



# INTEGRATING MIGRATION INTO GOVERNANCE INTERVENTIONS



A TOOLKIT FOR INTERNATIONAL  
COOPERATION AND DEVELOPMENT  
ACTORS

Funded by



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# TOOLKIT FOR INTEGRATING MIGRATION INTO GOVERNANCE INTERVENTIONS

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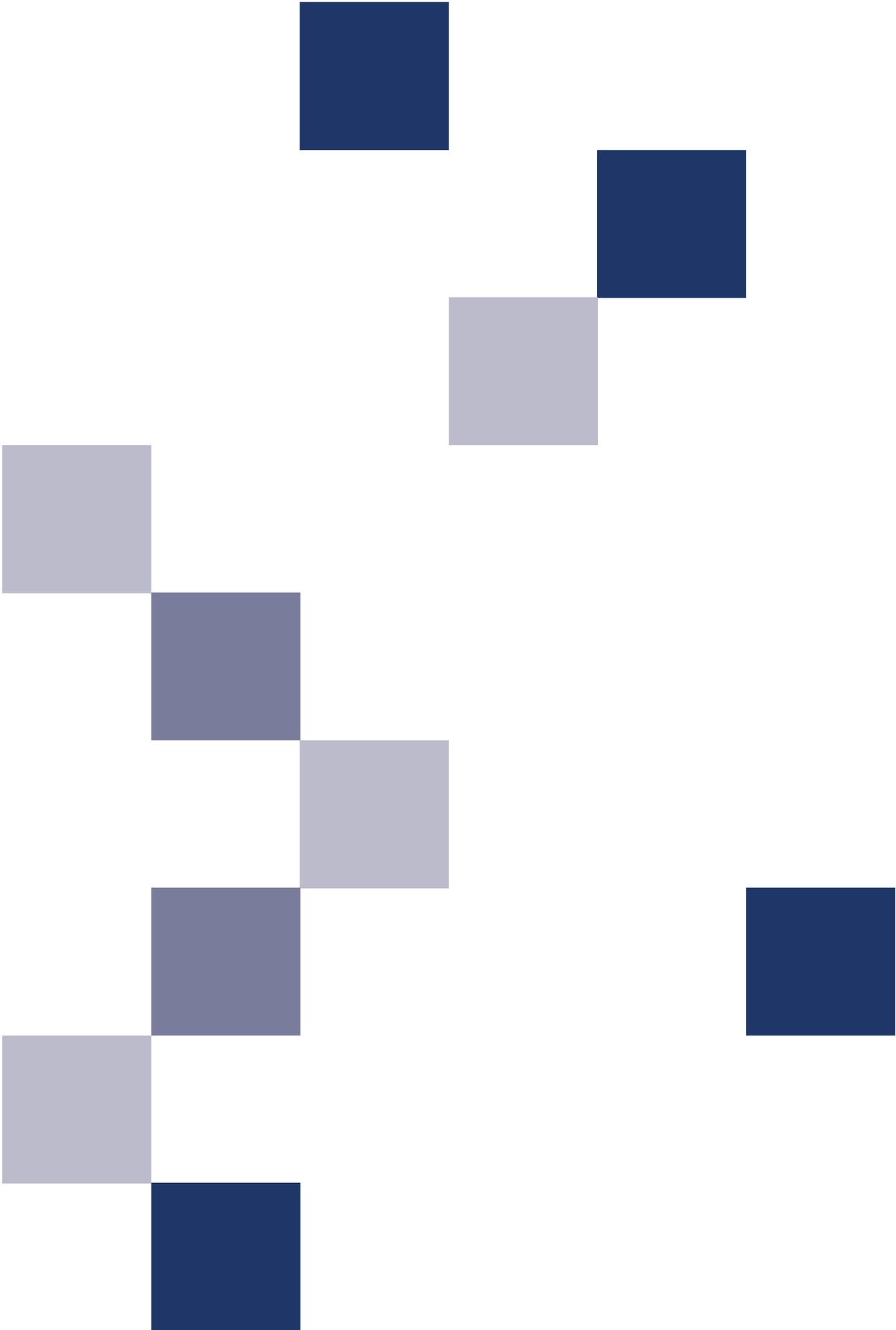
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# TABLE OF CONTENTS

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|  |    |
|--|----|
| ACRONYMS   | IV |
| GLOSSARY OF TERMS  | V  |
| INTRODUCTION   | 1  |
| SECTION 1: BACKGROUND  | 2  |
| SECTION 2: TOOLS   | 7  |
| <b>TOOL 1:</b> QUICK DIAGNOSTIC  | 10 |
| <b>TOOL 2:</b> SITUATION ANALYSIS                                      | 12 |
| <b>TOOL 3:</b> POLICY CHECKLIST  | 16 |
| <b>TOOL 4:</b> STAKEHOLDER ANALYSIS                                    | 19 |
| <b>TOOL 5:</b> PROBLEM ANALYSIS  | 26 |
| <b>TOOL 6:</b> RISK ANALYSIS   | 29 |
| <b>TOOL 7:</b> THEORY OF CHANGE  | 36 |
| <b>TOOL 8:</b> INDICATOR BANK  | 38 |
| <b>TOOL 9:</b> PROJECT DESIGN CHECKLIST                                | 43 |
| <b>TOOL 10:</b> PROJECT MONITORING CHECKLIST                           | 45 |
| <b>TOOL 11:</b> PROJECT EVALUATION CHECKLIST                           | 47 |
| ANNEXES  | 49 |
| <b>ANNEX I:</b> KEY GLOBAL FRAMEWORKS AND COMMITMENTS                  | 50 |
| <b>ANNEX II:</b> EUROPEAN UNION DEVELOPMENT COOPERATION IN THIS SECTOR | 52 |
| <b>ANNEX III:</b> SECTOR-SPECIFIC GUIDELINES AND TOOLS                 | 53 |
| <b>ANNEX IV:</b> GUIDING PRINCIPLES                                    | 56 |
| <b>ANNEX V:</b> DATA SOURCES   | 57 |
| <b>ANNEX VI:</b> EXAMPLES OF RELEVANT SDG TARGETS                      | 59 |
| <b>ANNEX VII:</b> INDICATOR BANK (EXPECTED RESULTS)                    | 61 |
| REFERENCES   | 68 |

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# ACRONYMS

|          |  |
|----------|--|
| DG INTPA | Directorate-General for International Partnerships                     |
| DTM      | Displacement Tracking Matrix   |
| EU       | European Union   |
| IDP      | Internally Displaced Person  |
| ILO      | International Labour Organization                                      |
| IOM      | International Organization for Migration                               |
| JMDI     | Joint Migration and Development Initiative                             |
| KNOMAD   | Global Knowledge Partnership on Migration and Development              |
| MMICD    | Mainstreaming Migration into International Cooperation and Development |
| NGO      | Non-Governmental Organization  |
| OECD     | Organisation for Economic Co-operation and Development                 |
| RBA      | Rights-based Approach  |
| SGBV     | Sexual and Gender-based Violence                                       |
| SDG      | Sustainable Development Goal   |
| UN DESA  | United Nations Department of Economic and Social Affairs               |
| UNDP     | United Nations Development Programme                                   |
| UNHCR    | United Nations High Commission for Refugees                            |
| UNICEF   | United Nations Children's Fund   |
| UNSDG    | United Nations Sustainable Development Group                           |

# GLOSSARY OF TERMS<sup>1</sup>

**A note on terminology:** In this Toolkit, *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.

**Conflict-sensitivity:** A deliberately systematic practice that ensures that our processes and actions minimize negative and maximize positive effects within a given context, based on the awareness about the interaction between the said processes and actions and the particular context.

**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<sup>2</sup>:** 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-made 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 their 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.

**Good governance:** Governing systems that are capable, responsive, inclusive, and transparent (UNDP, 2011).

**Governance:** Governance is the system of values, policies and institutions by which a society manages its economic, political and social affairs through interactions within and among the state, civil society and private sector. It is the way a society organizes itself to make and implement decisions—achieving mutual understanding,

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1. Unless otherwise stated, the terms in this glossary are drawn from the [IOM Glossary on Migration](#) (2019).  
2. This is also referred to by some entities and organizations as forced displacement. However, IOM considers all displacement as forced as mentioned in the definition provided.

agreement and action. It comprises the mechanisms and processes for citizens and groups to articulate their interests, mediate their differences and exercise their legal rights and obligations. It is the rules, institutions and practices that set limits and provide incentives for individuals, organizations and firms. Governance, including its social, political and economic dimensions, operates at every level of human enterprise, be it the household, village, municipality, nation, region or globe (UNDP, 2011).

**Host community:** A national or local community in which displaced persons temporarily reside.

**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 their new country of usual residence.

**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.

**Local governance:** Local governance is defined as the combined set of institutions, systems and processes at the subnational level through which services, including security and welfare, are provided to the population and through which the latter articulate their interests and needs, mediate their differences and exercise their rights and obligations.

**Migrant:** An umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from their 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.

**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.

**Migration cycle:** Stages of the migration process encompassing departure from, in some cases transit through one or more States, immigration in the State of destination and return.

**Public administration:** Refers to the management and implementation of the whole set of government activities dealing with the implementation of laws, regulations and decisions of the Government and the management related to the provision of public services (UNDP, 2015).

**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 their nationality and is unable or, owing to such fear, is unwilling to avail themselves of the protection of that country; or who, not having a nationality and being outside the country of their 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.

**Rights-based approach<sup>3</sup>:** A conceptual framework and methodological tool for developing programmes, policies, and practices that integrate the rights, norms and standards derived from international law (IOM, 2015).

**Stateless:** A person who is not considered as a national by any State under the operation of its law.

**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 or practices similar to slavery, servitude or the removal of organs.

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

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3. This is also referred to by some entities and organizations as a human rights-based approach.

# INTRODUCTION

The **Toolkit on Integrating Migration into Governance 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 Toolkits<sup>4</sup> for putting migration mainstreaming into practice. This Toolkit was developed in partnership with the United Nations Development Programme (UNDP).

**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 a governance focus. Although there is no one size fits all approach for integrating migration into governance 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 actors<sup>5</sup> working in, or with, the governance 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 governance 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 governance interventions, focusing on different phases of the intervention cycle.<sup>6</sup>

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”<sup>7</sup>, which capture the main connections between migration and governance (although non-exhaustive). The sub-sectors highlighted in this Toolkit include:



**HUMAN RIGHTS, RULE OF LAW, SECURITY, AND JUSTICE<sup>8</sup>**



**PARTICIPATION AND REPRESENTATION**



**PUBLIC ADMINISTRATION, ANTI-CORRUPTION, AND PUBLIC FINANCE MANAGEMENT**



**LOCAL AND MULTI-LEVEL GOVERNANCE**

4. This Toolkit is one of the eleven other Toolkits that complement the Guidelines on Mainstreaming Migration into International Cooperation and Development. Other Toolkits include: 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.
5. Specifically, EU institutions and EU delegations, EU member states, development partners, government authorities in partner countries and other donors (incl. traditional (bilateral and multilateral) and non-traditional (private sector, foundations, etc.).
6. The project cycle in this Toolkit is informed by the phases used by the European Commission in its development cooperation efforts. The development community recognizes the emergence of adaptive programming and management in governance for development programming in recent years, which takes into account the need for iterative approaches in complex governance environments. Therefore, the project cycle need not be viewed as linear. The data gathered and analyzed through the tools offered in this Toolkit should be revisited and updated as needed by development practitioners.
7. Conceptualizations of “good governance” generally centres on the interconnected dimensions and principles of democratic governance. In particular, the selection of sub-sectors considered the definition of governance given by the United Nations Development Programme (UNDP) and the priority areas of EU development cooperation in the field of governance.
8. This particular Toolkit does not reflect security considerations in detail in this sub-sector, as there is a dedicated Security Toolkit included in the MMICD package. Regardless, this document still endeavours to highlight some the main linkages between human rights, justice, rule of law, security, and migration. Those with a particular interest in security can refer the Security Toolkit for more comprehensive guidance.



SECTION 1

# BACKGROUND

Governance can have significant implications on migration – in all its forms<sup>9</sup> – and migrants themselves. Poor governance may contribute to poverty, inequality, lack of social cohesion, discrimination, violations of rights, and even conflict, which can prompt nationals to emigrate or flee. It also can exacerbate the risks that international migrants and displaced persons (including refugees) face, particularly when they are not adequately included in governance systems. Migration, especially when unmanaged, can also pose considerable challenges for governance, which can relate to a lack of formal registration, unforeseen pressures on services, impacts on host communities, tensions and conflict for instance. However, when well-managed, migration can facilitate migrants’ contributions through, for example, skills transfer, workforce, cultural exchange, and remittances.

Responsive, accountable, and inclusive governance ensures that enabling conditions are in place for a rights-based approach to take hold. Countries with strong and effective governance are also more likely to have transparent and accountable administrative and support systems in place. These systems can help to ensure that the needs of migrants and communities are met, and that their rights are upheld. They can also support the collection and use of appropriate data at all areas and levels of governance. This in turn contributes to effective planning, as well as the efficient use of resources so that policies and services are responsive to the needs of those who live there (OECD, 2021).

**COVID-19 Pandemic:** The impact of COVID-19 goes beyond health considerations, with far-reaching socioeconomic and other consequences, including those with direct relevance to migration and its linkages to the governance sector. In many instances, the pandemic has exacerbated pre-existing inequalities, and placed additional pressure on governments to deliver. As stated by the UN Secretary General, human rights are key in ensuring an effective response to COVID-19, ensuring that no-one is left behind: “the best response is one that responds proportionately to immediate threats while protecting human rights and rule of law” - *Peace, justice and strong institutions – United Nations Sustainable Development*.

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

In order to explain the main connections between migration and governance, the content of this Toolkit is divided into sub-sectors and also references cross-cutting areas that are important to consider and touch upon in each of the following sub-sectors:



**HUMAN RIGHTS, RULE OF LAW, SECURITY, AND JUSTICE**



**PARTICIPATION AND REPRESENTATION**



**PUBLIC ADMINISTRATION, ANTI-CORRUPTION, AND PUBLIC FINANCE MANAGEMENT**



**LOCAL AND MULTI-LEVEL GOVERNANCE**

**I HUMAN RIGHTS, RULE OF LAW, SECURITY, AND JUSTICE**

Promoting human rights, the rule of law, security, and access to justice for all is at the center of good governance and ensuring that no one is left behind. Human rights are universal: every human being (regardless of nationality, migration status, or any other status) is entitled to

the enjoyment of their human rights and fundamental freedoms under international law. Good governance provides a system guided by a rights-based approach. A rights-based approach requires conscious and systematic integration of rights and principles to empower rights-

9. See the *Glossary of Terms* for more information.

holders to claim their rights and strengthen the capacity of duty-bearers to fulfil their obligations with respect to these rights (IOM, 2015). In some countries, the legal and policy frameworks either exclude the rights of all, wittingly or unwittingly, by focusing solely on nationals or by failing to address the specific challenges faced by certain groups of migrants (such as irregular migrants or victims of trafficking).

Even where the legal and policy frameworks are rights-based and non-discriminatory, the actual implementation of these are often linked to legal status (e.g. citizenship) or the government entities interpretation of the law. This can make it difficult for migrants to claim these rights in practice, especially for those who are fleeing violence and trying to be recognized as refugees. Ensuring that migrants are informed about their rights, and how to claim them, is an important element for securing a rights-based approach. At the same time, it is important to ensure that justice, security, social, and administrative institutions respect and protect those

rights. A poor respect of human rights, justice, and the rule of law can also contribute to conflict and instability within countries, leading to displacement.

