



International Organization for Migration (IOM)

The UN Migration Agency

Evaluation of IOM's Institutional Response to Address Migration, Environment and Climate Change Nexus

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Acronyms

AAP	Accountability to Affected Populations
CAP	Consolidated Appeals Process
CoP	Conference of Parties (to a Convention such as the UNFCCC, or UNCCD)
CO	Country Office
DG	Director General
DoE	Department of Emergencies
DMM	Department of Migration Management
DTM	Displacement Tracking Matrix
EoHA	East and Horn of Africa Region
GCM	The Global Compact for Safe, Orderly and Regular Migration
GCR	The Global Compact on Refugees
HQ	Headquarters
IBC	UN Issue Based Coalitions
IDM	International Dialogue on Migration
IDMC	Internal Displacement Monitoring Centre
IDF	IOM Development Fund
IOM	International Organization for Migration
IPCC	Intergovernmental Panel on Climate Change
MECC	Migration, Environment and Climate Change
MECLEP	EU funded program Migration, Environment and Climate Change: Evidence for Policy
MoU	Memorandum of Understanding
NAPAs	National Adaptation Programmes of Action (NAPAs) (more immediate than NAPs)
NAPs	National Adaptation Plans
NDC	National Determined Contributions
OHCHR	The Office of the United Nations High Commissioner for Human Rights
OIG	Office of the Inspector General
PDD	Platform on Disaster Displacement to support the Nansen Initiative protection agenda
RCPs	Regional Consultative Processes
RO	Regional Office
RTD	Transitional Recovery Division of IOM
RTS	Regional Thematic Specialist
SCPF	Standing Committee on Programs and Finance
SDG	Sustainable Development Goals
SIDS	Small Island Developing States
SRF	Strategic Results Framework
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNDRR	United Nations Office for Disaster Risk Reduction
UNECE	United Nations Economic Commission for Europe
UNEP	The United Nations Environment Programme
UNFCCC	The United Nations Framework Convention on Climate Change
UNHCR	Office of the United Nations High Commissioner for Refugees
UNSDCF	United Nations Sustainable Development Cooperation Framework

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Office of the Inspector General

1. Executive summary

Introduction and Background

The International Organization for Migration (IOM) has been addressing the migration, environment and climate change (MECC) nexus since the 1990s. IOM's work on environmental migration builds on its institutional expertise in areas such as migration research, international migration law, displacement tracking, disaster risk reduction, transition and recovery, labour migration and development. The basis of IOM's work in the MECC Thematic Area is to seek solutions for people to stay in a location; seek solutions for people on the move as a result of environmental risk or damage; and facilitate the role of migration as an adaptation strategy to climate change.

IOM's work on MECC involves supporting authorities to address complex migration, environment and climate matters, ensuring responses to support migrants and vulnerable communities are enabled and improved while ensuring human mobility matters are integrated in key policy areas dealing with climate, environment and land. This includes international policy of relevance to either climate change or migration in line with IOM's mandate.

Building on earlier work and in response to Member States' concern about climate change and environment as a driver of migration, the MECC Division was set up within the IOM in 2015. As one of the youngest IOM Division, it has skilfully built up its staff (now six professionals in IOM Headquarters (HQ) with five Regional Thematic Specialists/RTSs), expertise and experience in engagement on the MECC Thematic Area through providing evidence, sharing information, advocacy and other inputs outlined in Table 1. The MECC Thematic Area refers to work and institutional positioning in the climate and environment area promoted by IOM that includes the work of MECC Division, MECC Regional Thematic Specialists, MECC formal Focal Points, and any other institutional work done by IOM departments/offices. Internally the MECC Division have created an institutional structure with a network of experts (in-house and in different countries), specialized on the topic of migration and climate change. This network is encouraging and supporting other sections and divisions of IOM to analyse and programmatically respond to the movement of persons for reasons of sudden or slow-onset change in the environment due to climate change – who are obliged to leave their habitual place of residence, or choose to do so, either temporarily or permanently, within a State or across an international border.

Evaluation objectives: In close coordination with the MECC Division, the IOM Office of the Inspector General (OIG) commissioned this thematic evaluation. This evaluation assesses whether the work undertaken by the MECC Division since 2015 has led to organizational changes within IOM, and also if the work has impacted on policy development. The evaluation examined IOM interventions related to MECC and considered how the interventions contributed to IOM organizational strategies and prospects for future development.

Methodology: The methodology drew from a range of evaluation tools including key informant interviews, surveys, and a review of existing secondary data including observations from webinars. Contact with or responses from 117 persons were made. Interviews took place with IOM staff (34), member states (11), and partner organizations (10). IOM staff were surveyed while a second survey designed for non-IOM stakeholders was also administered, yielding 62 responses in total. Secondary sources of information included documents, reports and information on the MECC website, which were used to verify the key themes that emerged from the interviews, facilitating a robust data triangulation process. All data was coded against the key themes developed for the evaluation during the inception phase. A range of findings (longlist of 58) were consolidated into eight key findings, from which eight recommendations were developed.

Findings: The evaluation found that the climate induced migration and the MECC nexus is relevant for IOM’s work growing in importance within and outside IOM and becoming a priority as is evidenced by IOM’s Strategic Vision. The MECC Division and MECC Thematic are focusing on an area that is clearly relevant to IOM staff, partners, Member States and others. Bringing climate and environment into migration work assumes a strong awareness and application of human rights-based interventions. The MECC Division have significantly developed the climate and migration thematic area within IOM and have very effectively used ten pillars of strategic engagement in their day-to-day work. The pillars were defined in 2015 by the MECC Division itself to guide its work and prioritize the actions subsequently approved by the Director of Department of Migration Management (DMM) and Director General (DG). They have focused on some key Division and Units of IOM and Regional Offices where MECC Regional Technical Specialists are in place. The Theory of Change based on evaluation findings of how change can happen is summarised below, followed by a summary of the findings related to the two objectives of the evaluation.

Table 1: Theory of Change for MECC Thematic

Inputs	Outputs	Outcomes
<p>Continuing to ensure migration is included in climate change international and regional policy instruments, with appropriate support to implement policy and engagement so climate and environment are factored into and rolled out in international and regional migration instruments by providing evidence, building ownership, enhancing capacities, building and consolidating partnerships, sharing institutional positioning, producing communications tools, influencing key policy processes, implementing activities, and building IOM’s ESP program</p>	<p>Output 1: Governments, authorities, policy, practitioners, and migrant advocacy groups capacities enhanced to address MECC</p> <p>Output 2: Mobility matters integrated in key policy areas dealing with climate, environment & land; climate change as a driver of migration recognized as requiring attention and resources; along with acceptance of migration as a possible adaptation strategy that can be facilitated.</p>	<p>Responses to support migrants and vulnerable communities are enabled and improved</p>

Contributions to global and regional policy development

The MECC Division has excelled in providing evidence, information and briefings to Member States contributing to placing mobility on the agenda of important climate and environment related international policy processes. At the same time, the MECC Division is advocating that climate and environmental degradation are on the agenda of migration policy processes. A range of different partnerships were developed by MECC that focus on environmental and migration dimensions such as desertification, oceans, water, climate, ecosystems, environment, energy. For example, IOM works closely with the Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC) and States party to the Convention. IOM has ensured the inclusion of migration language and migration related concerns in the work conducted under these important global climate negotiations. At recent Conferences of Parties to the UNFCCC, IOM led coordination among UN agencies on human mobility and climate change, working alongside the Office of the United Nations High Commissioner for Refugees (UNHCR) and other partners. IOM is a founding member, and very active on the Taskforce for Displacement under the UNFCCC. During negotiations for the Global Compact for Safe, Orderly and Regular Migration (GCM), in partnership with others, IOM offered technical inputs to States on environmental dimensions, through regional and national consultations, briefings and policy documents. The GCM recognizes climate change, environmental degradation and natural disasters as drivers of migration. IOM is a key partner for the Platform on Disaster Displacement (PDD) which works towards better protection for disaster displaced persons and looks at the ‘human face of disasters and the adverse effects of climate change’.¹ The MECC Division is the IOM PDD intermediary.

¹ The main objective of the PDD is to follow-up on and support States in implementing the Nansen Initiative Protection Agenda, a toolbox to better prevent and prepare for displacement and to respond to situations when people are forced to find refuge, within their own country or across the border.

Other strategic partnerships include those associated with PDD in some regions (Pacific, East Africa, Americas), the Climate Vulnerable Forum (CVF) and academia. Contributions to regional policy processes were also noted in the regions that have a MECC Regional Technical Specialist, where these RTSs have been effective at working with appropriate regional fora (e.g., with the Intergovernmental Authority on Development (IGAD) in the Horn of Africa, the Pacific Island Forum (PIF), and regional bodies in Central America). A multi-partner project with PIF (PCCMHS project) is a good example of an initiative that is making significant policy contributions to the Pacific region.

MECC is active in influencing international policy circles related to climate change, environment and migration. However, impacts are extremely hard to pinpoint without policy process indicators. IOM must begin to measure advocacy, outputs and outcomes resulting from engagement in international policy circles, and better measure key changes resulting from a campaign or capacity development programme with government officials.

IOM MECC Regional Thematic Specialists can only cover five out of nine IOM regions, and thus rely on a network of MECC focal points. Building strategic partnerships is critical for engagement on the MECC nexus in countries. Specifically, IOM requires a voice in climate policy at the national level through the UN Country Teams (UNCT) so that a coherent UN response is possible. An institutional challenge is that some IOM staff view operations and project work above all other activities (including policy support work). MECC Focal Points play an important role in moving the MECC Thematic forward, but many are overloaded with projects and require more training so they can inform IOM Chiefs of Mission on entry points. It is an opportune time for IOM to reach out and advocate for the implementation of the MECC nexus at the national level through IOM Country Offices (COs). Focusing efforts through UN national structures or migration networks presents opportunities, particularly if responses are framed under the Sustainable Development Goals (SDGs). IOM already has guidance and targets for the 2030 Agenda, which require IOM to consolidate and maintain strategic partnerships including at country level. This process requires more resources and focus.

MECC and organizational and cultural changes in IOM's approach to the MECC nexus

The MECC Division provided thought leadership, with new perspectives and energy. It is influencing change particularly with its emphasis on endorsing the Thematic on the IOM agenda. Evidence of this includes: the new IOM Vision; Regional Strategies and the forthcoming MECC Strategy; the IOM Glossary on Migration (N°34) which now includes working definitions in the area of environmental migration, such as “climate migration” and “disaster displacement”.² Outside IOM a stakeholder commented on how the MECC Division presents an evidence base; and they appreciate the information and resources on the MECC web portal.

Whilst the MECC Division has been effective in raising the visibility of the Thematic in important international policy processes in IOM headquarters and amongst Geneva based organizations, information on how to address the MECC Thematic and the work already done does not necessarily reach IOM in all Country and Regional Offices, nor all Member States who do not yet prioritise this Thematic Area. Most IOM activities are managed through projects, with few resources for functional support units. The projectized nature of IOM does not cultivate a collaborative culture because of competition. There is a need to consolidate and further share IOM's comparative advantage and position on the MECC Thematic more widely across IOM including at all regional and country levels so that all IOM staff can better see the relevance and where their existing activities contribute to the MECC Thematic.

² Noted these are working terms rather than specifying legal value.

Building on existing work, IOM has the potential to grow and remain one of the key actors in climate change, migration and adaptation, provided non MECC IOM staff broadly develop their capacities to work on the MECC nexus as it affects their area of expertise. IOM now has this opportunity with the current leadership emphasising a stronger policy focus and Member States pressing IOM to improve policy coherence. Senior management support is important, to encourage action, along with clarity on what IOM will continue to do on climate change and migration and where climate change fits with regional strategies and within the national context. The MECC Thematic holds the potential for IOM to demonstrate coherence across policy, and how to support partnerships to build regional policy, which supports initiatives in countries. Many IOM staff are still not aware of the different strategic ways IOM can address the MECC Thematic. A more coherent approach across IOM on the MECC Thematic is required but can only be achieved in line with internal IOM reforms and moving beyond projectization alone. Capacity building on the Thematic is not yet systematic and could become more strategic in terms of engagement in the different policy processes of relevance to the Thematic.

Whilst agreed that IOM is the right organization to work on the MECC nexus, and despite invitations to engage and participate in key events, not much evidence of engagement with civil society groups that represent migrants' rights were noted during the evaluation. It is unclear how or if migrant voices are included in planning activities or while developing international policy positions, and in ensuring the focus of MECC engagement remains relevant to different needs in different contexts. Inclusion of migrant voices would help MECC to remain relevant and focused on who they represent rather than retaining an inertia for their own continuation. There are many opportunities within IOM to obtain information on beneficiary needs and use processes already in place to reach different categories of migrants or those affected by climate change. It is important that different stakeholders are involved in planning IOM activities and initiatives are based on needs rather than being funding led alone.

Although the MECC Thematic is growing in relevance, resources and funding are required for IOM to continue to engage on the Thematic. The allocation of core funding remains problematic, resulting in IOM and the MECC Division focusing on where funding is available, rather than being guided by policy principles and strategic direction alone. There are signs that this is beginning to change. A certain amount of core predictable funding is building up and should help to ensure climate change gets incorporated into different divisions and departments within the organization and core MECC Divisional work. MECC is working hard to expand their donor base, preparing concept notes and submitting them for funding. MECC have been successful to date, in obtaining IOM Development Fund (IDF) funding, EU funding, as well as bilateral funding for smaller projects. UN multi-donor trust funds and UN Trust Fund for Human Security have also been recently secured by MECC. Initiatives in the Caribbean are striving to generate interest from Foundations. Access to climate finance requires more focus. Individuals with knowledge on MECC related issues are required to further support IOM offices to develop activities and expand its donor base, in particular to access important sources of climate finance. For now, IOM does not have the resources to be involved everywhere and must prioritise where best to contribute within their mandate and scope of influence in the climate change arena.

The MECC Division set about bringing climate issues into migration debates within IOM and encourages a stronger engagement of research and evidence on the interlinkages between migration, environment and climate change. This implies that MECC encourages and supports a greater understanding of climate and environmental dimensions in the migration vision and mandate of IOM, which entails engagement at many levels including at HQ and in field offices. In terms of efficiency, the MECC Division and Thematic have done a lot with a small team, and MECC RTS covering many countries. The staffing grades for some are not parallel with the scope of responsibilities, which has expanded significantly since 2015. Upgrading some MECC positions is required, particularly to ensure their standing in policy engagement.

IOM launched its institutional programme of work on environmental sustainability (ESP) in 2017 with the objective of mainstreaming environmental sustainability principles into IOM's policies, strategies, programmes, projects, facility management and operations. The ESP ensures that IOM's efforts are in line with UN commitments and standards in environmental sustainability. The MECC Division hosts the ESP and is responsible for coordinating and reporting on this area. IOM joined the United Nations *Environment Management Group* (UNEMG) in 2017 and has been very active. IOM's global inventory results form part of the UN Sustainability Strategy (to reduce the UN System's environmental footprint) and are reported in the *Greening the Blue* annual report. IOM is making good progress. A water and waste water-related good practices from IOM South Sudan was included as a good practice in 2020. Thus, the MECC Division is, in parallel to other substantive MECC work, supporting IOM to carry out its core business (including policy and programming) in ways that better address environmental sustainability.

Recommendations

1. Continue to work on the area as it is growing in relevance and will increase in importance in the coming decade, but devise indicators that better demonstrate work on climate, migration and policy and MECC's involvement. HQ and/or each CO/RO could have an indicator on climate, migration and policy related work.
2. Translation of MECC work to national level is required, sharing information on policy influencing methods would be helpful to support such work at national level, ensuring national level work is strategic rather than only projectized. Sharing tools and lessons learned in this regard is important. IOM can also address it through the UN Country Teams (UNCT) so that a coherent UN response is possible with IOM's support/guidance.
3. Migrants' needs and interests should be more to the fore of IOM's work, using networks, methods and systems that can give voice to migrants in important debates and policy processes that affect their future in the area of climate and environment.
4. IOM's position on the MECC nexus should be consolidated, demonstrating why and how (with short briefing notes) different sections of IOM should be incorporating climate change and environmental factors in their ongoing work.
5. Funding to implement the MECC/IOM Communications Strategy and Workplan is required to help to generate interest internally and externally, give more visibility to the IOM/MECC Thematic and help to disseminate ideas. This requires a dedicated communication person to engage and develop succinct and effective messages, with an operational budget to collect materials, work with graphic designers, and run targeted social media campaigns.
6. Undertake a short needs assessment with respect to internal IOM capacities to address issues related to human mobility and environment. This will help design targeted capacity building for staff, so they have basic knowledge on addressing climate change in their areas of expertise and ensure that staff have the confidence to engage in national policy processes and policy implementation in synergy with their main area of expertise.
7. Continue to provide convincing evidence of the impact of work with partners providing concrete examples of how MECC activities fit with IOM policy support and implementation, demonstrating good practices along with indications of what does not work. Systems for sharing and replicating processes that focus on climate change and migration through regional networks and platforms must be put in place.
8. Consider how more core funding can be allocated to MECC. IOM should invest in a global climate finance specialist positions and continue to coordinate with ongoing work by the Environmental Sustainable Programme in securing climate finance. Ensure donors are aware of emerging MECC trends to generate funding.

2. Introduction

The International Organization for Migration (IOM) is the leading UN organization in the field of migration. IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants and is considered flexible and able to work on different types of mobility and migration. IOM works in the four broad areas of migration management:

- Migration and development
- Facilitating migration
- Regulating migration
- Forced migration.

IOM has activities (projects) that span all aspects of migration. For example, covering policy and guidance, protection of migrants' rights, migration health, the gender dimension of migration, international cooperation on migration issues, and humanitarian assistance to migrants in need, including refugees and internally displaced people. Many actors predominately see IOM for their humanitarian work, which is set out in Articles 1.1 of the IOM Constitution. In this regard, IOM supports the efforts of States, at their request and with their consent, to fulfil their responsibilities to protect and assist crisis-affected persons.³

2.1 Migration, climate change and environment: IOM's policy response

Environmental degradation and climate change can be important and contributory drivers of contemporary migration. Millions of people are already affected by environment degradation and climate changes, while projections indicate that many more will be affected in the near future. The migration, environment and climate change (MECC) nexus has increased in importance on national, regional and global policy agendas. Conversely, migratory movements can have an impact on the environment.

IOM seeks to promote stronger coherence between policies and practices related to migration, the environment and climate change through i) the integration of human mobility considerations in climate change, sustainable development and disaster risk reduction policies and strategies and ii) the inclusion of environmental and climate change concerns in migration policies.⁴

Since the early 1990s, IOM has been participating in regional and international initiatives addressing the issue of environment. Initiatives that respond to disasters due to natural hazards were an initial focus, but IOM has stepped up its engagement with global initiatives linked to environment and climate change in the past two decades, with a particularly strong acceleration in the last decade. In 2007, IOM Member States formally requested IOM to work on migration, environment and climate change and to report regularly to its governing bodies. IOM developed a programme of work addressing all facets of the migration, environment and climate change nexus, from emergency response to hazards, to migration management. In 2014, Member States requested IOM to further enhance the visibility and scope of its environment and climate change action, leading to the establishment of the Migration, Environment and Climate Change division (MECC) within the Department of Migration Management (DMM) in 2015. This represented a significant internal organizational change within IOM.

³ IOM is guided by its institutional humanitarian policy that ensures clarity on its related role and responsibilities and ultimately helps the Organization be more principled and effective in crisis response.

⁴ IOM 2019 Mid-year Report Pg25

IOM pursues three objectives in managing environmental migration, intervening at each stage of the migration cycle:

- 1) To minimize forced and unmanaged migration as much as possible in the context of climate change and environmental degradation.
- 2) Where forced migration does occur in the context of climate change and environmental degradation, to ensure assistance and protection for those affected and to seek durable solutions.
- 3) To facilitate the role of migration as an adaptation strategy to climate change.⁵

The three strategic results expected from the above IOM objectives are summarized as follows:

- 1) Governments and authorities are empowered, policymakers' and practitioners' capacities are enhanced to address complex migration, environment and climate matters.
- 2) Responses to support migrants and vulnerable communities are enabled and improved.
- 3) Human mobility matters are integrated in key policy areas dealing with climate, environment and land.

To reach its objectives, including managing environmental migration IOM's MECC Division has ten pillars of engagement as follows:

- 1) Build Member States **ownership**, engagement and support.
- 2) Influence key **policy processes**.
- 3) Contribute to knowledge base and build the **evidence**.
- 4) Develop and **share institutional positioning**.
- 5) Support IOM offices to **develop activities and expand donor base**.
- 6) Build and consolidate **strategic partnerships**.
- 7) Enhance policy makers and practitioners' **capacities**.
- 8) Produce **communication tools** and innovative products.
- 9) Enhance staff expertise and support **staff development**.
- 10) Build IOM's **environmental sustainability policy** and **programme of work**.

2.2 Migration, environment and climate change: the MECC Division

Although IOM has worked since the 1990s on the topic, the MECC Division was established to better connect and lead IOM's policy, evidence-building and operational activities and reflect the relevance, interest, activities and partners with regard to the migration, environment and climate change nexus. More specifically, the MECC division addresses:

- the increased relevance of environmental and climate-induced migration to international and national policy agendas.
- the Organization's expanded cooperation with environmental and climate-focused partners.
- the greater number of activities with a migration, environment and climate change focus and components.

