enable migrants of all gender groups to create their own businesses?		
	3. Are opportunities in place for migrants to establish businesses in countries of origin?		
	4. Are there opportunities for migrants to contribute to or benefit from mentorship schemes?		
	5. Are there opportunities for migrants to participate in financial literacy programmes?		
	 Note what policy considerations or gaps should be taken into account. <div></div>		
Skills development and vocational training 	1. Do skills identification and forecasting systems that analyse current and future skills demands inform employment and/or migration policies?		
	2. Are skills recognition systems (recognition of qualifications or systems for the recognition of nonformal or informal learning) accessible for migrant workers?		
	3. Can migrants enrol in vocational training programmes? Are there any policy-level barriers?		
	4. Are national programmes in place to support migrants' skill development?		
	 Note what policy considerations or gaps should be taken into account. <div></div>		

TOOL 4: STAKEHOLDER ANALYSIS

Why use this tool?

The Stakeholder Analysis can be used to identify which stakeholders should be consulted during programming, as well as those who may be suitable partners and/or beneficiaries (direct and indirect) for an employment intervention. This tool helps establish the potential experiences, role, and needs of the various stakeholders in a given country or region.

When to use this tool?

This tool is for use during the programming or design phase. It complements the analysis done in the [Situation Analysis](#) (Tool 2) and [Policy Checklist](#) (Tool 3).





How to use this tool?

The user can review the questions in this tool to explore the different stakeholder groups that could be engaged and how. The questions are organized by stakeholder group to provide a starting point to gather information on whether the stakeholders could:









- Provide contextual information to inform programming based on their **experience** (i.e. stakeholders to consult during programming or design);
- Be potential partners and/or implementors who can support the achievement of the intervention results based on their **roles** (i.e. stakeholders that could be an implementing partner), and/or;
- Be beneficiaries (direct or indirect) of the intervention based on their **needs**.

Users are encouraged to review the questions in each column of the stakeholder analysis to identify areas of relevance and then click on the boxes to indicate the most relevant stakeholders in each category. Prior to using the tool, it is recommended to broadly identify the stakeholders that are present in your country or region. Potential key stakeholders are referenced in table below the tool.

Stakeholders	Questions		
	Experience	Roles	Needs
Migrants (of all types, genders, and ages, including diaspora, displaced persons, migrants in vulnerable situations or return migrants) Relevant sub-sectors: 	<ol style="list-style-type: none"> 1. What opportunities are there for migrants and diaspora to transfer their knowledge and skills (e.g. through formal schemes established by governments or donors, or less formal schemes initiated by individuals or communities)? 2. Do migrant workers have access to job-related information and services? 3. Is there access to skills development opportunities to accommodate learners of various backgrounds (including migrants)? 	<ol style="list-style-type: none"> 1. How are migrants involved and/or consulted in the design of job-related services in order to meet their needs? 2. Are migrant representation groups and diaspora associations considered to be development agents within the employment sector (e.g. mentorship, remittances)? 	<ol style="list-style-type: none"> 1. Are migrant's needs and experiences accounted for to improve access to employment opportunities? 2. Are there barriers for migrants to access social protection and their right to decent work? 3. Do migrant workers face challenges in getting their skills and/or qualifications recognized?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:
Communities impacted by migration Relevant sub-sectors: 	<ol style="list-style-type: none"> 1. What are community perceptions of migrants or displaced persons? 2. To what extent does migration impact livelihood opportunities and/or the economy? 	<ol style="list-style-type: none"> 1. Do communities support the inclusion of migrants into the labour market? 2. Are communities providing migrants with the information and tools to access employment opportunities? 	<ol style="list-style-type: none"> 1. What are the main barriers to employment or decent work that need to be overcome in the community? 2. Should potential interventions take a community-based approach?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Stakeholders	Questions		
	Experience	Roles	Needs
National governments (including institutions in charge of migration governance, development planning, sector policies, and national–local dialogue) Relevant sub-sectors: 	<ol style="list-style-type: none"> Do national government stakeholders' have a clear approach for identifying labour market needs and how market gaps can be filled? How do national government stakeholders' understanding of, and policies towards, migration impact the employment opportunities for migrants and ability for employers to identify migrants to address skills shortages/labour gaps? Are public authorities channelling the resources needed to ensure that decent work is accessible to all? To which extent are labour inspectors involved in ensuring the protection of migrant workers? 	<ol style="list-style-type: none"> Which government entities are responsible for migration and employment? Which entity is responsible for negotiating bilateral/multilateral labour agreements? Which entity is responsible for vocational training? Does the public employment service have a mandate to work with migrant workers? 	<ol style="list-style-type: none"> Do most national-level employment plans, policies, and programmes consider migration or migrants? How does the National Office responsible for Statistics get data on employment? Does it disaggregate by migration status, gender, age, and is it used? Are there coordination bodies or mechanisms among the institutions dealing with labour migration?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:
Subnational governments (including municipalities, city authorities and district/ regional councils) Relevant sub-sectors: 	<ol style="list-style-type: none"> What is local government stakeholders' understanding of, and policies towards, migration? Does the government's knowledge, understanding and approach to migration affect overall employment or training opportunities at local level for migrant groups? Are there specific local dynamics which prevent or facilitate this? 	<ol style="list-style-type: none"> What areas of migration and employment are subnational governments responsible for? Are there entities responsible for vocational training? Do subnational governments play a particularly important role in the integration of migrants and the reintegration of returning migrants into the employment sector? 	<ol style="list-style-type: none"> Are subnational governments aware of the specific needs and experiences of migrants and how this impacts employment? Do most local level employment plans, policies, and programmes consider migration or migrants?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Stakeholders	Questions		
	Experience	Roles	Needs
Civil society (including academic institutions, training institutions, NGOs, faith-based organizations, the media, and religious and traditional leaders) Relevant sub-sectors: 	<ol style="list-style-type: none"> Are there any barriers for civil society organizations to represent migrants effectively? Which civil society stakeholders have much experience or expertise working on migration and employment? Are there efficient communication channels between policymakers and deliverers of skills development? 	<ol style="list-style-type: none"> Are there civil society organizations representing migrants? If so, what is their role? Are civil society organizations and trade unions playing a role in promoting migrant workers' rights? Do workers' organizations participate in the design, implementation and monitoring of labour migration policies? How are universities and other research institutes mobilized to provide data and evidence on employment and migration? 	<ol style="list-style-type: none"> What role are media stakeholders playing in influencing public perceptions of migration? Do stakeholders have sufficient capacities to support the inclusion of migrants in the labour market?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:
Private sector (including industry and employer associations) Relevant sub-sectors: 	<ol style="list-style-type: none"> Is the private sector benefiting from migrant workers? Are employers conducting needs assessments to determine the extent to which migrants can help to fill skills shortages? Are employers implementing codes of conduct to promote ethical recruitment of migrant workers of all gender groups? Does this span along the supply chain? 	<ol style="list-style-type: none"> To what extent are employers' and workers' organizations involved in the design, implementation, and monitoring of the labour migration policies/strategies? Do sectoral bodies representing employers and workers actively engage in skills development policymaking and strategy development? Are there private recruitment agencies operating in the country and are they regulated? 	<ol style="list-style-type: none"> Does the private sector effectively protect the rights of migrant workers? Do employers have approaches towards the protection of migrant workers in the workplace?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Stakeholders	Questions		
	Experience	Roles	Needs
International organizations Relevant sub-sectors:    	1. What types of actions are relevant international organizations and other networks taking with respect to migration and employment in the country or region? 2. How are international organizations sharing migration-related data, experiences, and other resources for migration and employment interventions?	1. Are international organizations, particularly IOM, ILO and other UN organizations, present in country? If so, are they engaged as technical partners or implementing agencies? 2. Can international organization's networks and expertise in countries of origin and destination be mobilized?	1. Are policies, processes, and programmes supported by international organizations drawn on to exchange information and build partnerships on migration and employment?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:
Other development cooperation agencies Relevant sub-sectors:    	1. Do development cooperation agencies have past, ongoing, or upcoming interventions of relevance to migration and employment?	1. Is there a sector-wide coordination mechanism on employment? If so, does it include migration?	1. Do development cooperation agencies need support or capacity development on the linkages between migration and employment, and how to reflect this in development interventions?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Quick reference to potential stakeholders		Click if relevant
Key UN partner(s)	FAO, ILO, IOM, UNESCO, UNIDO, UN-Women, WTO, WHO, World Bank and other IFIs	
Key government partners	Regional Economic Community Labour Unit	
	Ministry of Interior/Home Affairs	
	Ministry of Labour/Employment and Social Services	
	Ministry of Education	
	Ministry of Health	
	Ministry of Gender and Youth	
	Ministry of Immigration	
	Ministry of Social Affairs	
	Ministry of Foreign Affairs	
	National Statistical Offices	
	Government Implementing Agencies (e.g. Public Employment Services)	

Other potential partners	Academia	
	Social protection service providers	
	Migrant Associations	
	Migrant Worker Associations	
	Diaspora Associations	
	Trade Unions	
	Employers	

TOOL 5: PROBLEM ANALYSIS

Why use this tool?

The Problem Analysis is useful to unpack barriers or bottlenecks, from a migration perspective, that may have been identified during the programming phase and to arrive at potential employment interventions to address them.

When to use this tool?



This tool can be used during the design phase of the cycle.





How to use this tool?

The user can review the examples provided of potential problems linked to migration and employment in the various sub-sectors of interest or in focus. Based on which problems are most relevant to the given context, the user can then consult the list of possible interventions (i.e. priority areas for support) to respond to the problem(s) that were identified. When conducting a problem analysis, it is important to consider problems facing different socioeconomic groups, including gender and age differences, as well as the needs of persons with disabilities and migrants in vulnerable situations.

Sub-sectors	Examples of problems identified	Potential interventions
Cross-cutting 	Local workers feel threatened by migrant workers.	<ol style="list-style-type: none"> 1. Strengthen the evidence base on the contributions of migrants across various areas of development. 2. Communicate the positive contributions of migrant workers in terms of the performance of the labour market. 3. At the community level, conduct migrant-inclusive community dialogue, involving all relevant stakeholders, noting anti-xenophobia messaging/advocacy in the wake of COVID-19.
	The ease of participating in the informal economy can attract irregular migrant workers.	<ol style="list-style-type: none"> 1. Sensitize migrant workers on the higher risks of trafficking and labour exploitation in the informal economy. 2. Increase access to information on labour rights, fair recruitment and consular assistance for workers of all gender groups residing abroad. 3. Support labour standards and working conditions to protect regular and irregular migrant workers in the formal and informal economies.