Equal access to justice and rule of law is a key element of governance. Many migrant groups often have difficulties in accessing the justice system, or in receiving equal attention, treatment, and protection by law. For example, migrants may not have access to complaint mechanisms, legal aid services, and may experience discriminatory treatment. Irregular migrants who have been subject to trafficking, exploitation, hate crime, or any other types of crime, may be reluctant to report crimes committed against them to the police or other security officials for fear of negative consequences related to their migration status. Other migrants may face unlawful deportation or arbitrary detention without due process and/or legal safeguards. Cultural and gender-sensitive legal aid and social services should be available to facilitate the process, especially for sexual and gender-based violence (SGBV).

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## II PARTICIPATION AND REPRESENTATION

Good governance requires inclusive mechanisms for participation and representation in civil and political processes for all. Putting in place structures, procedures, and statutory provisions to include migrants in decision-making process, both in countries of origin and destination, is a core part of this. There are of course different considerations for different groups of migrants with different laws governing them, especially between legal or irregular migration, and international migrants, internal migrants, or displaced persons. While governance does not exclusively relate to political engagement, migrants' ability to exercise their political rights is an important consideration (including support to internal migrants to register at their new places of residence). Depending on the political system, representation can mean different things – from voting in elections to other forms of engagement in decision-making processes at every level. In many countries of destination, engagement in political processes is often tied to citizenship and other elements of voter eligibility.<sup>10</sup> In countries of origin, those living abroad may find it difficult to partake in out of country voting in terms of processes and legal frameworks for this.

In others, migrants may be engaged in associations or representation functions in an effort to make their voices heard.

Overcoming these obstacles are often even more critical during times of transition and/or peace processes. It is important to ensure that migrants' perspectives are included in decision-making processes at every level. Ensuring that migrants can access civil registration or national identity schemes, as well as birth registration, is at the heart of improving their participation and representation. Hundreds of millions of people are estimated not to hold proof of legal identity (UNICEF, 2019). In the context of displacement, individuals fleeing violence and conflict often leave without identification or documentation with them. Individuals without registered legal identity, including stateless persons, often face enhanced difficulties in accessing basic services or participating in formal civic and/or political process. Beyond these formal structures, procedures, and/or statutory provisions, migrants' ability to actively participate without fear or discrimination is dependent on their inclusion within communities.

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10. In the Global Compact for Safe, Orderly and Regular Migration, Member States commit to enable political participation and engagement of migrants in their countries of origin, including in peace and reconciliation processes, in elections and political reforms, such as by establishing voting registries for citizens abroad, and through parliamentary representation, in accordance with national legislation.

Open, responsive, and accountable institutions are key pillars for good governance. Strong public administration, public financial management, and procurement systems, in which transparency, accountability, and anti-corruption measures are embedded, are essential for the effective delivery of public services so that no one is left behind, including migrants (OECD, 2021). Core public administration functions are essential for government ownership of the political and development process, in particular the budgeting function. While government can contract out some aspects of service delivery, it cannot do so with its planning and budgeting processes. Other core administrative functions include policymaking, coordination, public financial management and civil service reform. The use of data on migration, census data, and demographic and health surveys in public sector planning process can help to ensure that the challenges migrants face and contributions that they offer are reflected in relevant social and fiscal policies. Inclusive registration systems can contribute to reliable and comprehensive data for governments to use in planning, as well as the allocation of resources.

Public administration can fulfil a range of less obvious and more political functions. It can provide the practical expertise and instruments for the implementation of a positive post-conflict peace agenda. It can also offer a convenient and extensive source of patronage to shore up support for political leaders, and public employment can often be one of the largest sources of employment.

Mainstreaming migration can make public sector delivery more effective and inclusive. For instance, when migrants are integrated into the labour market, they can expand the tax base and generate higher fiscal gains (JRC, 2020). Tax exemptions for remittance income, diaspora bonds or matching grant schemes are examples of how public administrators can enhance the role of the diaspora (OECD, 2017). However, for any meaningful work on the public administration to be considered, a minimum of political order and commitment from political leadership needs to be in place specifically on the inclusion of different groups.

Public administration is not just a mechanism for delivering services, but a key arena within which the political settlement is negotiated. Public administration can, as has been the case in a number of countries, serve as a tool for exclusion, repression and abuse. A lack of transparency, accountability, and integrity within public institutions, as well as limited capacity of public administrators (in terms of awareness of migrants' rights, translation support, availability of services, etc.), present challenges for governance more broadly as well as the protection of migrants (including displaced persons). Corruption also acts as a significant driver, facilitator, or barrier to migration, with important implications for migrants, policymakers, practitioners, and communities affected by migration. The main contribution of support to anti-corruption is laying the foundations for ensuring core systems are functioning.

Governance is the system of values, policies, and institutions by which a society manages its economic, political, and social affairs through interactions within and among the state, civil society, and private sector. Governance involves coordination and collaboration across multiple levels, including informal and community structures and subnational levels of government. While all levels of governance deal with migration, local governments and other decentralized governance actors have a specifically mandated role in addressing the needs of migrant populations and are particularly affected by its opportunities and challenges (JMDI, 2017). Decentralized levels of governance can bridge local realities and national priorities, implementing national level migration and development related policies (IOM, 2020). Local and regional authorities on the ground are often the 'first responders' to

migration challenges, notably through mandates on local service delivery which determine whether the rights of migrants are upheld, and which shape the conditions for social cohesion. They are essential for delivering on development goals and implementing international commitments (UNDP, 2016).

Yet local governance systems can be disproportionately affected by migration, as they can operate without sufficient resources or know-how to respond effectively to maintain quality accessible services and support social cohesion in certain migration contexts. The varied capacities of different levels of governance must therefore be carefully considered in migration responses. Responding to the realities of migration requires vertical coordination between local and national authorities, and horizontal coordination amongst line ministries and

service providers as well as non-government service providers. To facilitate this, territorial approaches such as area-based programming allow for a more targeted, integrated response that is catered to the specific context, in which all relevant stakeholders can be engaged. These stakeholders can come from various levels of government or society (including

informal and community structures). Strengthening participatory local, regional, and national development planning can also support positive economic, social, and environmental links between urban, peri-urban and rural areas where migrants live and where they are from.

## CROSS-CUTTING AREAS



These cross-cutting areas are non-exhaustive but important to consider.

### Digitalization

Digitalization can increase efficiency, transparency, and responsiveness, which can directly influence the quality of governance systems. Technologies shape service delivery and management, as well as collaboration between governments, the private sector and civil society. Although innovative technology and digital tools provide new opportunities, they also raise new

questions about data protection, privacy, and ethics. This is particularly relevant when thinking about migration (including border management) as well as legal identity (including registration). Moreover, if service provision becomes more digital, this may pose an additional barrier for those who do not have access to such technologies.

### Gender

A person's sex, gender, gender identity and sexual orientation shape every stage of the migration experience. Institutional as well as cultural, economic, and societal factors often hamper women's opportunities and abilities to participate in formal decision-making. Efforts to promote gender equality are intertwined with governance. For example, gender equality is about advocating for transparent and adequate public financing

that is gender responsive (i.e. gender responsive budgets). It is also about ensuring equal representation in public administration and institutions (e.g. presence of women working as lawyers, police, and judges, etc.). Ensuring equal rights under the law, combating discriminatory practices, addressing gender-based violence, and ensuring diversity and inclusiveness can make various aspects of governance more gender sensitive.

### Conflict prevention

Ineffective, unresponsive, or exclusionary governance can contribute to conflict – and vice-versa. Good governance can address root causes of tension and ensure that the needs and interests of citizen and foreigners (i.e. international migrants) are fairly represented in a way that promotes social cohesion and not distrust or

xenophobia. If the underlying factors that threaten peace are not addressed, tensions can continue to rise. Effective and inclusive public sector management is essential for conflict prevention, peacebuilding, and beyond (UNDP, 2021).

**Core international frameworks:** The universality of human rights is at the center of the intersection between migration and governance, and therefore the core human rights treaties are of great significance. These treaties include, for example:

- International Covenant on Civil and Political Rights, 1966 (ICCPR)
- International Covenant on Economic, Social and Cultural Rights, 1966 (ICESCR)
- Convention on the Elimination of All Forms of Discrimination against Women, 1979 (CEDAW)
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, 1990 (ICRMW)

For more information on international instruments, refer to [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](#).



SECTION 2

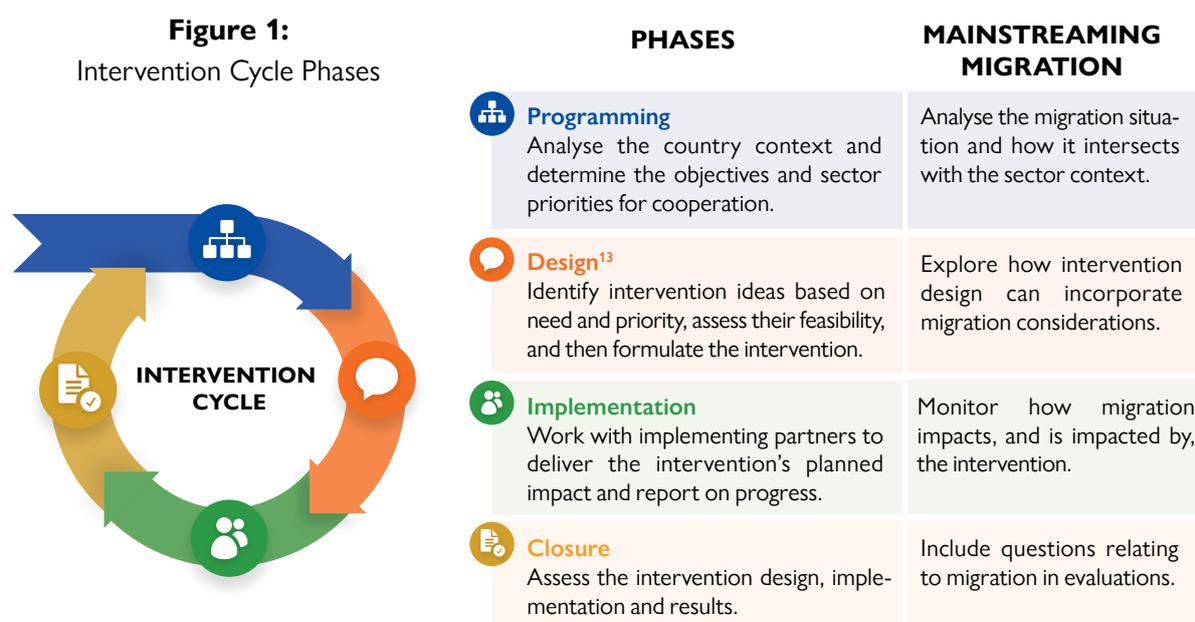
# TOOLS

## WHY USE THESE TOOLS?

With the support of the tools in this Toolkit, international cooperation and development actors can operationalize a mainstreaming migration approach. This means understanding how migration – in all its forms<sup>11</sup> – can be integrated in the design, implementation, and/or evaluation of a governance intervention, while exploring the specific barriers or situations that certain categories of migrants may face (such as displaced persons, irregular migrants, international migrants, etc.). Integrating migration into governance 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.<sup>12</sup> 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 and can be adapted and used at different stages of the lifecycle on an intervention as needed. These tools can guide or inform the mainstreaming of migration throughout the intervention cycle:



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

12. The above intervention cycle phases are those used by the European Commission in its international cooperation and development work. 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.

13. 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 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 2: Situation Analysis**

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



**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 3: Policy Checklist**

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



**Tool 9: Project Design Checklist**

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



**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 10: Project Monitoring Checklist**

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



**Tool 5: Problem Analysis**

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



**Tool 11: Project Evaluation Checklist**

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



**Tool 6: Risk Analysis**

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



# TOOL 1: QUICK DIAGNOSTIC

## Why use this tool?

The Quick Diagnostic is intended to be a ‘starting point’ to mainstream migration within a governance intervention. It can help to identify areas where migration could be integrated within the Programming Document or Action Document<sup>14</sup> and provide 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?<sup>15</sup>

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  |
|---------------------------------------|--|
| <b>Analysis and Justification</b>     | Has an analysis been conducted on the migration-related situation (e.g. is the country dealing with displacement, return migration, immigration, emigration)?<br><i>For support, go to the Situation Analysis Tool</i>   |
| <b>Stakeholders and Participation</b> | Are migration-related groups (of different genders and ages), associations, or the relevant migration unit involved in the design, implementation, and evaluation of the action?<br><i>For support, go to the Stakeholder Analysis Tool</i>  |
| <b>Policy Dialogue</b>                | Has the specific situation of migrants and communities affected by migration been raised in discussion with public authorities (e.g. are there any tensions or barriers to access to justice or services at local level)? Is there political will to address this?<br><i>For support, go to the Policy Checklist Tool</i>  |
| <b>Results Framework</b>              | Are the outcomes, outputs and activities designed to meet the different needs and priorities of migrants and communities affected by migration? Do these promote social cohesion?<br><br>Is there a migration-related specific objective or result which is backed by at least one indicator, and for which evidence is (or will be) available?<br><i>For support, go to the Theory of Change Tool</i> |

14. 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.  
15. This tool can be used irrespective of the sub-sectors of interest or in focus.

|                            |  |
|----------------------------|--|
| <b>Data and Statistics</b> | Has data and indicators for the intervention been disaggregated by migration status where appropriate and applicable?<br><i>For support, go to the <a href="#">Indicator Bank Tool</a></i>   |
| <b>Budget</b>              | Have adequate financial resources been allocated for effective mainstreaming actions (vis-à-vis per cent of total budget)?   |
| <b>Guiding Principles</b>  | Have some of the guiding principles been incorporated in the intervention (e.g. rights-based approach, gender-sensitive, whole-of-society approach, do no harm)?<br><i>For support, go to <a href="#">Annex IV: Guiding Principles</a></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 governance 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.<sup>16</sup>



## How to use this tool?

The user can use this as a stand-alone situation analysis, or as a complement to one traditionally conducted for governance 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 <sup>17</sup>                            | Questions   |
|--|---|
| <b>Immigration</b><br><br><b>Relevant sub-sectors:</b><br> | <ol style="list-style-type: none"> <li>1. Is there a large migrant population in the region, country, and/or community? How proportional is the size compared to that of the population? How recent is their arrival?</li> <li>2. Do migrants of all genders, ethnicities, and ages have equal access to information on their rights and how to exercise them?</li> <li>3. Can all migrants fully exercise their rights, and do they have access to justice? Do migrants of certain gender, ethnicity, or race face any specific challenges?</li> <li>4. Are legal aid and other services dedicated to deal with SGBV cases available to migrants?</li> </ol> |

16. 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.