MECC's responsibility is to oversee, support and coordinate the development of guidance for activities, programmes, projects and partnerships and to inform the policy debate, supporting evidence and data collection and developing internal and external capacities. MECC formulates global strategies and policies that have the two main objectives of:

- I. addressing environmental migration concerns as a standalone area of work; and
- II. mainstreaming environmental and climatic factors in other migration management sectors.

⁵ The objective evolved over the years and transformed into a new formulation: "to facilitate migration in the context of climate change" which will be used in the new MECC institutional strategy, because for a number of countries migration as adaptation is a very sensitive topic.

The Division is providing policy and technical support to Member States and has opened new partnerships with expert entities in climate change, environmental degradation and slow onset natural processes. MECC also contributes to building a stronger evidence base for policy and activity development. The MECC Division has drafted a new institution-wide strategy on climate change, environment and migration nexus, which has yet to be finalised.

It is important to highlight the distinction between MECC Headquarters Division scope and the MECC Thematic scope. The MECC Division tends to work at the operational level via MECC Regional Specialists and MECC focal points rather than directly with national and sub national offices. Due to IOMs decentralized and projectized nature, many other entities within IOM advance on MECC related issues and develop activities without necessarily coordinating with the MECC Division, which tries to address gaps within the available resources.

3. Purpose, approach and methodology of the Evaluation

3.1 Objectives, scope and approach

This thematic evaluation was included in the biennial evaluation plan of the Office of the Inspector general (OIG), in close coordination with the MECC Division. As indicated in the Evaluation Terms of Reference (ToR) Annex 1, this evaluation:

1. assessed how the work undertaken by the MECC Division has led to internal organizational and cultural changes in IOM's approach of the environment, climate change and migration nexus.
2. assessed how the work undertaken by the MECC Division impacted on and contributed to global and regional policy development.

The evaluation has developed a Theory of Change of MECC policies, strategies and interventions implemented to reach the overall objectives assigned to the division. The target audience for this evaluation includes IOM management, IOM staff involved in migration and environment related matters at Headquarters (HQ) and in the field, as well as interested donors, Member States and partners.

Six of the Economic Cooperation and Development (OECD) / Development Assistance Committee (DAC) criteria were used during the evaluation namely: relevance; effectiveness; efficiency; impact; sustainability; as well as coherence. The evaluation also included an analysis of the coverage and integration of cross cutting themes of gender, accountability to affected populations and human rights-based approaches in the work of MECC. The evaluation focused the analysis of the work and programmes managed by the MECC Division in line with its objectives. Under effectiveness, the ten pillars of strategic engagement were used as a basis to evaluate approaches used to reach objectives and results. The evaluation assessed the relevance, performance and sustainability of the policies, processes, interventions, and tools implemented and promoted, and to which extent they contribute to the following three strategic results:

- 1) Governments and authorities are empowered, policymakers' and practitioners' **capacities are enhanced** to address **complex migration, environment and climate matters**.
- 2) **Responses to support migrants** and vulnerable communities are enabled and improved.
- 3) Human mobility matters are **integrated in key policy areas** dealing with climate, environment and land.

The evaluation did not examine in detail the performance, impact and sustainability of environment related specific projects and activities implemented by IOM field offices. However, recommendations from some evaluations were examined from IOM's [evaluation repository](#).⁶

3.2 Methodology

The evaluation took a forward-looking lens and focused on process use and learning for IOM. With a strong utilization focus, lessons learned from interviewees, documentation and survey results were analysed across the ten pillars of IOM's strategic engagement. Interviewees and survey respondents were asked to indicate the *most significant change or impact* that MECC has brought to the Thematic Area. The evaluation looked both inward to IOM, and outwards toward work undertaken by MECC with Member States and partners. The Terms of Reference (ToRs) are contained in Annex 1.

As a contemporary framing context for this evaluation, the 2018 Global Compact for Safe, Orderly and Regular Migration and the relevant SDGs informed the context for the evaluation, as did the UNFCCC Convention (in particular the Task Force on Displacement). Evaluation findings that provided evidence of how MECC works with individuals, groups, governments, other UN bodies, NGOs, alliances, institutions and other stakeholder groups in relation to migration, environment and climate change were sought.

With regard to evaluating IOM internally, the evaluation examined how the MECC Division established a strong Thematic Area on migration, environment and climate change for IOM, including institutional framing, created new partnerships, generated evidence, and built expertise and capacities. The evaluation strove to underline how and where decision-making process within IOM can best respond to migration as an adaptation strategy to climate change or avoid forced and unmanaged migration resulting from climate change and environmental degradation, regardless of the area of focus. Both qualitative and quantitative methods were employed to examine whether there is a proactive approach within IOM to the migration-environment nexus, rather than responding to the environment-climate change-migration nexus when too late. How IOM as an institution connects migration with climate/environment change was examined, and whether it features in senior management and governance discussions, including whether indicators are available to gauge progress. Questions about whether a focus of funding has shifted to addressing migration, environment and climate change were also asked.

The methodology drew from a range of tools available for use in social research including key informant interviews, observations and review of existing secondary data. Two surveys (Annex 2) were administered to IOM officers (Regional Offices – Regional Directors and Regional Thematic Specialists, and Country Offices – Chiefs of Missions and MECC focal points) and non-IOM stakeholders.

The evaluation addressed the 31 questions outlined in the ToRs and followed an Evaluation Matrix prepared during the inception period to guide the evaluation. The evaluation methodology encompassed:

- A desk review of relevant IOM/MECC reports and materials (see Annex 12). This included most of the documents outlined in the repository and '*table of contents of relevant reports*' prepared by MECC for the evaluation.⁷ Documents and progress reports were provided via Sharepoint, with others added during the evaluation. A number of webinars were viewed.

⁶ Using "environment" "climate change" as key search words. 20 reports under environment; 5 under climate change.

⁷ For example, MECC institutional documents; capacity building manuals; project reviews; fund information sheets; reports pertaining to environmental sustainability; reports pertaining to work with the Department of Emergencies; reports on partnerships and policy processes; communications materials; and regional office reports.

- An inception discussion with representatives of the MECC Division at IOM and the Office of the Inspector General (OIG). Preliminary inception interviews with key staff from MECC, one Regional Thematic Specialist and representatives from one CO (Dublin).
- Preparation of an inception report with an evaluation matrix.
- The 31 evaluation questions in the ToR were organized under six of the 2019 OECD/DAC criteria. For operational use, these questions were consolidated by the evaluator into 22 questions under themes.
- Interviews and surveys were used to directly contact stakeholder inside IOM and outside. Figure 1 below outlines the breakdown of how many and how stakeholders were contacted. Annex 3 contains details of who was interviewed.
- An independent website analysis took place.
- A Theory of Change for IOM MECC was developed (see Section 4.1).

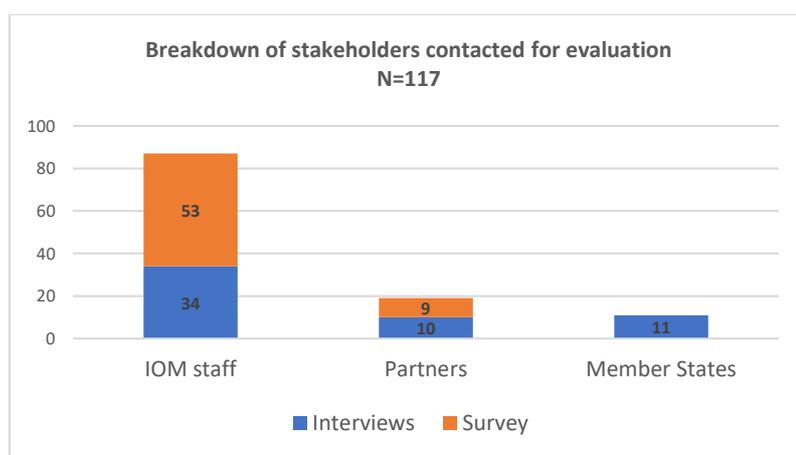


Figure 1: Stakeholders contacted for MECC Thematic Evaluation

The survey for IOM staff generated 53 responses with 46 fully completing the survey. Staff came mainly from Country Offices. Details of who filled in the survey are in Table 2 below.

Table 2: Details of Survey Respondents

Location	# of responses	Details
Survey respondents from COs	44	One response from the following countries, unless indicated: Afghanistan, South Africa, Albania, Germany, Australia, Austria (2), Bangladesh (2), Belize, Burundi, Côte d'Ivoire, Croatia, Ecuador, Ethiopia, Fiji (2), Iraq, Ireland, Italy, Jordan, Kuwait, FYR Macedonia, Malaysia, Mali, Mauritius, Mexico, Moldova, Niger, Nigeria, Panama, Pakistan, Portugal, Kenya, South Sudan, Switzerland, Tanzania (2), Turkmenistan, Turkey, Uruguay (2), Venezuela, Zambia.
Survey respondents from ROs	8	One response from the following ROs, unless indicated: Buenos Aires, Dakar (2), Nairobi (2), Pretoria and Panama
Survey respondents from HQ	4	IDF Unit, Preparedness and Response Division, Transition and Recovery Division, and a Senior Regional Advisor
Survey respondents from partner organizations	9	Seven partners located in Europe and two located in Africa.

Figures and charts are used in the report to present the quantitative findings from the survey, and open questions in the survey were content analysed and coded. Interview data was coded and analysed to determine patterns of responses. The report contains a range of findings based on the evaluation criteria. These findings are presented in bold and italics at the beginning of paragraphs

throughout the report. As many of these findings contained common threads, the findings were organised into eight consolidated findings. Annex 11 demonstrates how this was done. Recommendations are based on these findings.

Limitations

Due to COVID-19 travel limitations the evaluator was unable to travel to Geneva to interview staff, all interviews took place virtually. The evaluation was unable to capture migrants' voices, nor review secondary research that captures views of male and female migrants in relation to how they view support via IOM. Limited data was available for outcome-level tracking combined with attribution issues at the impact level. At times the evaluation encountered difficulties distinguishing contributions of the MECC Division from other initiatives by IOM. Thirty-one evaluation questions were included in the ToR, which had been consolidated during the inception period. However, as the evaluation progressed, it was realised that some overlapped. The evaluator had to go back to the original questions at times to ensure all aspects were covered. This has resulted in a longer evaluation report with much information contained in the Annexes. It was not possible to review the Environmental Sustainable Programme at IOM in detail, although reports reviewed would indicate that the programme is on track and working well.

4. Evaluation Findings

4.1 Theory of Change

No existing Theory of Change is yet available for the MECC Thematic. Table 2 below outlines how the Theory of Change for the MECC Thematic in IOM is perceived by this thematic evaluation. Three results were expected from MECC (as outlined in the ToRs for the Evaluation). In the proposed Theory of Change (below), Results 1 and 2 are seen as outputs, whereas Result 3 is seen as an outcome. Three potential impacts have been added, each centred on migrants themselves. These impacts are based on a categorisation of aspirations and strategies for different categories of poverty by Dorward et al. (2009),⁸ that fit with the SDG focus of 'leave no one behind'. The Dorward et al. categorisation has been adapted to the MECC context as follows: i) those who are '*hanging in*' include people, because of their circumstances and location (which could be an emergency, or a high risk of disaster); ii) those who are '*stepping up*' and striving to improve or adapt to their situation (to avoid forced migration, or use temporary or circular migration as an adaptation strategy); and iii) those who are already '*stepping out*' includes those who have already migrated or are on the move, who require different types of support from IOM.

Table 3: Theory of Change for the MECC Thematic in IOM

	Inputs	Outputs	Outcome	Impacts
Influencing and providing inputs to international and regional frameworks of relevance to MECC	Providing evidence Building ownership Enhancing capacities Building and consolidating partnerships Sharing institutional positioning Producing communications tools Influencing key policy processes Expanding donor base and implementing activities Enhancing practitioners and policy makers capacities Building IOM's ESP program	Output 1: Governments, authorities, policy and practitioners and migrant advocacy groups capacities enhanced to address MECC Output 2: Mobility matters integrated in key policy areas dealing with climate, environment & land, and climate change as a driver of migration recognized as requiring attention and resources, as well as acceptance of migration as a possible adaptation strategy that can be facilitated.	Responses to support migrants & vulnerable communities are enabled & improved	A human rights' based approach in place for those ' hanging in ' and currently affected by environmental emergencies or by climate change or environmental degradation in cities or rural areas, who are barely surviving with few assets and require humanitarian and disaster responses. Plans for some may include voluntary relocation. 'Stepping up' services and activities for those attempting to survive in environmental degraded or climate affected areas whereby some are enabled to migrate as an adaptation strategy, and other receive skills for temporary or circular migration, or were linked to livelihood programs. Stepping up activities (with associated budgets) for this group included in NAPs, NDCs and disaster preparedness plans. Information, access to services, work, 'green' remittances services, MICIC and other appropriate response for those ' stepping out ' i.e. who due to climate change have migrated or are on the move, but may also now be in locations with environmental issues.

⁸ "Hanging in, stepping up and stepping out: livelihood aspirations and strategies of the poor." Dorward, A., et al.. *Development in practice* 19, no. 2 (2009): 240-247.

Figure 2 below, is essentially an illustration of the Theory of Change in Table 3. Migrants are placed at the centre of IOM's work, alongside a range of actors and frameworks of relevance to the MECC Thematic at different levels (international and regional level, with the inner circle portraying the national context). Change is expected to happen because of IOM inputs at the international, regional or country level. The overall goal is supporting governments and others to support migrants who are affected by climate change or environment degradation; either by inputs which help to minimize forced or unmanaged migration; inputs that ensure assistance and protection is available to those who migrate; or advice/inputs that facilitate migration as an adaptation to climate change strategy. IOM requires partnerships and advocacy coalitions to achieve these outcomes and impacts.

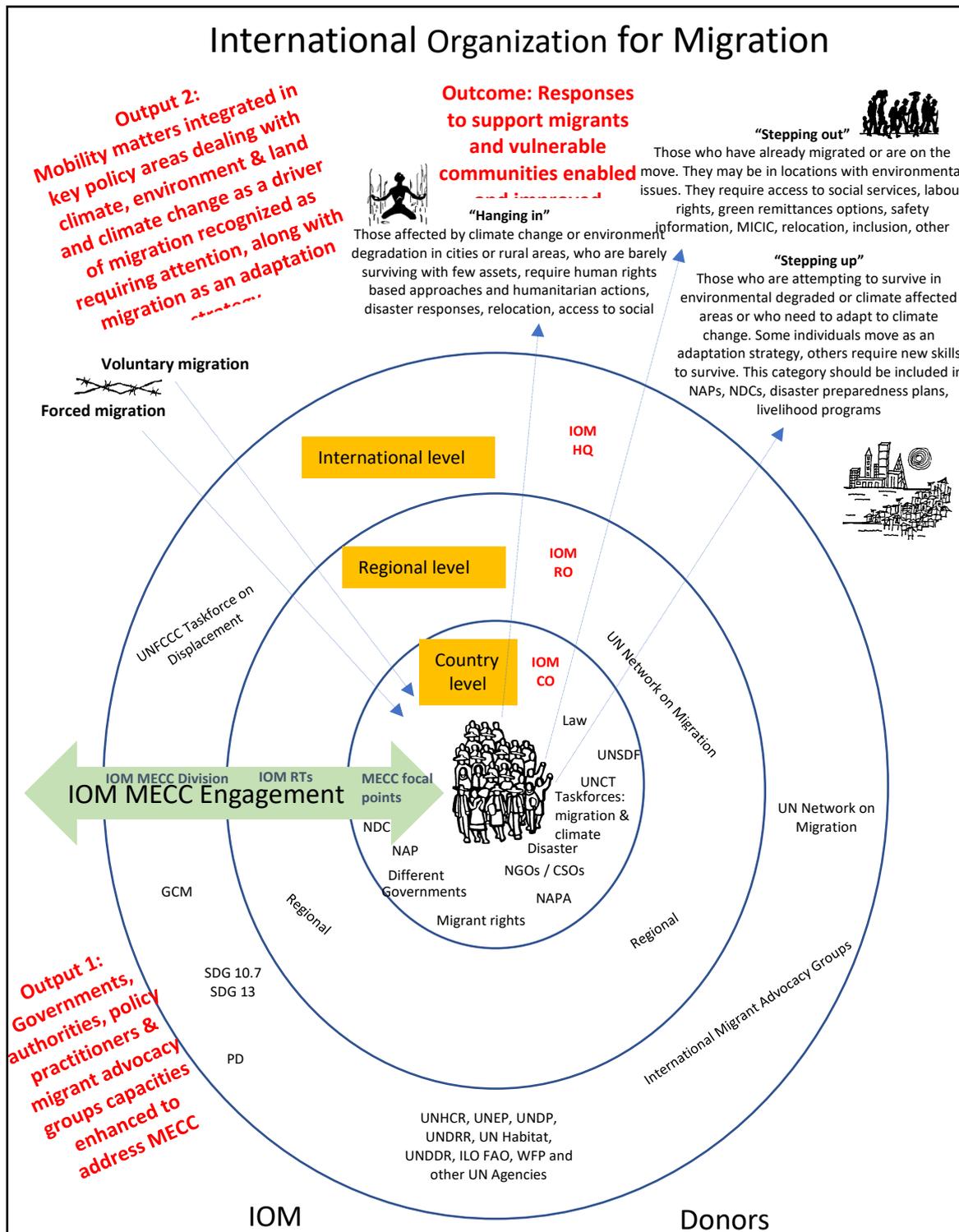


Figure 2: MECC Visual Theory of Change

4.2 Relevance

The overall goal of MECC’s work is to support authorities to address complex migration, environment and climate matters, ensure responses to support migrants and vulnerable communities are put in place and human mobility matters are integrated in key policy areas dealing with climate, environment and land. This includes international policy of relevance to either climate change or migration. The thrust of the work has been contributing to global and regional policy development in line with IOM’s overall mandate in various ways (through generating evidence, contributions to policy processes, advice and support), and in recent years putting in place projects and programmes in at least five regions. This section reviews the relevance of the MECC Thematic focus both for IOM and further afield.

4.2.1 MECC relevance to IOM

MECC’s Thematic area is growing in relevance within and outside IOM. MECC inputs, strategies, and actions are extremely relevant to international climate and migration initiatives.

In general, the growing relevance of a need for a strong focus on climate change and migration is evident from many fronts. Member States, in particular those on the frontline of climate related disasters, have been highlighting the enormous impacts of displacement of people due to the rapid or slow onset of climate change and their need for support. Migration is now examined more frequently in international climate policy, but within global migration policy this level of acknowledgement is not mirrored.⁹ As indicated in the survey results for this evaluation, many IOM staff believe that climate and migration are growing in importance and will be one of the big challenges of the future. Some examples from the literature and background review for this evaluation that noted the growing relevance of climate or migration initiatives are outlined below.

Table 4: Indicators for the growing relevance of the MECC thematic

Indications of growing global relevance of MECC	Indications of growing relevance of MECC in IOM
Natural disasters, the adverse effects of climate change, and environmental degradation are covered under Objective 2 of GCM, which is to minimize the adverse drivers and structural factors that compel people to leave their country of origin.	The Director General (DG) of IOM underlined the importance of the MECC nexus since he took office in 2018 and participates in various fora on this topic. (e.g., IOM’s DG participated in a IDMC expert forum in December 2020, with a panel of experts who provided evidence that debunked myths surrounding climate change and displacement). ¹⁰
Out of the 162 INDCS submissions to the UNFCCC before COP21, 33 submissions refer to migration in one of its different forms. Thus, 20 percent of the early submissions refer to migration. ¹¹	The UN Migration Network, which is housed at the IOM, has made climate change a priority for 2021.
One SDG target (10.7) concerns migration governance ¹² , while other targets indirectly relate to aspects of migration (including reducing the cost of remittances). SDG 13 is on climate action. Whilst the overall SDG focus on migration is relatively weak, the SDGs are interconnected and a lack of progress on one goal hinders progress on others.	The first performance assessment of IOM by the Multilateral Organization Performance Assessment Network (MOPAN) in 2017-18 highlighted how environmental sustainability and climate change are seen as emerging agendas.

⁹ Ionesco and Chazalnoël (Chapter 7)

¹⁰ This webinar touched on a range of ideas:-displacement linked with disasters is temporary;-the claim that disasters are natural and therefore displacement unavoidable; and the belief that climate change will result in “mass displacement”.

¹¹ INDC/NDC analysis by MECC is available [here](#). Among these countries, 46% are located on the African continent, 33% in Asia-Pacific and Oceania and 21% in Latin America Unsurprisingly, these continents are the most affected by climate change, which might explain their interest in linking climate impacts to migration issues.

¹² to facilitate orderly, safe and responsible migration and mobility of people, including through implementation of planned and managed migration policies.

Indications of growing global relevance of MECC	Indications of growing relevance of MECC in IOM
A burgeoning demand for webinars on climate change, disasters, migration and displacement, indicate the growing interest in the Thematic Area.	A proliferation of tools that address disaster displacement due to environment are available from IOM and from different agencies (e.g., IFRC, UNDRR, UNDP, UNHCR, World Bank).
High-level speeches from prime ministers and heads of UN agencies concerning the effects of climate change in many parts of the world. The UN Secretary General has recognised climate change a key priority in 2021, called on countries to declare national climate emergencies.	Climate change, along with instability, poverty and exploitation are stressed as one of the drivers of people moving in and out of situations of vulnerability, and that must be acknowledged through the 'resilience' strategic priority of IOM's Strategic Vision (2019-23). 'Resilience' is one of three pillars, along with 'governance' and 'mobility'. The impact of climate change is likely to become more prevalent as outlined in the future migration landscape section of IOM's Vision. ¹³
The UNFCCC forthcoming CoP 26 (regarding the implementation of the Paris Agreement) is expected to put migration higher up the agenda.	IOM's DG called for the MECC Division to develop a strategy as one of three/four new key strategies to be developed in IOM, ¹⁴ along with nine regional strategies that focus on the resilience, governance and mobility pillars.