Sub-sectors	Examples of problems identified	Potential interventions
...	Reintegration challenges on the part of returning migrants after working abroad.	<ol style="list-style-type: none"> 1. Encourage labour intermediation to analyse barriers faced by returning migrants of all gender groups and develop alternative strategies for facilitating their participation in employment or skills development opportunities. 2. Provide orientation services for returning migrants of all gender groups can include information on the dynamics of the labour market and services available to support reintegration.
 Note any potential interventions that should be considered.		
Employment and labour market policies 	Employment policies are not informed by data and evidence and are not coherent with migration policies.	<ol style="list-style-type: none"> 1. Support national governments in facilitating labour market access by, among other things: <ul style="list-style-type: none"> • building Labour Market Information Systems (LMIS) to support migrant workers; • supporting the inclusion of migration modules in labour force surveys; • supporting surveys on skills supply and demand; • supporting the establishment of qualifications and skills recognition systems and schemes to formalize skills gained in another country, or acquired in non-formal or informal ways; • developing mobility partnerships between countries of origin and destination; • promoting employability and matching migrant workers to employment opportunities to fill skill gaps; • allowing migrants to access training to enable them to acquire needed skills; and/or • adapting communication channels to make employment information accessible to migrants.
	Lack of information available on local job vacancies and labour market orientation.	<ol style="list-style-type: none"> 1. Enhance the capacities of public employment services to collect and share information on job vacancies so that this information is readily available to both migrant and non-migrants. 2. Support the dissemination of information on the labour market and labour migration policies of countries of origin and destination to make workers and employers aware of the opportunities and potential risks. 3. Support the dissemination of basic information about the status of the labour market to inform migrants about employment opportunities and the skills needed. 4. Support the use of enabling technologies such as LMIS to support government agencies and officials to identify labour market gaps where migrant workers could be engaged.

Sub-sectors	Examples of problems identified	Potential interventions
...	Lack of recognition of migrants' qualifications.	<ol style="list-style-type: none"> 1. Support policy change to facilitate the recognition of qualifications. This is especially important in those sectors with acute skills shortages (e.g. health and care work, engineering, teaching). 2. Collect information and forecast labour demand for migrant workers at occupation and sector levels.
	The loss of skilled and qualified nationals negatively affects the labour market, local economy, and in some cases entire sectors.	<ol style="list-style-type: none"> 1. Support initiatives to facilitate skills transfers of migrants and diaspora to contribute to the country or community of origin – either temporarily or permanently. 2. In the case of the health sector, promote the WHO Code of Conduct on the Recruitment of Health Workers.²³
 Note any potential interventions that should be considered.		
<div></div>		
Labour standards, working conditions, and social protection 	Migrant workers lack decent working conditions and are at risk of exploitation/abuse (e.g. bondage labour, excessive working hours, denial of right to join trade unions, passport retention).	<ol style="list-style-type: none"> 1. Support partner countries to adopt legislation/policy frameworks in line with human rights instruments and international labour standards ensuring decent working conditions of migrant workers and promote equality of treatment for migrant workers. 2. Support partner countries with policy implementation, including the application of international labour standards, to ensure good working conditions for migrant workers and that labour standards are being enforced. 3. Empower migrants as rights-holders with information and tools about labour standards and their rights. 4. Sensitize employers on international labour standards, ethical recruitment and decent working conditions, including building the business case for decent working conditions. 5. Build the capacities of labour inspection agents to understand the differences in treatment that migrant workers experience, including in global supply chains. 6. Assist the creation of complaint/grievance mechanisms, with the aid of labour inspection authorities and civil society, to provide migrant workers of all gender groups with safe channels to report labour rights violations.

23. For further and more in-depth information about this, please refer to the [Toolkit for Integrating Migration into Health Interventions](#).

Sub-sectors	Examples of problems identified	Potential interventions
...	Employers opt for cheaper labour provided by migrant workers, which can lead to unemployment of local workers and poorer working conditions for all workers.	<ol style="list-style-type: none"> 1. Encourage the inclusion of labour migration into migration and employment policies, including through establishing realistic legal pathways which would facilitate the protection of migrant workers and also improve overall working conditions. 2. Support and facilitate social dialogue between key stakeholders to seek solutions to unemployment, underemployment, or poor working conditions. 3. Support the development and implementation of decent work programmes, such as ILO's Decent Work Country Programmes (DWCPs), which include protection of migrant workers. 4. Support mechanisms that enable regular and irregular migrants of all gender groups to report labour rights violations. 5. Organize capacity-building for media representatives and awareness-raising activities on positive contribution of migrant workers to counter discrimination and xenophobia.
	Unethical recruitment of migrant workers.	<ol style="list-style-type: none"> 1. Promote the ratification and implementation of the ILO Private Employment Agencies' Convention, 1997 (No. 181). 2. Develop and implement mechanisms to regulate and monitor private recruitment agencies. Where such mechanisms, policies and programmes are already in place, ensure private recruitment agencies adhere to ethical recruitment practices. 3. Facilitate fair and ethical recruitment through recruitment-related management systems, procedures, codes of conduct, social sustainability initiatives, or ethical certification programmes and trainings that draw on the International Recruitment Integrity System (IRIS) or ILO's general principles and operational guidelines for fair recruitment (ILO, 2019). 4. Support the "Employer Pays Principle", requiring that the costs of recruitment are borne by the employer, rather than the migrant worker, to which both IRIS and ILO Convention 181 make strong references.

Sub-sectors	Examples of problems identified	Potential interventions
...	Migrants' participation in social dialogue is limited due to migration status, lack of documentation, and limited knowledge of their labour rights.	<ol style="list-style-type: none"> 1. Facilitate migrant workers' participation in all relevant dialogues, consultations and communications that impacts them, keeping in mind barriers for different groups. 2. Strengthen migrant-inclusive national and transnational unions to improve the working conditions of migrant workers, including in global supply chains. 3. Ensure that tripartite mechanisms associated with employers, governments and workers consider the experiences of migrant workers in order to promote equal access to rights. 4. Support the dissemination of information to migrant workers about labour negotiations, freedom of association and collective bargaining.
	Undocumented migrants cannot fully participate in social protection schemes available.	<ol style="list-style-type: none"> 1. Establish or maintain non-discriminatory national social protection systems including social protection floors for nationals and migrants in line with the ILO Social Protection Floor Recommendation, 2012 (No. 202). 2. Address the difficulties women can face in accessing social protection and establish dedicated instruments such as migrant welfare funds in countries of origin that support migrant workers and their families.
	Lack of portability of social security entitlements such as pensions, unemployment benefits and sick leave negatively impact migrant workers and their families.	<ol style="list-style-type: none"> 1. Facilitate the establishment of reciprocal bilateral, regional or multilateral agreements on the portability of earned benefits for migrant workers. 2. Support the integration of provisions on the portability of social security benefits into national social security frameworks. 3. Support the establishment of bilateral social security arrangements/mechanisms for the portability of social security entitlements and earned benefits. 4. Promote dialogue between countries of origin and destination on contributions made by migrants to the social protection system and promote the portability of rights.

Sub-sectors	Examples of problems identified	Potential interventions
...	Women migrant workers – especially in certain sectors such as domestic work – are at a higher risk of exploitation and human trafficking.	<ol style="list-style-type: none"> 1. Empower women and girls (in countries and communities of origin) at high risk of exploitation and trafficking with information and tools to enhance protection, prior to their departure, during transit and on arrival. 2. Promote the ratification and implementation of the ILO Domestic Workers Convention, 2011 (No. 189). 3. Create national and local information systems to educate citizens, employers, public officials, law enforcement officers, and strengthen capacities to identify signs of exploitation and human trafficking. 4. Strengthen referral networks to provide protection for victims of exploitation and measures for physical, psychological and social recovery, as well as measures that permit them to remain in the country of destination, temporarily or permanently, in appropriate cases, facilitating victims' access to justice, including redress and compensation, in accordance with international law.
 Note any potential interventions that should be considered.		
Job creation and entrepreneurship 	Innovative and emerging industries face skills and capital shortages and other barriers that can be addressed by attracting (returning) migrants.	<ol style="list-style-type: none"> 1. Provide business advisory services and grants for creation/ expansion of enterprises to residents, regardless of migration status. 2. Recognize and promote the entrepreneurial role of migrants and diaspora in communities of origin and destination. 3. Promote social entrepreneurship initiatives which specifically engage migrants. 4. Support initiatives to reduce the costs of remittances transfers, in line with SDG Target 10c. 5. Engage return migrants in job creation and entrepreneurship interventions to enable them to contribute their experience and knowledge to the labour market, while facilitating their reintegration.²⁴ 6. Support the alignment of innovation strategies with national and local development priorities to better enable return migrants to put the skills and resources gained abroad into practice.


24. Experiences can be drawn on from IOM's Return and Reintegration - AVRR programme that seeks to support returning migrants by informing them of employment and entrepreneurship opportunities in their countries of origin.

Sub-sectors	Examples of problems identified	Potential interventions
...	Migrants face difficulties with regards to accessing credit and applying to entrepreneurship programmes.	<ol style="list-style-type: none"> 1. Ensure that initiatives to promote entrepreneurship consider the need for complementary migrant-inclusive orientation, counselling, and access to credit interventions. 2. Develop monitoring schemes that help potential entrepreneurs (including migrants) to understand how to access credit, set up their own company, reach out to investors, etc. 3. Work with private and/or public sector agencies to build awareness and capacities for migrant-owned businesses such as offering credit, or start-up funds. 4. Include return migrants as beneficiaries in job creation projects.
	Migrant women face additional barriers to engage in entrepreneurship due to sociocultural norms, lower levels of education and financial literacy, limited access to resources, training and services.	<ol style="list-style-type: none"> 1. Support the financial inclusion of migrant women through targeted financial and digital literacy programmes. 2. Promote crowdfunding and community-based investment initiatives linked to the diaspora which target migrant women. 3. Assess the individual, sociocultural and structural barriers migrant women face, and develop strategies to overcome these barriers.