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

| Type of migration <sup>17</sup>  | Questions  |
|--|--|
| ...  | <ol style="list-style-type: none"> <li>5. Are there specific groups of migrants (regular or irregular) or stateless persons who face particular barriers in the realization of their rights?</li> <li>6. Do migrants have access to civil registration (birth registration, marriage, other) and legal identity documents? How does a lack of rule of law or digitalization contribute to this?</li> <li>7. Are migrants included in administrative data for planning (at national and local levels – i.e. censuses, household surveys etc.)? Is this disaggregated by gender?</li> </ol> <p> Note whether any of these migration situations are relevant to your context.</p> <div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div>   |
| <p><b>Emigration, diaspora, remittances</b></p> <p><i>Relevant sub-sectors:</i></p> <div style="display: flex; gap: 10px;">     </div> | <ol style="list-style-type: none"> <li>1. Is poor governance a driver of migration?</li> <li>2. Does poor governance have an adverse impact on remittances (e.g. high transmission costs)?</li> <li>3. To what extent does emigration affect institutional and public sector capacity (including the delivery of services)?</li> <li>4. To what extent can the diaspora participate in national and local level planning and policymaking? How does digitalization help to facilitate this?</li> </ol> <p> Note whether any of these migration situations are relevant to your context.</p> <div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div>  |
| <p><b>Labour migration</b></p> <p><i>Relevant sub-sectors:</i></p> <div style="display: flex; gap: 10px;">    </div>  | <ol style="list-style-type: none"> <li>1. To what extent does the region, country, and/or community rely on migrant workers (e.g. as an economic driver, for the delivery of basic services)?</li> <li>2. Are there high levels of unethical recruitment? Is this linked to corruption or any other unlawful or criminal practices, such as human trafficking or slavery? Do migrants of certain genders, ages, or race face any notable challenges?</li> <li>3. Do migrant workers experience exploitation or abuse in the workplace? How does gender, or any other factor, link to this?</li> <li>4. Are migrant workers able to participate in workers' associations, or other decision-making bodies that affect their rights? Does this association cover all migrant groups?</li> <li>5. Are migrant workers in a position to defend their rights? Do they face specific barriers to access justice and protection?</li> <li>6. Are migrant workers able to access legal aid and other enabling services? Do migrants of certain gender, age, or race face any notable challenges?</li> </ol> <p> Note whether any of these migration situations are relevant to your context.</p> <div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div> |

| Type of migration <sup>17</sup>   | Questions  |
|---|--|
| <p><b>Return migration</b></p> <p><i>Relevant sub-sectors:</i></p>           | <ol style="list-style-type: none"> <li>1. To what extent does return migration affect social cohesion in communities?</li> <li>2. Do return migrants bring back skills or knowledge that can contribute to improved governance? Is this differentiated by gender, race, or any other issue?</li> <li>3. Do return migrants experience challenges in participating in political processes? Is participation equitable, regardless of gender, or any other factor?</li> <li>4. Do return migrants experience challenges in entering the job market? Do migrants of certain gender, age, or race face any notable challenges?</li> <li>5. To what extent does good governance (e.g. recognition of dual nationality) encourage migrants to return (temporarily or permanently)?</li> <li>6. Do local governments have the necessary resources and capacities to service the needs of return migrants?</li> </ol> <p> Note whether any of these migration situations are relevant to your context.</p> <div data-bbox="434 810 1327 900" style="border: 1px solid #ccc; height: 40px;"></div>   |
| <p><b>Environmental migration</b></p> <p><i>Relevant sub-sectors:</i></p>  | <ol style="list-style-type: none"> <li>1. Are there particular groups that are vulnerable to slow onset environmental changes or natural hazards?</li> <li>2. Have risk mapping, surveys and consultations been conducted to identify high at-risk areas and communities that may be affected?</li> <li>3. To what extent does land tenure, natural resources management, and/or green infrastructure development impact conflict and migration?</li> <li>4. Are natural resources a potential cause or factor in the conflict, for instance in terms of limited access, disputed distribution of revenues or otherwise? (UNSDG, 2016)</li> <li>5. Are there governance and conflict mediation processes in place to address any resource related crises or conflicts? Is this different based upon any gendered norms or laws?</li> <li>6. Are there governance mechanisms in place to support those moving due to environmental and/or climatic changes or hazard induced disasters?</li> </ol> <p> Note whether any of these migration situations are relevant to your context.</p> <div data-bbox="434 1617 1327 1706" style="border: 1px solid #ccc; height: 40px;"></div> |

| Type of migration <sup>17</sup>   | Questions   |
|---|---|
| <p><b>Displacement</b></p> <p><i>Relevant sub-sectors:</i></p>                         | <ol style="list-style-type: none"> <li>1. Are there high levels of displacement? Is institutional and public sector capacity able to meet resulting changes in demands for services?</li> <li>2. Is displacement affecting or affected by the social and political stability in the given region, country, and/or community? If so, how?</li> <li>3. Is there a regional mechanism in place to manage displacement? Does this take into consideration gender, and any other relevant factors?</li> <li>4. Are displaced persons' (including refugees') rights protected (e.g. is principle of non-refoulement being applied)?</li> </ol> <p> Note whether any of these migration situations are relevant to your context.</p> <div data-bbox="434 707 1327 797" style="border: 1px solid #ccc; height: 40px;"></div>   |
| <p><b>Migrants in vulnerable situations</b></p> <p><i>Relevant sub-sectors:</i></p>  | <ol style="list-style-type: none"> <li>1. Are there significant numbers of migrants in vulnerable situations in the given region, country, and/or community (e.g. migrants in detention, victims of trafficking and exploitation, irregular migrants, asylum seekers, unaccompanied migrant children)?</li> <li>2. Is there a large portion of migrants without proper documentation or proof of legal identity? How does this impact their ability to integrate socially, economically, politically? Do subsequent generations face challenges related to legal identity (e.g. children of displaced persons)?</li> <li>3. Do migrants may face unlawful deportation or arbitrary detention without due process and/or legal safeguards?</li> <li>4. Do migrant face violence, exploitation and/or abuse? If so, do they have access to justice or protection?</li> <li>5. Is human trafficking prevalent in the country? Does gender, age, or any other factor contribute to vulnerability?</li> </ol> <p> Note whether any of these migration situations are relevant to your context.</p> <div data-bbox="434 1476 1327 1565" style="border: 1px solid #ccc; height: 40px;"></div> |

# TOOL 3: POLICY CHECKLIST

## Why use this tool?

The Policy Checklist can help to explore the legal and policy environment in relation to migration and governance in a given country or region. It can help understand the legislative and policy landscape<sup>18</sup> which could be reflected in Programming Document or Action Document<sup>19</sup> 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 to checklist to identify relevant laws and policies, reflect on whether they address the needs of migrants and their 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](#).

| Sub-sectors              | Questions   | Yes | No |
|--------------------------|---|-----|----|
| <b>Cross-cutting</b><br> | 1. Is the country making progress on SDG targets related to governance and migration (see <a href="#">Annex VI</a> )?                                       |     |    |
|                          | 2. Are there mechanisms in place to actively consider migration, as well as the needs and rights of migrants, in the design and implementation of policies? |     |    |
|                          | 3. Do these adequately consider gender dimensions, as well as the 'guiding principles' referenced in <a href="#">Annex IV</a> ?                             |     |    |

18. 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.

19. 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 |
|--|--|-----|----|
| <p data-bbox="212 192 384 309"><b>Human rights, rule of law, security, and justice</b></p>  | <ol style="list-style-type: none"> <li data-bbox="427 192 1240 293">1. Has the country ratified relevant international and regional human rights conventions and/or committed to international frameworks (mentioned in Annex I)?</li> <li data-bbox="427 309 1240 409">2. Have these international commitments been translated into national law? Does national legislation provide equally for the rights of migrants and nationals of all genders, ages, and any other factor?</li> <li data-bbox="427 425 1240 499">3. Do political systems adopt a rights-based approach and recognize and protect migrant's rights and interests?</li> <li data-bbox="427 515 1240 589">4. Are there legal protections in place to ensure that migrants of all genders and ages are not abused, exploited, or victims of any rights violations?</li> <li data-bbox="427 604 1240 705">5. If human rights violations are being committed, are they part of a pattern or do they constitute isolated events? Are these issues being addressed by the relevant authorities? (UNSDG, 2016)</li> <li data-bbox="427 721 1240 795">6. Is there a national strategy against SGBV, a legislation against domestic violence, and against sexual harassment at the workplace?</li> <li data-bbox="427 810 1240 911">7. Are migrants able to access legal remedy and representation according to the law? Is there adequate access to justice? And dedicated services to support survivors of SGBV?</li> <li data-bbox="427 927 1240 1028">8. Are there institutions such as Ombudsperson/public defender of rights, national human rights commission, labour controllers in place? Are migrants able to access these institutions?</li> <li data-bbox="427 1043 1240 1117">9. Is there a legislation in place to combat hate speech, racism, and discrimination?</li> </ol> <p data-bbox="427 1133 1259 1182"> Note what policy considerations or gaps should be taken into account.</p> <div data-bbox="427 1182 1323 1279" style="border: 1px solid #ccc; height: 43px;"></div> |     |    |
| <p data-bbox="212 1308 384 1391"><b>Participation and representation</b></p>              | <ol style="list-style-type: none"> <li data-bbox="427 1308 1240 1408">1. Are migrants of all genders and ages included in formal and informal policy processes and decision-making? If so, what categories of migrants (e.g. displaced persons, migrant workers, etc.)?</li> <li data-bbox="427 1424 1240 1498">2. Do policymakers consult with migrant/diaspora associations when formulating policies or plans?</li> <li data-bbox="427 1514 1240 1552">3. Is migration integrated into forums for regional dialogue and cooperation?</li> <li data-bbox="427 1568 1240 1641">4. How do local or national governments and their respective consultative processes approach gender to ensure inclusivity and representation?</li> <li data-bbox="427 1657 1240 1758">5. Have policies been implemented to facilitate the registration (civil registry), recognition, or issuance of the proof of legal identity to migrants or stateless persons?</li> <li data-bbox="427 1774 1240 1848">6. Is the ability to engage in political processes tied to citizenship (e.g. voting) or to any other specific status?</li> <li data-bbox="427 1863 1240 1937">7. Is out of country voting possible and is it facilitated by consulates or embassies?</li> </ol> <p data-bbox="427 1953 1259 2002"> Note what policy considerations or gaps should be taken into account.</p> <div data-bbox="427 2002 1323 2098" style="border: 1px solid #ccc; height: 43px;"></div>  |     |    |

| Sub-sectors  | Questions   | Yes | No |
|--|---|-----|----|
| <b>Public administration, anti-corruption and public finance management</b><br><br> | 1. Are public sector planning and budgets informed by data on migration, census data, and demographic and health surveys?   |     |    |
|  | 2. Are there transparency and accountability mechanisms in place to strengthen integrity and effectiveness of entities that deal with migrants and migration issues?  |     |    |
|  | 3. Is migration considered in public sector reform processes?   |     |    |
|  | 4. Are there tax exemptions for remittance income, diaspora bonds, or matching grant schemes?   |     |    |
|  |  Note what policy considerations or gaps should be taken into account.<br><div data-bbox="427 645 1321 734" style="border: 1px solid #ccc; height: 40px;"></div>     |     |    |
| <b>Local and multi-level governance</b><br><br>                                     | 1. Do local authorities have the mandate, resources, and capacity to make and implement policies at local level on migration-related matters (e.g. in relation to service delivery)?  |     |    |
|  | 2. Is local development planning participatory and consider the perspective and experience of migrants and communities affected by migration? Does this include all migrants regardless of gender, age, or race?                                      |     |    |
|  | 3. Is there policy coherence among national, regional, and local levels of government?  |     |    |
|  | 4. Is there policy coherence among different Ministries (e.g. Ministry of the Interior and the Ministry of Education) or administrative bodies?   |     |    |
|  |  Note what policy considerations or gaps should be taken into account.<br><div data-bbox="427 1227 1321 1317" style="border: 1px solid #ccc; height: 40px;"></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 a governance 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  |
| <p><b>Migrants (of all migration types, genders and ages, including diaspora, displaced persons, migrants in vulnerable situations or return migrants)</b></p> <p><i>Relevant sub-sectors:</i></p>  | <ol style="list-style-type: none"> <li>1. What types of specific barriers do migrants encounter when trying to exercise their rights (e.g. administrative)? Do migrants, or migrants of certain gender, age, ethnicity, or race face discrimination?</li> <li>2. Can migrants participate formally and informally in political processes and policymaking?</li> <li>3. How do the needs and experiences of different categories of migrants, particularly displaced persons, migrants in vulnerable situations, women and children, differ?</li> </ol> | <ol style="list-style-type: none"> <li>1. Are migrants of different genders and ages represented amongst policymakers?</li> <li>2. Is there scope to engage migrants and diaspora as development actors?</li> </ol>                 | <ol style="list-style-type: none"> <li>1. Do migrants know their rights, and do they have the necessary support to realize their rights?</li> <li>2. Are migrants adequately protected by the rule of law and do they have equitable access to justice systems?</li> <li>3. Do migrants have access to formal complaint mechanisms, legal representation and remedy if their rights are violated?</li> </ol> |
|  | Click if should be consulted:  | Click if should be a partner:   | Click if should be a beneficiary:  |
| <p><b>Communities affected by migration</b></p> <p><i>Relevant sub-sectors:</i></p>   | <ol style="list-style-type: none"> <li>1. How are relations between migrants and citizens? Does the state arbitrate over tensions and disputes between communities? Are there unmanaged flows of migrants? (UNSDG, 2016)</li> <li>2. How is public sector capacity affected by migration (for example, capacity to meet new demands, such as health, education and housing)?</li> </ol>  | <ol style="list-style-type: none"> <li>1. What role do communities play in the social inclusion of migrants?</li> <li>2. Are communities providing migrants with information and tools to support their re/ integration?</li> </ol> | <ol style="list-style-type: none"> <li>1. How can community structures and/ or community leaders' capacities be enhanced to address discrimination and improve cohesion?</li> </ol>  |
|  | Click if should be consulted:  | Click if should be a partner:   | Click if should be a beneficiary:  |

| Stakeholders   | Questions  |  |   |
|--|--|--|---|
|  | Experience   | Roles  | Needs   |
| <p><b>National governments (including institutions in charge of migration governance, development planning, sector policies and national–local dialogue)</b></p> <p><i>Relevant sub-sectors:</i></p>  | <ol style="list-style-type: none"> <li>1. What is national government stakeholders' (including Members of Parliament's) understanding of, and policies towards, migration?</li> <li>2. What are public communication lines on the topic of migration?</li> <li>3. How does the functioning of justice departments and related State institutions, such as police, prisons, and detention centres, affect migrants' rights and wellbeing?</li> <li>4. Are there proper checks and balances in the political system? How inclusive is the political/administrative power? (UNSDG, 2016)</li> </ol> | <ol style="list-style-type: none"> <li>1. How are different ministries working together on integrating migration into their work? Which ones are they?</li> <li>2. Is there multi-sectoral coordination mechanism related to migration in place?</li> <li>3. Are public authorities channeling the resources needed to improve coherence?</li> <li>4. Do government Ministries engaged in labour migration activities (e.g. Ministry of Labour) have strong policies and programmes in place to govern the recruitment industry and related stakeholders?</li> </ol> | <ol style="list-style-type: none"> <li>1. How extensive is the capacity of State institutions to capture relevant migration-related data?</li> <li>2. How can national institutions be supported to improve the collection, management, and use of administrative data on migration and migrants?</li> <li>3. Do rule of law institutions need support to increase the inclusiveness and accessibility of justice and security services?</li> </ol> |
|  | Click if should be consulted:  | Click if should be a partner:  | Click if should be a beneficiary:   |

| Stakeholders   | Questions  |   |  |
|--|--|---|--|
|  | Experience   | Roles   | Needs  |
| <p><b>Subnational governments (Including municipalities, city authorities and district/ regional councils)</b></p> <p><i>Relevant sub-sectors:</i></p>  | <ol style="list-style-type: none"> <li>1. What is local government stakeholders' understanding of and attitude towards migration? Does this differ for different categories of migrants?</li> <li>2. What is the situation of migrants, migration in their localities? What are the related benefits and challenges? (consider different categories of migrants and gendered experiences in a given locality)</li> </ol> | <ol style="list-style-type: none"> <li>1. What is the role of local government entities in decision-making and the implementation of migration-related policies and programmes?</li> <li>2. Which local leaders (informal or formal) play a particularly important role in the re/integration of migrants and in the hosting of displaced persons?</li> </ol> | <ol style="list-style-type: none"> <li>1. Do local government entities have the competencies and human or financial resources to integrate migration into the way they plan and deliver services?</li> <li>2. Do local leaders (informal or formal) need support to improve social cohesion and address discrimination?</li> <li>3. Do local leaders (informal and informal) need support to improve gender-inclusive and/or disaggregated (by categories of migrants) planning and service delivery?</li> </ol> |
|  | Click if should be consulted:  | Click if should be a partner:   | Click if should be a beneficiary:  |