IOM and partner survey respondents clearly highlighted the relevance of the MECC Thematic.

Whilst nearly all IOM interviewees noted the relevance of the MECC Thematic to IOM, the survey to IOM staff provided more nuanced information (Figure 3). Respondents gave specific comments regarding the relevance to their current geographic location, including water scarcity and climate induced clashes. Eight out of nine partner survey respondents said IOM's focus is very relevant to the work of their organization and very likely to become more relevant in the future. Thus, according to all survey respondents, on the whole the MECC Thematic is relevant to IOM's work.

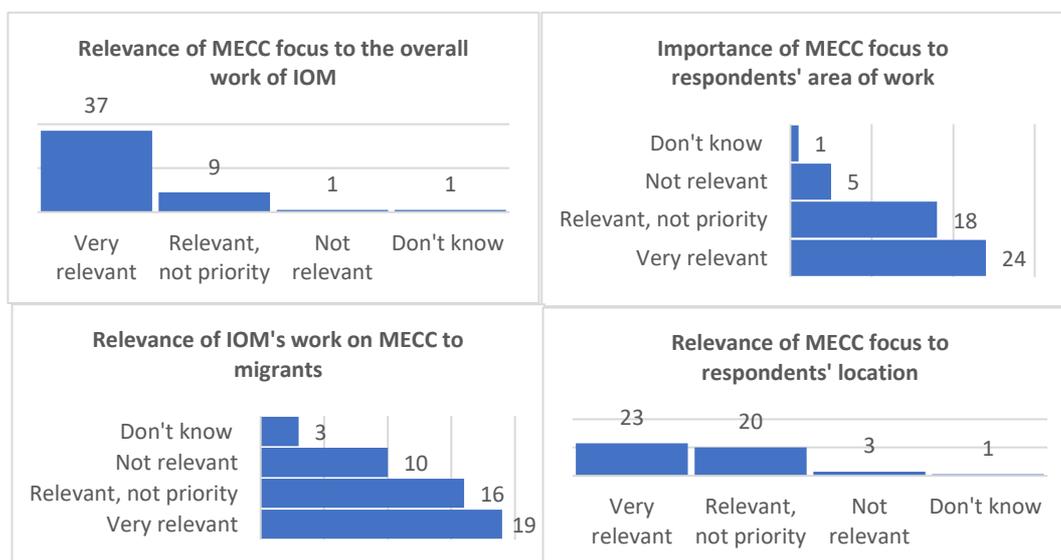


Figure 3: IOM Survey respondents' view of MECC Relevance

¹³ IOM C/110/INFO/1 15 November 2019, p7. At the 110th Session of the Council (November 2019), IOM's Strategic Vision up to 2023 was presented. Although not replacing the MiGOF Strategic Framework which contains three principles and three objectives, this vision outlines three strategic priorities or pillars: resilience; governance; and mobility. The visions also outline the future landscape and climate change is clearly one of about twelve trends identified. A new Strategic Results Framework (SRF) will be launched in 2021, and reporting will start from 2022.

¹⁴ i) MECC, ii) IDPs iii) data strategy for the organization in the Policy Hun to ensure management of knowledge within IOM

IOM and Member States clearly noted the relevance of the MECC Thematic.

Many interviewed from outside IOM stressed how the climate change theme is relevant and has been increasingly on the global agenda amongst other UN agencies, different platforms and bodies.

Member States interviewed during the evaluation emphasised that the theme is extremely relevant, some emphasising the significance in terms of their populations, others the relevance in terms of security or focused on particular countries/regions. Member States underlined how the migration agenda is challenging and complex. Political conflicts often give rise to humanitarian crises, but as one Member State stated, climate change as a driver of displacement is becoming more relevant and cannot be separated from political conflicts. One interviewee stressed that although there are different strands of research, and inconsistencies with respect to how environmental factors influence mobility, there is agreement that climate change will become more important as one of the key drivers of migration.¹⁵

Many Member States are interested in how to more effectively prevent, respond to and resolve environment and climate issues, and understand how this is also linked to migration. A senior IOM interviewee outlined how they are seeing more requests from states to work on climate matters. Some governments are interested in how climate and security may be prioritised or establishing the relevance of migration to the forthcoming FAO food summit (countries take care of their food security issues to avoid forced migration). Other countries are interested in migration in terms of remittances (Nigeria, Bangladesh). Member States are also donors. Some donors are willing to discuss climate change impacts as it exacerbates drivers of migration, so long as the focus of climate change discussions do not examine their domestic choices. A stakeholder outside IOM stated that although certain donors have been supportive of the MECC Thematic area, attention must move from HQ to Regional Directors and country Chiefs of Missions along with donors pushing the issue in developing country capitals.¹⁶ A senior IOM official noted that the MECC Thematic Area is the only topic in governing body sessions where updates on what IOM are doing in this space are requested frequently.

Outside IOM, there is a perception that IOM must be concerned with addressing the MECC nexus from the highest management levels. Interviewees stressed how the Thematic Area fits IOM's mandate, particularly because IOM's migration mandate is rather broad. IOM is considered the correct agency to work on MECC, as in theory, IOM should be able to see the big picture and link MECC to different areas of migration. Although Member States would like to see more collaboration with agencies like UNHCR, those interviewed thought that no other agency has the broad expertise in migration.

Box 1: Relevance of MECC Thematic to IOM Member States

Droughts and floods, landslides, earthquakes, and tropical cyclones, as well as slow-onset climate change effects, such as sea level rise, environmental degradation, and changing rainfall variability affect different countries in different ways. Member States interest varies depending on the situation in their region.

There is a strong interest in climate migration in the Asia Pacific Region. Member States from this region have been vocal at the UNFCCC CoPs and the UNFCCC Taskforce on Displacement. For the 48 states who are members of the Climate Vulnerability Forum (CVF) there is a major concern as they are already experiencing impacts. These countries need assistance and support for their citizens to adapt and legal/policy advice for populations already migrating or who need to be relocated.

¹⁵ Ferris (2020) outlines five strands or perspectives on mobility and climate; climate change scientists focus on the nature of environmental drivers; migration researchers including IOM' focus; disaster risk reduction and humanitarian actors, who are focused on reducing the risk of disasters; development actors who may highlight slow-onset disasters, particularly drought; and political scientists focusing on legal and security implications of climate change.

¹⁶ Some Member States reported that they are interested in learning about the evaluation of IOM's work on migration, environment and climate change.

There is also a strong interest in the West and Central Africa region, particularly in the Sahel region. Human mobility due to environmental changes is evident in the region, with governments on board. In East African and the Horn of Africa, populations continue to exhibit high mobility patterns, both internally and across national boundaries, with complex drivers and structural factors that often compel people to leave their country or homes of origin. Countries in the IGAD region are particularly vulnerable to climate variability and change with many countries in the region arid or semi-arid.

Droughts, fires and other evidence of climate change in the Central America, North American and the Caribbean have generated interest and an understanding of MECC issues. Although COs are very interested in the topic, there are also political challenges with regard to actions required. However, the climate and migration debate is not polemic in this region.

In the fifth IPCC report, Central Asia was identified as one of the regions that will experience a high increase in temperature, with declining sea levels (e.g., Caspian and Aral Sea) and effects on mountainous areas. For this particular region, there tends to be a focus mainly on international migration but internal migration from rural to urban areas is equally important.

Different parts of Europe have different concerns, with climate one of multiple stressors. On the whole, Europe still tends to be more concerned with migration and security, even if IOM is emphasising the positive contribution of migrants. Although climate change is already evident in some parts of Western Europe (permafrost melting, boggy sinks, flooding, heat waves, fires) EU Member States often focus on curbing non-EU immigration. However, migration for labour (seasonal workers) is important, and some European countries are ageing rapidly and require migrant works (Italy).

MECC activities including policies, strategies, and actions are very relevant to IOM’s mandate and increasing in relevance.

Ten MECC pillars of engagement were developed by the newly established MECC Division in 2015. These pillars serve to guide the work of the Division and are used in reporting to the Standing Committee on Programme and Finance. Specific outputs each year are highlighted under each Pillar.¹⁷ The evaluation found that all are still relevant to MECC’s work on migration (Table 5 below). MECC’s effectiveness in addressing each Pillar is outlined in Table 7.

Table 5: Relevance of MECC’s ten pillars of strategic engagement

MECCs Ten Pillars of strategic engagement	Relevance in providing a framework for MECC’s work
1. Build Member States ownership, engagement and support	Very relevant and important.
2. Influence key policy processes	Extremely relevant.
3. Contribute to knowledge base and build the evidence	Very relevant but may reduce in significance as research institutions and data collection bodies start to automatically build more evidence. Project results from field operations should become more relevant as operations develop in coming years.
4. Develop and share institutional positioning	Extremely relevant to MECC’s work; the IOM Vision and the forthcoming strategy are important in this regard.
5. Support IOM offices to develop activities and expand donor base	Extremely relevant, but Chief of Missions lead in this area for Country Offices.
6. Build and consolidate strategic partnerships	Extremely relevant – one agency cannot work on MECC alone.
7. Enhance policy makers and practitioners’ capacities	Very relevant but requires collaboration between MECC and other sections of IOM and outside partners.
8. Produce communication tools and innovative products	Very relevant and requires collaboration between MECC and other sections of IOM.
9. Enhance staff expertise and support staff development	Moderately relevant. This task should belong to human resources, rather than MECC. Building capacities of MECC focal points is extremely important for MECC.
10. Build IOM’s environmental sustainability policy and programme of work	Relevant, but consider whether this programme of work could be located elsewhere within IOM.

¹⁷ Source: Email Dina Ionesco 26/2/21

MECC activities including policies, strategies, and actions are extremely relevant to IOM's newer 'Vision' but less so to a projectized way of working.

Including migration in important global climate change discussions and including climate change in important migration discussions was a new endeavour in the past decades. Interviewees noted that IOM/MECC staff engaged in the emerging MECC theme early but struggled to ensure the topic was translated within IOM methods of operation. This reflects both the culture within IOM and history of IOM. IOM's role is supportive rather than 'legal', recognising that control of standards of admission and numbers of immigrants admitted are matters within the domestic jurisdiction of States. IOM works at the request of, and in agreement with the States concerned.¹⁸ Although the IOM is now within the UN family, the IOM appears to retain a non-normative structure,¹⁹ and the challenge of 'projectization' was frequently mentioned by IOM staff.²⁰

Whilst IOM is noted for its agility and efficiency in project implementation, the projectized nature of IOM has hindered work on policy. Apart from the work of the IOM Chief of Mission, the concept of providing inputs to policy advice at the country level may not be covered by an 'operational' project in terms of human resources or time inputs. Both criticism and praise for the projectized nature of IOM came up in interviews. Some said that IOM would launch any type of migration project provided there is funding available. Others reported that without projects on the ground, it is difficult to inform policies on migration generally, and the MECC nexus specifically. Although changing in recent years, environmental migration is a relatively newly emerged topic, with little stocktaking and evaluation of the effectiveness of 'projectized' practices on the ground beyond the practical aspects of displacement itself. In theory, the connection between climate or environment related projects at operational level should equip IOM with tools to tackle this issue at all levels and make a valuable contribution to policy. In practice however, there is less opportunity to do so, because of the projectized nature of work. IOM staff are under pressure to perform, look for new projects and sources of funding to continue work started, and launch new projects to keep a CO running and address IOM's diversified mandate and activities.

As mentioned, IOM has a strong humanitarian focus. Some interviewees argued that responses to disasters are the same, regardless of the cause of the disaster, so MECC's Thematic relevance is not so high in practical terms. On the other hand, others stressed how preventing or responding to environmental disasters requires IOM staff to work with different government partners such as the ministry of environment; and voluntary return of migrants to climate affected areas is not possible. Thus, the practical aspects are different.

Although projects are required to inform policy, operations will provide information towards policy formation only if there is time for knowledge management, reflection and use of a centralised system for a normative culture. Overt policy support and advice on migration, which is often viewed as sensitive is less to the fore than comparative UN policy work. Two interviewees stressed how IOM tends to be inconspicuous or overt with policy advice to Member States. Some Member States and some IOM senior management mentioned that IOM requires more staff with policy backgrounds, moving away from the culture of valuing emergency and operational work alone. Two new recent structures in place within IOM reflect the New Vision (2019-2023) and the IOM MOPAN assessment:

¹⁸ IOM's Constitution provides a framework for the purposes, functions, legal status, finance, membership and other issues necessary for the functioning of the Organization.

¹⁹ In contrast UNHCR serves as the 'guardian' of the 1951 Refugee Convention, which define legal obligations of States to protect refugees, along with the principle of non-refoulement. See also article by Miriam Cullen (2019) Assistant Professor of Climate and Migration Law at Copenhagen University Faculty of Law [here](#).

²⁰ Staff and office costs associated with implementing a project are charged to projects through a time allocation (similar to activity-based costing). Every activity in IOM is assigned a distinct project code that relates to the way the organization is structured around migration. Subsequently, IOM project managers ensure activities implemented relate to a project plan.

- (i) IOM is placing renewed interest on how operational work can inform policy and provide internal policy guidance. A Policy Hub was established in 2019, to ensure greater understanding of the policy implications of IOM's operational work and experience. The Virtual Policy Hub currently under construction (in the Office of the DG, as a new ODG Unit) will seek to rectify the understanding of IOM policy support.
- (ii) IOM's mandate now relates to supporting the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration (GCM).²¹ The United Nations established a Network on Migration to ensure a coordinated system-wide support to Member States. The Secretariat of the United Nations Network on Migration (a collaborative community of UN entities with a focus on migration) is housed within the IOM DG Office. The UN Network on Migration established a Migration Multi-Partner Trust Fund to support collective action on migration (funds recently awarded to a MECC led consortium of agencies).

4.2.2 Relevance of capacity assessments to address MECC

It is unclear how relevant MECC capacity building efforts are, or whether MECC systematically assesses internal IOM capacities needed to address issues related to human mobility and environment.

Although IOM staff are experts in different aspects of migration, climate change as it concerns human mobility does not come naturally to migration experts. MECC RTSs mentioned the great need to build capacity internally (as well as externally) as the MECC theme is relatively new. IOM staff need to be aware of the linkages and nexus so that they can build capacity of governments and ensure climate and migration are incorporated into their work. It is unclear exactly how MECC assess the internal capacities needed to address issues related to human mobility and environment. Assessing internal capacities appears to be undertaken based on the demand from IOM colleagues and requests for information. IOM staff's capacity does not appear to be systematically assessed or asked to specify areas where they require specific capacity building on climate change and migration. Apart from learning on the job through project formulation, some MECC RTS' organised training for focal points or built capacities via webinars. Not all ROs were able to access funding for training focal points. A related issue is IOM's rotation policy, resulting in focal points who were trained, moving to other location.

4.2.3 Relevance to beneficiaries' needs

There are many opportunities to ensure MECC activities are of relevance to beneficiaries needs, while examples were provided, it is unclear how systematic IOM is in ensuring activities remain relevant to beneficiaries.

When there is a focus on migration in the context of climate change, many acknowledge that this gives a human face to the climate change debate.²² In many cases, migrants themselves are the ultimate beneficiaries of MECC activities. However, Member States and regional bodies can also be considered as beneficiaries. Some interviewees when asked 'who their beneficiaries are' stated depending on the objectives of a project, it could be either. In this section we focus on migrants.²³ Figure 4 demonstrates that most IOM respondents to the survey said that the work IOM is doing on MECC is very relevant or somewhat relevant to migrants themselves.²⁴

²¹ The GCM contains principles/suggestions and is a roadmap rather than holding international legal instrument weight.

²² IOM Outlook on Migration, Environment and Climate Change, 2014

²³ If working on labour mobility in response to environment or climate, migrants are beneficiaries. If a project is supporting regional policy on migration, evidently the government is the key stakeholder, although migrants themselves are the ultimate beneficiaries. In some regions the MECC focus is more on policy research, and capacity building of government. Migrants themselves are considered secondary beneficiaries.

²⁴ One of the quadrants in Figure 3 contains the same information, but it is presented in a different format here.

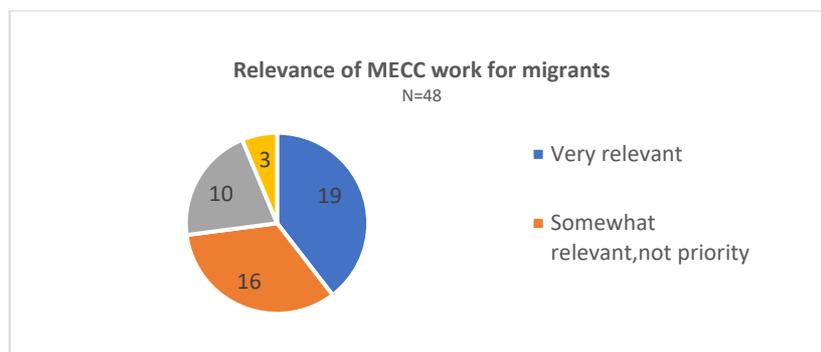


Figure 4: IOM's staff view of relevance of MECC's work to migrants themselves

Respondents identified the following sources in equal measure as informing their understanding of migrants' needs related to climate change and environmental impacts; using feedback from previous projects; consulting with partners in civil society on MECC; conducting a needs assessment to identify priority needs of migrants; and using environmental data to inform projects/initiatives (including from governments). However, using materials produced by MECC specialists was by far the most common means (most frequently mentioned) to better understand migrants needs related to climate change and environmental impacts. This would imply that projects rely on secondary data.

It was noted in interviews that few projects in the international migration arena actually placed migrants at the centre of discussions, apart from reports where migrants tell their stories. It is often unclear to those outside IOM, which migrants can be consulted and from where - for example from migrant rights centres; in city locations where migrants congregate; diaspora organizations; or populations at risk due to slow onset of climate change. Moreover, there is a tendency to focus more attention on international migrants rather than internal movements of people, and a tendency to discuss either refugees, or economic migrants (labour rights of migrants) with environmental migrants somewhere in-between (part of forced migration that is not driven by war, not covered under the 1951 Refugee Convention, not exactly or always voluntary migrants, but something in-between voluntary and forced). The 2030 Agenda requests a focus on those left behind, which is often migrants, whether trapped, on the move or in destination countries. Few linkages to civil society groups were noted during the evaluation nor mentioned in interviews. Finally, suggestions for better reaching migrants included more qualitative research (focus group discussions), reaching through institutions where migrants obtain services or supports (food, employment centres, health care centres), media and working through diaspora groups and civil society groups. Box 2 below outlines findings on setting up MECC activities that are relevant to migrants needs.

Box 2: MECC and IOM - activities are relevant to migrants needs?

- The MECC Division are up to date with the latest research on MECC related areas and are linked to those who conduct research that focuses on the needs of beneficiaries.
- IOM has taken beneficiary needs very seriously in some projects, with examples given in evaluation interviews. IOM require beneficiaries to identify where the environmental problem is with respect to land, water management or deforestation issues, so a project can plan to mitigate against this risk. Thus beneficiary involvement was noted as needed before formulating a proposal, but it is unclear if this occurs systematically. In West Africa beneficiaries of a MECC agricultural projects are returnees. It is unclear whether this project was designed based on beneficiaries' needs. In Ghana, in-depth conversations took place with local stakeholders and organised training for farmers to make their own pesticides. Green remittances' initiatives focus on beneficiaries. For example, in Central Asia and Central American a MECC perspective was included in remittances programmes.

4.2.4 Relevance to gender and human rights

Emphatically over half of IOM survey respondents affirmed that they included gender dimensions and human rights-based approaches in projects related to the MECC nexus. Almost a further 25 percent said that both these approaches are included to some extent. Yet over 25 percent also said no, these approaches are not implemented. With regard to accountability to affected populations, more gave a negative response (12 out of 41) than gender and human rights-based approaches, but the balance of responses were affirmative (17 out of 41) or to some extent (9 out of 41). The MECC Thematic may have to strive further to ensure some cross-cutting issues are taken into account by all. These survey responses are not necessarily related to the MECC Division also, as 10 comments indicating their CO does not have any MECC projects, thus these survey results are likely to reflect wider adherence within IOM beyond MECC. Secondary sources revealed that IOM and MECC are working hard to ensure human rights are included in overall work as outlined in Box 3 below.

Interviews and survey responses revealed that generally human rights could be mainstreamed more throughout IOM and MECC's work. At the regional level, more examples of human rights and protection of rights issues are taking place. For example, humanitarian visas in response to people fleeing disasters, or certain categories of migrants being allowed into South Africa. Human rights-based approaches were noted as very strong in one programme in particular in the Pacific Region,²⁵ which has an outcome to be developed under a regional human rights framework.²⁶ OHCHR is one the partners and they provide guidance to ensure that the programme is aligned with international human rights law. ILO is also a partner, and they too try to ensure alignment with the ILO conventions related to migration.

Earlier IOM work on environment also emphasised human rights. The 2011 International Dialogue on Migration focused attention specifically to legal and human rights-based approaches in the context of climate change, environmental degradation and migration. IOM through the MECC Division has provided comments, observations and statements on human rights, displacement and climate change including to the Human Rights Council, the International Law Commission, the UN General Assembly. Box 3 provides details on MECC inputs to Human Rights instruments, including resolutions passed at the UN Human Rights Council to guide States in resolving some of the challenges created by the impacts of climate change.