Note any potential interventions that should be considered.

Skills development and vocational training 	Incoming migrants may lack relevant skills and/or qualifications needed which can lead to unemployment or underemployment.	<ol style="list-style-type: none"> 1. Conduct labour market analyses in countries and communities of destination to identify skills that are needed. 2. Provide destination countries' labour market information to potential migrants and other key stakeholders in targeted countries of origin. 3. Support the mutual recognition of qualifications to ensure labour migrants of all gender groups can make full use of their skills. 4. Support access to skills development opportunities for migrants.
	Migrants may be unable to access vocational training and skills development opportunities.	<ol style="list-style-type: none"> 1. Support access to international vocational training and skills development opportunities to provide workers of all gender groups with skills that can be used in the national labour market. 2. Facilitate migrants' access to vocational training and skills development opportunities on an equitable basis to non-migrants. 3. Promote the engagement of diaspora in TVET training and programming.

Sub-sectors	Examples of problems identified	Potential interventions
...	TVET programmes are not aligned to the demands of the national and international labour market.	<ol style="list-style-type: none"> 1. Invest in human capital development by promoting vocational training and skills development programmes and partnership in line with labour market needs, in cooperation with the private sector. 2. Build capacity of agencies responsible for skills and vocational training programmes to understand labour market demands and align programmes accordingly to consider the interest of current and prospective migrant workers. 3. Encourage governments to consider the impact of migration on the supply and demand of different skills and qualifications and adapt TVET programmes accordingly. 4. Consider current and future demand for skills when developing TVET programmes, while taking into account occupational profiles of migrant populations, potential migrants and the impact of migration on the labour supply.
 Note any potential interventions that should be considered. <div></div>		

TOOL 6: RISK ANALYSIS

Why use this tool?

The Risk Analysis is useful for identifying potential risks²⁵ to employment interventions with a migration-dimension (i.e. risks to the achievement of the objectives of an employment intervention), as well as measures to manage and/or mitigate these risks. Identifying potential risks during the design phase helps ensure that measures are in place during implementation to address them.

When to use this tool?

This tool can be used during the design phase.



How to use this tool?²⁶

The user can review the examples of possible migration-related risks to an intervention and the possible consequences of these. The potential risks should be contextualized based on the country or region in focus and the dynamics at play. Based on the context, users can identify whether it is a high, medium, or low risk. Once potential risks are identified, this tool provides sample measures that can be built into programming to address the risk factors.

Examples of risks	Indicate risk level (Low (L), Medium (M), High (H))			Potential mitigation measures
	L	M	H	
Reluctance of countries to ratify relevant international instruments on the rights of migrant workers, or to enter into related bilateral agreements with other States.				Carry out advocacy efforts to support awareness on the relevant international frameworks, and the benefits of acceding to these.
				Promote the signing and implementation of rights-based bilateral labour agreements as a mechanism for better matching supply and demand and advocating the benefits of regular migration and the risks of irregular migration to countries of destination.
				Discuss and delineate the advantages, but also recognize the challenges, for governments, employers, and workers of ratifying and implementing international agreements that promote the rights of migrant workers. Provide support to address the challenges.

25. The risks may relate to economic, political, social, environmental, climate-related, security-related factors.

26. This tool is applicable across a wide range of topics and focus areas.

Examples of risks	Indicate risk level (Low (L), Medium (M), High (H))			Potential mitigation measures
	L	M	H	
Limited commitment by States to implement international frameworks that govern employment, migration and displacement.				<p>Establish and support coordination mechanisms between employment services and other key sectors which are impacted by migration, including to explore the benefits of comprehensively implementing such international frameworks.</p> <p>Support trainings and tools for policymakers and employers and worker's representatives to translate policy into operational tools and into practice.</p>
Negative perceptions on migration for employment purposes, including xenophobia and discrimination towards migrant communities.				<p>Promote awareness-building efforts that highlight the contributions that migrant workers of all gender groups bring to communities.</p> <p>Encourage enhanced understanding, through research and dialogue on the linkages between labour market needs and safe, regular, and orderly migration.</p> <p>Support outreach and community-led programmes and community-based organizations which facilitate social cohesion.</p>
Barriers to mobility, including for health and/or security reasons (e.g. pandemics, conflict).				<p>Assess the challenges that States face in managing mobility in times of conflict and/or health crisis and provide support to alleviate these.</p> <p>Consider interventions that support prevention, preparedness and/or resilience to such events.</p> <p>Support regional or other dialogues (ASEAN, Colombo Process, etc.) that collectively address such issues around borders, mobility, and health interventions.</p>
A lack of coordination/communication between national and subnational government jurisdictions.				<p>Develop coordination mechanisms between national and subnational government institutions on migration, employment and social protection.</p> <p>Amend project or programme documents, considering the needs and barriers that migrants encounter.</p>
Inaccurate assumptions and negative attitudes towards migrants				<p>Ensure that migration-related objectives of project partners are aligned and clearly stated in project or programme documents.</p> <p>Promote awareness-building efforts that highlight the importance of multi-level coordination and communication on protecting migrants' rights and ensuring their access to employment.</p>

TOOL 7: THEORY OF CHANGE

Why use this tool?

The Theory of Change provides support in formulating the logic of an employment intervention. It provides standard results that can help to ensure that the intervention incorporates and responds to the migration-related factors identified. The results in the tool are all in line with, and contribute to, the achievement of the SDGs.

When to use this tool?

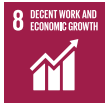
This tool should primarily be used in the design phase, when the overall logic of an intervention is elaborated. The logic of the intervention will be informed by the analysis conducted in the programming phase as well as the [Problem Analysis](#) (Tool 5).



How to use this tool?

The user can draw on the generic set of results (at various levels) in the tool based on the sub-sector in focus in order to formulate the logic of an intervention. Many of the results reference migrants, displaced persons, and/or communities²⁷ in order to keep it open for the user to choose which term or stakeholder they want to target. The formulation of the results can be adapted and/or extracted from the tool to align with the specific needs in the country or region. The boxes below each result can be used to note which results are relevant and how they could be tailored to fit the logic of the intervention. To see whether the results align with SDG targets, see the relevant footnotes in the [Indicator Bank](#) (Tool 8) and [Annex VI: Examples of Relevant SDG Targets](#).

27. When mentioning communities within this tool, it could be the community of origin, destination, transit, or return depending on the country or region in focus.



EMPLOYMENT AND
LABOUR MARKET
POLICIES



LABOUR STANDARDS,
WORKING CONDITIONS
AND SOCIAL PROTECTION



JOB CREATION AND
ENTREPRENEURSHIP



SKILLS DEVELOPMENT AND
VOCATIONAL TRAINING

CHANGE IN
QUALITY
OF LIFE

Migrants workers and/or communities benefit from safe and regular labour migration pathways.

Migrants', displaced persons', and/ or communities' rights are protected and they enjoy safe and secure working environments.

Migrants, displaced persons, and/ or communities benefit from entrepreneurship and job creation.

Migrants, displaced persons, and/ or communities benefit from skills development and vocational training.

Add inputs
based on your
context

SPECIFIC OBJECTIVES

INSTITUTIONAL AND
BEHAVIOURAL CHANGE

- 1.1:** Migrant workers are accessing orderly, safe, regular and responsible labour migration pathways.
- 1.2:** Policymakers facilitate orderly, safe, regular and responsible migration pathways to meet labour market demands.
- 1.3:** National and regional entities implement bilateral and regional cooperation mechanisms (could include joint projects, joint support schemes, BLAs, bilateral or regional cooperation frameworks) to facilitate labour migration.

- 2.1:** Migrants, displaced persons, and/ or community members exercise their human and labour rights and access remedy if these rights are violated.
- 2.2:** Employers and recruitment agencies promote safe and secure working environments for all workers, including migrant workers, in particular migrant women, and those in precarious employment.
- 2.3:** Policymakers facilitate fair and ethical recruitment and safeguard conditions that ensure decent work for migrants, displaced persons, and/ or community members.

- 3.1:** Migrants, displaced persons, and/ or community members are accessing entrepreneurial opportunities and financial systems.
- 3.2:** Policymakers are establishing enabling conditions for migrants, displaced persons, and/ or community members to start their own businesses.

- 4.1:** Migrants, displaced persons, and/ or community members are accessing affordable and quality technical and vocational education both onsite and remotely.
- 4.2:** Education and training providers enable migrants, displaced persons and/ or community members to participate in technical and vocational education and skills development both onsite and remotely.
- 4.3:** Policymakers design policies which supports the access and participation of migrants, displaced persons and/ or community members in vocational training and skills development policies.
- 4.4.:** Policymakers support the coordination of policies linked to education and employment to improve migrants' and displaced persons' economic and social inclusion.



Assumption
The will of migrants and communities and the political commitment to change

Add inputs
based on your
context

EXPECTED RESULTS

CHANGE IN KNOWLEDGE AND CAPACITY

- 1.1.1:** Migrant workers have the capacity and know-how to access safe and regular migration pathways.
- 1.1.2:** Migrant workers have the know-how to access quality pre-departure programmes and training.
- 1.1.3:** Public employment services have the capacity to facilitate the labour market integration of both newly arrived and longer-term migrants.
- 1.1.4:** Policymakers have the know-how and capacity to put in place quality pre-departure programmes and training for perspective migrant workers.
- 1.2.1:** Policymakers understand how migration can be leveraged to alleviate labour market gaps.
- 1.2.2:** Policymakers have the know-how and capacity to implement orderly, safe, regular and responsible labour migration pathways.

- 2.1.1:** Migrants, displaced persons and/ or community members have the know-how to exercise their rights.
- 2.1.2:** Migrants, displaced persons and/ or community members have the know-how and capacity to access remedy for rights violations.
- 2.1.3:** Governments or recruitment agencies have systems in place to prevent rights violations and provide avenues for redress.
- 2.2.1:** Employers and recruitment agencies have coordination mechanisms in place with policymakers, migrant groups, trade unions and law enforcement to promote safe and secure working environments for migrants, displaced persons and/ or communities.
- 2.2.2:** Policymakers have the capacity to develop or implement policies that protect migrants', displaced persons and/ or community members' rights.
- 2.3.1:** Employers and recruitment agencies have the accurate data, know-how to provide safe and ethical working conditions in line with relevant international frameworks.
- 2.3.2:** Government agencies responsible for labour standards have effective compliance mechanisms in place that are inclusive of migrants.