| Stakeholders  | Questions  |   |   |
|---|--|---|---|
|   | Experience   | Roles   | Needs   |
| <p><b>Civil society (including academic institutions, training institutions, NGOs, faith-based organizations, the media, and religious and traditional leaders)</b></p> <p><i>Relevant sub-sectors:</i></p>  | <ol style="list-style-type: none"> <li>1. Is there effective engagement between government and civil society actors working in the migration field?</li> <li>2. Are civil society organizations engaged to support migration-related research and advocacy?</li> <li>3. How are migration or migrants portrayed in the media?</li> </ol>   | <ol style="list-style-type: none"> <li>1. Is there strong civil society representation of migrants, including displaced persons?</li> <li>2. Do media stakeholders play a significant role in influencing public perceptions of migration?</li> </ol>   | <ol style="list-style-type: none"> <li>1. Do stakeholders have sufficient capacities and human and financial resources to support the inclusion of migrants and their ability to exercise their rights?</li> <li>2. How are universities and other research institutes mobilized to provide data and evidence on migrants and migration?</li> <li>3. Does civil society have enough civic space to advocate for issues including migrants' rights?</li> </ol> |
|   | Click if should be consulted:  | Click if should be a partner:   | Click if should be a beneficiary:   |
| <p><b>Private sector (including industry and employer associations)</b></p> <p><i>Relevant sub-sectors:</i></p>    | <ol style="list-style-type: none"> <li>1. What policy and practical barriers (including language barriers, recognition of certificates, etc.) does the private sector face in employing migrants?</li> <li>2. Are employers implementing codes of conduct to promote the ethical recruitment of migrant workers of all gender groups? Does this span along the supply chain?</li> <li>3. To what extent is the government able to hold private sector entities to account for business-related human rights abuses?</li> </ol> | <ol style="list-style-type: none"> <li>1. To what extent are employers' and workers' organizations involved in the design, implementation and monitoring of migration policies/strategies?</li> <li>2. Are there private recruitment agencies operating in the country and are they regulated?</li> </ol> | <ol style="list-style-type: none"> <li>1. Does the private sector effectively protect the rights of migrant workers?</li> <li>2. Do employers have approaches to provide opportunities to migrant workers in the workplace (including up-skilling)?</li> </ol>  |
|   | Click if should be consulted:  | Click if should be a partner:   | Click if should be a beneficiary:   |

| Stakeholders   | Questions  |  |   |
|--|--|--|---|
|  | Experience   | Roles  | Needs   |
| <b>International organizations</b><br><br><i>Relevant sub-sectors:</i><br>              | <ol style="list-style-type: none"> <li>1. What types of actions are relevant international organizations and other networks taking with respect to migration and governance in the specific context? Are they engaging with civil society or other partners?</li> <li>2. How are international organizations sharing migration-related data, experiences, and other resources for migration and governance interventions?</li> </ol> | <ol style="list-style-type: none"> <li>1. Do international organizations, particularly IOM, UNDP, and other organizations active on migration, have country offices in the country and are they engaged as technical partners or implementing agencies?</li> </ol> | <ol style="list-style-type: none"> <li>1. Are mechanisms supported by international organizations drawn on to exchange information and build partnerships on migration and governance?</li> </ol>                                     |
|  | Click if should be consulted:  | Click if should be a partner:  | Click if should be a beneficiary:   |
| <b>Other development cooperation agencies</b><br><br><i>Relevant sub-sectors:</i><br> | <ol style="list-style-type: none"> <li>1. Do development cooperation agencies have past, ongoing, or upcoming interventions of relevance to migration and governance?</li> </ol>   | <ol style="list-style-type: none"> <li>1. Is there a sector-wide coordination mechanism on governance? If so, does it include migration?</li> </ol>  | <ol style="list-style-type: none"> <li>1. Do development cooperation agencies need support or capacity development on the linkages between migration and governance, and how to reflect this in development interventions?</li> </ol> |
|  | Click if should be consulted:  | Click if should be a partner:  | Click if should be a beneficiary:   |

|                                 |  |  |
|---------------------------------|--|--|
| <b>Key UN partner(s)</b>        | FAO, ILO, IOM, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UN AIDs, UN Women, WTO, WHO |  |
| <b>Key government partners</b>  | Parliamentarians and political parties   |  |
|                                 | Regional economic community labour unit  |  |
|                                 | Entity responsible for labour/employment and social services                   |  |
|                                 | Entity responsible for education   |  |
|                                 | Entity responsible for health  |  |
|                                 | Entity responsible for gender and youth  |  |
|                                 | Entity responsible for justice and home affairs / security                     |  |
|                                 | Entities responsible for housing   |  |
|                                 | Entity responsible for foreign affairs   |  |
|                                 | Local and regional governments   |  |
|                                 | Local and regional councils  |  |
|                                 | Central coordinating entities such as the Prime Minister’s Office              |  |
| <b>Other potential partners</b> | National human rights bodies and institutions                                  |  |
|                                 | Academia   |  |
|                                 | Social protection service providers  |  |
|                                 | Migrant associations   |  |
|                                 | Migrant worker associations  |  |
|                                 | Diaspora associations  |  |
|                                 | Trades unions  |  |
|                                 | Employers  |  |
|                                 | Legal aid services   |  |
|                                 | Media  |  |
|                                 | Non-governmental organizations   |  |
| Local government associations   |  |  |

# 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 governance 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 governance 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  |
|--------------------------|--|--|
| <b>Cross-cutting</b><br> | <b>Gender inequality prevents migrants of certain gender categories from accessing services, and from participating in governance processes.</b>   | <ol style="list-style-type: none"> <li>1. Ensure that public service delivery takes into consideration the gender dimensions of migration and provides for equal access for all.</li> <li>2. Put in place dedicated measures to support the inclusion and participation of migrants of all genders in governance processes.</li> <li>3. Design interventions that promote diversity and inclusiveness and address the gendered barriers to integration and social cohesion.</li> </ol> |
|                          | <b>Migrants do not have equal access to digital technology, which poses a barrier to the realization of their rights, including limited access to information and opportunities for participation.</b> | <ol style="list-style-type: none"> <li>1. Ensure that migrants' access to digital technology is improved and that participation in governance systems that relies on digital technology takes into consideration the needs and experiences of migrants.</li> </ol>   |

Note any potential interventions that should be considered.

| Sub-sectors   | Examples of problems identified   | Potential interventions  |
|---|---|--|
| <p data-bbox="212 257 387 376">Human rights, rule of law, security, and justice</p>  | <p data-bbox="416 257 667 405"><b>Migrants' human rights are not upheld, which affects their safety, wellbeing, and development.</b></p>  | <ol data-bbox="735 257 1380 734" style="list-style-type: none"> <li>1. Work with partner countries to build awareness within State institutions and among other governance actors on the social, economic, and civil (and political) rights of migrants of all categories, genders, ages ethnicity, and race.</li> <li>2. Encourage partner countries to sign, ratify and domesticate international agreements related to migrants' rights, including trainings for civil servants and other stakeholders in charge of implementation.</li> <li>3. Encourage partner country governments and civil society stakeholders to educate and inform migrant populations about their legal rights, including access to legal aid and to raise awareness of the whole population to promote inclusion.</li> </ol>  |
|   | <p data-bbox="416 757 687 1021"><b>The implementation of legal and policy frameworks is linked to legal status and citizenship, making it difficult for migrants (particularly irregular migrants) to claim their rights in practice.</b></p> | <ol data-bbox="735 757 1380 976" style="list-style-type: none"> <li>1. Consult with policymakers to explore options for expanding protections and coverage to migrants, including irregular migrants.</li> <li>2. Work with service providers implementing legal and policy frameworks to demonstrate why migrants should be included and how this could be done.</li> </ol>   |
|   | <p data-bbox="416 1066 679 1214"><b>Poor rule of law reduces States' capacities to facilitate safe, orderly and regular migration.</b></p>  | <ol data-bbox="735 1066 1380 1608" style="list-style-type: none"> <li>1. Support partner countries to include migration or migrant protection in efforts to strengthen rule of law institutions and social services.</li> <li>2. Work with government entities to improve due process and reduce unlawful deportations or arbitrary detention.</li> <li>3. Support migration-focused civil society organizations in partner countries to advocate for equitable treatment of migrants in the legal system – and for the non-criminalization of irregular migration (administrative offense only).</li> <li>4. Encourage partner countries to include migration issues in public awareness programmes related to the rule of law.</li> <li>5. Consider partner countries' capacities to respond to issues of smuggling of migrants and human trafficking in interventions aiming to enhance the rule of law.</li> </ol> |

| Sub-sectors | Examples of problems identified   | Potential interventions   |
|-------------|---|---|
| ...         | <p><b>Lack of justice contributes to conflict and instability within countries, leading to displacement.</b></p>                                      | <ol style="list-style-type: none"> <li>1. Work with partners including civil society to implement conflict prevention and social cohesion activities.</li> <li>2. Ensure equal and effective access to justice including by providing legal aid services for migrants (e.g. address obstacles to proper access such as lack of information, language barriers, need for legal aid and assistance etc).</li> <li>3. Identify and involve checks and balance institutions/actors that could ensure civilian control and democratic oversight over the justice sector (e.g. Ombudsman, Parliament, independent Human Rights Commissions, Court of Auditors, civil society organizations).</li> <li>4. Strengthen the capacity of civil society to ensure interventions are tailored to the needs of displaced persons in vulnerable communities.</li> <li>5. Strengthen the institutional and administrative capacities of justice institutions to deal with protection needs and concerns and to enable proper enforcement of decisions.</li> </ol> |
|             | <p><b>Public officials, including the police, may lack awareness of the rights and legal protections to which migrants should have access to.</b></p> | <ol style="list-style-type: none"> <li>1. Conduct capacity building with police, legal enforcement, judiciary, and legal aid services on relevant international law and standards, migrant rights, and right-based approaches.</li> <li>2. Inform police, legal enforcement, and judiciary and public legal aid services of the types of protections available to migrants and how to be migrant-sensitive.</li> </ol>  |
|             | <p><b>Migrants in vulnerable situations may be hesitant to seek justice or legal protections and may not be aware of their rights to do so.</b></p>   | <ol style="list-style-type: none"> <li>1. Work with migrants and migrant associations to empower migrants with knowledge of their rights and existing justice and legal protections.</li> <li>2. Work with justice and legal protection service providers to provide migrant-friendly services (e.g. translation or firewalls).</li> </ol>  |



Note any potential interventions that should be considered.

| Sub-sectors   | Examples of problems identified   | Potential interventions  |
|---|---|--|
| Participation and representation<br> | <p>Limited migrant participation in State and non-State institutions and processes reduces the effectiveness and inclusiveness of policymaking, with notable barriers for migrants of particular genders.</p> | <ol style="list-style-type: none"> <li>1. Promote migrants' inclusion in State and non-State institutions and processes through:               <ol style="list-style-type: none"> <li>a. Putting in place meaningful mechanisms that include migrants of all gender groups in policy development processes (e.g. migrant advisory or consultative committees or the design of migrant forums or roundtables around specific public policy issues).</li> <li>b. Providing support to migrant and diaspora organizations, and other civil society organizations that work with migrants of all gender groups.</li> <li>c. Encouraging the participation and formal and informal representation of migrants in State and non-State institutions and processes, such as elections, political parties, or consultative bodies.</li> </ol> </li> <li>2. Provide capacity and spaces to migrant and diaspora associations to enable them to participate meaningfully in planning and policy processes and contribute to development processes.</li> <li>3. Strengthen multi-stakeholder engagement at the local level for more community participation and inclusion of marginalized groups, including migrants.</li> </ol> |
|   | <p>Excluding migrants or specific groups of migrants from decision-making processes threatens social cohesion.</p>  | <ol style="list-style-type: none"> <li>1. Support processes to enable and empower migrants of all gender groups, particularly women, to participate in decision-making.</li> <li>2. Work with partner countries to overcome barriers to participation by, for examples, putting the necessary systems in place so that migrants and stateless persons have registered legal identity.</li> <li>3. Raise awareness on the importance of diverse representation and migrant voices in decision-making process.</li> <li>4. Facilitate efforts for diaspora to be constructively involved in policymaking in their countries of origin.</li> </ol>  |
|   | <p>Lack of documentation or proof of legal identity is a barrier to migrant participation.</p>  | <ol style="list-style-type: none"> <li>1. Work with registrars and other relevant actors to put in place inclusive systems to facilitate civil registration (including birth registration of the children of migrants).</li> <li>2. Promote the implementation of digital legal identity and relevant innovation to register migrants without paper/plastic legal identity credentials in a manner that ensures data protection and privacy.</li> <li>3. Offer targeted assistance to those who have been displaced and do have access to documentation, including identification documents.</li> <li>4. Support the implementation of DESA, UNICEF and WHO guidance to improve the registration of Births and Deaths in Low-income countries.</li> </ol>  |

| Sub-sectors   | Examples of problems identified   | Potential interventions  |
|---|---|--|
| ...   | Migrants face challenges to participate in elections (in countries of origin and destination).  | <ol style="list-style-type: none"> <li>1. Support the coordination between the countries of origin and destination in addressing the issues of migrants' political status and participation in local, regional, and national elections.</li> <li>2. Ensure that diplomatic overseas missions, consular authorities and embassies have staff trained to deal with issues of concern for diaspora (including out of country voting if foreseen by the laws of the country of origin).</li> <li>3. Work with relevant actors to encourage and facilitate migrants' right to vote, to stand in local, regional and national elections after a maximum residence period, assume public representation functions, and effectively participate in policymaking.</li> </ol>                      |
|  Note any potential interventions that should be considered.<br><div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div> |   |  |
| <b>Public administration, anti-corruption, and public finance management</b><br><br>   | <b>Unclear mandates and/or mistrust between national and subnational governments, causing conflict over mandates and poor migration management.</b> | <ol style="list-style-type: none"> <li>1. Assess the factors that contribute to mistrust and promote healthy and informed debate on questions of decentralization and federalism and what this means for social cohesion.</li> </ol>   |
|   | <b>Lack of information available on migration or migrants to inform public sector planning and budgeting.</b>                                       | <ol style="list-style-type: none"> <li>1. Advocate that all migrant groups are included in the relevant legal frameworks and legislation.</li> <li>2. Develop the capacity of public institutions to collect timely, accurate, and disaggregated data for evidence-based policymaking including migration data, and to ensure the public availability of those data.</li> <li>3. Work with research institutions, universities and other partners to explore and utilize more effective methods of migration data collection.</li> <li>4. Work with partner countries to ensure that accurate and disaggregated migration data from both formal and informal institutions are available to policymakers, and effectively incorporated into policymaking related to migration.</li> </ol> |
|   | <b>Bottlenecks in civil registration can pose challenges for migrants' integration and ability to contribute to sustainable development.</b>        | <ol style="list-style-type: none"> <li>1. Conduct an assessment to understand the civil registration bottlenecks that migrants and non-migrants face, how they differ between groups (e.g. documentary requirements imposed, language barriers), and how they can be overcome.</li> <li>2. Work with partners to improve the registration of vulnerable individuals and groups, including migrants.</li> <li>3. Support mobile civil registration (e.g. birth registration) exercises in areas where migrants, refugees, stateless communities live (UNHCR, 2017).</li> </ol>  |