Except for staff working on humanitarian issues, accountability to Affected Populations (AAP) is not as well-known according to an interviewee in MECC. According to one RTS, the focus on AAP or human rights very much depends on the background of staff. Theoretically, rights are taken into account, but in the field, staff do not always have full knowledge of guidance or tools.

Box 3: Human Rights, IOM and the MECC Thematic

IOM states that it is committed to, and working under, the principles enshrined in the IOM Constitution and in the UN Charter, and upholding human rights for all.²⁷ Principled humanitarian action is also an organization-wide commitment. IOM encourages the full use of all already existing bodies of laws and instruments both hard and soft law in humanitarian, human rights and refugee law, instruments on internal displacement, disaster management, legal migration and others. States of origin bear the primary responsibilities for their citizens' protection and should therefore be encouraged to apply human rights-based approaches for their citizens migrating because of environmental or climate drivers.²⁸ The IOM handbook for projects contains guidelines for

²⁵ Enhancing protection and empowerment of migrants and communities affected by climate change and disasters in the Pacific region is linked to the United Nations Pacific Strategy 2018 – 2022 or PCCMHS

²⁶ Outcome 6 – People in the Pacific effectively enjoy strengthened legal framework and institutions that deliver human rights protection in accordance with international commitments under relevant treaties and Universal Periodic Review.

²⁷ IOM Snapshot, 2019: Respect for the rights, dignity and well-being of migrants remains paramount.

²⁸ UNSDG Blog 6 July 2019, "Let's Talk about Climate Migrants, not Climate Refugees" [here](#)

gender and human rights.²⁹ In PRIMA there is a checklist where a project must also be linked to the SDGs, IOM's strategic vision, the MiGOF and so on. Whether IOM has other human rights-based guidance for programming is not clear. Although the MOPAN 2016/17 Report on IOM said that IOM prioritizes migration governance, human rights and to some extent protection in its operational activity, interviews indicated that relative to other UN agencies (e.g., UNHCR, ILO, UNDP), IOM has not received a normative mandate from its Member States for a strong promotion of rights-based approaches in implementation. Interviewees stressed that staff do not seem fluent in UN principles on human rights. Others said IOM are improving in this area. During the evaluation there was little discussion on social protection for environmental migrants and IOM does not appear to be engaged in international networks in this area.³⁰

The condition imposed by IOM Member States that IOM is not a normative organization was again underlined at the 106th Session of the Council in 2015, with the commitment to maintaining IOM's rapid response capacity and ensure that it did not become a normative agency.³¹ Member States are content that IOM is non-normative, but still want IOM to be 'norm based' (i.e., have a human rights-based approach). Nevertheless, since 2015 operational and institutional contexts have changed for IOM, including joining the UN, the Global Compact on Migration (GCM) and hosting the secretariat for the UN Network on Migration.³² The GCM is intended to address all aspects of international migration, including the humanitarian, developmental, human rights-related and other aspects. IOM's work reflects the GCM (that is indeed supposed to be right based) and reflects the protection agenda of the Platform on Disaster Displacement (PDD).

Turning to the MECC Division, a [webpage](#) entitled *Human Rights-Based Approaches to MECC* was noted. The rights to life, shelter, food, water and self-determination are particularly relevant in the context of climate change, environmental degradation and migration. In theory MECC emphasises a human rights framework as an instrumental lens to look at the issue of human mobility in the context of climate change, putting the interests of people - both migrants and the communities - at the centre, when defining State actions at both the national and the multilateral levels. MECC's training manual *Migration, Environment and Climate Change: Training Manual (Facilitators' Guide)* contains a section on human rights.

The MECC Thematic should continue to ensure the implementation of recommendations from the mid-term evaluation of IOM's Gender Equality Policy.

IOM is reviewing the implementation of the recommendations stemming from a 2017 review of IOM's gender equality policy. IOM acknowledged the strong links between gender and migration and in 1995, endorsed the Staff and Programme Policies on Gender Issues. The MECC team has been ensuring a focus on gender from the start, for example a MECC Outlook in 2014 focused on gender.³³ The IOM submission on climate change, migration and gender to the UNFCCC in September 2019 provides good information on how vulnerability to climate and environmental stressors is also shaped by gender roles and responsibilities, and decision to migrate as well as experiences after migrating. This submission includes some lessons learned in the field. The review of the MECC projects funded by the IOM Development Fund between 2013-2018 stated that all projects have incorporated gender mainstreaming in project design. It would be interesting to also document any learnings from projects on integrating gender. All IOM projects have a gender marker on a scale of 1 to 3, with three being the highest. Currently only 4 MECC projects were noted to have a marker of 1, which does not seem to be a strong indicator of attention to gender.

²⁹ Annex 2.4 Guiding Questions for Incorporating Cross-Cutting Themes into the Proposals Development Phase.

³⁰ For example, engaged in [socialprotection.org](#). Nevertheless, a paper by IOM on Social Protection was noted as one of 26 papers forming part of the IOM Migration Research Leaders Syndicate's contribution toward the GCM. Social protection is also covered in the 2019 IOM Handbook on protection and assistance for migrants. A specific project in Serbia was noted.

³¹ Council 106th session report para 204: regarding IOM's relationship with the UN, the DG agreed that IOM had access to all discussions and forums on migration, whether inside or outside the UN system. He was committed to protecting IOM's institutional capacity, maintaining its rapid response capacity and ensuring that it did not become a normative agency.

³² For example, in carrying out its mandate, the UN Network on Migration is expected to prioritize the rights and well-being of migrants and their communities of destination, origin, and transit. Link to webpage [Here](#)

³³ Brief 13 - A Gender Approach to Environmental Migration.

According to one interviewee, project managers are trying to genuinely include gender dimensions in their projects. Some MECC RTS' have a very strong gender background, which is also helpful for knowledge on how to mainstream climate and the environment into other processes, and this is reflected in project proposals. Another RTS outlined how Peru has a plan of action on climate and gender, where both issues are linked. This region will jointly publish with ECLAC research on gender dimensions of disaster risk reduction in the Caribbean. Member States are also pushing IOM to focus more on gender.

It was noted during the desk review that MECC's training manual *Migration, Environment and Climate Change: Training Manual (Facilitators' Guide)* requires updating regarding the focus on gender. Since the Lima Programme of Action on Gender in 2014 (under the UNFCCC) there is a much stronger focus on women as agents of change, empowerment and so forth. The rights of migrant female workers is also a specific concern in some regions, for example the garment industry in South East Asia, floriculture in the Rift Valley of Ethiopia, and the large numbers of female migrant workers in South Western China.

In line with IOM's commitment to prevent sexual exploitation and abuse (SEA), the Gender Coordination Unit is also responsible for promoting awareness and prevention of SEA among all IOM staff. A strong focus on the global roll-out of prevention of SEA training packages for IOM staff and implementing partners was noted.

Relevance: summary of findings

There is a growing interest in migration as a result of environmental factors and climate change. MECC activities including policies, strategies, and actions are very relevant to IOM's mandate and the MECC's Thematic area is growing in relevance within and outside IOM, with partners and Member States clearly highlighted the relevance of the MECC Thematic. IOM itself encourages the full use of all existing bodies of laws and instruments, both hard and soft law (humanitarian, human rights and refugee law, instruments on internal displacement, disaster management, legal migration and others).

Thus, IOM is suited to support Member States to tackle the migration and climate change nexus, because of its' broad range of expertise across the migration spectrum, from disaster preparedness to returning migrants. The inclusion of cross-cutting themes of gender, AAP and human rights-based approaches are evident in MECC documents and reports. In the field, whether MECC properly includes gender and human rights approaches in their day-to-day climate related work depends on individuals implementing projects. Bringing climate and environment into migration work assumes a strong awareness and application of human rights-based interventions. Most MECC staff appear to have a genuine interest in gender issues (linked to the IOM gender equality policy), and when projects come for review, they try to include gender dimensions systematically. This approach helps to ensure activities remain relevant to beneficiaries, migrant men and women.

4.3 Effectiveness

The first performance assessment of IOM by the Multilateral Organization Performance Assessment Network (MOPAN) in 2017-18 identified three strengths: IOM provides strong operational relevance and delivers results for migration governance with a strong field presence, working in close co-ordination with country level stakeholders; IOM is agile and responsive because of its decentralized structure, also valued by partners; and has a strong ethos of partnership. Four major areas for improvement were highlighted:

1. A 'refreshed' strategic vision.
2. Reform of IOM's operating model and financial framework to meet the demands of IOM's changed global role and for greater institutional co-ordination and coherence.
3. IOM's performance management systems required a better results system.
4. IOM needs more systematic mainstreaming of gender equality and of environmental sustainability and climate change (seen as an emerging agenda).

In relation to point 4 above, MOPAN found that the approach to environmental sustainability and climate change was conceptually mature, divided into environmental change, as it affects migration patterns, and organizational environmental sustainability. However, financial resources were found to be very limited. Greater attention to ensuring both climate and gender issues were embedding in operational activity was stressed. The other areas earmarked for improvement were found to also have an effect on the effectiveness of the emerging MECC agenda, in particular, IOM's operating and financing model. This section outlines whether the MECC Thematic is achieving its objectives and expected results. Using MECC's ten pillars of strategic engagement this section presents an assessment of how effective MECC is using them towards its broad objectives.

4.3.1 MECC effectiveness for IOM's mandate and three MECC objectives

The MECC Thematic is making steady progress towards the strategic results expected, with less progress noted for results that improve responses on the ground.

The MECC Division has developed its programme of work to address IOM's mandate on migration and has progressively made progress towards IOM's broad MECC objectives (as outlined in Table 6 below).³⁴

Table 6: Effectiveness in addressing IOM's mandate

IOM objectives with regard to MECC	Strategic results expected	How effective is the MECC Thematic
1) To minimize forced and unmanaged migration as much as possible in the context of climate change and environmental degradation.	Governments and authorities are empowered, policymakers' and practitioners' capacities are enhanced to address complex migration, environment and climate matters.	<ul style="list-style-type: none"> • MECC are making progress on bringing the MECC agenda forward, providing advice, guidance and evidence upon request to policymakers and practitioners. Briefings for Member States were noted to be particularly effective for delegates attending migration and/or climate events. • Capacity building has taken place for government (at least 21 workshops up to 2019, with many webinars in 2020/21, see Annex 7), but more is needed. • Relative to other Thematic areas, a small team is making efforts to reach authorities, policymakers and practitioners in countries via events related to migration in some regions. For example, climate change and migration is subject of a forthcoming International Dialogue on Migration, with IOM MECC presenting. This demonstrates confidence and professionalism in MECC's approach to inform policymakers.
2) Where forced migration does occur in the context of climate change and environmental degradation, to ensure assistance and protection for those affected and to seek durable solutions	Responses to support migrants and vulnerable communities are enabled and improved.	<ul style="list-style-type: none"> • Given current resources, MECC's approach to work in partnership with bodies such as the PDD, IGAD, Regional Forums, groups of states (Pacific Island Forum), is the best strategy at the moment to develop responses for migrants. MECC considers that reaching different sections of government (not traditionally IOM partners) are important in this

³⁴ Note that the Theory of Change developed for this evaluation (4.1 above), suggested that two results are outputs, and that one result (responses to migrants and vulnerable communities) could be viewed as an outcome (with impacts).

		<p>regard. More linkages with groups that represent migrants may be desirable.</p> <ul style="list-style-type: none"> • Project operations on the MECC theme are taking off now, with funding and human resources still scarce. Some specific MECC projects that support migrations or vulnerable communities were noted. However, the need for the integration of MECC in more operations in work on the ground was noted by many in the IOM survey respondents and amongst interviewees.
3) To facilitate the role of migration as an adaptation strategy to climate change.	Human mobility matters are integrated in key policy areas dealing with climate, environment and land.	<ul style="list-style-type: none"> • There has been a strong focus in IOM's MECC Thematic to integrate human mobility in policy areas dealing with climate (UNFCCC) and land (UNCCD). MECC has been successful in placing this issue on the international agenda. • Translation to the field is required. Some projects have already taken place (e.g., with UNCCD(or are ongoing (e.g., PCCMHS).

4.3.2 Effectiveness in strategic engagement, systems and strategies put in place

The MECC Thematic has largely been effective in using most of the pillars of strategic engagement to reach its three objectives.

Delving into MECC's ten pillars of engagement which provide a framework for MECC's strategic engagement and activities, MECC's effectiveness in addressing each pillar is summarised in Table 7 below. Evaluation findings with regard to the effectiveness of engagement against these pillars are subsequently outlined, unless where covered under other sections of this evaluation report.

Table 7: MECC's effectiveness against MECC's ten pillars of strategic engagement

MECCs Ten Pillars of engagement	How effective is MECC in addressing this pillar	Summary of points noted during evaluation
1. Build Member States ownership, engagement and support	Effective with some Member States.	<ul style="list-style-type: none"> • Member States are now coming to IOM indicating they require support. • Informal information sharing sessions were mentioned by some Member States as particularly useful and important. • Building ownerships and engagement requires a system in place to share information and obtain feedback, otherwise it takes too much MECC resources to work with individual Member States on an ad-hoc basis.
2. Influence key policy processes	Extremely effective at the international level, not yet effective at country level. Somewhat effective in some regions and building momentum.	<ul style="list-style-type: none"> • Influencing international policies has been extremely well done by MECC and is allowing others have a 'hook' on which to lobby for funding or justify investment. Such work has also generated increasing interest in the theme outside IOM. • The MECC Division has concentrated on influencing and providing direction or inputs into <u>key global policy</u> processes on migration. This work required a solid evidence base, which MECC is providing. • MECC is effectively influencing global policy processes in climate related areas while also engaging at <u>regional level</u>. • More work is required at <u>national level</u> to influence key national climate processes notably the NAP and NDC process, as well as including MECC elements in migration policy and national disaster plans.

		<ul style="list-style-type: none"> • IOM is building a strong policy focus through the emerging Policy Hub. MECC could potentially be more effective in their outreach via this Hub.
3. Contribute to knowledge base and build the evidence	Very effective in initiating a focus on building the knowledge base and evidence	<ul style="list-style-type: none"> • This pillar was extremely important for earlier work to generate evidence to build the case for a MECC focus. The EU funded <i>MECLEP</i> project was instrumental in this regard. MECC has worked with other sections of IOM and external research partners to initiate research on the MECC nexus. MECC is very effective at linking to academics and research institution and other partners who generate knowledge. • Leveraging off such collaboration with other institutions, platforms, academics to contribute to the knowledge base and building the evidence should continue to be effective moving forward. • The MECC Portal contains a lot of information and was considered by many interviewed to be 'the place' to go for information on the MECC nexus. • MECC RTS are striving to build knowledge on initiatives they are working on in the regions. Some good examples were found of tracking processes and using SharePoint to share knowledge.
4. Develop and share institutional positioning	Somewhat effective within IOM, very effective for some international climate policy processes.	<ul style="list-style-type: none"> • IOM and MECC are ensuring that climate and migration are becoming accepted as two topics that should be tackled together. • The MECC Environmental Portal highlights IOM's institutional position on MECC. • The forthcoming MECC strategy is important for clarifying IOM's position on the migration, environment and climate change nexus.
5. Support IOM offices to develop activities and expand donor base	Somewhat effective and starting to develop activities in the regions and also from headquarters. Getting more effective in attempts to expand the donor base, but a slow process.	<ul style="list-style-type: none"> • Providing support to country offices is important to the overall MECC Thematic area and the responsibility of the five existing RTS' through their networks of MECC focal points, through their support to the Chief of Missions as well as support from the MECC Division. • MECC is working very hard to expand their donor base, preparing many concept notes and submitting them for funding.
6. Build and consolidate strategic partnerships	Extremely effective in building partnerships with international global level entities. Somewhat effective in building partnerships within IOM itself. Not yet effective in country level.	<ul style="list-style-type: none"> • MECC is very effective at developing and maintaining new partnerships at the international level, bringing many new non-traditional partners to IOM. • IOM should now be able to engage in non-traditional partners at the country level and work with those focused on climate change, including within UNCTs.
7. Enhance policy makers and practitioners' capacities	Effective given the resources available but a lot more to do.	<ul style="list-style-type: none"> • IOM/MECC's Migration, Environment and Climate Change Training Manual has been effectively used as a basis for building capacities. • Building capacities is important to MECC's way of working, but difficult for MECC staff to reach out to all who require capacity building. More support from IOM Human Resources may be helpful. The MECC RTS in the EoHA office is developing on-line training materials which will help reach more staff. • Jointly developing concept notes with government counterparts and UNCT members has built capacities, and awareness of IOM COs and partners. For example in the South-Eastern Europe, Eastern Europe and Central Asia region.

8. Produce communication tools and innovative products	Somewhat effective but there should be more targeted dissemination of tools and products.	<ul style="list-style-type: none"> • The IOM MECC Division has a detailed Communication Strategy, with clear objectives, along with six-monthly workplans. MECC has a very active high social media profile; has co-led two communication and fundraising campaigns; engages at relevant global climate and environmental events; and produces press releases and briefings. MECC innovatively engages with artists for photography and visual art work on MECC themes. • The MECC Environmental Migration Portal provides up-to-date information on key policy processes and developments, capacity building efforts, research and publications, and operational projects addressing the MECC Nexus. • More guidance on the range of tools and products available in the MECC Division might be helpful.
9. Enhance staff expertise and support staff development	Not effective yet.	<ul style="list-style-type: none"> • Induction on MECC issues in IOM are not compulsory. Some information is covered in the non-compulsory course “<i>Better Migration Management</i>”, which has just been updated. • More capacity building for non-MECC specialised IOM staff is required on the MECC nexus. • MECC does not have adequate resources (financial and human) to enhance the expertise and support IOM staff development, and this task should be integrated into human resources work. • Regarding MECC staff development, many are appointed at a lower level which does not represent their skills and qualifications.
10. Build IOM’s environmental sustainability policy and programme of work	Extremely effective.	<ul style="list-style-type: none"> • Environmental sustainability is an important area of work, not only for MECC, but for the entire IOM as part of the UN system. • Currently this work is being undertaken by a small team, led by the Environmental Sustainability Programme (ESP) Officer and temporary part-time staff. • The ESP is very effective but would benefit from more resources to be able to achieve IOM’s sustainability vision worldwide. • Building IOM’s effectiveness in ESP should not necessarily provide a framework for MECC’s activities, but rather should be undertaken in parallel. • Consider where is best to place the ESP within IOM (e.g., under the Office of the DG) to avoid confusion with substantive areas of technical work.

Pillar 1. Build Member States ownership, engagement and support

Many Member States are interested in the MECC Thematic and are approaching IOM headquarters for support on MECC issues. IOM Regional and Country Offices have a role to ensure that more interest in the Thematic originates from their geographic locations.

Member States ownership and engagement is demonstrated via questions and comments at the IOM Council Sessions in Geneva, and the numbers of Member States that attend briefings by MECC at Headquarters or at inter-governmental platforms. MECC has ensured that many Member States are aware of the link between climate and migration when negotiating text during certain international fora. The team are very effective at briefing Member States. The MECC Thematic must concentrate on building Member States interest from COs, so that they feel they are shaping the MECC institutional policy and are part of something bigger.

Pillar 2. Influence key policy processes

The MECC Division provides IOM with an excellent example of effectiveness in influencing international policy.

The international policy side of MECC appears to be advancing well. The IOM MECC Division was part of a movement to bring migration into global climate and displacement discussions and now IOM is considered one of the most important agencies in this regard. ‘Incredible work’ was how two interviewees described the MECC Division’s work in this regard. The focus at global level leans more towards migration, and displacement linked to disasters, compared to other aspects of the migration continuum such as the focus on transit, destination and return. For global and regional policy work, MECC Division staff also reach out to the RTs. Annex 4 contains details of MECC’s effectiveness at the global level. Section 4.4.2 examines the impact of this work.

Stakeholders outside IOM reported that MECC have been effective in getting migration and climate change into the GCM, the CoPs, and have ensured there is reference to human mobility in different climate related frameworks. The Cancun Adaptation Framework under the UNFCCC,³⁵ and subsequent UNFCCC action have brought displacement onto the international climate agenda. Parties to the UNFCCC formally recognising how impacts of climate change are affecting patterns of migration, displacement and human mobility. Table 8 provides a summary chronology of the MECC Division’s engagement in international policy with milestones noted.

Table 8 Milestones on migration, environment and climate focus

Year	Milestone
1992	<ul style="list-style-type: none">• UNFCCC adopted at the UN Conference on Environment and Development (Earth Summit)
2005	<ul style="list-style-type: none">• The Hyogo Framework for Action (2005-2015) adopted to address disaster risk reduction.
2007	<ul style="list-style-type: none">• Under the International Dialogues on Migration (IDM), an expert seminar on Migration and the Environment was held in Thailand in collaboration with the United Nations Population Fund (UNFPA).³⁶
	<ul style="list-style-type: none">• IOM Member States formally requested the IOM to work on migration, environment and climate change and to report regularly to its governing bodies.
	<ul style="list-style-type: none">• The IPCC 2007 report provided examples of possible impacts of climate change due to changes in extreme weather and climate events, based on projections to the mid- to late 21st century and identified amongst other areas, the likelihood of migration as one of the projected impacts in areas affected by drought and intense tropical cyclone activity increases. From then, migration as a projected impact in societies because of a climate related phenomenon or trend expanded.
2008	<ul style="list-style-type: none">• IOM began to actively engage in the UNFCCC process.
2010	<ul style="list-style-type: none">• With UNHRC, IOM worked toward including language in UNFCCC documents and attended the Conference of Parties.
2011	<ul style="list-style-type: none">• Climate change, environmental degradation and migration was a theme of IOM’s international dialogue on migration.³⁷ A workshop identified some areas in which governments and institutions would need to reinforce their capacities to manage the interactions between climate change and environmental degradation and human mobility.³⁸

³⁵ The CUNCUN Framework called for countries to take “measures to enhance understanding, coordination and cooperation with regard to climate change induced displacement, migration and planned relocation, where appropriate, at national, regional and international levels”.