- 3.1.1:** Migrants, displaced persons and/ or community members have the know-how and capacity to access entrepreneurial opportunities and financial systems.
- 3.2.1:** Policymakers understand the barriers for migrants and/ or displaced persons to start their own businesses.
- 3.2.2:** Policymakers have the capacity to establish enabling conditions (access to financial services and markets, training programmes, information on the market, etc.) for migrants, displaced persons and/ or community members to start their own businesses.

- 4.1.1:** Migrants, displaced persons and/ or community members know their rights to quality education and feel empowered to claim them.
- 4.2.1:** Education and training providers understand how to put enabling conditions in place for migrants, displaced persons and community members to access both on site and remote quality TVET.
- 4.3.1:** Policymakers have the know-how to integrate migration into vocational training and skills development policies.
- 4.4.1:** Policymakers put in place mechanisms to facilitate skills recognition and matching for migrants and/ or displaced persons in vocational training.
- 4.4.2:** Policymakers use labour market needs assessments and MMIS to design improved policies to support those government agencies responsible for matching skills and training needs of migrant workers and/ or displaced persons.



Assumption
The changes in capacity lead to changes in behaviour.

Add inputs
based on your
context



Activities

Training, development of tools, partnerships, direct assistance, coordination mechanisms, policy dialogue, community development, etc.

TOOL 8: INDICATOR BANK

Why use this tool?

The Indicator Bank provides a comprehensive set of indicators (aligned to the extent possible with the SDGs) that can be integrated, or adapted, for employment interventions.²⁸


When to use this tool?

This tool complements the [Theory of Change](#) (Tool 7) and can be used during the design stage.



How to use this tool?

The user can draw on the generic set of indicators in the tool based on the sub-sector in focus in order to formulate the logic of an intervention that responds to the relevant needs in the country or region. This tool should be used in conjunction with the [Theory of Change](#). The indicators related to the specific objectives can be found below. For indicators related to the expected results, see [Annex VII: Indicator Bank](#) (Expected Results). The indicators can be selected or adapted based on formulated results of the intervention. Where appropriate, relevant indicators should be disaggregated by sex, gender, age, and migration status, and other vulnerabilities.²⁹

Sub-sector	Specific objectives	Indicators
Employment and labour market policies  SDG Objectives: 8 and 10 Global Compact for Migration Objectives: 1, 2, 3, 15, 16	1.1: Migrant workers are accessing orderly, safe, regular and responsible labour migration pathways. ³⁰	1.1.a: Number of migrant workers accessing safe and regular labour migration pathways (disaggregated by sex, age and migration status). 1.1.b: Percentage of migrant workers report feeling satisfied with their access to safe and regular labour migration pathways. 1.1.c: Number of countries that have implemented well-managed migration policies. ³¹
	1.2: Policymakers facilitate orderly, safe, regular and responsible migration pathways to meet labour market demands. ³²	1.2.a: Number of safe and regular labour migration pathways. 1.2.b: Number of countries that have implemented well-managed migration policies. ³³

28. These indicators have been contextualized within the [Sustainable Development Goals](#), the [Global Compact for Migration](#), ILO's [Annex V: Guide on making TVET and skills development inclusive for all](#). Where there is a direct alignment with SDG indicator or target (i.e. the indicator provided is language verbatim as the SDG indicator or target), it has been referenced "Directly contributing to existing SDG Target/Indicator XXX". Language of specific targets can be found in [Annex VI: Examples of Relevant SDG Targets](#).
29. This is in reference to SDG target 17.18 which calls for "availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts".
30. In line with and contributing to existing [SDG Target 10.7](#).
31. **Directly contributing to existing [SDG Indicator 10.7.2](#).**
32. **Directly contributing to existing [SDG Target 10.7](#).**
33. **Directly contributing to existing [SDG Target 10.7.2](#).**

Sub-sector	Specific objectives	Indicators
Labour standards, working conditions, and social dialogue  SDG Objectives: 8 and 10 Global Compact for Migration Objectives: 1, 2, 3, 15 and 16	2.1: Migrants, displaced persons and/or community members exercise their rights and access remedy if these rights are violated. ³⁴	2.1.a: Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status. ³⁵ 2.1.b: Number of migrant workers reporting they exercised their rights. 2.1.c: Number of migrant workers accessing remedy if these rights are violated. 2.1.d: Percentage of migrant workers report feeling satisfied with their opportunities to exercise their rights. 2.1.d: Percentage of migrant workers report feeling satisfied with their access to remedy if these rights are violated.
	2.2: Employers and recruitment agencies promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. ³⁶	2.2.a: Percentage of employers and recruitment agencies report promoting a safe and secure working environment for migrants, displaced persons and/or communities. 2.2.b: Percentage of migrants, displaced persons and/or community members report feeling satisfied with the safe and secure working environments promoted by employers and recruitment agencies. 2.2.c: Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status. ³⁷
	2.3: Policymakers facilitate fair and ethical recruitment and safeguard conditions that ensure decent work for migrants, displaced persons and/or community members. ³⁸	2.3.a: Number of policymakers reporting that they facilitated fair and ethical recruitment of migrants, displaced persons and/or community members. 2.3.b: Number of policymakers reporting they implement safeguarding conditions that ensure decent work for migrants, displaced persons and/or community members. 2.3.c: Number of migrants, displaced persons and/or community members who are satisfied with their opportunities for fair and ethical recruitment. 2.3.d: Number of migrants, displaced persons and/or community members who are satisfied with their opportunities to access decent work.



34. In line with and contributing to [SDG Target 8.8](#).

35. **Directly contributing to existing [SDG Indicator 8.8.1](#).**

36. **Directly contributing to existing [SDG Target 8.8](#).**

37. **Directly contributing to existing [SDG indicator 8.8.2](#).**

38. In line with and contributing to existing [SDG target 8.8](#).

Sub-sector	Specific objectives	Indicators
Job creation and entrepreneurship  SDG Objectives: 8 Global Compact for Migration Objectives: 1, 2, 3, 15 and 16	3.1: Migrants, displaced persons and/or community members are accessing entrepreneurial opportunities and financial systems. ³⁹	3.1.a: Number of migrants, displaced persons and/or community members accessing entrepreneurial opportunities and financial systems. 3.1.b: Percentage of migrants, displaced persons and/or community members reporting they benefitted from entrepreneurial opportunities and financial systems.
	3.2: Policymakers are establishing enabling conditions for migrants, displaced persons and/or communities to start their own businesses. ⁴⁰	3.2.a: Number of policies, programmes or other related interventions adopted to promote migrants, displaced persons and community member's entrepreneurship activities.
Skills development and vocational training  SDG Objectives: 4 and 8 Global Compact for Migration Objectives: 1, 2, 3, 15 and 16	4.1: Migrants, displaced persons and/or community members are accessing affordable and quality technical and vocational education both onsite and remotely. ⁴¹	4.1.a: Participation rate of youth and adults in affordable and quality technical and vocational education in the previous 12 months (disaggregated by sex, age and migration status). ⁴² 4.1.b: Share of districts (of a country or region) with accredited/registered TVET institutions. 4.1.c: Drop-out rates (disaggregated by sex, age and migration status). 4.1.d: Percentage of migrants, displaced persons and/or community members who feel satisfied with their level of access to affordable and quality technical and vocational education (both onsite and remote).
	4.2: Education and training providers enable migrants, displaced persons and/or community members to participate in technical and vocational education and skills development both onsite and remotely.	4.2.a: Number and type of TVET courses/profiles newly introduced that are considered to specifically address training of migrants, displaced persons and/or community members in trade areas with potential for decent employment. 4.2.b: Participation rate in TVET (disaggregated by sex, age and migration status).

39. In line with and contributing to existing [SDG target 8.3](#).

40. In line with and contributing to existing [SDG target 8.3](#).

41. In line with and contributing to existing [SDG target 8.6](#) and [SDG target 4.3](#).

42. Directly contributing to existing [SDG Indicator 4.3.1](#).

Sub-sector	Specific objectives	Indicators
...	4.3: Policymakers design policies which supports the access and participation of migrants, displaced persons and/or community members in vocational training and skills development policies.	<p>4.3.a: Number of vocational and skills development providers reporting migrants and displaced persons are accessing their services.</p> <p>4.3.b: Number of policies which support the access and participation of migrants, displaced persons and/or community members in vocational training and skills development policies.</p>
	4.4: Policymakers support the coordination of policies linked to education and employment to improve migrants' and displaced persons' economic and social inclusion.	<p>4.4.a: The number of different approaches/ outreach efforts to support coordination between education and employment services to increase migrants' and displaced persons' economic and social inclusion.</p> <p>4.4.b: Percentage of education and employment services who feel satisfied with their level of coordination to improve migrants' and displaced persons' economic and social inclusion.</p>

TOOL 9: PROJECT DESIGN CHECKLIST

Why use this tool?

The Project Design Checklist is a quick reference tool to review the various components of an employment intervention to ensure that migration has broadly been mainstreamed into project design, as well as to identify any gaps prior to the finalization of its design.

When to use this tool?

This tool should ideally be used towards the end of the design phase. It can be used once the design of the main components of an intervention is complete but prior to its formal signoff and closure.



How to use this tool?⁴³

The user can refer to the questions in this tool to reflect on whether migration has been mainstreamed in the project design. The questions are ordered based on considerations that could be made along the programming and design phases. If the answer to any of the questions is no, then explore whether it would be possible to still factor it in if feasible. There is also an option to mark not applicable (N/A) if the question is not relevant in the given context or type of intervention.

Questions	Yes	No	N/A
1. Are beneficiaries referred to as “residents” or “citizens”? Will this be a barrier for any groups of migrants?			
2. Does migration status (regular or irregular, IDP, refugee) affect the extent to which migrants can benefit or contribute to the intervention?			
3. Do interventions consider displaced persons’ access to employment opportunities, and if so, in which sectors?			
4. Are migrants of any gender or age likely to face legal or other (e.g. practical) barriers to benefiting from the intervention?			
5. Will data be disaggregated by migration status, gender and age? Have authorities carried out an initial assessment already?			
6. Have migrants been included as beneficiaries or implementing partners (including diaspora, return migrants, migrant workers, displaced persons, etc.)?			
7. Have migrants, their families, or communities affected by migration, been consulted and contributed to the design of the intervention?			
8. Have the needs of different categories of migrants (migrants in vulnerable situations, women, children, irregular migrants and displaced persons) been considered and have activities been adapted accordingly?			