| Sub-sectors   | Examples of problems identified  | Potential interventions   |
|---|--|---|
| ...   | <p>A lack of institutional and public sector capacity makes it difficult for States to promote and/or benefit from safe, orderly, and regular migration.</p>                               | <ol style="list-style-type: none"> <li>1. Build the capacity of institutions engaged in migration governance to facilitate safe, orderly, and regular migration.</li> <li>2. Work with public administrators to ensure that transparent and accountable human and financial resources are in place to improve migration management.</li> <li>3. Provide support to public sector stakeholders to integrate migrants into the labour market so that they can expand the tax base and help to generate higher fiscal gains.</li> </ol>  |
|   | <p>Weak, ineffective, and corrupt institutions threaten the protection of migrants and/or is be a driver, facilitator, or barrier to migration.</p>  | <ol style="list-style-type: none"> <li>1. Work with partner countries to improve government institutions' oversight capacity or support to the Ombudsman to strengthen complaint procedures.</li> <li>2. Integrate migration in interventions that aim to strengthen institutional transparency and accountability and reduce structural drivers of migration.</li> <li>3. Support e-governance initiatives to make the public sector more transparent and accountable, thereby enhancing public trust in governments.</li> <li>4. Strengthen rights-based immigration and border management capacity.</li> </ol>         |
| <p> Note any potential interventions that should be considered.</p> <div data-bbox="215 1115 1369 1205" style="border: 1px solid #ccc; height: 40px;"></div> |  |   |
| <p>Local and multi-level governance</p>    | <p>Lack of mandate clarity and/or policy coordination negatively impacts the extent to which local governments can respond to migrant needs and include migrants in local development.</p> | <ol style="list-style-type: none"> <li>1. Assess coherence between local, national, and international policies related to migration.</li> <li>2. Promote vertical policy coherence and cooperation between local, and national governments.</li> </ol>  |
|   | <p>Limited awareness, human and financial resources at local level to respond to migrants' challenges and opportunities.</p>   | <ol style="list-style-type: none"> <li>1. Work with partner countries to develop an effective local governance and local development agenda that integrates migration and/or a legislative environment that allows for this.</li> <li>2. Promote territorial approaches to i) ensure integrated local development initiatives so that available resources are not siloed and can address migration challenges and opportunities across sectors and stakeholders in a given area and ii) facilitate decentralized development cooperation among territories in order to enhance local capacity for development.</li> </ol> |

| Sub-sectors | Examples of problems identified  | Potential interventions  |
|-------------|--|--|
| ...         | ...  | <ol style="list-style-type: none"> <li>3. Build crisis capacity at decentralized and local levels of governments including contingency planning and budgeting.</li> <li>4. Strengthen local participatory platforms with local government and other relevant local institutions.</li> <li>5. Advocate for improved understanding at local and national levels of migration and development by creating mechanisms and/or platforms for dialogue.</li> <li>6. Engage with inter-institutional mechanisms when dealing with governance and migration issues, while in consultation with relevant stakeholders such as migrant associations.</li> </ol>   |
|             | <p><b>Migrants, especially irregular migrants, face difficulties in accessing services at local level.</b></p>                                       | <ol style="list-style-type: none"> <li>1. Run local needs assessments and other local data-collection activities to inform migrant responsive service delivery, planning and budgeting, taking into consideration disaggregated service needs (by gender, age, etc.).</li> <li>2. Improve access to adequate housing, energy, water, and sanitation to all community members, including migrants.</li> <li>3. Promote “firewalls” between immigration services and service providers for migrants seeking health care, education, legal support and other types of assistance.</li> <li>4. Provide translated documents and interpretation services to address language barriers that might impede knowledge of and access to services at local levels.</li> </ol> |
|             | <p><b>Lack of legislative effectiveness, coherence, and implementation at different levels undermines the rights and protection of migrants.</b></p> | <ol style="list-style-type: none"> <li>1. Assess the strengths and weaknesses of the legal framework to understand the extent of rights and legal protections afforded to migrants at all levels of governance.</li> <li>2. Promote the compatibility of domestic legal frameworks with international human rights, refugee and humanitarian law and related standards.</li> <li>3. Identify areas for legislative reform and durable solutions that can be implemented at local level.</li> </ol>   |



Note any potential interventions that should be considered.

# TOOL 6: RISK ANALYSIS

## Why use this tool?

The Risk Analysis is useful for identifying potential risks<sup>20</sup> to governance interventions with a migration-dimension (i.e. risks to the achievement of the intervention’s objectives), as well as measures to mitigate these. Identifying potential risks during the formulation 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?<sup>21</sup>

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, the tool provides sample measures that can be built into programming to address the risk factors.

| Examples of risks  | Indicate risk level<br>(Low (L), Medium (M), High (H)) |   |   | Potential mitigation measures   |
|--|--|---|---|---|
|  | L  | M | H |   |
| Poor accountability and transparency of public institutions. |  |   |   | Engage with anti-corruption and transparency-focused civil society organizations.   |
|  |  |   |   | Consult with various stakeholders, including migrants and communities, to understand how these factors are influencing migration experiences. |
|  |  |   |   | Work with partners, including migrant associations, to understand how to improve the transparency and accountability of public institutions.  |
|  |  |   |   | Consider how to engage with media organizations on this issue.  |
|  |  |   |   | Examine the relevant legislation around this issue including right to information.  |

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

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

| Examples of risks  | Indicate risk level<br>(Low (L), Medium (M), High (H))                      |   |   | Potential mitigation measures   |
|--|---|---|---|---|
|  | L   | M | H |   |
|  | Leaders are not viewed as legitimate to certain segments of the population. |   |   |   |
| Responses or measures are ineffective or detrimental to conflict dynamics, associated stakeholders, and/or executing entities (UNSDG, 2016). |   |   |   | <p>Ensure that interventions effectively tackle conflict drivers and engage with peace engines, including community mediation and other conflict mediation practices.</p> <p>Assess the current political responses to the conflict and any underlying issues that need to be addressed.</p>  |
| Opposition to the inclusion of migrants (or specific categories of migrants) as beneficiaries.   |   |   |   | <p>Inform stakeholders about the importance and benefits, as well as related international obligations, of including migrants in governance interventions.</p> <p>Engage political and community leaders as champions to advocate the importance of including migrants of all genders and ages.</p> <p>Take an area-based approach and ensure that (when appropriate) migrants and communities of destination equally benefit from an intervention.</p> |
| Migrants are unable to benefit from the intervention.  |   |   |   | <p>Encourage the partner to review the legal, economic, or social obstacles that contribute to the exclusion of migrants of all gender groups in governance interventions.</p> <p>Amend project or programme documents, considering the needs and barriers that migrants encounter.</p>   |

| Examples of risks                                | Indicate risk level<br>(Low (L), Medium (M), High (H))          |   |   | Potential mitigation measures  |
|--|---|---|---|--|
|  | L   | M | H |  |
|  | Inaccurate assumptions and negative attitudes towards migrants. |   |   |  |
| Change in political regime and/or key personnel. |   |   |   | <p>Ensure that all aspects of an intervention are well documented and formalized (as far as possible) to prevent gaps and changes in approach with changes of administration.</p> <p>Focus on having a good evidence-base and supporting data on migration and migrants' rights and needs to support the rationale of the intervention.</p> <p>Document results of an intervention at every stage to support advocacy efforts with a change of personnel, if needed.</p> |

# TOOL 7: THEORY OF CHANGE

## Why use this tool?

The Theory of Change provides support in formulating the logic of a governance intervention. It provides standard results that can help to ensure that the intervention incorporates and responds to 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).

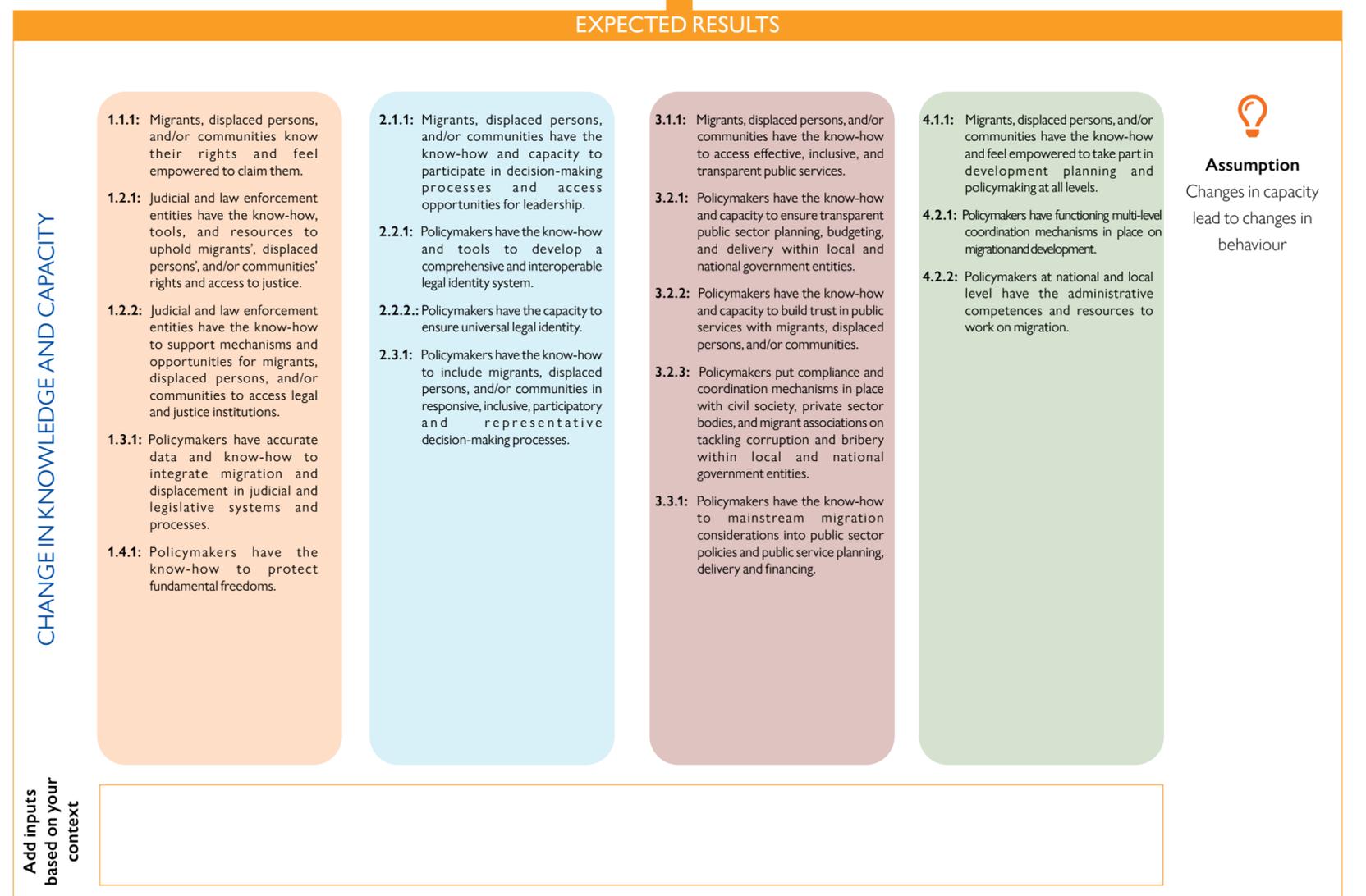
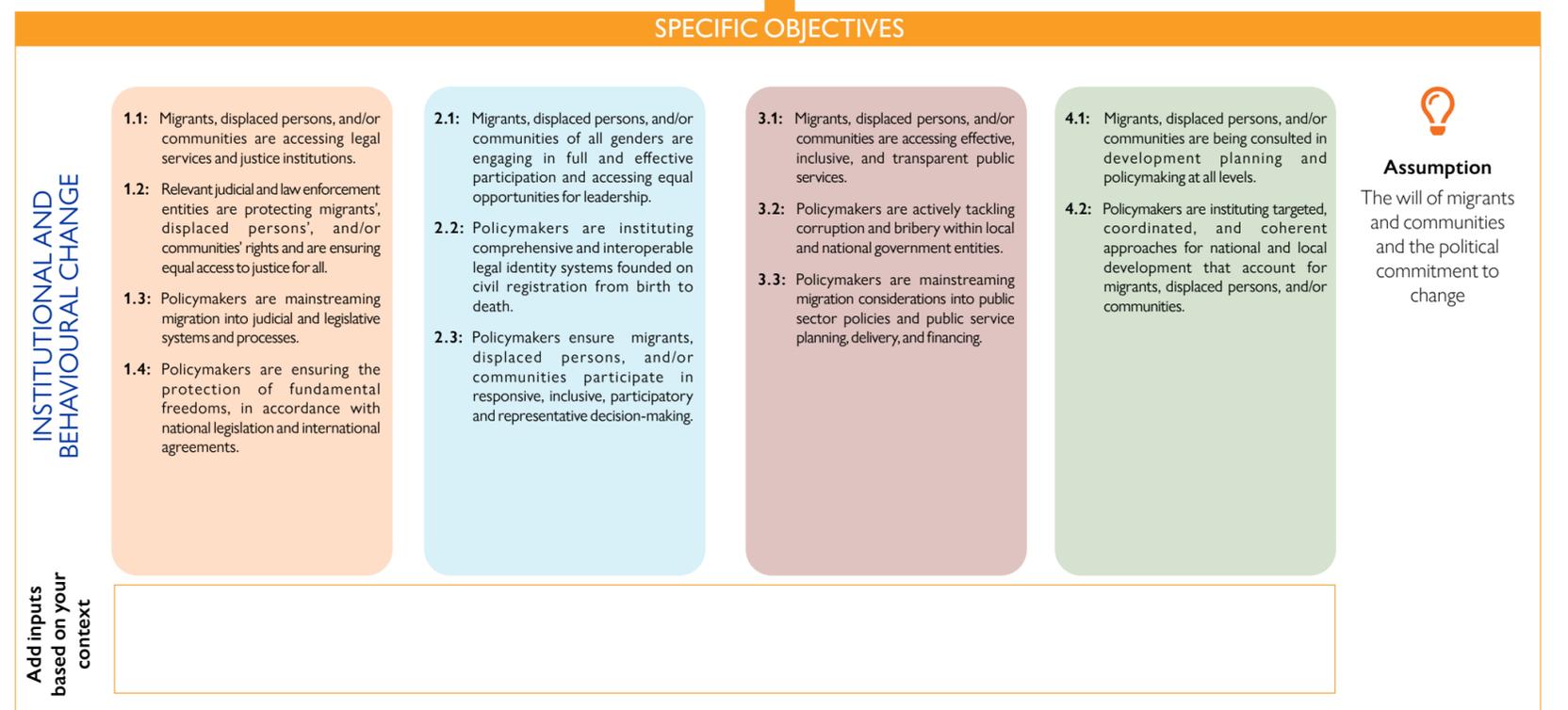
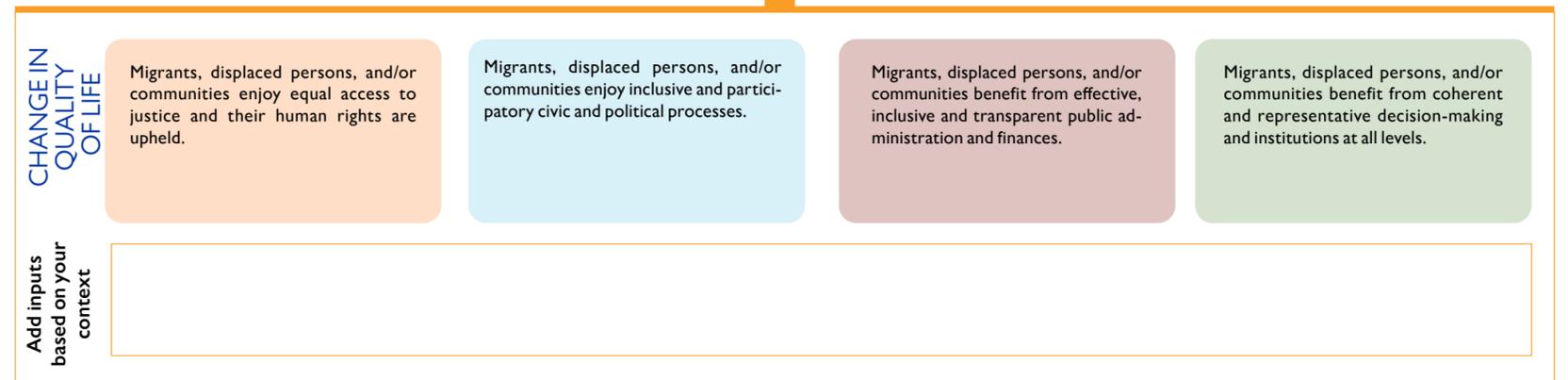


## How to use this tool?

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 communities<sup>22</sup> 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 where the results align with SDG targets, see the relevant footnotes in the [Indicator Bank](#) (Tool 8) and [Annex VI: Examples of Relevant SDG Targets](#).