³⁶ Discussions at this seminar focused on definitional issues; the impact of gradual and also extreme environmental change on migration; migration’s effects on the environment; potential conflicts; the need to improve data and research for possible policy responses. [Final Report](#).

³⁷ [Final Report](#).

³⁸ At this time, the workshop was framed by the notion that a comprehensive approach to managing environmental migration would aim to minimize to the extent possible forced migration resulting from environmental factors; where forced migration does occur, to ensure assistance and protection for those affected and seek durable solutions to their situation; and, lastly, to facilitate the role of migration as an adaptation strategy to climate change. Main messages included highlighting that there are no simple causal relationships; empirical evidence is thin; definitions are difficult, and the term ‘environmental/climate change refugee’ should be avoided due to the meaning of ‘refugee’ in international law. The importance of preparing for internal migration (urbanization) was underlined. Also, it was acknowledged that migration can be both a challenge and a solution, as those most vulnerable are often unable to move. The way forward at this time was presented in three main areas of capacities: building knowledge and improving data collection; strengthening policy, institutional, administrative and legal frameworks; and reinforcing operational and technical capacities.

2012	<ul style="list-style-type: none"> • The Nansen Initiative began - a state-led process to build consensus on a Protection Agenda addressing the needs of people displaced across borders in the context of disasters and climate change.
2012 onwards	<ul style="list-style-type: none"> • IOM began providing further evidence from field operations and began to forge deeper linkages with researchers. The UN Institute for Environment and Human Security (UNU-EHS) Summer Academies of the Munich Re Foundation generated broad research interest in MECC. IOM made connections between climate related phenomenon and migration by establishing and building research partnerships, which would gradually build relevance and recognition.
2014 onwards	<ul style="list-style-type: none"> • Since 2014, the MECC Division has engaged with the UNCCD secretariat and brought migration expertise in their CoP discussions
2015	<ul style="list-style-type: none"> • The Sendai Framework for Disaster Risk Reduction (2015-2030) was adopted by UN Member States and endorsed by UN General Assembly. • The Nansen Initiative Protection Agenda was endorsed by more than 100 governmental delegations • The Paris Agreement on Climate Change (A Treaty) adopted by 196 Parties at COP 21
2014-2015	<ul style="list-style-type: none"> • Member States had requested IOM to enhance the visibility and scope of its environment and climate change action, leading to the establishment of the dedicated Migration, Environment and Climate Change Division (MECC) within the Department of Migration Management (DMM).
2016	<ul style="list-style-type: none"> • Loss and damage pertaining to migration, displacement and human mobility was the focus of the 2016 technical meeting organised by IOM with the UNFCCC Executive Committee (ExCom) of the Warsaw International Mechanism (WIM) in the context of climate change.
2017-2018	<ul style="list-style-type: none"> • IOM/MECC supported appropriate reference to environment and climate change in the Global Compact for Migration. More recognition that IOM should work on policy emerged, as IOM began working with the Global Compact for Migration (GCM).
2017	<ul style="list-style-type: none"> • In 2017, IOM joined the Task Force on Displacement established under the WIM ExCom. Within this capacity, IOM is leading several Task Force activities relating to policy, praxis, and research.
2018 (May)	<ul style="list-style-type: none"> • In collaboration with the PDD and on behalf of the WIM ExCom, IOM organized the Task Force on Displacement Stakeholder Meeting, <i>“Recommendations for integrated approaches to avert, minimize and address displacement related to the adverse impacts of climate change.”</i>

The focus on migration and climate in international policy processes needs to be further translated to national policy processes.

Within the UN family, national programmes via UNCTs are working within the UN Sustainable Development Cooperation Framework (UNSDCF) supporting the SDGs.³⁹ There are opportunities for a more sustained focus on migration and climate linked to the SDGs. The *Labour Mobility and Human Development Division of IOM* has prepared a practical guide that emphasises how migration is a mechanism that can contribute to the achievement of all goals.⁴⁰ MECC is now beginning to draw on their field projects, which will improve the authenticity of their policy work, particularly when engaging in *Issue Based Coalitions (IBCs)* or *UN Country Teams (UNCTs)* or engaging in regional policy. According to a stakeholder outside IOM, for climate related work, IOM should be focused on prevention, preparedness and protection with host governments ensuring they are included in national adaptation planning (NAPs) and Nationally Determined Contributions (NDCs) as they relate to migration. IOM is currently not substantively doing this, as work in countries is project based, rather than policy oriented. IOM could focus more on advising and encouraging governments in these policy domains.

Pillar 3. Contribute to knowledge base and build the evidence

Data and evidence are essential for work on the MECC Thematic, and MECC has developed excellent linkages to the research community on climate change and migration.

Policy makers and negotiators require numbers, statistics and evidence. Policy makers also wish to know the impacts for their country (be it impacts from external migration or internally displaced or immigration). Of importance also are the implications of movement from rural areas to cities.

³⁹ With one SDG directly on migration governance (10.7), other goals contain several targets that directly reference migration. SDGs 13 specifically relates to climate change, which if addressed among others will help prevent the number of crises and disasters in the future, thus reducing the displacement.

⁴⁰ IOM (2018) Migration and the 2030 Agenda: A Guide for Practitioners. Available [here](#)

Interviews revealed that policy makers and negotiators appreciate discussion on what they can do in terms of policies and programmes to respond to migration provided by IOM.

MECC's partnerships and ability to network with many researchers all over the world are significant to develop solid baselines and match vulnerability maps with areas more at risk of migration. The number of publications (770) on various topics related to MECC's theme demonstrates outputs, including from both quantitative and qualitative data, project reports, research publications, and contribution to external publications.⁴¹ IOM/MECC are careful that migration data is not extrapolated beyond evidence for exaggerated effect. The research focused project, MECLEP was considered significant, as it was the first of its kind that had a solid research element. There is potential within IOM to strengthen research to inform actual projects. Many COs track the number of people on the move through questionnaires asking why they are moving. Because different drivers of migration intersect, it is difficult to pull out the climate change development nexus. One interviewee suggests there are a lot more projects that have a climate component, but MECC are not aware of them because of the way migration data is analysed. The migration profile of the country sets the stage and some reported that more evidence and facts are required for a focus on MECC. This information is required by UNCTs prior to feeding into the UNSDCF.

A broader challenge within IOM is that they do not yet have a fully operational knowledge management system to draw lessons from operational work; this organizational issue affects how the MECC Thematic functions.

IOM is in a good position to integrate feedback from operations into policy advice. How IOM functions with turn-over of staff, short project timeframes and little time for reflection on what worked, presents problems for knowledge management. IOM's PRIMA is improving the way projects are managed and share information. This also helps with institutional memory given IOM rotation policy. In response to MOPAN's assessment, IOM's Policy Hub was launched in April 2019 and is focusing on improving migration data and policy-related knowledge management.⁴² On the whole, IOM is attempting to 'capture' policy through knowledge management better. This important initiative, the roll-out of IOM's Migration Policy Repository, is a knowledge resource for IOM staff where IOM migration policy-related documents and policy support work are shared.

More specifically, the MECC portal contains a lot of useful information. MECC were one of the pilot units on knowledge management within IOM. The MECC Division together with MECC RTSs have agreed to continue to collect and document lessons learnt quarterly for the purpose of improving project implementation and future programming. RTS in East Africa and South-Eastern Europe, Eastern Europe and Central Asia region are putting in place systems to learn lessons and highlight good practices. It is important that such processes ensure there is reporting on impact, rather than reporting on a process or outputs. Within regions, building knowledge on the MECC theme was also noted. The RTS from Europe and Central Asia outlined how *SharePoint* is ensuring IOM colleagues file and share information accordingly.⁴³

Box 4: Sharing lessons on data use and evidence

A recent occasion to share and highlight good practices was held in November 2020, with a webinar on data and research on human mobility in the context of disasters, climate change and environmental degradation. This was organized by the Data Knowledge Working Group (DKWG)⁴⁴ of the Platform on Disaster Displacement (PDD)

⁴¹ <https://environmentalmigration.iom.int/iom-publications>

⁴² The objectives of the Policy Hub are to: (a) Act as a catalyst to promote effective collection, analysis and exchange of policy-relevant data and knowledge within IOM and their use in the development of IOM migration policy perspectives and advice; and (b) Facilitate the development of institutional strategic migration policy advice based on knowledge and perspectives from across IOM.

⁴³ Across country missions MECC focal points are asked to outline their contributions, share names of experts in MECC, incorporate MECC literature etc. also enhancing institutional memory given IOM's rotation policy.

⁴⁴ which is co-chaired by IOM and the Internal Displacement Monitoring Centre (IDMC). See [here](#)

and the MECC Division PDD Liaison Officer. Members of the Advisory Committee of the PDD presented their work related to data and knowledge on human mobility in the context of disasters, climate change and environmental degradation. The event gave an opportunity to take stock of progress and achievements. For example, IOM DTM officials spoke about responses (in Vanuatu) and the IOM's Transhumance Track Tool, and another officer spoke about Regional Dialogue to address human mobility and climate change adaptation in the Eastern Caribbean.

Being able to draw more systematically upon what works and what does not work in integrating environment aspects into ongoing IOM projects is helpful for global and regional policy work. As one Member State reported, providing a global perspective to COs is also extremely important, as climate change does not respect borders, and it is good to draw on experiences from elsewhere. Project evaluations can show learnings if evaluation findings for example demonstrate what has been beneficial for migrants themselves, and findings used by management. IOM's OIG/EVA Evaluation Policy⁴⁵ underlines that all project proposals must include an evaluation component or provide an explanation as to why an evaluation is not being included. Yet, as a MECC interviewee stated, it difficult to budget for an evaluation in a short one-year projects.

In the Partner Survey undertaken for this evaluation, one partner recommended to keep improving access to information and data on migration and climate change with clear messages. This partner felt that MECC is producing really valuable information, in particular for vulnerable regions.

Pillar 4. Develop and share institutional positioning

More efforts are required to disseminate a shared institutional position on how IOM works on the MECC nexus.

IOM's institutional positioning on MECC is emerging through presentations, publications and more recently, approaches at regional level. Clearly, IOM/MECC is not attempting to be the specialised agency on environment issues, rather specialise in environment and climate issues as they pertain to migration. Regional strategies were expected to include a MECC Thematic focus as they were being developed. However, an emerging view in non MECC staff interviews is that responses to environment degradation are similar to other emergency responses. Internally and externally, many view IOM primarily as a humanitarian organization, rather than policy focused. The forthcoming MECC strategy will help to share IOM's institutional position on this Thematic area. It is important that this strategy receives strong institutional support (either funding for more staff, or funding for developing capacities MECC linked projects).

Pillar 5. Support IOM offices to develop activities and expand donor base

Expanding the donor base is covered under the Efficiency Section.

The MECC policy dimension is more advanced than the operational side.

The MECC Thematic has been successful in international policy level work, but less effective with regards to supporting the implementation of such policy on the ground, except for more traditional activities such as assistance to populations during disasters. This is related to setting up a new non-traditional IOM Thematic area, where resources are allocated gradually. When eventually hired, MECC RTSs struggled to define new projects as many areas of work could also be seen as part of the transition and recovery portfolio. In the staff survey conducted for this evaluation when asked whether the MECC Thematic area contributors are effective in implementing activities on MECC, slightly more respondents partially agreed than agreed. One comment was that the practical as well as the development aspect is missing; two comments related to limited human resources or IOM not enough MECC focused staff. As indicated in the Efficiency Section of this report, in the past year there have been some good examples of securing funding (e.g., the migration partner trust funds). Regional

⁴⁵ [Evaluation \(iom.int\)](#): IOM's Project Handbook (Module 6) translates evaluation into practice for project managers.

programmes are beginning to help address fragmented projects and encourage initiatives to move beyond a single thematic area, bringing ideas together. Other divisions and units of IOM tend to create a false dichotomy between policy advisory work and project operations, with many IOM staff not considering that a funded initiative can be framed around providing technical policy inputs to national governments.

With existing MECC human resources, it is very challenging to reach out to all Country Offices.

One view coming forward in interviews is that MECC staffing approach is quite headquarters focused. More coordination between Geneva and COs is required via ROs. With only five RTS, it is a difficult job to reach all country offices or generate awareness on MECC. MECC RTS bring good climate change technical knowledge (e.g., an understanding UNFCCs, PDD) and language to IOM staff. However, they are simultaneously developing proposals; implementing projects; whilst also supporting COs in reviewing proposals and reports to ensure the linkage to climate change is there (if relevant). The usefulness of RTSs and their provision of technical support to the Chiefs of Missions was emphasised as particularly important. For example, the importance of being able to allocate time to ensure climate change and migration are included in a regional strategy or similar. MECC RTS' view the increase in MECC project development in their region as a very good indicator of success. Indeed, a measurement of success reported by RTS' is increased participation in country missions in the region and the fact that stakeholders were beginning to see IOM as a key stakeholder in climate related work, asking them to join on interagency proposals.

More broadly, a number of stakeholders outside IOM stated that IOM must ensure their field staff have the core competencies to work on policy related areas such as including migration in national adaptation or national disaster risk reduction planning and other important planning processes. It was noted that IOM should be the Thematic focal point on this topic in a country, similar to a way there are specialised UN agencies on gender or gender experts in-country. Because the MECC theme is comparatively new, missions do not feel as comfortable talking to governments compared to other Thematic migration areas. Clearly non-MECC IOM staff require capacity building on the MECC nexus.

Country offices require more specific guidelines such as how to integrate migration into a climate adaptation policy (NAPs and NDCs) or model guidelines for developing a climate displacement plan, as well as guidance on how to engage with the UNCT/ UNSDCF. Thus, on the ground IOM staff require robust methodologies for this Thematic area and improved skills in developing baselines for operationalising MECC's work.

Pillar 6. Build and consolidate strategic partnerships:

Partnerships are covered under the Coherence Section.

Pillar 7. Enhance policy makers and practitioners' capacities

Working with government and others to identify entry points for addressing MECC is an important part of capacity building work. No systematic analysis is available of training that has taken place.

The MECC website lists at least 21 workshops which took place between 2013 and 2019 (see Annex 7 for a summary). Many of these were regional-based, some focused on disaster displacement, others on improving the climate-migration nexus understanding. Over 586 policymakers and practitioners from 79 countries have been reached. Evidently few workshops could take place during COVID-19 restrictions. At least five of these workshops took place under the MECLEP project inviting policy makers from different countries to come together. The *Migration, Environment and Climate Change: Training Manual (Facilitators' Guide)* developed as part of the EU MECLEP project is used as a basis

for training.⁴⁶ Although some content may have changed, fundamentally MECC interviewees reported the modules to be sound (notwithstanding some earlier points made about gender and working on NAPs/NDCs).⁴⁷ Translation into other languages (French, Spanish, Russian and Azerbaijani) made the materials more accessible.

Many Member States frequently request training, so clearly there is demand. Training is offered when a project is being run and has included capacity building as an activity, or when there is some funding left over. However, a challenge noted by interviewees is that it is left up to the country officers to follow up on any training given by MECC. Another challenge with climate related training is the need to engage ministries of environment in training. Traditionally IOM deals with other ministers on migration related issues. Further points noted in interviews are as follows:

- No systematic review of evaluation forms from training has been undertaken.
- One RTS outlined they adapt the training manual as they use it, and also use resources from the countries attending the training, a way of building ownership (such as national communications, or climate change strategy from the government).
- One interviewee felt that IOM's training tools need to be made more widely available.
- A stakeholder outside IOM felt that more capacity building and training is required for many stakeholders including at the local level.
- Some RTSs outlined how policy consultations help those engaged to further understanding the MECC nexus.
- One member state noted the technical support they got for including displacement, migration and disasters for a Human Rights Resolution. Another member state reported that governments require more information on scenarios and timeframes: for example, what is already happening, a medium-term perspective and what is likely to happen and the estimated number of migrants.

Pillar 8. Produce communication tools and innovative products

Some issues related to communications are also covered in the Impact Section.

MECC has a detailed Communication Strategy and Workplan; is very active on social media; and has a good website and environment portal. Without an operational budget for MECC communications, MECC staff are stretched in this area.

MECC has a detailed Communication Strategy and Workplan with clear communication objectives related to visibility, partnerships, advocacy, fundraising and report back. MECC has a very active and relatively high Social Media profile. MECC has more than 7,000 Twitter followers, is leading 2,000 member groups of interested stakeholders on LinkedIn; has 1,300 Facebook followers; has posted over 50 Instagram stories; has over 90 Blogs including on IOM; and has more than 80 videos in addition to the 180 videos on the MECC Portal. Two IOM communication and fundraising campaigns were co-led by the MECC Division with other sections of IOM.⁴⁸ MECC engages with artists for photography and visual art work on MECC themes. MECC engages at the COP; the Annual World Environment Day, World Water Day and other important events producing press releases, briefings and stories (as well as organising substantive side-events and briefings for delegates and civil society).

⁴⁶ Training of trainers is offered to build capacities required to address issues related to human mobility and the environment.

⁴⁷ The materials cover slow onset events, rapid disasters, data on policy frameworks, legal issues. Between 2013-2019, IOM launched a series of capacity-building trainings targeting mid to senior level policymakers and practitioners active in environmental and/or migration areas. The trainings sought to provide participants with a basic understanding of MECC concepts and terminology as well as tools that can support policymaking processes. Trainings also sought to facilitate exchange and discussion amongst policymakers/ practitioners. Annex 7 contains details of workshops.

⁴⁸ (i) [Find a Way](#) (English and Spanish) (ii) [Do The Right Thing](#)

An operational budget would for example, allow staff to travel to collect stories, contract and work with graphic designers and build further social media campaigns.

The MECC Division has set up an Environment Migration Portal on the IOM website with over 770 publications. This serves as a knowledge platform on issues related to climate and people on the move. The Portal has a dedicated policy section, a section on IOM MECC projects, and links to videos and the Environmental Migration Newsletter. Many interviewees commented on the range and quality of the MECC website, noting that it is updated regularly. In addition MECC has a page on the IOM website and sharepoint.⁴⁹

Member States appreciate the substantive case studies on the environment portal; others were able to find information quickly to prepare further briefs for their colleagues. In fact, it was noted that the MECC Portal was much easier to use in comparison to the UNFCCC website. An independent specialized review of the website was conducted during this evaluation (see Annex 5) and it was found to be professional and easy to navigate. Many interviewees outside IOM said that this Portal is the ‘go-to’ website for information on the migration, environment climate change nexus. Figures 5 & 6 on the next page outline the steady increase in traffic to the website.

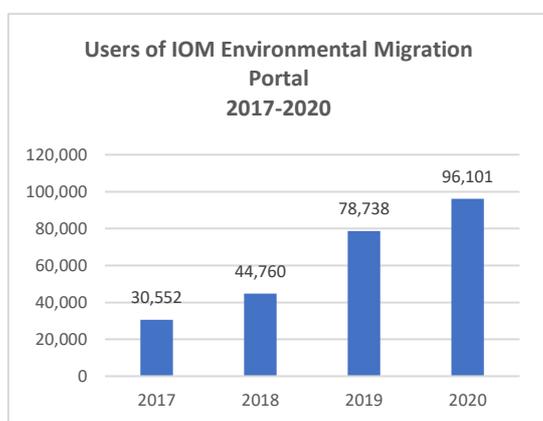


Figure 5: Increase in visits to MECC Portal

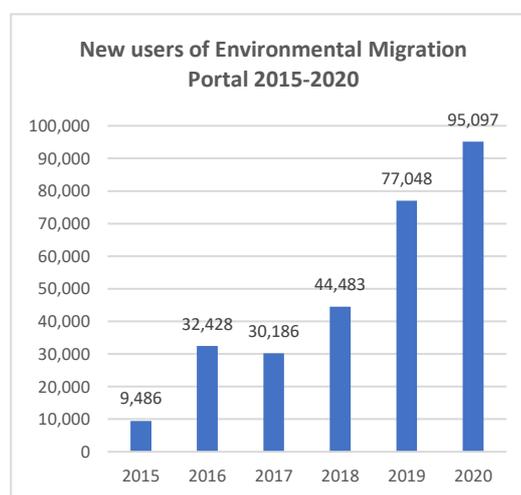


Figure 6: New users of IOM Environmental Migration Portal

MECC have produced publications and tools which are useful for practitioners and researchers. More communication on what is available may be required, both from the regions to headquarters and vice versa.

MECC has produced a number of tools, guidelines and research outputs themselves and with partners, internally (DTM) or externally (UNHCR). IOM staff read materials to understand better migrants’ needs related to climate and environmental impacts. Since MECC RTS positions have been put in place, there is a more systematic channel of communication from regions to headquarters, which is very important for reflecting different views and progress in different parts of the world.