43. This tool can be generally applied across different thematic focus areas.

Questions	Yes	No	N/A
9. Does the intervention respond to diverse local priorities and take account of the particular migration context?			
10. Have opportunities to more effectively channel remittances been considered?			
11. Have the effects of the intervention on durable solutions for displaced populations been considered?			
12. Has the impact of the intervention on community dynamics and wider social cohesion been considered?			
13. Have opportunities for the intervention to benefit communities that host returning migrants been considered?			
14. Is there a possibility that partner country stakeholders to the intervention might oppose the inclusion of migrants? How can this risk be mitigated?			



Note what needs to be addressed before finalizing the project design to make sure that migration is effectively mainstreamed.

TOOL 10: PROJECT MONITORING CHECKLIST

Why use this tool?

The Project Monitoring Checklist is a quick reference tool to review the extent to which migration has been integrated into project activities and identify the extent to which it can be improved. Using the tool can help to identify any implementation gaps and trigger thinking of potential adjustments to the activities in the workplan, in consultation with the relevant partners.

When to use this tool?

This tool should be used during the implementation phase. It could feature as part of a monitoring and evaluation plan and can either be used as part of ongoing or periodic monitoring.



How to use this tool?⁴⁴

The user can refer to the questions in this tool to reflect on whether areas of migration mainstreaming are being effectively applied during implementation. If the answer to any of the questions is no, then explore whether it is possible to modify project activities. There is also an option to mark not applicable (N/A) if the question is not relevant in the given context or type of intervention.

Questions	Yes	No	N/A
1. Is migration being considered in the implementation of this intervention (either directly or indirectly)?			
2. Are migrants being reached and engaged through the intervention (especially migrants in vulnerable situations, women, children, irregular migrants, displaced persons)?			
3. Are migrants benefiting from this intervention (including vulnerable groups of migrants mentioned above)?			
4. Are communities affected by migration – for example families back home or host communities – benefiting from this intervention?			
5. Do the project indicators disaggregate information based on migration status to ensure that the migrants are being reached (as appropriate)?			
6. Have changing migration and mobility dynamics impacted the implementation of project activities?			
7. Are there any emerging challenges and opportunities due to changes in the migration trends?			
8. Do any activities need to be adapted due to unforeseen challenges or recent developments related to migration?			

44. This tool can be generally applied across different thematic focus areas.

Questions	Yes	No	N/A
9. Are there good practices and lessons learned from similar interventions that have integrated migration that can inform the implementation of the intervention?			
10. Are there emerging opportunities for the intervention to contribute, directly or indirectly, to durable solutions for displaced persons?			



Note the extent to which migration is integrated within the implementation of the intervention and potential areas for improvement.

TOOL 11: PROJECT EVALUATION CHECKLIST

Why use this tool?

The Project Evaluation⁴⁵ Checklist is a quick reference tool to review the extent to which migration was integrated into a project's design and implementation. Using this tool helps to evaluate how well migration was mainstreamed in an employment intervention and whether doing so has contributed to the achievement of the project's results.

When to use this tool?

This tool should be used, towards the end of an intervention, or following its completion (as part of an ex-ante evaluation), during the closure stage of the intervention cycle. As with the [Project Monitoring Checklist](#) (Tool 10), this tool could feature as part of an intervention's monitoring and evaluation plan.



How to use this tool?⁴⁶

The user can refer to the questions in this tool to see to what extent migration was mainstreamed during the implementation of an intervention. The questions are structured around [OECD Development Assistance Committee \(DAC\) criteria](#) for evaluating development assistance. The answers generated from this tool can help to inform the project evaluation and/or future interventions.

Questions		Yes	No	N/A
Relevance	1. Did the intervention consider the needs or constraints of different categories of migrants, including men, women, boys, girls and other relevant groups?			
	2. Were the project results aligned with migration-related aspects of development policies and goals (bilateral or multilateral)? For example, SDG targets and the objectives of the Global Compact for Migration or the Global Compact on Refugees.			
	3. Was migration considered in the programme design?			
	4. Were migrants of different types, gender and age groups sufficiently considered when assessing the intervention?			
Coherence	1. Was the intervention consistent with relevant international norms and standards as well as national development plans and other relevant policies and frameworks?			
	2. Does the intervention contribute to the achievement of global climate action targets?			

45. Evaluation is defined in relation to the [DAC Criteria for Evaluating Development Assistance](#) of the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC): relevance, coherence, effectiveness, efficiency, impact, sustainability.
46. This tool can be used irrespective of the sub-sectors of interest or in focus

Questions		Yes	No	N/A
...	3. Is the intervention aligned with relevant sector policies – for example urban development or health?			
	4. Was this intervention coordinated with relevant coordination groups, including with workers, government and employers?			
	5. Were efforts taken to ensure that the intervention did not duplicate similar efforts?			
Effectiveness	1. Were the needs, problems, and challenges of migrants of different groups effectively addressed?			
	2. Did the intervention contribute to a comprehensive and protection-sensitive migration management approach?			
	3. How did migration – including displacement – influence the achievement of the results?			
Efficiency	1. How did the inclusion of migrants in the project design impact the cost effectiveness of the intervention?			
	2. Were the results equitably allocated and received for migrants as well as communities?			
Impact	1. Did the intervention contribute to the enjoyment of fundamental rights for migrants of different gender and age groups?			
	2. Did the intervention contribute to more equitable inclusion of migrants of different gender and age groups in the employment sector?			
	3. Did the intervention contribute to enhanced societal acceptance of migrants of different gender and age groups?			
Sustainability	1. Were migrant and non-migrant beneficiaries of different gender and age groups able to exercise ownership of the project results?			
	2. Was the sustainability of the intervention enhanced by integrating migration in the project design?			
	3. Has the intervention contributed to building capacity for integrating migration in the employment sector?			
	4. Will the intervention continue to be implemented in some form beyond the project end date?			



Note the extent to which migration was integrated within the intervention and lessons learned to be applied to future interventions.



ANNEXES

ANNEX I: KEY GLOBAL FRAMEWORKS AND COMMITMENTS⁴⁷

This Annex reflects the main international frameworks and commitments that guide States' approaches to the governance of migration and employment. Individual State's commitments will need to be considered in line with their adoption, ratification, reservations, etc.

- Under the ILO 1949 [Migration for Employment Convention \(Revised\) \(No. 97\)](#) signatories are required to provide free employment information services to migrants, and compile information on immigration and emigration dynamics. In addition, migrant workers are not to be subject to less favourable treatment than local populations in terms of employment, remuneration, freedom of association and social security.
- The 1966 [International Covenant on Civil and Political Rights \(ICCPR\)](#) states that the civil and political rights of everyone should be respected. This includes freedom from forced labour and the right to equal protection, which are important for ensuring that the rights of both migrants and non-migrants are realized within the employment sector.
- The 1966 [International Covenant on Economic, Social and Cultural Rights \(ICESCR\)](#) commits signatories to uphold the economic, social and cultural rights of all, which encompasses labour rights. The Covenant outlines that everyone – regardless of migration status – has the right to work, just conditions of work, fair wages, equal pay for equal work, right to form trade union, and the right to social security.
- The ILO 1975 C143 [Migrant Workers \(Supplementary Provisions\) Convention \(No. 143\)](#) complemented the 1949 Convention through the promotion of equality of opportunity and treatment for regular labour migrants, including the creation of family reunification procedures. Under the Convention, measures for combating irregular migration and promoting recognition of the human rights of people on the move are a requirement. As of 2018, 23 countries had ratified the Convention.
- The 1981 ILO International Labour Standards in the area of occupational safety and health including [Occupational Safety and Health Convention, 1981 \(No. 155\)](#) provide the protection of all workers, irrespective of migrant status, from sickness, disease and injury arising from their employment.
- The 1990 [International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families](#) is one of the pillar documents on human and labour rights for migrant workers regardless of migratory status. Under the Convention, dispositions already adopted by international human and labour rights instruments that apply to migrants have been brought together, with the objective to protect them from exploitation and the violation of their human rights.⁴⁸ As of 2018, 51 countries had ratified the Convention and 16 had signed it, most of which are countries of origin.
- ILO's 1997 C181 [Private Employment Agencies Convention \(No.181\)](#) protects workers using private employment agencies, whilst allowing these agencies to remain in place. It commits to addressing discrimination of workers, and to protecting their fundamental freedoms, whilst ensuring private employment agencies do not charge directly or indirectly, in whole or in part, any fees or costs to workers.
- ILO's 2006 [Multilateral Framework on Labour Migration](#) provides non-binding principles and guidelines for a rights-based approach to labour migration aims to assist governments, social partners and stakeholders in their efforts to regulate labour migration and protect migrant workers. It provides a comprehensive set of rights-based guidelines and principles so as a global compilation of good practices on labour migration developed by governments and social partners.