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22. 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.



# TOOL 8: INDICATOR BANK

## Why use this tool?

The Indicator Bank provides a comprehensive set of indicators (aligned with the SDGs, as far as possible) that can be integrated, or adapted, for a governance intervention.<sup>23</sup>

## 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, ethnicity, and migration status, and other vulnerabilities.<sup>24</sup>

| Sub-sector   | Specific objectives   | Indicators  |
|--|---|---|
| <p><b>Human rights, rule of law, security and justice</b></p>  <p><b>SDGs:</b><br/>10 and 16</p> <p><b>Global Compact for Migration objectives:</b><br/>1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 22</p> | <p><b>1.1:</b> Migrants, displaced persons, and/or communities know their rights and feel empowered to claim them.<sup>25</sup></p> | <p><b>1.1.a:</b> Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms (disaggregated by age, sex, ethnicity, and migration status).<sup>26</sup></p> <p><b>1.1.b:</b> Number of migrants, displaced persons, and/or community members accessing legal services and justice institutions (disaggregated by sex, age, ethnicity, and migration status).</p> <p><b>1.1.c:</b> Percentage of migrants, displaced persons, and/or community members who feel satisfied with their level of access to legal services and justice institutions.</p> |

23. These indicators have been contextualized within the [Sustainable Development Goals](#). 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 V: Examples of Relevant SDG Targets](#).
24. 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".
25. In line with and contributing to existing [SDG Target 16.3](#).
26. **Directly contributing to existing [SDG Indicator 16.3.1](#).**

| Sub-sector | Specific objectives   | Indicators  |
|------------|---|---|
| ...        | <p><b>1.2:</b> Relevant judicial and law enforcement entities are protecting migrants', displaced persons', and/or communities' rights and are ensuring equal access to justice for all.<sup>27</sup></p> | <p><b>1.2.a:</b> Unsentenced detainees as a proportion of overall prison population (disaggregated by age, sex, ethnicity, and migration status).<sup>28</sup></p> <p><b>1.2.b:</b> Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture in the previous 12 months (disaggregated by sex, age, ethnicity, and migration status).<sup>29</sup></p> <p><b>1.2.c:</b> Number of migrants, displaced persons, and/or communities who report feeling satisfied with the level of access to justice and protection of their rights by judicial and law enforcement agencies.</p> <p><b>1.2.d:</b> Number of judicial or law enforcement policies and guidance notes developed to ensure that migrants', displaced persons', and/or community members' rights are effectively taken into account.</p> <p><b>1.2.e:</b> Number of judicial and law enforcement entities who ensure equal access to justice for all.</p> |
|            | <p><b>1.3:</b> Policymakers are mainstreaming migration into judicial and legislative systems and processes.<sup>30</sup></p>   | <p><b>1.3.a:</b> Number of judicial systems and processes that take migration into account.</p> <p><b>1.3.b:</b> Number of legislative systems and processes that take migration into account.</p> <p><b>1.3.c:</b> Proportion of the population reporting having personally felt discriminated against or harassed within judicial and legislative systems and processes in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law.<sup>31</sup></p>  |
|            | <p><b>1.4:</b> Policymakers are ensuring the protection of fundamental freedoms, in accordance with national legislation and international agreements.<sup>32</sup></p>                                   | <p><b>1.4.a:</b> Number of policymakers that adopt and implement constitutional, statutory, and/or policy guarantees for public access to information.<sup>33</sup></p>   |

27. In line with and contributing to **SDG target 16.3** and **Target 16.10**.

28. **Directly contributing to existing SDG Indicator 16.3.2.**

29. **Directly contributing to existing SDG Indicator 16.10.1.**

30. In line with and contributing to existing SDG Targets 10.2 and 10.3.

31. In line with and contributing to existing SDG Indicator 10.3.1.

32. **Directly contributing to SDG target 16.10.**

33. **Directly contributing to existing SDG Indicator 16.10.2.**

| Sub-sector   | Specific objectives   | Indicators   |
|--|---|--|
| <p><b>Participation and representation</b></p>  <p><b>SDGs:</b> 10 and 16</p> <p><b>Global Compact for Migration objectives:</b> 1, 3, 15, 16, 17, 19</p> | <p><b>2.1:</b> Migrants, displaced persons, and/or communities of all genders are engaging in full and effective participation and accessing equal opportunities for leadership.<sup>34</sup></p> | <p><b>2.1.a:</b> Percentage of seats held by migrants, displaced persons, and/or community members in national parliaments and local governments (disaggregated by sex, age, ethnicity, and migration status).<sup>35</sup></p> <p><b>2.1.b:</b> Number of migrants, displaced persons, and/or community members accessing equal opportunities for leadership (disaggregated by sex, age, ethnicity, and migration status).</p> <p><b>2.1.c:</b> Percentage of migrants, displaced persons, and/or community members who feel satisfied with their level of access to equal opportunities for leadership (disaggregated by sex, age, ethnicity, and migration status).</p> <p><b>2.1.d:</b> Number of civil society organization representing the interests of migrants.</p> |
|  | <p><b>2.2:</b> Policymakers are instituting comprehensive and interoperable legal identity systems founded on civil registration from birth to death.<sup>36</sup></p>                            | <p><b>2.2.a:</b> Proportion of children under 5 years of age whose births have been registered with a civil authority (disaggregated by age, sex, ethnicity, and migration status).<sup>37</sup></p>   |
|  | <p><b>2.3:</b> Policymakers ensure migrants, displaced persons, and/or communities participate in responsive, inclusive, participatory and representative decision-making.<sup>38</sup></p>       | <p><b>2.3.a:</b> Proportion of positions (disaggregated by sex, age, ethnicity, and migration status) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions.<sup>39</sup></p> <p><b>2.3.b:</b> Proportion of population who believe decision-making is inclusive and responsive (disaggregated by sex, age, ethnicity, and migration status).<sup>40</sup></p>  |

34. In line with and contributing to [SDG target 5.5](#).
35. In line with and contributing to existing [SDG Indicator 5.5.1](#).
36. In line with and contributing to [SDG target 16.9](#).
37. **Directly contributing to existing [SDG Indicator 16.9.1](#)**.
38. In line with and contributing to [SDG target 16.7](#).
39. **Directly contributing to existing [SDG Indicator 16.7.1](#)**.
40. **Directly contributing to existing [SDG Indicator 16.7.2](#)**.

| Sub-sector  | Specific objectives   | Indicators  |
|---|---|---|
| <p data-bbox="220 226 485 360"><b>Public administration, anti-corruption and public finance management</b></p>  <p data-bbox="220 524 408 551">SDGs: 16 and 17</p> <p data-bbox="220 568 472 667"><b>Global Compact for Migration objectives:</b><br/>1, 2, 3, 4, 12, 17, 22, 23</p> | <p data-bbox="539 226 858 394"><b>3.1:</b> Migrants, displaced persons, and/or communities are accessing effective, inclusive, and transparent public services.<sup>41</sup></p>                        | <p data-bbox="882 226 1386 360"><b>3.1.a:</b> Number of persons accessing effective, inclusive, and transparent public services (disaggregated by age, sex, ethnicity, and migration status).</p> <p data-bbox="882 394 1386 528"><b>3.1.b:</b> Percentage of the population satisfied with their last experience of public services (disaggregated by sex, age, ethnicity, and migration status).<sup>42</sup></p>   |
|   | <p data-bbox="539 763 858 931"><b>3.2:</b> Policymakers are actively tackling corruption and bribery within local and national government entities.<sup>43</sup></p>                                    | <p data-bbox="882 763 1386 965"><b>3.2.a:</b> Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official or were asked for a bribe by those public officials, within local and national government entities during the previous 12 months.<sup>44</sup></p> <p data-bbox="882 999 1386 1200"><b>3.2.b:</b> Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official or were asked for a bribe by those public officials, within local and national government entities during the previous 12 months.<sup>45</sup></p> <p data-bbox="882 1234 1386 1368"><b>3.2.c:</b> Percentage of policymakers who feel satisfied with the level of government commitment to tackling corruption and bribery within local and national government entities.</p> |
|   | <p data-bbox="539 1397 858 1599"><b>3.3:</b> Policymakers are mainstreaming migration considerations into public sector policies and public service planning, delivery, and financing.<sup>46</sup></p> | <p data-bbox="882 1397 1386 1464"><b>3.3.a:</b> Number of public sector policies that include migration considerations.</p> <p data-bbox="882 1498 1386 1599"><b>3.3.b:</b> Number of public service planning, delivery and financing policy and systems that include migration considerations.</p> <p data-bbox="882 1632 1386 1700"><b>3.3.c:</b> Number of mechanisms in place to enhance policy coherence.<sup>47</sup></p>   |

41. In line with and contributing to **SDG Target 16.6**.

42. **Directly contributing to SDG Indicator 16.6.2.**

43. In line with and contributing to **SDG target 16.5**.

44. **Directly contributing to existing SDG Indicator 16.5.1.**

45. **Directly contributing to existing SDG Indicator 16.5.2.**

46. In line with and contributing to existing **SDG Target 17.14**.

47. In line with and contributing to existing **SDG Indicator 17.14.1**.

| Sub-sector   | Specific objectives   | Indicators   |
|--|---|--|
| <p data-bbox="209 226 512 286"><b>Local and multi-level governance</b></p>  <p data-bbox="220 450 408 477"><b>SDGs:</b> 11 and 16</p> <p data-bbox="220 495 472 595"><b>Global Compact for Migration objectives:</b> 1, 3, 4, 15 and 16</p> | <p data-bbox="539 226 858 394"><b>4.1:</b> Migrants, displaced persons, and/or communities are being consulted in development planning and policymaking at all levels.<sup>48</sup></p>   | <p data-bbox="882 226 1386 394"><b>4.1.a:</b> Number of migrants, displaced persons, and/or community members that are consulted in development planning and policymaking at different levels (disaggregated by sex, age, ethnicity, and migration status).</p> <p data-bbox="882 427 1386 595"><b>4.1.b:</b> Percentage of migrants, displaced persons, and/or community members who feel satisfied with their level of consultation in development planning and policymaking (disaggregated by age, sex, ethnicity, and migration status).</p>   |
|  | <p data-bbox="539 656 858 925"><b>4.2:</b> Policymakers are instituting targeted, coordinated, and coherent approaches for national and local development that account for migrants, displaced persons, and/or communities.</p> | <p data-bbox="882 656 1386 757"><b>4.2.a:</b> Number of national development plans that take migrants, displaced persons, and/or communities into account.</p> <p data-bbox="882 790 1386 891"><b>4.2.b:</b> Percentage of local development plans that take migrants, displaced persons, and/or communities into account.</p> <p data-bbox="882 925 1386 1093"><b>4.2.c:</b> Percentage of national and local development plans that take migrants, displaced persons, and/or communities into account which align directly with or refer to development plans at another governance level.</p> |

48. In line with and contributing to existing SDG Target 11.3 and 16.7.

# TOOL 9: PROJECT DESIGN CHECKLIST

## Why use this tool?

The Project Design Checklist is a quick reference tool to review the various components of a governance 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 finalization.



## How to use this tool?<sup>49</sup>

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 categories of migrants?  |     |    |     |
| 2. Does migration status (regular or irregular) affect the extent to which migrants can benefit or contribute to the intervention?                           |     |    |     |
| 3. Are migrants of any gender or age likely to face legal or other (e.g. practical) barriers to benefiting from the intervention?                            |     |    |     |
| 4. Will data be disaggregated by migration status, gender, ethnicity, and age? Have authorities carried out an initial assessment already?                   |     |    |     |
| 5. Was the project developed in full consultation with the beneficiaries and other stakeholders? Is there consensus on the deliverables of the intervention? |     |    |     |
| 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, genders, and ages of migrants been considered and have activities been adapted accordingly?                       |     |    |     |
| 9. Does the intervention respond to diverse local priorities and take account of the particular migration context?   |     |    |     |

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

| Questions   | Yes | No | N/A |
|---|-----|----|-----|
| 10. Does the intervention contribute to migrants' improved access for sending and receiving remittances (e.g. reduced transfer costs)?  |     |    |     |
| 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. Is there a possibility that partner country stakeholders to the intervention might oppose the inclusion of migrants?                |     |    |     |
| 14. Does the intervention address any (potentially) conflictive situations in the context where the project is or will be taking place? |     |    |     |

 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 on-going or periodic monitoring.



## How to use this tool?<sup>50</sup>

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 (esp. migrants in vulnerable situations, women, children, irregular migrants, displaced persons)? |     |    |     |
| 3. Do migrants and communities affected by migration have a channel to provide feedback and/or raise grievances about the intervention?                              |     |    |     |
| 4. Are migrants benefiting from this intervention (including those mentioned above)?   |     |    |     |
| 5. Are communities affected by migration – for example families back home or host communities – benefiting from this intervention?                                   |     |    |     |
| 6. Does the project contribute to the building of trust between migrants and host communities?   |     |    |     |
| 7. Do the project indicators disaggregate information based on migration status to ensure that the migrants are being reached (as appropriate)?                      |     |    |     |
| 8. Have changing mobility dynamics impacted the implementation of project activities?  |     |    |     |
| 9. Are there any emerging challenges and opportunities due to changes in the migration situation?  |     |    |     |

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

| Questions  | Yes | No | N/A |
|--|-----|----|-----|
| 10. Do any activities need to be adapted due to unforeseen challenges or recent developments related to migration?   |     |    |     |
| 11. Are good practices and lessons learned from similar interventions that have integrated migration that can inform the implementation of the intervention? |     |    |     |
| 12. 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<sup>51</sup> CHECKLIST

## Why use this tool?

The Project Evaluation Checklist is a quick reference tool to review the extent to which migration was integrated into a project’s design and implementation. Using the tools helps to evaluate how well migration was mainstreamed in a governance 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 phase 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?<sup>52</sup>

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, of all ages and genders, and any other factor?  |     |    |     |
|           | 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. Were migrants of different categories, gender, ethnicities, and age groups sufficiently considered when assessing the intervention? Did this occur throughout the intervention cycle?   |     |    |     |

51. 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.