Many examples of tools produced by IOM MECC were noted during the evaluation, for example:

- Migration governance indicators (MGI) provide a framework for countries to measure their progress towards better migration governance, comprising six policy domains⁵⁰, which also

⁴⁹ MECC on the IOM website: <https://www.iom.int/migration-and-climate-change>; on the IOM Intranet: https://intranetportal/en-us/pages/hq_dmm_mecc.aspx; MECC Site on IOM SharePoint: <https://iomint.sharepoint.com/sites/MECCDivision>

⁵⁰ The MGI is a self-assessment tool for governments, which offers insights on policy levers that countries can use to develop their migration governance. The six policy domains are: migrants rights, whole of government approach, partnerships, wellbeing of migrations mobility dimensions of crisis safe orderly and regular migration. The tool can be used to help develop positive migration policies in each countries, and tracks progress toward achievement of better governance and towards achievement of the SDGs.

include questions related to MECC and it is being rolled out in support to GCM and 2030 agenda.

- A MECC information sheet outlines the more detailed MECC/MECLEP Training Manual, but MECLEP training tools are not available publicly.⁵¹
- Linkages to other practical tools and sources of information such as the country profiles by CCAFS, or World Bank modules on scenarios and forecasting or UNDP NDC Support materials are also helpful for IOM staff.

Sustained dissemination of existing guidelines and a more strategic focus on the types of tools developed were noted as important. Better categorising tools and guidelines may be helpful as they can appear overwhelming unless already very familiar. Member States commented on the good work of MECC to produce policy papers on the interlinkages between migration and climate change, which they use and circulate. Another issue noted was the IOM/MECC should continue to develop basic materials that are accessible to non-climate experts: Member States and COs are often looking for very basic information (what is happening, global processes, data, how migration fits with climate change, scenarios or forecasting) and Governments want figures and data even if only estimates, so long as publications underline this point. MECC publications are widely cited. Many examples of reports, publications and policy briefs produced by IOM MECC were noted during the evaluation, with some examples below:

- The Atlas of Environmental Migration was noted as an important achievement by MECC by a few interviewees. Available in 4 languages, it is the first illustrated publication of its kind.
- A working paper Global Compact on Safe, Orderly and Regular Migration and its relevance to the Migration, Environment and Climate Change Agenda (GCM and MECC linkages) was prepared in August 2020 by the MECC Division.⁵²
- The IOM Glossary of MECC is available in 3 languages and is widely used for terminology. MECC's definition of environmental migration is widely used.⁵³

Partners were asked to rate IOM guidance, publications and policy papers on migration and climate change, and mostly ranked them as excellent or good.

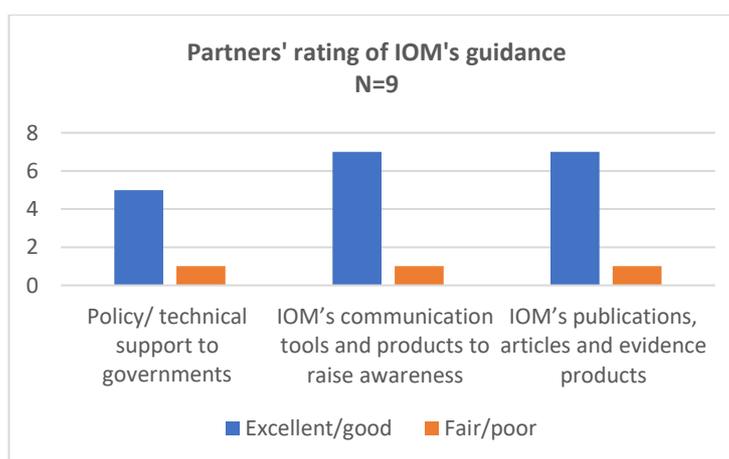


Figure 7: Perception of MECC guidance

⁵¹ The capacity building section just lists workshops – see summary in Annex 7.

⁵² A booklet (October 2020) aims to serve as a practical guide to implementing the GCM by exploring each of the 23 GCM objectives to break the compact down into accessible parts with ideas for implementation. This work is part of IOM's contributions to new work stream of the UN Network on Migration on climate change and migration. In addition to being a stand-alone tool, this booklet compliments "Implementing the Global Compact for Safe, Orderly and Regular Migration (GCM): Guidance for governments and all relevant stakeholders"

⁵³ One interviewee stated that citing MECC publications is not a good indication of the use of IOM materials, as academics tend to paraphrase IOM's work, but will only cite academic publications.

One IOM survey respondent made a specific comment that research reports and other materials should be published in a timelier manner to respond to requests from government partners and others, with practical examples of successful cases which will help to engage counterparts further.

Pillar 9. Enhance staff expertise and support staff development

There is no mandatory induction on the MECC Thematic for newly recruited staff. Staff learn on the job, or by working with MECC RTS.

Induction on MECC in IOM is weak (mentioned by at least five IOM officials), and if improvements are made, IOM's positioning on climate and environment could be included in the induction training. There is a tendency to believe that staff can learn on the job, and one accumulates knowledge moving across projects. Presenting staff with an entire IOM overview on how climate change is relevant to migration is not current practice. In comparison, induction training on gender and PSEA are mandatory. IOM's Staff Development and Learning Unit coordinates the training activities organized by all IOM's missions worldwide, including global training events.

An E-learning module with an introduction to *Migration, Environment and Climate Change* was launched in 2005 for IOM staff and takes approximately 3-8 hours to complete. This introductory course outlines the key elements of Migration, Environment and Climate Change (MECC), although this module appears to be separate to the 10 core courses listed on the entry website to the *IOM e-campus*.⁵⁴ An updated *Essential of Migration Management (EMM2.0)* has just been launched internally. Online resources as part of the EMM2.0 package include a Handbook (with the MECC Thematic one of the areas covered), and an e-Library, with both face-to-face and self-paced e-learning modules planned. Astutely designed, the Handbook can be viewed by chapter, link to each SDG or linked to the GCM.⁵⁵ This should prove relevant for IOM staff in the future.

IOM annually provides staff development and learning funding. Different regions apportion it in different ways. The East and Horn of Africa (EoHA) region obtained \$7,000 for staff learning, which is being used to develop a virtual version of the MECC training manual. With a focus on three different audiences, the virtual manual will expand the ability to undertake capacity building across the region and beyond. The IOM MIRAC Committee has recently approved funds to develop sub-regional workshops for CO staff via the Vienna RO.

Supporting several missions to develop concept notes, or design project ideas or proposals is important for MECC focal points. For example, in the South-Eastern Europe, Eastern Europe and Central Asia, six project ideas were submitted to the IDF; nine concept notes and four proposals were also developed. Because this work involved engaging with new partners, as well as engaging with IOM colleagues, it helped to build capacities.⁵⁶ Some MECC RTS' organised training for MECC focal points. Building MECC capacity internally, while continuing to build capacity of IOM staff on the MECC Thematic requires investment.

Enhancing staff expertise in national climate related policy processes is necessary. Challenges and opportunities to do so were identified.

A senior IOM official outlined that because of new responsibilities related to joining the UN, GCM implementation, and other policy areas, IOM, who already excel in rapid interventions in the field will

⁵⁴ Available [here](#). Courses listed are: Migration Governance and Trends; Migrant Protection and Assistance; Labour Migration and Development; Migration Crisis and Emergencies; Trafficking in Persons; Migration Health; Gender and Migration; Communication for Development; Immigration and Border Management; and IOM

⁵⁵ For example GCM objective 2 (minimise adverse drivers of migration) is linked to the [Migration, Environment and Climate Change](#) and [The migration-environment nexus](#) as well as [Connecting policies to address environmental migration, Environment, climate change and reintegration](#)

⁵⁶ As an offshoot, IOM colleagues become more confident engaging with environment ministries. Now MECC have a set of project ideas that can be used in a range of different countries in the region.

have to strengthen their policy advisory capacities. A challenge in IOM is that because of its operational and projectized nature, there are fewer staff with an international policy focused background. IOM is however in an excellent position to inform policy, due to the vast expertise in implementing projects across all dimensions of migration. Yet, many interviewees noted that policy work by IOM staff is not understood and applied in the same way by everyone internally.

Incentives and motivation for engaging in strategic communications, knowledge sharing on policy impact, policy indicators and policy processes are not always as evident or valued amongst staff as in other UN agencies. Policy advocacy work is not seen as giving a return on investment. However, the skills of developing and using the information from projects in the field along with an analysis from research findings, and packaging this for regional or global debates has grown in recent years. It was recognised by many interviewed (at least six) that IOM engage continuously on policy, including in UN Country Teams. Chief of Missions are key diplomatic players who lead in national policy and advocacy negotiations with governments. Capacity building should help IOM staff consider the MECC Thematic and linkages to national adaptation planning, and the need to link also with ministries of environment. IOM Chiefs of Mission are offered annual training with focus on strategic and diplomatic skills, with less attention on the numerous IOM substantive themes, which project staff are assumed to have. MECC as a Thematic area is therefore not included in Chief of Mission training.

Another aspect identified in the evaluation is the need for stronger systems for knowledge management so that information from field operations can be better used and shared in formulating policy advice on climate change. The ability to communicate clearly and technically on migration and climate was also noted to be lacking by some interviewees (for television, or radio). Table 9 summarises points noted in interviews (in particularly from RTS') with regard to enhancing staff expertise.

Table 9: Building staff capacities on MECC

Challenges with regard to enhancing staff capacities on MECC	Good practices in enhancing staff capacities on MECC
<ul style="list-style-type: none"> Because there are fewer specialised in the MECC Thematic area (compared to for example health or labour specialists), there is a greater need in MECC to build capacity internally. 	<ul style="list-style-type: none"> The process of putting together project proposals is very relevant for engaging IOM colleagues (and others outside IOM). IOM colleagues become more confident engaging with environment ministries.
<ul style="list-style-type: none"> The MECC theme is new to many field staff. IOM staff must become more comfortable talking about environment issues and migration. They should think about NDCs and NAP processes as well as how to work with environment ministry. 	<ul style="list-style-type: none"> Collaboration on concept note development, engaging with country offices, providing them with targeted information such as fact sheets on climate change issues, project ideas for donors, and information on projects from other places, news and articles builds capacity of country office staff. Peer to peer learning opportunities was considered particularly useful.
<ul style="list-style-type: none"> Some missions do not think about long term climate and environment factors as drivers of migration but focus on short term projects. Because of the way IOM is structured financially and the low level of core administrative funding, the institutional culture is difficult to change. 	<ul style="list-style-type: none"> MECC has provided training and capacity building for Member States. Presumably non-IOM staff working on projects have participated or attended such training.
<ul style="list-style-type: none"> One of the gaps in internal capacities is the ability to engage with non-IOM traditional partners (important for the climate and environment). 	<ul style="list-style-type: none"> Since Covid-19, webinars were found to reach a lot of people including non-IOM staff. They are a good way to update IOM staff on global level discussions and give them a chance to learn about MECC topics. Most IOM staff people are interested to know about what others are doing. More targeted and short webinars were suggested.
<ul style="list-style-type: none"> MECC do not do enough staff training particularly for CO staff. 	<ul style="list-style-type: none"> Adapting MECC training materials for the region obtaining regional specific sources of information and using national policies from the country of focus is helpful. Training internally should focus on an introduction to the topic,

	building, awareness on key issues, and addressing some technical areas.
<ul style="list-style-type: none"> • It is not easy to get funding for building internal capacities on MECC. 	<ul style="list-style-type: none"> • In EoHA funding obtained for staff learning (\$7,000) is being used to develop an electronic / virtual version of the MECC training manual. This significantly reduces the cost of internal training and will help to expand the ability to build capacities across the region.

As already mentioned, it would be important to consider how to better include MECC in IOM induction trainings. Offering courses to new staff or ensuring that new staff get access to, for example, an animated short MECC video with clear messaging is important.

Like IOM, UNHCR provided examples of how they are building capacities of their staff to deal with climate change in their on-going work. For example, there is a demand for webinars from field offices, such as on IDPs and climate, and such demand is incrementally coming in. Monthly climate updates to interested staff and briefing for regional staff. Messages are also coming from the High Commissioner stressing the importance of a climate focus.

Pillar 10. Build IOM’s environmental sustainability policy and programme of work

IOM’s environmental sustainability programme is covered in the Sustainability Section.

Effectiveness: summary of findings

The MECC Thematic is making steady progress towards the strategic results expected, pursuing the three objectives. MECC is using policy, systems and strategies to contribute to global policy development and also to regional policy development. The MECC Thematic has largely been effective in using most of ten pillars of strategic engagement to address these objectives. Mobility data along with data from Thematic areas such as MECC or linked to land use or another related area give IOM a fuller picture to engage on policy. MECC has developed excellent linkages to the research community to provide data and evidence of such linkages. Concrete alternative examples related to livelihoods or skills development are extremely important to inform policy (for example supporting groups affected by sea level rise to work in other areas in-land). With regard to policy advice provided on ensuring assistance and protection for those affected by climate change and environmental degradation, it is important that a project builds on an assessment and research on the ground, otherwise a project may be basically guessing or assuming they know the needs.

IOM is working with governments and others to identify entry points for all three objectives in managing environmental migration. All three objectives require IOM staff with knowledge of the MECC nexus, thus an important part of this work is capacity building. No systematic analysis of previous training is available yet. There is no mandatory induction on the MECC Thematic for IOM staff. Challenges and opportunities were identified by interviewees, for example how to enhance IOM staff expertise for engagement in national climate related policy processes is a gap. MECC have a very effective website and environment portal and have produced many publications and tools which are useful for practitioners and researchers. A communication strategy outlining what is available for whom may be useful for the regions, other headquarters staff, Member States and other stakeholders.

4.4 Impact

IOM was the first UN agency to set up a Division to address the Thematic area of climate/environment and migration which is viewed by many inside IOM and outside as having been instrumental in integrating migration in international policy on climate change. This section outlines what difference MECC is making within IOM and globally.

4.4.1 Assessing results within IOM

Creating a MECC Division was noted as an important achievement and justifies IOM's international standing in climate related fora.

Many interviewees outlined how MECC is a good example of where IOM should be positioned. IOM was the first UN organization to have a Division on the topic of climate change and migration.⁵⁷ UNHCR and UNEP had also been working in this space, but without creating any unit.⁵⁸ IOM staff and those outside IOM were impressed with the space that the MECC Division has created for climate change related issues, and how the Team operates within this space, including pushing for regional technical specialists. Some comments included:

“Setting up MECC was a tremendous achievement institutionally”

“Without the MECC Division, the theme would be everywhere and nowhere; it requires a Division to remind others of the growing importance of the MECC nexus.”

Creating this Division (which evolved from the policy and research unit) was an important step internally in recognition of climate change and environment as a specific work area. Initially IOM staff wondered why MECC staff were attending CoPs for the various international conferences; MECC staff were perceived as not needed for core discussions. At this stage, the acceptance of mobility being linked to climate and environmental change is well established and IOM's attendance at such international climate policy events is not questioned. It was underlined that IOM had undertaken a lot of thinking and work on this issue prior to setting up the Division.

IOM is not yet measuring and reporting on all policy work. No MECC policy process indicators were identified.

In order to document results and impact in country offices, IOM uses a biannual institutional questionnaire (IQ). The MECC Thematic is included in several questions, including whether the office has been engaged in migration, environment and climate change activities during the reporting period and if so to specify the nature of the engagement. There is also a question on whether the office has provided capacity building and the percentage of people trained who reported increased knowledge and skill immediately after capacity building. A further question on whether the office has engaged in developing policies or influencing key policy processes related to environmental migration and the nature of the engagement. Whilst the impact of the engagement must be briefly summarised along with who the office partnered/engaged with (for MECC-related activities), it is very difficult to draw out policy influencing impacts. Results from the IQ are included in a Results Framework based on projects and an Organizational Effectiveness Report and are compiled into an Annual Report submitted to Member States. Although the IQ is currently under review, IOM's reporting mechanisms do not easily facilitate MECC's reporting on their global impact on migration, environment and climate change and it has been challenging for the MECC Thematic to position their work. For instance, MECC's contributions at global climate conference of parties' discussions are often intangible and difficult to trace, especially without investments in impact studies or assessments.

⁵⁷ MECC's activities evolved from IOM's work on humanitarian responses to disasters, environment disasters stressing links between environmental degradation and migration since the early 1990s. Initial work on climate and environment emerged from IOM's policy/research department, which built interest and a narrative on migration and environment issues.

⁵⁸ UNEP had been writing about environmental refugees as early as 1985.

IOM is in the process of developing a new RBM framework that allows IOM to report against the SDGs and the GCM. Climate change elements are reportedly in at least six indicators; ‘environment’ is mainstreamed into the four objectives of the new RBM strategic framework, with some specific indicators.⁵⁹ However, IOM /MECC is likely to face challenges when assessing policy advisory work in the revised RBM, particularly advisory work that is not always ‘coded’ and measured by RBM indicators. PRIMA, the project management software, will have space to include ‘contributions to the GCM objectives’. Although PRIMA is an important new tool of project development, monitoring and reporting, it was reported that in reality it is more challenging to get project staff to use PRIMA during implementation (than project formulation). There is a worry that policy advocacy will not necessarily be seen within PRIMA. It was noted however that evaluations can provide such information, if requested in ToRs.

Apart from the MECC Thematic areas, other divisions of IOM (e.g., those working on trafficking, or labour migration) are pushing to ensure their crosscutting results are visible. It is no easy feat to balance the range of indicators required for the revised RBM framework. Yet, it is important that the revised RBM indicators recognise the impact and importance of climate related migration text in major global policy processes. Such efforts require policy process indicators. Evidently contributions to global policy is not measurable in the same way as project operations. Operationally, policy influence can also be measured under ‘sustainability’ indicators. Sustainability, implies a migration policy or strategy is approved and implemented by government, increasing the likelihood that the initiative will continue and be taken on board by authorities after IOM project funding stops. Some suggestions for indicators as they relate to MECC policy are outlined in the recommendations of this report.

The MECC Division has raised the visibility of the Thematic area amongst Member States at international fora and regional meetings.

Many interviewees outlined the significant role the MECC Division played externally in bringing the MECC theme to different policy agendas and raising the MECC profile. Such briefings empower Member States to participate in policy discussions.⁶⁰ The MECC Division was noted as very good at reaching out to Member States. Member States interviewed also commented that the informal briefings led by MECC at side events were extremely useful. Representatives of Member States can ask questions with more possibility for discussion than at official negotiations. Explanations were said to be very comprehensive and those who attended were left with the impression that IOM is really approaching this thematic well, including greening the organization itself.⁶¹ These briefings were also considered particularly helpful for providing updates and data on the current situation. It was observed that Member States who are donors to IOM generally appear better briefed from project reports they fund, whereas informal briefings allow developing countries to also be briefed.

The biggest impact MECC has made is that environment and climate change are now recognised as one of the drivers of migration. More focus could be on the role of migration in adaptation.

The biggest impact from IOM’s institutional focus on this Thematic area is the recognition that environment is a driver of migration and this is a global phenomenon. This was the most frequent comment from the IOM staff survey when asked about the biggest impact with almost one third of respondents making this comment about the MECC Division. Partnerships at a global level, and international policy work was the second most frequent observation by IOM survey respondents. Only one survey respondent mentioned partnerships with local partners and governments. Specific support

⁵⁹ Objective 1: Humanitarian assistance and protection save lives and respond to needs; Objective 2: Individuals and communities are empowered and resilient; Objective 3: migrants and societies benefit from safe, orderly and regular human mobility; Objective 4: Migration (benefits) from a while of government and whole of society approach.

⁶⁰ Leading up to the Global Compact on Migration, the Global Forum on Migration Development played an important role leading to the negotiations. The United Arab Emirates took over the Chairmanship of the GFMD from Ecuador on February 1st, 2020. The GFMD has three mechanisms, (i) a business, (ii) civil society and (iii) mayor’s mechanism.

⁶¹ The October 2020 consultation to friends of the PDD was given as an example, where questions could be asked.

was the third most frequent mentioned impact, ranging from guidance, tools and update, support for concept notes, research tools or overall guidance. Of note is that almost a third of respondents were not able to indicate the biggest impact of the MECC Division, with one respondent indicating he/she had not heard of MECC.

Regarding the impact of the Regional Thematic Specialists, a range of comments from IOM survey respondents included: support to develop proposals; advising; awareness; guidance and tools; useful information; research results; and providing a link with IOM headquarters. Some very positive comments were made about the contributions of specific RTS' regarding information provided for CCAs, UNSDCF and other frameworks. One comment related to bringing the Thematic closer to beneficiaries and another stressed increasing capacity amongst IOM staff. One country would welcome MECC staff reaching out bilaterally to country missions.

Turning to MECC focal points, over half of survey respondents were unable to report their impact. Those that were familiar with the work of focal points, generally provided positive comments, such as their impact in implementing MECC projects, sharing information, providing guidance on project development, and linking to other partners including UN agencies and other stakeholders. One comment noted how a MECC focal point with RTS support was able to 'break new ground'. Three respondents positively mentioned the role focal points played in integrating MECC into broader projects or mainstreaming MECC. Two respondents mentioned limited time for focal points to work on the Thematic area.

4.4.2 Global policy work

IOM MECC's contribution to the international climate change policy process was commended by nearly all interviewees who were aware of this work. Milestones that demonstrate the impact of IOM's work on migration and climate were outlined in Table 8 above. Impacts are summarised below with further details in Annex 4.

The most frequently mentioned IOM MECC impacts from their global policy work are for the IPCC, UNFCCC, the Taskforce on Displacement, UNCCD, the PDD, and the GCM.