47. Further information on relevant ILO instruments and fundamental conventions can be found [here](#).

48. United Nations General Assembly resolution 45/158.

- The 2008 [General Recommendation No. 26](#) of the Convention on the Elimination of All Forms of Discrimination against Women (1979) is focused specifically on migrant women workers. While in the document, it is noted that the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families protects individuals, including migrant women, on the basis of their migration status, the Convention on the Elimination of All Forms of Discrimination against Women and its General Recommendation protects all women, including migrant women, against sex- and gender-based discrimination.
- The ILO 2011 [Domestic Workers Convention \(No.189\)](#) offers protection to domestic workers by outlining their basic rights and principles. Furthermore, it commits signatories to ensure decent work is guaranteed for domestic workers.
- The 2015 - 2030 [Agenda for Sustainable Development](#) is a plan of action for people, planet and prosperity, providing an overarching framework to address the complex and dynamic relationship between migration and development. Promoting decent work is an integral component of the 2030 Agenda and its Sustainable Development Goals (SDGs), as seen in SDGs 8 and as relevant for the achievement of other SDG targets. The SDGs contain several references to labour migration and employment in its targets – touching upon decent work, child labour, forced labour, labour migration governance, among others.
- Adopted in 2016, ILO's [Guiding Principles on the Access of Refugees and Other Forcibly Displaced Persons to the Labour Market](#) supports ILO Member States both to support refugees' and other forcibly displaced persons' access to the labour market whilst also supporting the Member States who host these communities with their needs and requirements.
- The 2017 [Employment and Decent Work for Peace and Resilience Recommendation, 2017 \(No. 205\)](#), provides the legal and technical framework and specialized knowledge to respond to challenges that refugee and forcibly displaced persons' face in access the labour market.
- The 2018 [Global Compact on Refugees](#) is a framework for more predictable and equitable responsibility-sharing to improve responses to refugee situations so that host communities get the support they need and that refugees can lead productive lives. Relating to employment, the Compact calls for a “public–private partnerships” that support refugee and host community employment and labour mobility. Employment is also highlighted as a key sector requiring support from the international community so that resilience of refugees and host communities is strengthened.
- The 2018 [UN Global Compact for Safe, Orderly and Regular Migration](#) is the first inter-governmentally negotiated agreement, prepared under the auspices of the United Nations, to cover all dimensions of international migration in a holistic and comprehensive manner. The Global Compact for Migration highlights the importance of ensuring the participation of migrant workers in the formal economy by facilitating access to decent work and employment for which they are most qualified, in accordance with local and national labour market demands and skills supply.
- ILO's 2019 [International labour standards](#) are legal instruments drawn up by the ILO's constituents (governments, employers and workers) setting out basic principles and rights at work. They are either Conventions, which are legally binding international treaties that may be ratified by member States, or Recommendations, which serve as non-binding guidelines. In principle, all international labour standards, unless otherwise stated, are applicable to migrant workers.

Global Compact for Migration Objectives: Migration and Employment

- Commits to minimize the adverse drivers and structural factors that compel people to leave their country of origin through inclusive economic growth, employment creation, decent work, gender equality, and by promoting entrepreneurship, vocational training and skills development programmes and partnerships, productive employment creation, in line with labour market needs, as well as in cooperation with the private sector and trade unions (under Objective 2);
- Commits to adapting options and pathways for regular migration in a manner that facilitates labour mobility and decent work reflecting demographic and labour market realities by developing human rights-based and gender-responsive bilateral, regional and multilateral labour mobility agreements (under Objective 5);
- Commits to empowering migrants and societies to realize full inclusion and social cohesion by working towards inclusive labour markets and full participation of migrant workers in the formal economy by facilitating access to decent work and employment for which they are most qualified, in accordance with local and national labour market demands and skills supply (Under Objective 16);
- Commits to facilitating safe and dignified return and readmission, as well as sustainable reintegration of returning migrants into community life by providing them equal access to, vocational training, employment opportunities and decent work, recognition of skills acquired abroad (Under Objective 21).

ANNEX II: EUROPEAN UNION DEVELOPMENT COOPERATION IN THIS SECTOR

This Annex reflects the EU's primary development cooperation and commitments that guide the EU's approach to employment and decent work.

The European Commission Directorate-General for International Partnerships (DG INTPA) considers employment and decent work as a subsector of human development. The [2017 European Consensus on Development](#) promotes the creation of decent jobs as an essential component of economic transformation and social inclusion. In the context of guaranteeing access to decent work for all, the Consensus states that measures should be taken to reduce discrimination and inequalities, factors that often apply to migrant populations.

In addition, the Commission's 2014 [concept note on vocational education and training in European development cooperation](#) calls for TVET systems to be supported to anticipate skills needs, reduce skills mismatch and improve coordination between the public and private sectors in designing curricula. It is essential to consider migration dynamics, including intraregional movements to enable TVET systems to better equip people with the skills demanded by labour markets and develop recognition mechanisms for skills, experience and knowledge gained abroad.

Finally, in its 2012 [communication on social protection in EU development cooperation](#), the Commission recognizes the importance of increasing access to social services, and EU employment interventions aiming to contribute towards building the sustainability of social protection systems. Effective social protection systems also cover migrants and ensure the portability of entitlements.

ANNEX III: OTHER SECTOR-SPECIFIC GUIDELINES AND TOOLS

This Annex includes sector-specific tools and guidelines that complement the approaches reflected in this Toolkit. These can be referenced for more detailed and comprehensive guidance on specific elements of the integration of migration into development cooperation interventions.

Title	Organization	Description
<i>Best Practice Guidance on Ethical Recruitment of Migrant Workers (2017)</i>	ICCR	This handbook highlight practices taken by companies that could be replicated and drawn on to inform future actions on ethical recruitment.
<i>Compendium of Tools for Labour Market Assessment (2020)</i>	GIZ / VET Toolbox	This compendium serves as a “compass” on labour market assessments to help commissioning and conducting such assessments.
<i>Employers together for integration (2017)</i>	European Commission	The platform allows employers to share experiences in activities carried out to support the labour integration of refugees and migrants.
<i>Gender and Labour Migration Trainer’s Manual (2012)</i>	OSCE	Based on the OSCE <i>Guide on Gender-Sensitive Labour Migration Policies</i> , the manual explains how to mainstream a gender perspective into migration policy.
<i>General practical guidance on promoting coherence among employment, education/training and labour migration policies (2017)</i>	ILO	This practical guidance is part of a broader ILO effort to foster coherence among employment, education/training and migration policies and address constituents’ demands in this area. It is based on the existing volume of literature on this subject in public policy and draws on ILO experience and lessons learned globally. It is a building block towards further country analyses and a guide and training manual in the future.
<i>General principles and operational guidelines for fair recruitment and definition of recruitment fees and related costs (2019)</i>	ILO	The principles and guidelines aim to inform the current and future work of international organizations, national legislatures, and the social partners on promoting and ensuring fair recruitment.
<i>Guide on Gender-Sensitive Labour Migration Policies (2009)</i>	OSCE	This publication provides good practices and tools on how to shape gender-sensitive labour migration processes.

Title	Organization	Description
<i>Guidelines concerning statistics of international labour migration (2018)</i>	ILO	The ILO has recently developed Guidelines concerning statistics of international labour migration, which were adopted at the 20th International Conference of Labour Statisticians (ICLS). The Guidelines are intended to address the absence of international standards regarding concepts, definitions and methodologies for the measurement of labour migration data, which continues to be a major obstacle to the production of harmonized statistics. These efforts will also assist both origin and destination countries to have more effective and coherent labour migration, employment and training policies.
<i>Guidelines for skills modules in bilateral labour migration agreements (BLMA) (2020)</i>	ILO	The guidelines focus on the specific inclusion of skills in BLMAs. It also focuses, on one hand, on extending the knowledge base on BLMAs, systematizing key concepts, and presenting the relevant international normative framework as well as examples of different approaches towards skills in existing agreements. On the other hand, it sheds light on funding mechanisms and arrangements for skills in BLMAs, which are vital for ensuring their effective implementation.
<i>How to facilitate the recognition of skills of migrant workers: Guide for employment services providers (2020)</i>	ILO (second edition)	This guide draws on good practices and interesting initiatives from around the globe to demonstrate ways employment service providers can make better use of Recognition of Prior Learning systems in their countries to the benefit of migrant workers and refugees. It provides concrete information, examples, checklists and other tools to assist service providers to better understand, raise awareness and facilitate use of RPL where it exists.
<i>ILO-IOM Tool for the Assessment of Bilateral Labour Migration Agreements (2019)</i>	ILO, IOM	The objective of the assessment tool is to support governments, regional economic communities, and associated Member States and partners, including workers' and employers' organizations, in improving the effectiveness of BLMAs, to the benefit of both countries of origin and destination, and migrant workers themselves.
<i>Inclusion of Refugees in TVET: Self-Assessment Tool (2020)</i>	British Council / VET Toolbox	The Inclusion of Refugees in TVET Self-Assessment Tool is a practical and easy-to-navigate instrument for carrying out a systematic analysis of a country's approach to refugees' inclusion in TVET.

Title	Organization	Description
<i>Interrelations between Public Policies, Migration and Development (2017)</i>	OECD	OECD carried out an assessment on ten partner countries with different migration profiles with the objective to understand the linkages between migration, sectorial policies and development. The effects of migration on the labour markets and the effects of labour market policies on migration are presented in the publication. Recommendations are provided pertaining to emigration, remittances, immigration and return migration.
<i>Migrant access to social protection under bilateral labour agreements: a review of 120 countries and nine bilateral arrangements. ESS-Working paper No. 57 (2017)</i>	ILO	The paper includes information on bilateral and multilateral social security agreements in 120 countries, with an analysis of legislation on the provision of access to rights for migrants on an equal treatment basis. It also provides recommendations for policymakers to extend social protection for migrants through better migration policies, ratification of international labour standards and the conclusion of bilateral and multilateral social security agreements.
<i>Migration and the 2030 Agenda: A guide for practitioners (2018)</i>	IOM	The Guide helps policymakers integrate migration into local or national development planning, by designing and implementing interventions that relate to migration in the context of the SDGs.
<i>Promoting Employment and Decent Work in Development Cooperation. Volume 1: Concepts and Foundations (2021)</i>	DG INTPA	As part of the commitment of the EU to promote employment and decent work, this publication provides key concepts, policy instruments and information related to barriers to employment with the objective to make European Commission development interventions more effective in dealing with the partner country's employment challenges and promoting technical dialogue with relevant counterparts.
<i>Proposals for linking migration and employment policies (Propuestas para vincular las políticas de migración y empleo) (2014)</i>	International and Ibero-American Foundation for Administration and Public Policies (FIIAPP) – IOM	The manual provides policy, technical and programmatic recommendations on the links between Latin American migration and employment in the European Union.
<i>Social Protection for Migrant Workers Abroad: Addressing the Deficit via Country-of-origin Unilateral Measures? (2017)</i>	IOM	Drawing on practices around the world, the publication explores the possibilities and limitations of establishing unilateral measures by countries of origin to grant access to social protection for migrant workers on an equal treatment basis.