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

| Questions             |  | Yes | No | N/A |
|-----------------------|--|-----|----|-----|
| <b>Coherence</b>      | 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?   |     |    |     |
|                       | 3. Is the intervention aligned with relevant sector policies – for example urban development or employment?  |     |    |     |
|                       | 4. Was this intervention coordinated with relevant coordination groups, including governance sector groups?  |     |    |     |
|                       | 5. Were efforts taken to ensure that the intervention did not duplicate similar efforts?   |     |    |     |
| <b>Effectiveness</b>  | 1. Were the needs, problems, and challenges of migrants 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?  |     |    |     |
| <b>Efficiency</b>     | 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?  |     |    |     |
| <b>Impact</b>         | 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 in the governance sector?   |     |    |     |
|                       | 3. Did the intervention contribute to enhanced societal acceptance of migrants of different gender and age groups?   |     |    |     |
| <b>Sustainability</b> | 1. Were migrant and non-migrant beneficiaries able to exercise ownership of the project results?   |     |    |     |
|                       | 2. Was the sustainability of the intervention enhanced by integrating migration during the project design?   |     |    |     |
|                       | 3. Has the intervention contributed to building capacity for integrating migration into the governance 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 COMMITMENTS

*This Annex reflects the main international frameworks and commitments that guide countries of origin, transit, or destination's approaches to migration and governance. Individual commitments will need to be considered in line with their adoption, ratification, reservations, etc.*

- The nine-core international human rights treaties apply to all persons, including migrants. These are:
    - [International Convention on the Elimination of All Forms of Racial Discrimination \(1965\)](#)
    - [International Covenant on Economic, Social, and Cultural Rights \(1966\)](#)
    - [International Covenant on Civil and Political Rights \(1966\)](#)
    - [Convention on the Elimination of All Forms of Discrimination against Women \(1979\)](#)
    - [Convention on the Rights of the Child \(1989\)](#)
    - [International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families \(1990\)](#)
    - [Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment \(2002\)](#)
    - [Convention of the Rights of Persons with Disabilities \(2006\)](#)
    - [International Convention for the Protection of All Persons from Enforced Disappearance \(2006\)](#)
  - well as the legal obligations of States to protect them. The core principle is non-refoulement, which asserts that a refugee should not be returned to a country where they face serious threats to their life or freedom. This is now considered a rule of customary international law.
  - The [1954 Convention relating to the Status of Stateless Persons](#) is designed to ensure that stateless people enjoy a minimum set of human rights. It establishes the legal definition of a stateless person and establishes minimum standards of treatment for stateless people in respect to a number of rights.
  - The [1961 Convention on the Reduction of Statelessness](#) aims to prevent statelessness and reduce it over time. It establishes an international framework to ensure the right of every person to a nationality. It requires that states establish safeguards in their nationality laws to prevent statelessness at birth and later in life.
  - The [1998 Guiding Principles on Internal Displacement](#) are 30 standards that outline the protections available to internally displaced people (IDPs). They detail the rights and guarantees relevant to the protection of IDPs from forced displacement to their protection and assistance during displacement up to the achievement of durable solutions.
  - Trafficking and smuggling are defined under the [Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children](#) and the [Protocol against the Smuggling of Migrants by Land, Air and Sea](#), which both supplement the [2000 United Nations Convention against Transnational Organized Crime](#). Effective governance, including cooperation across international borders, is critical to global efforts to tackle trafficking, smuggling and transnational organized crime. The Protocol against Smuggling of Migrants prescribes the criminalization of smugglers, as opposed to the criminalization of smuggled migrants.
- With the exception of very few political rights, migrants have the same rights as non-migrants, simply by being human beings. Moreover, international customary law, which applies to all States, including those that have not ratified relevant treaties, lays down certain rights and prohibitions that apply to all persons, including migrants. In times of conflict, the international humanitarian law norms applicable to non-combatants also apply to non-combatant persons, including migrants.

- International labour law is of particular relevance to the rights of migrant workers. All of the ILO conventions are of general application but some of the important ones for migrants include: the [Convention concerning Migration for Employment](#); the [Convention concerning Migrations in Abusive Conditions and the Promotion of Equality of Opportunity and Treatment of Migrant Workers](#); and the [Domestic Workers Convention](#).
- The [Sendai Framework for Disaster Risk Reduction 2015-2030](#) encourages consultation to be carried out with various actors including migrants when developing disaster risk reduction practices. The Framework also calls for coordination with local authorities and other levels of government.
- The [Paris Agreement](#) (2015) calls on parties to consider their obligations in human rights to various persons including migrants and local communities when taking action to address climate change. Calls on capacity development and action to be taken at all governance levels including the local.
- The [2030 Agenda for Sustainable Development \(2015\)](#) 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. It recognizes that democracy, good governance and the rule of law as well as an enabling environment at national and international levels, are essential for sustainable development.
- The [New York Declaration for Refugees and Migrants](#) (2016) expresses a political commitment towards responsibility-sharing among Member States, civil society partners, and the United Nations system, whenever there is a large movement of refugees or a protracted refugee situation. The Declaration notes the linkages between migration and several governance issues, including the rule of law and accountable and inclusive institutions, including the role of poor governance in driving migration.
- The [Global Compact on Refugees](#) (2018) 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. The Compact recognizes that local authorities and other local actors in both urban and rural settings, including governance institutions, are often first responders to large-scale refugee situations.
- The [Global Compact for Safe, Orderly and Regular Migration](#) (2018) is the first inter-governmentally negotiated and non-binding agreement that covers all dimensions of international migration in a holistic and comprehensive manner. The Global Compact for Migration calls on governments to integrate migration into different sectors of governance in order to overcome associated challenges and maximize the contributions that migration can bring to sustainable development.

### Global Compact for Migration Objectives: Migration and Governance

- Commits to minimize the adverse drivers and structural factors that compel people to leave their country of origin such as rule of law and good governance, access to justice and protection of human rights, as well as creating and maintaining peaceful and inclusive societies with effective, accountable and transparent institution (under Objective 2);
- Commits to increase international and regional cooperation to accelerate the implementation of the 2030 Agenda for Sustainable Development by addressing irregular migration that is influenced by corruption and poor governance (under Objective 23);
- Commits to involve and support local authorities in the identification of needs and opportunities for international cooperation as a means to ensure good governance (under Objective 23).

# 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 improving governance in partner countries.*

Respect for the rule of law and the universality and indivisibility of human rights and fundamental freedoms are among the funding principles of the EU and the fundamental principles inspiring the EU's action in its external relations. EU support for governance reforms has gained prominence in the EU's external relations and particularly in the EU's development policy.

The European Commission's [Communication on governance and development \(2003\)](#) recognizes the connections between good governance and countries' capacities to effectively manage migration as a positive factor for growth and success. This is also highlighted in the 2017 European New Consensus on Development, which notes the interconnectedness of good governance, democracy, the rule and law and human rights.

The [New Consensus on Development](#), which is the EU response to the 2030 Agenda for Sustainable Development, stipulates that the EU and its Member States will promote and foster efficient, transparent, independent, open and accountable justice systems and will promote access to justice for all. The Consensus commits the EU and its Member States to implementing a rights-based approach to development cooperation.

The EU [Action Plan on Human Rights and Democracy 2020-2024](#) reiterates the connections between democracy and governance in development cooperation. Under the Plan, the European Union commits to ensuring a comprehensive human rights approach framed around five interlinked and mutually reinforcing lines of action: (i) Protecting and empowering individuals; (ii) Building resilient, inclusive and democratic societies; (iii) Promoting a global system for human rights and democracy; (iv) New technologies: harnessing opportunities and addressing challenges; and (v) Delivering by working together.

For all external action, the EU Delegations are required to carry out systematic gender analysis as outlined in the [Gender Action Plan \(2021-2025\)](#).

# 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>Accountability and Democratic Governance: Orientations and Principles for Development (2014)</i>  | OECD                            | Analyses four countries, Mali, Mozambique, Uganda and Peru, to analyse how best to support government institutions, political parties, elections and the media to include accountability.   |
| <i>Electoral Assistance Implementation Guide</i>   | UNDP                            | Offers partners with clear direction on how to plan, formulate, monitor and implement electoral assistance programmes.  |
| <i>Effective Institutions Platform</i>   | EIP                             | Brings together over sixty countries and organizations to share knowledge, peer learning and policy dialogue on public sector management and institutional reform.  |
| <i>Developing a Road Map for Engaging Diasporas in Development – A Handbook for Policymakers and Practitioners in Home and Host Countries (2015)</i> | IOM, Migration Policy Institute | Provides a user-friendly, accessible, and practical guide on governmental diaspora initiatives for governance projects or programmes seeking to engage with diasporas.  |
| <i>Guidance Note: Municipalities and People on the Move (2017)</i>   | UNDP                            | Helps country offices to support cities to adopt adequate public policy interventions to increase the positive and decrease the negative impacts of human mobility.   |
| <i>Guide on Local Governance in Fragile and Conflict affected Settings: Building a Resilient Foundation for Peace and Development (2016)</i>         | UNDP                            | Provides guidance (including how-to practice notes and assessments) on how to support local governance and local development actors and systems in countries prone to chronic fragility, recurrent conflict and/ or high levels of criminal violence. Includes migrant and refugee sensitive guidance on e.g. housing and property rights, local political participation and social cohesion. |
| <i>Guidelines on Integrating Migration into Decentralized Cooperation (2017)</i>   | JMDI                            | Supports local and regional authorities to understand the linkages between migration and local development and how to build migration-related local-to-local partnerships. Contains guidance, recommendations and a template MoU.   |
| <i>Guidelines on Mainstreaming Migration into Local Development Planning (2017)</i>  | JMDI                            | Outlines 20 indicators and questions to diagnostically gauge how well a city, region, or territory incorporates migration and development in their policies and frameworks. Contains guidelines, indicators, diagnostic questions, good practices and tools/resources.  |

| Title   | Organization   | Description  |
|---|--|--|
| <i>Handbook for Improving the Production and Use of Migration Data for Development (2017)</i>                       | Global Migration Group   | Provides a tool for capacity development at the country level related to efforts to strengthen the production and use of migration data for development. It is a useful resource for governance projects or programmes that are focused on data production and use.  |
| <i>Human Rights Guidelines (2016)</i>   | EEAS   | Offers a database of EU Guidelines on Human Rights which have been adopted at ministerial level.   |
| <i>Human rights indicators for migrants and their families (2016)</i>   | Global Knowledge Partnership on Migration and Development (KNOMAD) | Provides guidance on potential migration-sensitive indicators for governance projects or programmes that are focused on human rights.  |
| <i>IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse (2019)</i> | IOM  | Provides information on IOM's determinants of migrant vulnerability (DOMV) model for analyzing and responding to migrant vulnerability. The DOMV model is specifically designed to address the protection and assistance needs of migrants who have experienced or are vulnerable to violence, exploitation and abuse before, during or after the migration process. Contains model overview and how to operationalize it, additional resources and assessment toolkits. |
| <i>Mainstreaming Migration into Development Planning: A Handbook for Policy-makers and Practitioners (2015)</i>     | IOM and GMG  | Gives a migration and development overview – delineating how migration and development are linked and demonstrating the potential benefits of mainstreaming migration into development planning. It also outlines processes for mainstreaming migration into development planning and describes the institutional structures and policy frameworks that need to be put into place in order to effectively integrate migration into the development planning cycle.       |
| <i>Measuring well-governed migration: The 2016 Migration Governance Index</i>                                       | The Economic Intelligence Unit                                     | Presents the methodology and key findings of a policy-benchmarking frameworks which analyses migration governance policies across 15 countries.  |
| <i>Migration for Development: A Bottom-Up Approach. A Handbook for Practitioner and Policymakers (2011)</i>         | JMDI   | Provides a useful handbook for local governance projects or programmes, which is focused specifically on the role and contributions of small-scale projects, at a local level, to migration and development.   |
| <i>Migration Governance Framework</i>   | IOM  | Presents a set of three principles and three objectives which, if respected and fulfilled, ensures that migration is humane, orderly, and benefits migrants and society.   |

| Title  | Organization   | Description   |
|--|--|---|
| <i>Migration, Human Rights and governance – Handbook for Parliamentarians (2015)</i>                                 | <b>Inter-Parliamentary Union, International Labour Organization (ILO), UNHCR</b> | Gives a step-by-step overview of the conditions, issues, tools and policy responses regarding international migration that parliamentarians need to understand to effectively carry out their responsibilities for ensuring the protection of the rights of migrants and the governance of international migration under the rule of law.                 |
| <i>My JMDI Toolbox and E-course on Migration and Local Development</i>   | <b>JMDI</b>  | Offers the most comprehensive training and e-course to guide local level (subnational) initiatives. For local actors working on migration and development (practitioners, local and national authorities, civil society, migrants’ associations, academia, international organizations, etc.). Contains 6 training modules, good practices and resources. |
| <i>Principles of Effective Governance for Sustainable Development (2018)</i>   | <b>UNDESA</b>  | Provides a guide to apply the eleven principles for effective governance and sustainable development to governance institutions to improve capacities to achieve the 2030 Agenda and SDGs.  |
| <i>Rights-based Approach to Programming (2015)</i>   | <b>IOM</b>   | Helps to take a rights-based approach (RBA) to programming by identifying the international legal standards at play in their projects and by understanding and incorporating rights principles into the actual programming process.   |
| <i>Why, what and how to measure? A user’s guide to measuring rule of law, justice and security programmes (2015)</i> | <b>UNDP</b>  | Provides information on how to measure rule of law programmes and projects across the spectrum of development settings.   |

# 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.<sup>53</sup> These should also help to ensure that interventions are mindful of indigenous communities, and persons of all genders, ages, and abilities.*

## 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 status.

## 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 CENTERED

Interventions that integrate migration have a human dimension that includes migrants, 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.

53. 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](#).

# ANNEX V: DATA SOURCES

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 <sup>54</sup>   |  |
|--|--|
| <b>Country-Specific Sources of Data and information</b><br>(this data can be often found online, otherwise should be sought from relevant stakeholders)  | Migration profile                                  |
|  | National development strategies                    |
|  | Census (or other form of population survey)        |
|  | Demographic survey                                 |
|  | Voluntary National Reviews/Voluntary Local Reviews |
|  | UN Common Country Analysis                         |
|  | UN Sustainable Development Cooperation Framework   |
| <p><a href="#">National and Regional Migration Profile Repository</a> 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.</p>                                  |  |
| <p><a href="#">Migration Data Portal</a> 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.</p>                                     |  |
| <p><a href="#">Displacement Tracking Matrix (DTM)</a> tracks and monitors population mobility, particularly displacement. This tool can be useful for planning based on near real-time population data.</p>  |  |
| <p>UN Statistics Division and UNDESA collects, compiles and disseminates official demographic and social statistics on a number of topics, including migration. These include <a href="#">International Migration Stocks</a> and the <a href="#">United Nations Global Migration Database</a>.</p> |  |
| <p>Annual reports like IOM's <a href="#">World Migration Report</a>, UNHCR's <a href="#">Global Trends in Forced Displacement Report</a>, and IDMC's <a href="#">Global Report on Internal Displacement</a> are also reliable data sources as well as analysis.</p>                                |  |
| <p>The World Bank's <a href="#">Migration and Remittances Data</a> and KNOMAD's <a href="#">Issue Briefs on Migration and Development</a> provide updates on global trends in migration and remittances.</p>   |  |
| <p><a href="#">Database on Immigrants in OECD and non-OECD Countries (DIOC)</a> compiles data based on population censuses of OECD countries, and, in collaboration with the World Bank, has extended coverage to non-OECD countries.</p>  |  |

54. These are non-exhaustive data and should be reflective of the specific context in focus. There are benefits and limitations of the various sources. Given the dynamic nature of migration, it is helpful to use recent resources, as far as possible. If no data is available, this could be an area for follow-up during discussions with stakeholders as part of the stakeholder analysis or ongoing policy dialogue processes with the partner government(s).

## Key Data Sources<sup>54</sup>

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 implementating 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 World Bank's [Worldwide Governance Indicators](#) provides a research dataset summarizing the views on the quality of governance provided by a large number of survey respondents.

The UNDP's [Human Development Index](#) offers a summary measure of average achievement in key dimensions of human development.

The Freedom House's [Democracy Status Map](#) democratic performance countries around the world.