At this point in time, MECCs key achievements have been in the international policy space. IOM adds value by bringing a migration angle to discussions on adaptation and climate resilience. Many stakeholders outside and inside IOM, including Member States outlined how policy support work has been a key achievement of the MECC Division, for example how MECC have massively developed the Thematic area outside IOM. One area noted in particular, is the ongoing work under the UNFCCC. The MECC Division's influence of raising the issue of migration and climate change, and their leadership in putting migration and human mobility on the UNFCCC agenda was commended by quite a few interviewees. Furthermore, MECC's energetic attention to migration through their membership on the UNFCCC Task Force on Displacement is considered both analytical and influential. Very effective cooperation between the UNCCD, the UNFCCC Task Force on Displacement and other global initiatives of relevance to climate change and environment degradation was noted. The UN Network on Migration is developing a workplan, which is likely to include support to the GCM's guidance on climate change and migration. MECC works with and supports the PDD's strategic priorities. MECC contributes to over 51 activities from the 63 listed, leading on over 13 of them. Climate and migration are becoming more discussed including in webinars. MECC were also instrumental in a focus on climate, environment and migration in the Human Rights Council. MECC/IOM's global policy work has become more systemized, building from their concrete experience of engaging with the UNFCCC Paris Agreement to the GCM and UNCCD. Annex 4 provides a summary of policy achievements at global level.

The impact of having reference to migration and climate in international instruments was noted in interviews as extremely important. Without it, COs are not able to link projects proposals to these important policy processes. Some noted (3 interviewees) that now that the MECC Division have consolidated the topic with internal references, they should be able to undertake more initiatives on the ground. MECC have been very visible in international spaces, but perhaps less visible within IOM. For MECC, they feel it is important that their global policy work becomes more recognised within IOM itself, although there are signs now that the senior management level is recognising the high political level at which MECC is working in relation to global climate policy processes. The recent Policy Hub set up in IOM is gradually building up as a platform or interactive space to build a community of practice on policy work.

Another impact noted is the work with researchers/ universities. Interviewees revealed that the MECC Thematic have been a thought leader in this area and have provided access to global Southern voices via research.

4.4.3 Regional policy

The MECC Thematic is involved in state-led, ongoing regional information-sharing and policy dialogues dedicated to discussing climate impacts on displacement and migration.

IOM supports regional consultative processes on migration, and the development of regional frameworks based on human rights principles concerning displacement including cross-border displacement. Some examples are summarised below.

Box 5: Examples of MECC involvement/ impact in regional policy development

- IOM (along with ILO and ESCAP and other partners) are playing a role in operationalizing the human mobility recommendations of the Pacific Island Region voluntary guidelines to address Climate Change and Disaster Risk Management (2017-2030). Regional Pacific Island consultations under one IOM/MECC led project (PCCMHC) are at a very high level (accelerating to ministerial level, e.g., a high-level panel on displacement took place on February 11, 2021). One interviewee from a Member State reported that the enhancing protection and empowerment of migrants and communities affected by climate change and disasters in the Pacific region or PCCMHC will be the most enormous event that will happen in the Pacific Region this decade. Various agencies came together to work on this project including ESCAP, ILO, OHCHR, Pacific Island Forum Secretariat PIFS and PPD.
- Another project mentioned by a member state and others outside IOM (PDD, IDMC) as having impact is the IDMC/PDD/IOM EU project on the Pacific Response to Disaster Displacement project. This project aims to generate new evidence, enhance risk informed policy development and build response capacity of National Disaster Management Offices to reduce the risks and impacts of disaster induced internal displacement in the Pacific.
- The East Africa MECC RTS worked with the IGAD Protection and Application Centre (ICPAC)⁶² on providing inputs to the protocol on free movement. There is also a focus on climate change and transhumance (ICPALD). IOM and other UN agencies were brought together to contribute.
- In West Africa, results from projects on the ground that have a livelihoods emphasis will be used to feed into policy work of MiDWA dialogue within regional bodies such as ECOWAS.
- The MECC Thematic impact has been significant in regional consultative process in Central and South America covering three consultative progress, with guidelines to protect migrations across borders approved in two out of three regional processes.⁶³ There are several UN Networks on Migration and regional reviews of the GCM underway. These reviews are organised in round tables with each covering a set of GCM objectives, including objective 2.
- In South-Eastern Europe, Eastern Europe and Central Asia, there are plans to engage in regional processes such as the Regional Cooperation Council in Western Balkans or the Almaty Process (Central

⁶² ICPAC is a Climate Centre accredited by the World Meteorological Organization that provides Climate Services to 11 East African Countries. ICPAC services aim to create resilience in a region affected by climate change. <https://www.icpac.net/>

⁶³ Other regional processes are encouraging governments to understand connection between trade and migration.

Asia), but not yet started.⁶⁴ It was noted that engagement at national level is necessary before engaging at regional level. IOM is one of 18 agencies of the UN Inter-Agency Issue-Based Coalition (IBC) on Environment and Climate Change for Europe and Central Asia (only established in March 2020). This IBC will facilitate IOM to engage further with regional partners.

4.4.4 Country level impacts

Many IOM staff would like to see more MECC impacts at the country level.

The first large MECC project, the MECLEP project was innovative and ground-breaking. Rather than looking at climate change as being a driver of migration (which is hard to do as there are many drivers), the projects looked at the impact of human mobilities on adaptation to climate and environmental change. In many ways, as MECC and subsequently RTSs had to start from scratch, all sourced project funding can be seen as achievements. A review of MECC projects funded under the IDF between 2013-2018 identified some challenges and trends to consider when designing and implementing future projects. The review states that all completed projects achieved their expected outcomes and seven out of 21 projects also had unexpected positive effects from their implementation. No negative effects were noted. Some examples of projects currently underway are outlined in Box 6.

Box 6: Gradually developing and implementing projects to make a difference at the country level

- The RO for the Asia Pacific has five or six project running in its region that address climate change, including one on capacity building with regard to migration and sea level rise (Timor Leste); climate change links to migration in the Philippines; planned relocation in the Solomon Island, feasibility studies and linkages with UNDP (who are funded by the Global Environment Facility) on disaster risk reduction and community based DRR in the Marshall Islands; and engaging government in Sri Lanka on linkages between climate change and migration.
- In Europe and Central Asia, which has the last appointed RTS, there are two projects operating. In 2021, four MECC coded projects were approved for funding. One project proposal is in the active pipeline of the Joint UN SDG Fund. Project concept notes jointly developed contain a range of ideas that can be replicated in other countries in the region (leveraging diaspora funding for climate action, or messaging to diaspora in one country on financial tools).
- East Africa has five to six active projects (Somalia, Tanzania, Kenya, Djibouti, Uganda). In this region, the MECC RTS is carefully tracking the performance of these projects, to pull out lessons learned for future work. A network of partners has been built in the region, with good engagement on climate change, environment and migration amongst an important pool of stakeholders.
- In West Africa, projects noted appear to have a focus on the agricultural sector, which accounts for 35 percent of West Africa's GDP and employs over 80 percent of the workforce, whereby forced migration may arise from continued climate impacts on the land. Some French funded projects are focused on agroecology in the region.
- In East Africa, four UN Volunteers were placed in four countries, and six projects are in place on the theme of climate and migration. IOM COs in Somalia, Kenya, Uganda, Djibouti and Tanzania respectively have started implementing IDF MECC projects late 2019 and early 2020 which are the first MECC projects being implemented in the EHOA region. The evidence base, networks with other agencies and status with government are all being developed. UNEP is headquartered in Nairobi and the RTS has worked closely inside UNEP which has resulted in collaborations on larger pieces on climate change and linkages to other UN agencies (UN Habitat, FAO).
- In Central and North America and the Caribbean, the RTS has 3 MECC coded projects, is working on relocation studies.

⁶⁴ The Almaty Process is a regional consultative process on refugee protection and migration within Central Asia.

4.4.5 Reputation and visibility

MECC's work may be more visible outside IOM than inside IOM.

Although the MECC Division was only established in 2015, the environmental theme had grown in significance since 2007. By 2021, most IOM staff are aware of its importance. According to interviewees, IOM MECC staff have an excellent reputation for being knowledgeable on the MECC theme. Staff working in this area are considered competent and motivated. The MECC acronym is mostly recognised within IOM.

Having MECC division in IOM, has raised the visibility of IOM with other UN agencies and beyond. MECC has worked closely with the Geneva Environment Network (GEN) on interagency events, communications and campaigns. Many briefings, events were led by GEN, with IOM contributions and support. For example, updates before and debriefing from UNFCCC CoP25 in 2020 and earlier CoPs.

Indeed, many interviewees outside IOM working on climate and policy expressed their admiration for MECC's work, highlighting that IOM are doing cutting edge work on environment and displacement. They are considered politically astute (given that migration can produce polarized views), approaching the topic of migration and climate change with sensitivity, knowledge and dedication. Many mentioned the comparative advantage of IOM's focus on the migration and climate change nexus as unparalleled within the UN, ahead of UNDP and UNEP (who do not have the migration expertise) or UNHCR (who face a politically sensitive challenge within their mandate).⁶⁵ Other actors include IFRC and ILO. UNICEF are just beginning to work in this arena.

The perception of IOM as viewed by the nine partners who completed the survey for this evaluation is summarised in Figure 8. IOM is generally viewed very positively by the partners who responded, with less positive indications only in terms of offering capacity building on MECC and putting issues of MECC on national policy agendas.

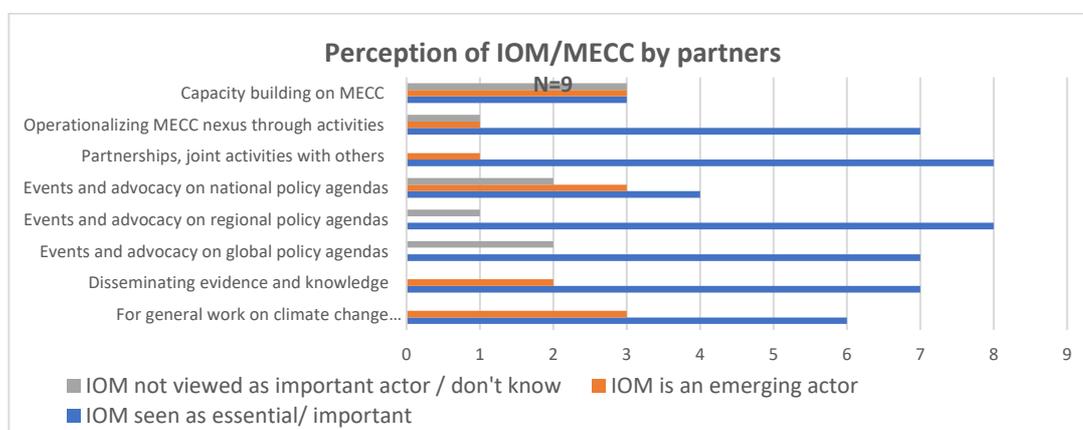


Figure 8: Partners rating of IOM/MECC

Partner survey respondents provided sometimes specific comments concerning:

- Effective research and policy guidance support from the MECC Division
- IOM as a pioneer agency in this rapidly evolving area of work
- The potential for IOM to grow in this area
- The MECC Division as essential but indicating that this may vary from country to country.
- One partner had extremely positive contacts with the RTS in East Africa

⁶⁵ An interviewee from another UN agency, said that other UN agencies are now interested in migration and environment, but IOM have been in the area for a long time. Sometimes when funds become available, or an area becomes 'fashionable' there can be a lack of respect for work done earlier, with each agency trying to put their own mark on a theme.

IOM staff were asked about the visibility of the MECC Thematic area. Survey results revealed that MECC’s work regarding placing migration and climate change on global policy agendas is viewed as more significant than work that provides assistance and protection for migrants affected by climate change and environmental degradation.

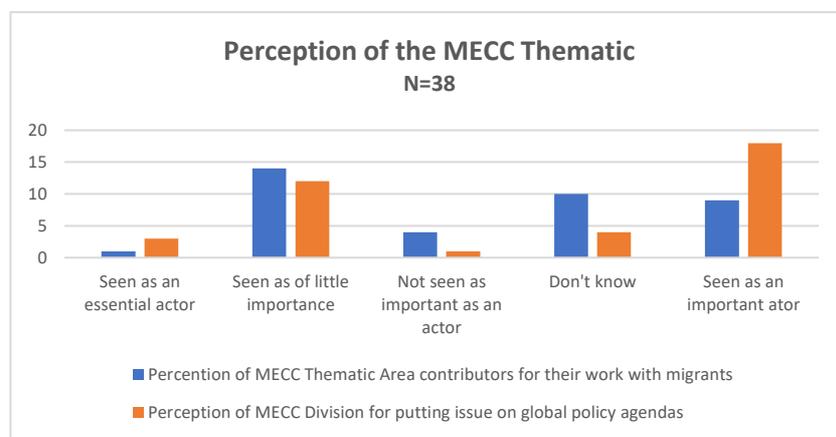


Figure 9: IOM staffs' perception of the MECC Thematic

A comment from quite a few interviewees was the need for more internal attention to improve the visibility within IOM. IOM MECC staff tend to feel that some of their work does not seem to be 'labelled' internally in IOM, yet they have contributed to many international processes. As mentioned, tracing MECC’s policy contribution is difficult to report on. In sum, IOM requires better global indicators including some policy influencing indicators. Whilst many specific comments from IOM survey respondents included the need for more MECC operational aspects, it was also noted that a global approach must be institutionalised before it can cascade to field level, and MECC should not be operationalised until this is the case. The forthcoming MECC strategy is considered timely.

Resources for communications are required for contribution to MECC visibility generally, and to continue implementing the MECC Communication Strategy.

IOM ran a campaign on climate change and migration, following the UN Secretary General’s statement committing to not exceeding a 1.5-degree temperature threshold and had some side events at the General Assembly (September 2019). The campaign focused on communicating the connection between climate change and migration. Although IOM do not have a quantitative measurement of the campaign, the Media and Communications Division still get queries about this campaign and it will be featured at a forthcoming film festival in the UK. Working on MECC has increased IOM’s visibility within the UN while also within the Platform on Disaster Displacement. Some specific examples of visibility and media coverage are outlined in the Box 7 below.

Box 7: Examples of visibility and media coverage

- In December 2020, IOM Guinea used the occasion of International Migration Day to hold a conference on the environmental and climatic causes of migration. The event received television coverage on Radio-Télévision Guinéenne (RTG) with the Chief of Mission Guinea announcing the first national study on the link between Migration, Environment and Climate Change, carried under the IDF project *"Strengthening of resilience of communities affected by climate change and environmental degradation in the Republic of Guinea."*
- MECC prepares a bi-monthly Environmental Migration Newsletter to increase invisibility.⁶⁶
- IOM Director General António Vitorino presented a video to demonstrate IOM’s support for the Midnight Survival Deadline for the Climate, launched by the Climate Vulnerable Forum in October 2020 by the Climate Vulnerable Forum (CVF)

⁶⁶ in November-December 2020 it was entitled Knowledge Platform on People on the Move in a Changing Climate

- A range of podcasts and webinars on the MECC Thematic are available on the Environmental Migration Portal. For example, MECC presented at the UN Climate Change Dialogues 2020 (Climate Dialogues).

With regards to communications and tools, it was noted that some of the resources and training materials that MECC have developed on the MECC theme could be better publicised. Relative to other agencies (e.g., UNDP, UNICEF or UNHCR) IOM has in many ways underinvested in communications. It was also noted by some interviewees that there is still a lot of confusion about what it means to link climate and migration and it is necessary to reach digital audiences with online advocacy. For some years, communications on IOM's work on climate change was difficult because of some Member States stance on climate change and its link with migration.

The Thematic area is not yet a completely mature area for IOM. MECC could still work at making their message clearer. Stronger advocacy messages to develop deeper awareness on the implications of climate change on migration, and how to protect vulnerable populations, ensure that countries and regions most likely to be affected are prepared are required. For example, clarity is needed with regard to whether MECC related work fits with humanitarian or development work, or whether MECC is actually in a space between both.

IOM interviewees with academic backgrounds stressed the visibility of MECC/IOM on climate /environment issues are evident from the scientific debate on migration. When there is a paper by IOM on this Thematic Area, it is generally well regarded. Evidence of this comes from the invitations to speak at conferences, join dialogues that address complex migration, environment and climate matters, and the frequency of quotation/reference to IOM/MECC. Although there is no legal definition of *Environmental Migration*, according to two MECC interviewees, rather the working definition in IOM Glossary on Migration (N°34) is widely used and quoted. In summary, the MECC Division has facilitated a broader view of IOM as a strategic thinker and working beyond operations alone.

Impact: summary of findings

MECC has made very good inroads ensuring migration is incorporated into global climate policy, policy on land degradation whilst also placing climate and environment on the agenda of global migration initiatives. Many interviewees mention contributions to the IPCC, UNFCCC, the Taskforce on Displacement, UNCCD, the PDD, and the GCM and involvement in state-led, ongoing regional information-sharing and policy dialogues dedicated to discussing climate impacts on displacement and migration.

In terms of translating policy to operations, many IOM staff would like to see more MECC impacts at the country level and more focus on migration as an adaptation strategy. The MECC Division know what type of support is required at country levels but do not have adequate resources yet. Despite the significant policy achievements which would not have occurred without IOM/MECC, what is still valued most within IOM is how much funding is mobilised. Because of not having policy process indicators yet, MECC's work may be more visible outside, rather than inside IOM. An operational budget to implement the MECC Communication Strategy would help disseminate MECC resources via social media and other channels.

4.5 Coherence

Migration straddles the humanitarian-development nexus. Policy coherence and migration are particularly important because migration is a cross-cutting policy issue, extending beyond the regulation of human movement across international borders (World Bank Group, 2020). IOM strategic partnerships provide an important platform for advancing cooperation on migration. This section examined the extent to which the MECC initiatives are in sync with relevant IOM coordination systems and the efforts of other key actors. Barriers to, and opportunities for, synergies are highlighted including how were these managed.

4.5.1 Alignment internally (internal MECC coherence) and across other IOM programmes

IOM works in all areas concerning migration or the movement of people (from drivers of migration to the humanitarian and protection components and to migrant returnees). This broad mandate can make it difficult to prioritise where IOM/MECC should focus, in terms of climate change and migration.

Alignment of MECC activities with some units of IOM could improve.

IOM staff were asked about the alignment of MECC Division and Thematic activities with other IOM initiatives and with external partners (Figure 10 below). While responses indicated that more thought there was good rather than poor alignment, the majority indicated some, rather than good alignment. Clearly there is room for improvement. Significant comments included the need for an internal clear line with DOE; it is a work in progress (or the theme is still growing); and the need for the theme to be better operationalised especially at country level. More broadly, interviewees emphasised that IOM in general must become better at internal partnerships, and become more open to exchanging information, knowledge for learning.

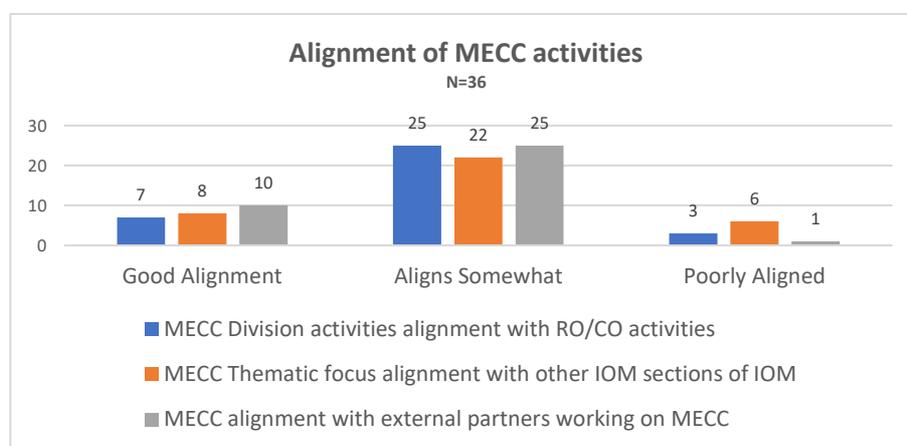


Figure 10: Views of IOM staff on interactions with and between other initiatives

MECC is well placed to collaborate more closely with other units in IOM.

Coordination refers to the organization of MECC initiatives with those responsible for different migration elements in order to enable them to work together effectively. The Department of Migration Management (DMM) has produced a workplan, which encourages all divisions to move beyond silos and contribute to IOM's overarching priorities. Good examples of collaboration were found during the evaluation such as *labour migration and human development* working closely with MECC RTS'; and collaboration between DTM and MECC (see below). Whilst there are good examples of collaboration, the MECC Division does not yet coordinate with all relevant entities at Headquarters: MECC does not necessarily work with IOM Research for instance, considering it more efficient to commission their own research. The Gender Unit has not really collaborated with MECC either.

Box 8: DTM/ MECC collaboration presents an opportunity for IOM in the next decade

Data on environment or climate triggers and migration is a common challenge for all working on the MECC nexus. Such data is necessary to provide populations with better context specific assistance. Although MECC have qualitative data and data coming from projects, they work primarily with other Divisions or with the Displacement Tracking Matrix (DTM) on supporting the integration of climate dimensions into IOM's data collection work. MECC has helped ensure that environmental indicators are collected in the DTM⁶⁷ and is working closely with a university in London to ensure such data are systematic and standardised. The DTM gathers and analyses data to disseminate multi layered information on the mobility, vulnerabilities, and needs of displaced and mobile populations. For example, the DTM Analytics, Knowledge, and Output Unit (DTM London) produced a report on human mobility in the context of environmental and climate change in 2020, assessing current and recommended practices. MECC provided technical support and review⁶⁸ and collaboration also resulted in DTM's report on recommended practices for analysis of data.⁶⁹ Working with IOM's Global Migration Data Analysis Centre (GMDAC), where DTM is located, can sometimes be in the form of case studies on new areas of interest (for example on oceans, ecosystems and migration).