Title	Organization	Description
<i>Training employment services providers on how to facilitate the recognition of skills of migrant workers: Facilitator's notes (2020)</i>	ILO (second edition)	These Facilitator's Notes are designed to be used in conjunction with the ILO Recognition of Prior Learning (RPL) Guide: 'How to Facilitate the Recognition of Skills of Migrant Workers' – Guide for Employment Services Providers. The aim is to promote a sustainable approach and assist employment services providers to build their capacities, based on their specific needs and at their own pace.
<i>Training manual on the ILO Guidelines for skills modules in bilateral labour migration agreements (2021)</i>	ILO	The training manual has been conceived to improve the capacity of stakeholders involved in the negotiation of BLMAs to address skills and qualifications challenges faced by migrant workers. It should be used in conjunction with the ILO "Guidelines for skills modules in BLMAs".
<i>Vocational education and training for inclusive growth in development cooperation (2017)</i>	DG INTPA, EU	The document is designed to serve as a practical tool and reference guide for identifying, formulating, implementing, and monitoring and evaluating EU initiatives to support VET reforms in developing countries.

ANNEX IV: GUIDING PRINCIPLES

This Annex outlines guiding principles that should be considered when using the Toolkit. Adhering to these interdependent principles can help to ensure that the intervention leaves no one behind and contributes to wider sustainable development outcomes.⁴⁹ These should also help to ensure that interventions are mindful of indigenous communities, and persons of all genders, ages and abilities.⁵⁰

RIGHTS-BASED APPROACH

Adopting a rights-based approach when using this Toolkit entails considering rights principles at all phases of the intervention cycle and across the tools. This includes ensuring that interventions are in conformity with international human rights frameworks and standards, and with particular consideration for migrants' rights.

DO-NO-HARM

The “do no harm” principle emphasizes the importance of ensuring that the protection needs of migrants (particularly those in vulnerable situations) are considered. This also requires recognizing the potential for harm at any stage of an intervention and ensuring that this is addressed from the outset.

NON-DISCRIMINATION

The principle of non-discrimination is fundamental to basic human rights and has relevance across all migration-related interventions. Migrants are particularly vulnerable to discrimination and therefore, particular care should be taken to ensure that interventions are inclusive and non-discriminatory, regardless of migration status, sex, age, gender, sexuality, religion, race or any other factor.

GENDER-SENSITIVE AND CHILD-CENTRED APPROACHES

Gender is a central component of an individual's migration experience. The roles, expectations, and power dynamics associated with being a man, woman, boy or girl, exposes individuals to different types of vulnerabilities and risks. Therefore, gender should be taken into consideration at all phases of an intervention. Additionally, any interventions involving children should follow a child rights approach, with the best interest of the child at the centre.

PEOPLE CENTRED

Interventions that integrate migration have a human dimension that includes migrants and/or displaced persons, communities or origin, transit, destination and/or return. Social cohesion is strengthened and/or reinforced by targeting community members equally, while considering their respective needs. Therefore, the needs and experiences of “people” should be at the centre of any intervention.

WHOLE-OF-GOVERNMENT, WHOLE-OF-SOCIETY

The role and responsibility of governments is critical in responding to the multi-dimensional realities of migration. This typically requires horizontal and vertical engagement, across all sectors and levels of government. Similarly, governments cannot respond to migration realities alone. Engaging with a range of actors, across society, including (but not limited to) migrants, diaspora, civil society organizations, academia, the private sector, among others, contributes to ensuring a holistic response.

49. These guiding principles are broadly guided by the universal values of the 2030 Agenda and the guiding principles in the Global Compact for Migration. For more information, see [Annex I: Key Global Frameworks and Commitments](#).

50. See also ILO Guiding Principles on the access of refugees and other forcibly displaced persons to the labour market [here](#).

ANNEX V: DATA SOURCES⁵¹

This Annex complements the *Situation Analysis* (Tool 2) and includes sector-specific data sources. These can be referenced when responding to the questions in that tool.

Key Data Sources	
Country-Specific Sources of Data and information ⁵²	National Development Strategies
	Census (or other form of population and demographic survey)
	National Labour Force Surveys
	Living Conditions Monitoring Surveys
	UN Common Country Analysis
	UN Sustainable Development Cooperation Framework
	UN Network on Migration Hub
	IOM Returnee Surveys (e.g. Regional Evidence for Migration Analysis and Policy)
ILO International Labour Migration Statistics database is a special collection of statistics that can be accessed within the ILOSTAT database . ILOSTAT covers various subjects relating to labour, including labour migration. Indicators on labour migration are split into three subtopics: International migrant stock, nationals abroad, and international migrant flow.	
National and Regional Migration Profile Repository features migration profiles (both a report and a capacity-building tool, which is country-owned and prepared in consultation with a broad range of stakeholders) from around the world.	
Migration Data Portal provides timely, comprehensive migration statistics and reliable information about migration data globally, regionally and per country. Migration Profiles or Migration Governance Snapshots are also accessible.	
Displacement Tracking Matrix (DTM) tracks and monitors population mobility, particularly forced displacement. This tool can be useful for education planning based on near real-time population data.	
UN Statistics Division and DESA collects, compiles and disseminates official demographic and social statistics on a number of topics, including migration. These include International Migration Stocks and the United Nations Global Migration Database .	

51. More detailed information on statistics on international labour migration can be accessed [here](#).

52. This data can be often found online or sought from relevant stakeholders.

Key Data Sources

Annual reports like IOM's [World Migration Report](#), UNHCR's [Global Trends in Forced Displacement Report](#), and IDMC's [Global Report on Internal Displacement](#) are also reliable data sources as well as analysis.

The World Bank's [Migration and Remittances Data](#) and KNOMAD's [Issue Briefs on Migration and Development](#) provide updates on global trends in migration and remittances.

Data and figures on human trafficking can be found on the [Global Data Hub on Human Trafficking](#) and UNODC's [Global Report on Trafficking in Persons](#).

Information on how States are implementing human rights treaties can be found on Concluding observations from the [UN Treaty Bodies](#), [Country reports and accepted States commitments from the Universal Periodic Review](#) (UPR), or country visit reports by the [Special Procedures](#) of the Human Rights Council.

The [Database on Immigrants in OECD and non-OECD Countries](#) (DIOC) compiles data based on population censuses of OECD countries, and, in collaboration with the World Bank, has extended coverage to non-OECD countries. The database includes information on labour market outcomes, such as labour market status, occupations and sectors of activity.

The [Integrated Public Use Microdata Series - International](#) (IPUMS-I) - collects and distributes census data from 85 countries. The database includes population surveys related to the labour force.

ANNEX VI: EXAMPLES OF RELEVANT SDG TARGETS

This Annex complements the *Theory of Change* (Tool 7) and *Indicator Bank* (Tool 8). It can be used to identify where the specific objectives and expected results (derived through the *Theory of Change*) align with the relevant SDG targets.

Goal	Relevant targets
1 NO POVERTY 	1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.
4 QUALITY EDUCATION 	4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. 4.B: By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.
5 GENDER EQUALITY 	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. 5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
8 DECENT WORK AND ECONOMIC GROWTH 	8.1: Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries. 8.2: Achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors. 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services.

...	<p>8.5: By 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.6: By 2020 substantially reduce the proportion of youth not in employment, education or training.</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p> <p>8.8: Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment</p>
<p>10 REDUCED INEQUALITIES</p> 	<p>10.3: Ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard.</p> <p>10.4: Adopt policies especially fiscal, wage, and social protection policies and progressively achieve greater equality.</p> <p>10.7: Facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies.</p> <p>10.c: By 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%.</p>
<p>17 PARTNERSHIPS FOR THE GOALS</p> 	<p>17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.</p> <p>17.18: By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.</p>

ANNEX VII: INDICATOR BANK (EXPECTED RESULTS)

This Annex is a continuation of the *Indicator Bank* (Tool 8). It includes examples of indicators that would measure the expected results highlighted in the *Theory of Change* (Tool 7).

Sub-sector	Expected results	Indicators
Employment and labour market policies  SDG Objectives: 8 and 10 Global Compact for Migration Objectives: 1, 2, 3, 15, 16	1.1.1: Migrant workers have the capacity and know-how to access safe and regular migration pathways. ⁵³	1.1.1.a: Availability of accurate, timely, accessible, and transparent information available to migrant workers on the safe and regular migration pathways available, and how to access them. 1.1.1.b: Number of migrant workers accessing and utilizing the above information. 1.1.1.c: Percentage of migrant workers accessing and utilizing the above information have increased knowledge on how to access safe and regular migration pathways
	1.1.2: Migrant workers have the know-how to access quality pre-departure programmes and training.	1.1.2.a: Availability of accurate, timely, accessible, and transparent information available to migrant workers on the quality pre-departure programmes and trainings available, and how to access them. 1.2.2.b: Number of migrant workers accessing and utilizing the above information. 1.2.2.c: Percentage of migrant workers accessing and utilizing the above information have increased knowledge on how to access quality pre-departure programmes and training. 1.1.2.d: Participation rate of migrant workers in pre-departure orientation programmes (disaggregated by sex, age and migration status).

53. In line with and contributing to existing [SDG Target 10.7](#).

Sub-sector	Expected results	Indicators
...	<p>1.1.3: Public employment services have the capacity to facilitate the labour market integration of both newly arrived and longer-term migrants.</p>	<p>1.1.3.a: Availability of accurate and disaggregated data on both newly arrived and longer-term migrants, as well as labour market gaps (disaggregated by age, sex, migration status and employment sector).</p> <p>1.1.3.b: Availability of accurate, timely, accessible, and transparent information on the importance of (i) facilitating labour market integration for migrants and how to do so, and (ii) the barriers to their labour market integration and how to overcome them.</p> <p>1.1.3.c: Number of public employment service providers accessing and utilizing the above data and information.</p> <p>1.1.3.d: Percentage of public employment service providers accessing and utilizing the above data and information have increased knowledge to facilitate the labour market integration of both newly arrived and longer-term migrants.</p> <p>1.1.3.e: Number of tools (e.g. plans/strategies) available to public employment service providers to facilitate the labour market integration of both newly arrived and longer-term migrants.</p> <p>1.1.3.f: Number of public employment service providers report having adequate human and financial resources to facilitate the labour market integration of both newly arrived and longer-term migrants.</p>
	<p>1.1.4: Policymakers have the know-how and capacity to put in place quality pre-departure programmes and training for perspective migrant workers.</p>	<p>1.1.4.a: Availability of accurate and disaggregated data on number of workers requiring access to programmes and training, and the sectors they are going into (disaggregated by age, sex and migration status).</p> <p>1.1.4.b: Availability of accurate, timely, accessible, and transparent information on the importance of quality pre-departure training and programmes, the barriers to perspective migrant workers' access, and how to overcome these.</p> <p>1.1.4.c: Number of policymakers accessing and utilizing the above data and information.</p> <p>1.1.4.d: Percentage of policymakers accessing and utilizing the above data and information have increased knowledge on putting in place quality pre-departure programmes and training for perspective migrant workers.</p> <p>1.1.4.e: Policymakers report having accurate human and financial resources to put in place quality pre-departure programmes and training for perspective migrant workers.</p>