# ANNEX VI: EXAMPLES OF RELEVANT SDG TARGETS<sup>55</sup>

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   |
|---|--|
| <p><b>5</b> GENDER EQUALITY</p>                        | <p><b>5.1:</b> End all forms of discrimination against all women and girls everywhere.</p> <p><b>5.2:</b> 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.</p>   |
| <p><b>10</b> REDUCED INEQUALITIES</p>                 | <p><b>10.2:</b> By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p><b>10.7:</b> Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.</p> <p><b>10.c:</b> By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent.</p>   |
| <p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p>  | <p><b>11.3:</b> By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</p> <p><b>11.A:</b> Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.</p> <p><b>11.B:</b> By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels.</p> |

55. More information on the links between migration and the SDGs can be found [here](#). This list is non-exhaustive.



**16.2:** End abuse, exploitation, trafficking and all forms of violence against and torture of children.

**16.3:** Promote the rule of law at the national and international levels and ensure equal access to justice for all.

**16.5:** Substantially reduce corruption and bribery in all their forms.

**16.6:** Develop effective, accountable and transparent institutions at all levels.

**16.7:** Ensure responsive, inclusive, participatory and representative decision-making at all levels.

**16.9:** By 2030, provide legal identity for all, including birth registration.

**16.B:** Promote and enforce non-discriminatory laws and policies for sustainable development.



**17.3:** Mobilize additional financial resources for developing countries from multiple sources.

**17.4:** Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.

**17.13:** Enhance global macroeconomic stability, including through policy coordination and policy coherence.

**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.

**17.17:** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

**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.

# 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  |
|--|--|---|
| <p><b>Human rights, rule of law, security and justice</b></p>  <p><b>SDGs:</b> 16 and 17</p> <p><b>Global Compact for Migration objectives:</b> 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 22</p> | <p><b>1.1.1:</b> Migrants, displaced persons, and/or communities know their rights and feel empowered to claim them.<sup>55</sup></p>  | <p><b>1.1.1a:</b> Availability of accurate, timely, accessible, and transparent information on i.) the legal services and justice institutions available to migrants, displaced persons, and/or community members, ii.) their rights to access, and iii.) how to claim them.</p> <p><b>1.1.1b:</b> Number of migrants, displaced persons, and/or community members accessing and utilizing this information.</p> <p><b>1.1.1c:</b> Percentage of migrants, displaced persons, and/or community members accessing and utilizing the above information have increased knowledge on their rights to equal access to legal services and justice institutions.</p> <p><b>1.1.1d:</b> Migrants, displaced persons, and/or community members report feeling empowered to claim their rights.</p>                                       |
|  | <p><b>1.2.1:</b> Judicial and law enforcement entities have the know-how, tools, and resources to uphold migrants', displaced persons', and/or communities' rights and access to justice.<sup>56</sup></p> | <p><b>1.2.1.a:</b> Availability of accurate, timely, accessible, and transparent information on migrants', displaced persons', and/or community members' rights.</p> <p><b>1.2.1.b:</b> Percentage of judicial and law enforcement that have an increased knowledge on how to uphold migrants', displaced persons', and/or community members' rights and access to justice.</p> <p><b>1.2.1.d:</b> Number of tools (e.g. plans/strategies) available to judicial and law enforcement entities to uphold migrants', displaced persons', and/or community members' rights and access to justice.</p> <p><b>1.2.1.e:</b> Number of judicial and law enforcement entities report having adequate human and financial resources to uphold migrants', displaced persons', and/or community members' rights and access to justice.</p> |

55. In line with and contributing to existing SDG Target 16.3.

56. In line with and contributing to existing SDG Targets 16.3 and 16.6.

| Sub-sector | Expected results  | Indicators   |
|------------|---|--|
| ...        | <p><b>1.2.2:</b> Judicial and law enforcement entities have the know-how to support mechanisms and opportunities for migrants, displaced persons, and/or communities to access legal and justice institutions.<sup>57</sup></p> | <p><b>1.2.2.a:</b> Number of support mechanisms in place for migrants, displaced persons, and/or community members to access legal and justice institutions.</p> <p><b>1.2.2.b:</b> Availability of accurate, timely, accessible, and transparent information on i.) how to overcome barriers to access.</p> <p><b>1.2.2.c:</b> Number of judicial and law enforcement entities accessing and utilizing the above information.</p> <p><b>1.2.2.d:</b> Percentage of judicial and law enforcement entities accessing and utilizing the above information have increased knowledge on how to help migrants, displaced persons, and/or community members access legal and justice institutions.</p>           |
|            | <p><b>1.3.1:</b> Policymakers have accurate data and know-how to integrate migration in judicial and legislative systems and processes.<sup>58</sup></p>  | <p><b>1.3.1.a:</b> Availability of accurate data on people going through judicial legislative systems and processes (disaggregated by sex, age, ethnicity, and migration status).</p> <p><b>1.3.1.b:</b> Availability of accurate, timely, accessible, and transparent information on the importance of integrating migration into judicial and legislative systems and processes, and how to do so.</p> <p><b>1.3.1.c:</b> Number of policymakers accessing the above data and information.</p> <p><b>1.3.1.d:</b> Percentage of policymakers accessing and utilizing the above information have increased knowledge on how to integrate migration in judicial and legislative systems and processes.</p> |
|            | <p><b>1.4.1:</b> Policymakers have the know-how to protect fundamental freedoms.<sup>59</sup></p>   | <p><b>1.4.1.a:</b> Number of adopted and implemented constitutional, statutory, and/or policy guarantees for public access to information.<sup>60</sup></p> <p><b>1.4.1.b:</b> Availability of accurate, timely, accessible, and transparent information on the barriers to migrants', displaced persons', and/or community members' access to fundamental freedoms, and how to leverage opportunities to ensure their access.</p> <p><b>1.4.1.c:</b> Number of policymakers accessing and utilizing this information.</p> <p><b>1.4.1.d:</b> Percentage of policymakers accessing and utilizing this information have increased knowledge on how to protect of fundamental freedoms.</p>                  |

57. In line with and contributing to existing SDG Target 16.3 and 16.6.

58. In line with and contributing to existing SDG Target 16.3 and 16.6, and SDG Target 17.18.

59. Directly contributing to existing SDG Target 16.10.

60. Directly contributing to existing SDG Indicator 16.10.2.

| Sub-sector   | Expected results  | Indicators   |
|--|---|--|
| <p><b>Participation and representation</b></p>  <p><b>SDGs:</b> 10 and 16</p> <p><b>Global Compact for Migration objectives:</b> 1, 3, 15, 16, 17, 19</p> | <p><b>2.1.1:</b> Migrants, displaced persons, and/or communities have the know-how and capacity to participate in decision-making processes and access opportunities for leadership.<sup>61</sup></p> | <p><b>2.1.1.a:</b> Availability of accurate, timely, accessible, and transparent information on the decision-making processes available, the opportunities for leadership available, and how to access them.</p> <p><b>2.1.1.b:</b> Number of migrants, displaced persons, and/or community members accessing the above information.</p> <p><b>2.1.1.c:</b> Percentage of migrants, displaced persons, and/or community members accessing and utilizing this information have increased knowledge on how to participate in decision-making processes and access opportunities for leadership.</p>  |
|  | <p><b>2.2.1:</b> Policymakers have the know-how and tools to develop a comprehensive and interoperable legal identity system.<sup>62</sup></p>  | <p><b>2.2.1.a:</b> Availability of accurate demographic data on those with and without legal identity (disaggregated by sex, age, ethnicity, and migration status).</p> <p><b>2.2.1.b:</b> Availability of accurate, timely, accessible, and transparent information on the importance of a comprehensive and interoperable legal identity system which includes all, and how to create and implement one.</p> <p><b>2.1.1.c:</b> Number of policymakers accessing the available data and information.</p> <p><b>2.1.1.d:</b> Percentage of policymakers accessing and utilizing the available data and information have increased knowledge on how to develop a comprehensive and interoperable legal identity system.</p> <p><b>2.1.1.e:</b> Number of tools (e.g. plans/strategies) available to policymakers to develop a comprehensive and interoperable legal identity system.</p> |

61. In line with and contributing to existing SDG Target 10.6.

62. In line with and contributing to existing SDG Target 16.9.

| Sub-sector | Expected results  | Indicators   |
|------------|---|--|
| ...        | <p><b>2.2.2:</b> Policymakers have the capacity to ensure universal legal identity.<sup>63</sup></p>  | <p><b>2.2.2.a:</b> Availability of accurate, timely, accessible, and transparent information on the importance of universal legal identity, the options available for ensuring this, and how to implement them.</p> <p><b>2.2.2.b:</b> Availability of accurate and disaggregated data on those with and without legal identity (disaggregated by sex, age, ethnicity, and migration status).</p> <p><b>2.2.2.c:</b> Number of policymakers accessing and utilizing the available data and information on how to ensure universal legal identity.</p> <p><b>2.2.2.d:</b> Number of tools (e.g. plans/strategies) available to policymakers to ensure universal legal identity.</p> <p><b>2.2.2.e:</b> Number of policymakers report having sufficient financial and human resources to ensure universal legal identity.</p>  |
|            | <p><b>2.3.1:</b> Policymakers have the know-how to include migrants, displaced persons, and/or communities in responsive, inclusive, participatory and representative decision-making processes.<sup>64</sup></p> | <p><b>2.3.1.a:</b> Availability of accurate demographic population data (disaggregated by age, sex, ethnicity, and migration status).</p> <p><b>2.3.1.b:</b> Availability of accurate, timely, accessible, and transparent information on the importance of including migrants, displaced persons, and/or community members in responsive, inclusive, participatory and representative decision-making processes at all levels, their barriers to access, and how to leverage opportunities to ensure their access.</p> <p><b>2.3.1.c:</b> Number of policymakers accessing this data and information.</p> <p><b>2.3.1.d:</b> Percentage of policymakers accessing and utilizing the above data and information have increased knowledge on how to include migrants, displaced persons, and/or community members in responsive, inclusive, participatory and representative decision-making processes at all levels.</p> |

63. In line with and contributing to existing [SDG Target 16.9](#).

64. In line with and contributing to existing [SDG Target 16.7](#).

| Sub-sector   | Expected results   | Indicators   |
|--|--|--|
| <p data-bbox="220 215 485 331"><b>Public administration, anti-corruption and public finance management</b></p>  <p data-bbox="220 468 472 497">SDGs: 1, 11, 16 and 17</p> <p data-bbox="220 512 472 600"><b>Global Compact for Migration objectives:</b><br/>1, 2, 3, 4, 12, 17, 22, 23</p> | <p data-bbox="544 215 860 371"><b>3.1.1:</b> Migrants, displaced persons, and/or communities have the know-how to access effective, inclusive, and transparent public services.<sup>65</sup></p>                               | <p data-bbox="892 215 1385 371"><b>3.1.1.a:</b> Availability of accurate, timely, accessible, and transparent information on the public services available to migrants, displaced persons, and/or community members and how to access them.</p> <p data-bbox="892 383 1385 472"><b>3.1.1.b:</b> Number of migrants, displaced persons, and/or community members that are accessing the above information.</p> <p data-bbox="892 483 1385 640"><b>3.1.1.c:</b> Percentage of migrants, displaced persons, and/or community members utilizing the above information have increased knowledge on how to access effective, inclusive and transparent public services.</p>  |
|  | <p data-bbox="544 763 860 936"><b>3.2.1:</b> Policymakers have the know-how and capacity to ensure transparent public sector planning, budgeting, and delivery within local and national government entities.<sup>66</sup></p> | <p data-bbox="892 763 1385 853"><b>3.2.1.a:</b> Availability of accurate demographic data (disaggregated by age, sex and migration status).</p> <p data-bbox="892 864 1385 1003"><b>3.2.1.b:</b> Availability of accurate, timely, accessible, and transparent information on the importance of transparent public sector planning, budgeting, and delivery within local and national government entities, and how to ensure it.</p> <p data-bbox="892 1014 1385 1070"><b>3.2.1.c:</b> Number of policymakers accessing the above data and information.</p> <p data-bbox="892 1081 1385 1220"><b>3.2.1.d:</b> Percentage of policymakers accessing the above data and information have increased knowledge on how to ensure transparent public sector planning, budgeting, and delivery local and national government entities.</p> <p data-bbox="892 1232 1385 1370"><b>3.2.1.e:</b> Number of policymakers report having adequate human and financial resources to ensure transparent public sector planning, budgeting, and delivery within local and national government entities.</p> |
|  | <p data-bbox="544 1397 860 1536"><b>3.2.2:</b> Policymakers have the know-how and capacity to build trust in public services with migrants, displaced persons, and/or communities.</p>   | <p data-bbox="892 1397 1385 1570"><b>3.2.2.a:</b> Availability of accurate, timely, accessible, and transparent information on the importance to migrant populations trusting public services, the barriers trust in public services, and how to build trust with migrants, displaced persons, and/or community members.</p> <p data-bbox="892 1581 1385 1637"><b>3.2.2.b:</b> Number of policymakers accessing and utilizing the above information.</p> <p data-bbox="892 1648 1385 1787"><b>3.2.2.c:</b> Percentage of policymakers accessing and utilizing the above information have increased knowledge on how to build trust in public services with migrants, displaced persons, and/or community members.</p>  |

65. In line with and contributing to existing SDG Target 1.4, 11.1 and 16.6.

66. In line with and contributing to existing SDG Targets 16.5 and 16.6.

| Sub-sector  | Expected results   | Indicators   |
|---|--|--|
| ...   | <p><b>3.2.3:</b> Policymakers put compliance and coordination mechanisms in place with civil society, private sector bodies, and migrant associations on tackling corruption and bribery within local and national government entities.<sup>67</sup></p> | <p><b>3.2.3.a:</b> Number of compliance mechanisms developed on tackling corruption and bribery within local and national government entities.</p> <p><b>3.2.3.b:</b> Number of coordination mechanisms developed on tackling corruption and bribery within local and national government entities.</p> <p><b>3.2.3.c:</b> Number of civil society members, private sector members, migrant association members and policymakers participating in coordination mechanisms on tackling corruption and bribery within local and national entities.</p>   |
|   | <p><b>3.3.1:</b> Policymakers have the know-how to mainstream migration considerations into public sector policies and public service planning, delivery and financing.<sup>68</sup></p>   | <p><b>3.3.1.a:</b> Availability of accurate, timely, accessible, and transparent information on the importance of mainstreaming migration into public sector policies and public service planning, delivery and financing, and how to do so.</p> <p><b>3.3.1.b:</b> Number of policymakers accessing and utilizing the above information.</p> <p><b>3.3.1.c:</b> Percentage of policymakers accessing and utilizing the above information have increased knowledge on how to mainstream migration considerations into public sector policies and public service planning, delivery and financing.</p>  |
| <p><b>Local and multi-level governance</b></p>  <p><b>SDGs:</b> 10, 11, 16</p> <p><b>Global Compact for Migration objectives:</b> 1, 3, 4, 15 and 16</p> | <p><b>4.1.1:</b> Migrants, displaced persons, and/or communities have the know-how and feel empowered to take part in development planning and policymaking at all levels.<sup>69</sup></p>  | <p><b>4.1.1.a:</b> Availability of accurate, timely, accessible, and transparent information on development planning and policymaking processes.</p> <p><b>4.1.1.b:</b> Number of migrants, displaced persons, and/or community members accessing and utilizing the above information.</p> <p><b>4.1.1.c:</b> Percentage of policymakers accessing and utilizing the above information have increased knowledge on how to take part in local development planning and policymaking.</p> <p><b>4.1.1.d:</b> Migrants, displaced persons, and/or community members report feeling empowered to take part in local development planning and policymaking.</p> |

67. In line with and contributing to existing [SDG Target 16.5](#).

68. In line with and contributing to existing [SDG Target 16.6](#) and [Target 17.14](#).

69. In line with and contributing to existing [SDG Target 10.2](#), [Target 11.3](#) and [Target 16.7](#).

| Sub-sector | Expected results  | Indicators  |
|------------|---|---|
| ...        | <p><b>4.2.1:</b> Policymakers have functioning multi-level coordination mechanisms in place on migration and development.</p>         | <p><b>4.2.1.a:</b> Number of multi-level coordination mechanisms developed on migration and development.</p> <p><b>4.2.1.b:</b> Number of policymakers (at all levels) participating in coordination mechanisms on migration and development.</p> <p><b>4.2.1.c:</b> Percentage of policymakers participating in coordination mechanisms are satisfied with the multi-level cooperation on migration and development.</p> |
|            | <p><b>4.2.2:</b> Policymakers at national and local level have the administrative competences and resources to work on migration.</p> | <p><b>4.2.2.a:</b> Number of local level policymakers report having sufficient human and financial resources to act on migration and development.</p> <p><b>4.2.2.b:</b> Number of national level policymakers report having sufficient human and financial resources to act on migration and development.</p>  |

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