Sub-sector	Expected results	Indicators
...	1.2.1: Policymakers understand how migration can be leveraged to alleviate labour market gaps.	<p>1.2.1.a: Availability of accurate and disaggregated data on migration flows and labour market gaps (disaggregated by age, sex, migration status and employment sector).</p> <p>1.2.1.b: Availability of accurate, timely, accessible, and transparent information on how migration can be leveraged to alleviate labour market gaps.</p> <p>1.2.1.c: Number of policymakers accessing and utilizing the above data and information.</p> <p>1.2.1.d: Percentage of policymakers accessing and utilizing the above data and information have increased knowledge on how migration can be leveraged to alleviate labour market gaps.</p>
	1.2.2: Policymakers have the know-how and capacity to implement orderly, safe, regular and responsible labour migration pathways. ⁵⁴	<p>1.2.2.a: Availability of accurate and disaggregated data on migration flows and labour market gaps (disaggregated by age, sex, migration status and employment sector).</p> <p>1.2.2.b: Availability of accurate, timely, accessible, and transparent information on the importance of safe and regular labour migration pathways and how to implement them.</p> <p>1.2.2.c: Number of policymakers accessing and utilizing the above information and data.</p> <p>1.2.2.d: Percentage of policymakers accessing and utilizing the above information and data have increased knowledge on implementing safe and regular labour migration pathways.</p> <p>1.2.2.e: Number of policymakers report having adequate human and financial resources to implement safe and regular labour migration pathways.</p>
	1.2.3: Policymakers have access to functioning coordination mechanisms to facilitate labour migration.	<p>1.2.3.a: Number of coordination mechanisms developed to facilitate labour migration.</p> <p>1.2.3.b: Number of targeted policymakers and service providers participating in coordination mechanisms on facilitating labour migration.</p>


54. In line with and contributing to [SDG target 10.7](#).

Sub-sector	Expected results	Indicators
Labour standards, working conditions and social dialogue  SDG Objectives: 8 and 10 Global Compact for Migration Objectives: 1, 2, 3, 15 and 16	2.1.1: Migrants, displaced persons and/or community members have the know-how to exercise their rights. ⁵⁵	2.1.1.a: Availability of accurate, timely, accessible, and transparent information available to migrants, displaced persons and/or communities on what their rights are, and how to exercise them. 2.1.1.b: Number of migrants, displaced persons and/or communities accessing and utilizing the above information. 2.1.1.c: Percentage of migrants, displaced persons and/or communities accessing and utilizing the above information have increased knowledge on how to exercise their rights. 2.1.1.d: Migrants, displaced persons and/or communities report feeling empowered to exercise their rights.
	2.1.2: Migrants, displaced persons and/or community members have the know-how and capacity to access remedy for rights violations.	2.1.2.a: Availability of accurate, timely, accessible, and transparent information available to migrants, displaced persons and/or communities on how to access remedy for rights violations. 2.1.2.b: Number of migrants, displaced persons and/or communities accessing and utilizing the above information. 2.1.2.c: Percentage of migrants, displaced persons and/or communities accessing and utilizing the above information have increased knowledge on how to access remedy for rights violations. 2.1.2.d: Migrants, displaced persons and/or communities report feeling empowered to access remedy for rights violations.
	2.1.3: Governments or recruitment agencies have systems in place to prevent rights violations and provide avenues for redress.	2.1.2.a: Availability of accurate, timely, accessible, and transparent information on the importance of systems to prevent rights violations and provide avenues for redress. 2.1.2.b: Number of systems in place to prevent rights violations and provide avenues for redress.
	2.2.1: Employers and recruitment agencies have coordination mechanisms in place with policymakers, migrant groups, trade unions and law enforcement to promote safe and secure working environments for migrants, displaced persons and/or communities.	2.2.1.a: Number of coordination mechanisms developed to promote safe and secure working environments for migrants, displaced persons and/or communities. 2.2.1.b: Number of targeted employers, recruitment agencies, policymakers, migrant group representatives, trade unions and law enforcement participating in coordination mechanisms for promoting safe and secure working environments for migrants, displaced persons and/or communities.

55. In line with and contributing to SDG Target 8.8.

Sub-sector	Expected results	Indicators
...	2.2.2: Policymakers have the capacity to develop or implement policies that protect migrants', displaced persons and/or community members' rights.	<p>2.2.2.a: Availability of accurate, timely, accessible, and transparent information on (i) the barriers to migrants', displaced persons and/or community members' enjoyment of rights and (ii) the importance of implementing policies that protect migrants', displaced persons and/or community members' labour rights, and how to implement them.</p> <p>2.2.2.b: Percentage of policymakers accessing and utilizing the above data and information have increased knowledge on how to implement policies that protect migrants', displaced persons and/or community members' labour rights.</p> <p>2.2.2.c: Number of tools (e.g. plans/strategies) available to policymakers to implement policies that protect migrants', displaced persons and/or community members' rights.</p> <p>2.2.2.d: Number of policymakers report having adequate human and financial resources to implement policies that protect migrants', displaced persons and/or community members' rights.</p>
	2.3.1: Employers and recruitment agencies have the accurate data, know-how to provide safe and ethical working conditions in line with relevant international frameworks.	<p>2.3.1.a: Availability of accurate, timely, accessible, and transparent information on relevant international frameworks, the importance of safe and ethical working conditions for migrants, displaced persons and/or community members, and how to provide them.</p> <p>2.3.1.b: Percentage of employers and recruitment agencies accessing and utilizing the above data and information have increased knowledge on how to provide safe and ethical working conditions in line with relevant international frameworks.</p>
	2.3.2: Government agencies responsible for labour standards have effective compliance mechanisms in place that are inclusive of migrants.	2.3.2.a: Number of compliance mechanisms in place that are inclusive of migrants.

Sub-sector	Expected results	Indicators
Job creation and entrepreneurship  SDG Objectives: 8 Global Compact for Migration Objectives: 1, 2, 3, 15 and 16	3.1.1: Migrants, displaced persons, and/or communities have the know-how and capacity to access entrepreneurial opportunities and financial systems.	3.1.1.a: Availability of accurate, timely, accessible, and transparent information on the entrepreneurial opportunities and financial systems available, and how to access them. 3.1.1.b: Number of migrants, displaced persons, and/or communities accessing and utilizing the above information. 3.1.1.c: Percentage of migrants, displaced persons, and/or communities accessing and utilizing the above information have increased knowledge on accessing entrepreneurial opportunities and financial systems. 3.1.1.d: Migrants, displaced persons and/or communities report feeling empowered to access entrepreneurial opportunities and financial systems.
	3.2.1: Policymakers understand the barriers for migrants and/or displaced persons to start their own businesses.	3.2.1.a: Availability of accurate, timely, accessible, and transparent information on the process for starting self-employment, and how to leverage opportunities to their access. 3.2.1.c: Percentage of policymakers accessing and utilizing the above information have increased knowledge on the barriers for migrants and/or displaced persons.
	3.2.2: Policymakers have the capacity to establish enabling conditions (access to financial services and markets, training programmes, information on the market, etc.) for migrants, displaced persons, and/or community members to start their own businesses.	3.2.2.a: Availability of accurate, timely, accessible, and transparent information on the process and requirements needed to become self-employed. 3.2.2.b: Percentage of policymakers accessing and utilizing the above information have increased knowledge on how to establish enabling conditions for migrants, displaced persons, and community members to start their own businesses. 3.2.2.d: Number of tools (e.g. plans/strategies) available to policymakers to establish enabling conditions for migrants, displaced persons, and/or community members to start their own businesses.

Sub-sector	Expected results	Indicators
Skills development and vocational training  SDG Objectives: 4 and 8 Global Compact for Migration Objectives: 1, 2, 3, 15 and 16	4.1.1: Migrants, displaced persons and/or community members know their rights to quality education and feel empowered to claim them.	4.1.1.a: Availability of accurate, timely, accessible, and transparent information to migrants, displaced persons, and/or communities on quality technical and vocational education opportunities, their rights to access them, and how to do so. 4.1.1.b: Number of migrants, displaced persons and/or community members accessing and utilizing the above information. 4.1.1.c: Percentage of migrants, displaced persons and/or community members accessing and utilizing the above information have increased knowledge on their rights to access affordable and quality technical and vocational education.
	4.2.1: Education and training providers understand how to put enabling conditions in place for migrants, displaced persons, and/or community members to access both on site and remote quality TVET.	4.2.1.a: Availability of accurate, timely, accessible, and transparent information on (i) the barriers to migrants', displaced persons' and communities' access to on site and distance quality TVET, (ii) the importance to their access, and (iii) how to do so. 4.2.1.b: Percentage of education and training providers accessing and utilizing the above data and information have increased knowledge on how to ensure universal access both on site and remotely to quality TVET.
	4.3.1: Policymakers have the know-how to integrate migration and displacement into vocational training and skills development policies.	4.3.1.a: Availability of accurate, timely, accessible, and transparent information on the importance of integrating migration and displacement into vocational training and skills development policies, and how to do so. 4.3.1.b: Number of policymakers accessing and utilizing the above information. 4.3.1.c: Percentage of policymakers accessing and utilizing the above information have increased knowledge on how to integrate migration and displacement into vocational training and skills development policies.
	4.4.1: Policymakers put in place mechanisms to facilitate skills recognition and matching for migrants in vocational training.	4.4.1.a: Number of coordination mechanisms developed on skills recognition and matching for migrants in vocational training. 4.4.1.b: Number of targeted policymakers participating in coordination mechanisms on skills matching for migrants in vocational training.
	4.4.2: Policymakers use labour market needs assessments and MMIS to design improved policies to support those government agencies responsible for matching skills and training needs of migrant workers.	4.4.2.a: Number of labour market needs assessments and MMIS used by policymakers to accurately match migrant TVET qualifications to employment.

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