Data on mobility can be analysed further in terms of climate change using data from non-IOM sources. If investment in this area is pursued, DTM could be one of the key actors linking available DTM data with environmental/climatic changes. However, to move ahead with this, IOM must engage with science based climatic data modelers.

Incentives to collaborate within IOM are not strong with a lot of internal competition due to projectization.

Some IOM staff consider that MECC have all the tools to work independently, and do not tend to collaborate with other Divisions. However, this may also reflect a lack of a collaborative culture within IOM, with MECC not being unique.⁷⁰ IOM staff reported that there is often a lack of willingness to collaborate and share information and collaborators can sometimes be competitors for project funding. MECC can be unaware of possible environment climate change operations and the migration nexus because information is not shared with them.

A stakeholder outside IOM felt that the MECC Thematic work is quite separated from other operational work and it is quite compartmentalised. Interviews revealed that coherence in the design and implementation of MECC related projects in the field requires a stronger focus. However, this depends on the migration profile in the country, which should identify gaps that require IOM support. If the profile contains a section on climate change and environmental linkages to migration, a project can be formulated.

There has been some well noted challenges related to project coding and ownership, for instance with disaster risk reduction being perceived as related to DOE, and adaptation related to MECC. The IOM Labour and Human Development Division (LHD) is focused on development whereas MECC is seen as dealing with adaptation. In some regions, a 'designation of tasks' or a 'division of labour' is applied to clarify the roles and responsibilities, but such arrangements would appear to depend on CO or RO management and the MECC RTS. The view of some IOM staff is that MECC need to generate a volume of evidence to feed into policy. Without projects to indicate the impacts of climate change on

⁶⁷ The DTM is a system to track and monitor displacement and population mobility. It is designed to regularly process and disseminate information to provide a better understanding of the movements and evolving needs of displaced populations, whether on site or enroute.

⁶⁸ Recommendations for DTM practitioners to improve tools and explore new analytical approaches to allow IOM to be at the forefront in this Thematic area are included with key steps outlined. The paper puts on the agenda, how, IOM using external sources of data (such as publicly available meteorological databases), alongside information collected by DTM could advance in this work in this area.

⁶⁹ The IOM DTM publication: [Human Mobility in the Context of Environmental and Climate Change - Assessing current and recommended practices for analysis within DTM](#)

⁷⁰ It was also noted that COVID has encouraged or forced better collaboration amongst IOM staff (e.g., border management staff working with protection and health staff for a better response).

migration, there is a belief that policy advice cannot be given. Thus, DMM, DOE and host governments will benefit from generating evidence from project experience.

The development of the MECC strategy is an important step forward for internal alignment. The MECC Division reached different parts of IOM as they were developing the new MECC strategy via an institution-wide process, internal consultations across all Thematic areas (questionnaires, interviews, and a headquarters working committee). MECC also provided inputs to some regional strategies to identify climate change and migration as key areas. Many interviewees inside and outside IOM are eagerly awaiting IOM’s institutional strategy on MECC, which should outline the added value MECC brings to migration operationally and clarify some coherence and roles issues.

4.5.2 MECC Partnerships outside IOM

The Department of International Cooperation and Partnerships (ICP) is responsible for supporting and coordinating IOM’s relations with governments, intergovernmental organizations, civil society and the media. The International Partnerships Division (IPD) within ICP focuses on IOM’s partnerships at the inter-state and inter-agency level.

MECC has been excellent at building networks and working with global level climate networks and platforms. Working with civil society groups who provide a voice to migrants is seen as an area for improvement .

Although different approaches and methodologies tend to be used by different agencies when focusing on the climate environmental migration nexus, because of their mandate, the MECC Division operates on the premise that this Thematic requires other actors to work together in a complementary manner, activating generally agreed-upon definitions and practices. As already mentioned, the MECC Division built upon and strengthened partnerships with governmental and academia, as well as working closely with UN agencies and platforms.

The environment and climate change area may be among the few policy areas where IOM have built strong policy focused partnerships. Many interviewees noted how the MECC Division have been relatively or very good at working with global partners and developing partnerships and aligning with other UN initiatives in Geneva and beyond(Figure 11).

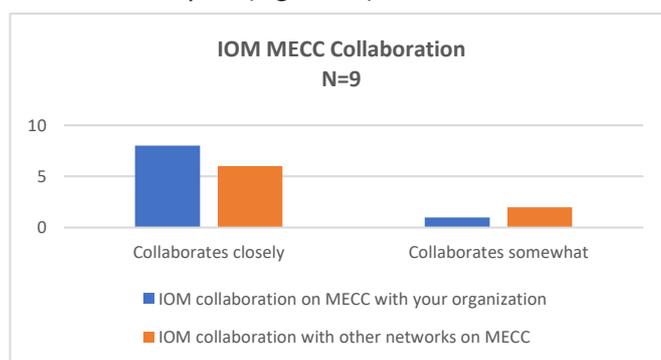


Figure 11: Partners rating of IOM MECC collaboration

Migration is a focus of many multi-stakeholder partnerships at the global level, including global initiatives addressing migration and inter-State Consultation Mechanisms on Migration (ISCMs) and Regional consultations. IOM holds an International Dialogue on Migration twice a year, which promotes experiences and perspectives on migration matters. A forthcoming International Dialogue on Migration (IDM) (25-27 May 2021) is entitled “Accelerating integrated action on sustainable development: migration, the environment and climate change”. Some examples of IOM MECC networks and partnerships are outlined in Annexes 6 and 7.

MECC's work with the UNFCCC and on the Taskforce on Displacement was already detailed under previous sections. Looking more broadly, IOM's relationship with NGOs and civil society organizations focused on either migrants/refugees and climate change, or both, deserves similar attention, especially since interviewees comment that linking with civil society environmental groups may be useful to disseminate messages.

Box 9: The MECC Division has an effective partnership with the Platform on Disaster Displacement

The Platform on Disaster Preparedness (PDD), a state led political initiative established to follow up on the Nansen Initiative Protection Agenda, is strengthening the protection of persons displaced in the context of disasters and adverse effects of climate change with the aim of preventing or reducing disaster displacement risks. The MECC Division are the IOM focal point for the PDD, and this work is very much in line with IOM's mandate (as it covers data, capacity building, policy work at regional and internal levels). Liaising with the PDD requires considerable coordination with UNHCR and according to one MECC interviewee weekly meetings are held to ensure smooth exchange of information on relevant activities, projects, conferences and reports. A Member State interviewee noted how IOM/MECC are active on the steering committee and are constantly looking for opportunities to pursue work on climate and keen to work with other agencies in this regard.

Strengthening the institutional arrangements for coordination and collaboration between IOM, PDD and UNHCR was a priority of the French Chairmanship of the PDD. The MoU between IOM and the PDD signed in December 2020, outlines the areas for mutual cooperation (policy work, data and knowledge management, capacity building, communication and exploring new partnerships). Climate change and environmental degradation are clearly outlined in these areas for cooperation, while also outlined in the overall MoU where persons displaced across borders in the context of disasters and the adverse effects of climate change are clearly highlighted.⁷¹ The PDD partners are supporting work at the regional level, see below.

Alignment with regional programmes and networks is beginning to take off.

MECC's engagement in partnerships outside IOM have been significant in some regions. Integrating migration, environment and climate change issues into bilateral and multilateral migration agreements or platforms were noted as an important focus and provides evidence of MECC linking the various international frameworks to the regional level, and ultimately to the country level. A significant current opportunity for MECC is to work more within the Regional UN Migration Networks. RTs are already engaging with these. National UN Migration Networks are projected, but requests for MECC related IOM inputs in joint projects is an important opening.

IOM and MECC also engage in regional policy processes and regional discussions on migration, the environment and climate change. Some examples of important partnerships include:

- The Indian Ocean Commission.
- The Intergovernmental Authority on Development (IGAD).
- The Organization of Eastern Caribbean States.
- Regional Conferences on Migration.
- The South American Conference on Migration.
- The Economic Community of West African States (ECOWAS).

Other initiatives are further outlined in Annex 6.

⁷¹ An MoU reinforces the partnership and collaboration between IOM and PDD at the global, regional and national levels, in order to support States and other stakeholders in addressing the challenges of human mobility in the context of disasters, climate change and environmental degradation. The MoU provides a general framework of cooperation between IOM and PDD, in particular to address the four strategic priorities identified by the PDD Steering Group and reflected in the PDD Strategy and Workplan 2019-2022: support implementation of global policy frameworks on human mobility, climate change action and disaster risk reduction that are relevant for disaster displaced persons; promote policy and normative developments to address protection gaps; facilitate exchange of knowledge and strengthen capacity at the national and regional levels to implement practices and instruments that can prevent, reduce and address disaster displacement; and strengthen evidence and data on human mobility in the context of disasters and the adverse effects of climate change.

At the CO level it is still challenging for IOM staff to work with other agencies in the ‘climate’ space. IOM staff do not yet collaborate on incorporating MECC into NDCs and NAPS.

Issue-based Coalitions (IBCs) are led by one or several agencies, to coordinate the UN response to cross-cutting challenges in a region, help realize synergies among related areas of work of different UN entities, and serve as platforms to reach out to non-UN stakeholders.⁷² IBCs on migration are under UN Country Teams, and within UN Common Country Assessments in developing countries. MECC RTSs outlined the importance of engaging with the UNSDF process and the CCA framework documents. Having climate change and migration text in these documents helps to create demand for a focus. Visibility in working with other agencies and partners is still a challenge. In many countries UNDP takes the lead, particularly because of their link to the Global Environment Facility (GEF).⁷³ RTS’ have prepared many project proposals for UN Trust Funds, to for example ensure migration is included in NDC preparatory work; or for MECC migration related activities to include diaspora support for climate reliance or infrastructure projects. It is generally acknowledged that the last set of NDCs did not focus adequately on adaptation. Some of the specific adaptation and NDC related programmes are led by FAO and UNDP.

IOM and MECC have focused more on disaster response areas than on migration in adaptation planning. Working broadly in resilience is said to be very competitive, with many UN agencies (UNDRR, OCHA, FAO, UNDP) working on large technical projects. However, IOM is well positioned in many regions (Pacific Regional, Central America, Eastern Europe and Central Asia) to engage in National Adaptation Planning (NAP) processes, which many consider to be “the big game in town”. Likewise, IOM have not engaged with Nationally Determined Contribution (NDC) planning process yet. IOM certainly have a lot to contribute to discussions on national assessment and risk modelling, infrastructure development, facilitating inter-ministerial dialogues, communications, focus on vulnerable populations. Indeed, involvement may lead to climate finance access. It was noted that IOM could complement UNDP’s work, although there can be challenges delineating boundaries between IOM and others.

An INDC/NDC analysis by MECC⁷⁴ found that out of the 162 INDCS submissions to the UNFCCC before COP21, 33 submissions refer to migration in one of its different forms (20% of the pre-2020 submissions refer to migration), mostly those most affected by climate change.⁷⁵ A Member State interviewee stated that nationally and internationally involvement in NAPs and NDCs is quite siloed. One interviewee outside IOM reported that now is the time to build up expertise and invest in putting migration on the next round of NDCs (2023/2024).

Coherence: summary of findings

The MECC Thematic have supported many partnerships at Geneva and the international level advancing cooperation on migration. Alignment with regional programmes and networks is beginning to take off with some good examples of regional initiatives. Strong partnerships with civil society and migrants were not noted in this evaluation. Alignment of MECC activities with other operational entities of IOM could improve. However, examples of MECC partnership with other projects were found to be growing. The short-term nature of IOM projects does not facilitate a collaborative work ethic. There is less time to work over multiple years towards achieving collective outcomes that reduce need, risk and vulnerability. Fund raising and competitive pressure does not either leave adequate time for staff to reflect. Incentives for collaboration within IOM need to be further built.

⁷² IBCs support the UN Country Teams (UNCTs), the Common Country Assessments (CCAs) and the UN Sustainable Development Frameworks (UNSDFs).

⁷³ <https://sgp.undp.org/>

⁷⁴ available [here](#)

⁷⁵ among these countries, 46% are located on the African continent, 33% in Asia-Pacific/Oceania and 21% in Latin America.

At the CO level it is still challenging for IOM staff to work with other agencies in the ‘climate’ space (engage in the NAP and NDC processes), due to limited resources and capacities. They must also offer workshops or training on migration as an entry points with respect to these important policy and planning document (NAPs NDCs), bearing in mind that in some countries the national development plan is the most important instrument. More support and tools for IOM field staff on how to bring their migration project experiences into NDCs and NAPs processes is required (e.g., the need for people to do seasonal work because of environmental reasons; or migration to be underlined in a positive light for adaptation to climate change in NDCs).

4.6 Efficiency

This section examines how well the MECC Thematic uses their resources, including human resources, as well as how MECC promotes fundraising activities and uses IOM systems in place to support field offices. Structures to support access to climate finance are also examined in this section.

4.6.1 Adequacy and efficiency of IOM structure to support MECC

IOM has a unique yet relatively small pool of Thematic expertise on MECC. The designated grade of some MECC staff may not parallel to their responsibilities, current and potential roles.

The MECC Division is responsible for promoting an understanding on the nexus between migration, environment and climate change and promoting an institutional framing. The Division is currently staffed with five professionals at different levels (one at P5 level, one at P3 and two at P2) with a gradual build-up of five RTS appointments in regional offices. There is also one sustainable officer position (P2 level). One of the Thematic specialists is based in New York.

MECC RTS’ work at project level is - in essence - to bring dimensions of the three *resilience, governance and mobility* pillars into activities via regional and country projects. MECC staff and RTS’ reach out to other IOM RTS colleague and collaborate closely in many regions. The RTS report to the Regional Directors but are linked to the MECC Division also. There are nine IOM regions, hence four regions do not have a MECC RTS yet,⁷⁶ although the Brussels office has a focal point with very good expertise in this area, and another former MECC officer in the Pacific Region, works from the IOM office in Fiji, which is considered an good hub for projects in the region. RTS work with MECC focal points appointed by the country offices. For example, in the West/Central African region out of 23 countries, there are 12 focal points. In some regions particular focal points take more responsibility than in others.⁷⁷

IOM now has a unique yet relatively small pool of Thematic expertise on MECC. No other UN Agency has such a pool of MECC expertise although the thematic area is growing in civil society, academia, and some development agencies. The lack of a more senior designation to the RTS is a challenge at the RO and CO levels. MECC RTS are expected to represent IOM at strategic regional meetings, link with ministers and other high-level people in partner agencies, as well as link with partners at the UNCT level, identifying joint funding opportunities and engage with donors. The importance of having equivalent grades with other thematic specialists of other departments was noted by other IOM

⁷⁶ The Regional Offices in Pretoria, Cairo, Buenos Aires and Brussels are not covered by MECC RTS. This is because at the time of RTS being established (since 2015), the Regional Directors from these offices did not prioritised to establish MECC RTS. In regional offices, there may be regional technical specialists for global mechanisms (RLPO) working with the UNCTs the UNSDG, and national strategies, covering the UN migration network, other policy related work. There may also be RTS for international border management; protection, migration and assistant; legal issues (in some regions); health issues; communications; labour migration and human development; DOE and of course MECC.

⁷⁷ For example, in the MENA region, although there is not an official MECC RTS, one focal point (under DoE) works closely with the RTS RO-WCA in particular with conflict affected countries.

interviewees outside MECC. A grading exercise of IOM core functions is currently on-going including MECC staffing levels.

Staff in the IOM MECC Thematic and IOM headquarters are well known and respected in climate change circles giving good visibility outside IOM to migration and climate change.

There is a strong external recognition of MECC staff as experts in migration linked to environment factors as evidenced by comments from a range of Member States interviewed and IOM staff outside MECC. Many interviewees noted the tremendous leadership in MECC. MECC staff are invited to speak at important conferences, high level events and in the past year, many webinars, with staff in MECC observed to be really good public speakers. The MECC team have staff with a good strong research focus, policy experience and systems thinking. The Division is proud of the pool of experts they have nurtured. It would be important to nurture these capacities in all MECC staff and other IOM staff. An alternative viewpoint that came through in a couple of IOM interviews is that the MECC Division is capable of providing information and evidence but lack field experience – or capacity on how to engage in national policy processes on climate change (the latter point applies to IOM staff not MECC focal points alone).

One Senior IOM official (outside MECC) noted the good team dynamic within MECC. In contrast, IOM staff and others outside IOM reported that the MECC expertise is centred around a few people and can give the impression of less collaboration with other sections of IOM. About four interviewees mentioned the need for succession planning, especially given the rotation policy at IOM.

More clarity on IOM's delineation of Thematic areas should emerge with the MECC strategy.

Although hard work is taking place at the international level, a corporate issue is how does the MECC Thematic operationally fit with other parts of IOM. When the RTS' were eventually and gradually appointed, they were required to clarify what they do in their regions, particularly from DOE colleagues, who have been responding to environment issues particular under the *Preparedness and Response Division*. Climate change is however a cross cutting issue and MECC do not wish to limit their scope, particularly with the pressure to generate funding for initiatives. IOM has appointed a programme manager shared across DOE/MECC as a liaison, who helps to build bridges between these two departments. Likewise, the IOM officer can ensure that DOE perspectives/inputs are included in the MECC activities and strategy.

MECC know what type of support is required at field levels but do not have sufficient resources yet.

IOM has a strong field presence. However, IOM is extremely projectized, decentralised and dependent on resources from projects. If MECC do not have projects and operations, it is difficult to get their foot in the door (a 'chicken and egg situation', impossible to identify which causes the other). Many interviewees noted that IOM/MECC are now at the stage where conceptual clarity on the MECC nexus should be addressed operationally. This requires IOM to obtain more funds for specific projects or mainstream the issue into operations in-country. Some projects have already focused on reintegration (for example in West Africa), and clearly there is a demand for such work. Green remittance ideas appear to be innovative. Follow up on the GCM, in particularly GCM Objective 2,⁷⁸ and linking MECC to GCM Objectives 3 and 5 (data and flexible pathways for regular migration) also presents opportunities. A positive example was provided from Niger, where MECC lead on governance aspects and is creating links between institutions.

There are many opportunities to integrate climate into IOM projects, for instance how climate intersects with different parts of the migration continuum (e.g., labour demand planning, skills

⁷⁸ Minimize the adverse drivers and structural factors that compel people to leave their country of origin. Some governments are seeking innovation solutions to prevent irregular migration (Uganda), whereas it is not yet a big priority for others but there is interest (the need for MECC in Jordan/MENA region). In Djibouti a project on drought, and internal migration resulting in an eco-village focus for women left behind.

development, migration and environmental issues in destination countries, green spaces where migrants live in destination countries, social cohesion, pollution, cultural integration of migrants, migrants and the circular economy, migrant's contribution to sustainable food systems). Climate change cuts across nearly everything IOM does, so it is unclear whether it should have to compete for resources or be included in all projects (work on health, labour migration, protection of migrants etc.). Inter-departmental collaboration and allocation of resources can facilitate joint management with MECC whenever relevant.

Organizing field work is on-going but project coding has limitations, which affects the MECC Thematic and does not facilitate internal coordination.

There are still gaps and a need to change the IOM accounting tool for projects coding to allow MECC to better identify their achievements. RTS report that coding has several weaknesses (although not in all regions) and developing a cross thematic idea would be simpler without a strict project coding. The IOM unit with the primary code has the final decision with respect to how money is spent. Secondary codes are not deemed as significant.

MECC funded projects tended to require a lot of support as governments are not so familiar with this Thematic area. A senior IOM official stated that many missions are concerned about the support they will get for a project from MECC with the risk of failing to answer to a Member State request. In terms of field operations, a few interviewees felt that some MECC staff may require more project management skills; in contrast MECC are known for their important policy contributions. One member state reported that the climate and migration nexus should move away from projectisation, and engage in more transformative, longer term projects. Rather than focus on projects, MECC could stay strategic and advise. However, it was acknowledged that funding and resources are required for this.

MECC focal points are an appropriate way to reach out to COs but require more capacity building.

As mentioned MECC RTS' depend on a network of focal points at the country level, whom they work with to design relevant projects that will obtain funding. A range of innovative ideas have been shared by MECC on areas that could be operationalized depending on funding. These are developed into concept notes, which can be adjusted and tailored to different country offices. Ideally focal points provide inputs and engage with project proposal development from the start, although they are busy with other projects. Focal points however require capacity development, and their level of seniority can be an issue.

A range of structural challenges for MECC Thematic were identified, the most frequent being the need for more outreach to COs to keep the MECC issue high on all agendas and resources for the Thematic.

With regard to what IOM itself should do to support MECC, a broad range of suggestions were provided by IOM staff in the survey response. As already mentioned, many comments related to the need for more outreach and increased support to country offices, by providing tools, guidance and through raising awareness. A considerable number of comments related to IOM putting the issue on donor agendas so resources for operations can be mobilised. These comments also linked to IOM making the theme more visible. Details of these comments are presented in Annex 8.

4.6.2 Efficiency of efforts to support fund raising for the MECC Thematic

Because IOM is projectized and decentralised, fundraising for MECC activities and staff is important. Both challenges and opportunities for fundraising were noted.

IOM works mainly with funding coming from bilateral donors, the European Union, UN agencies and multilateral development banks, and the private sector. Compared to other agencies, less funds are allocated to core funding. This situation is often presented as an example of a cost-effective

organisation but can be limiting when operationalising policy at the country level or targeting capacity building on MECC outside a project structure, or when allocating resources towards knowledge management. One of IOM’s comparative advantages is their field presence, but such presence relies on the projectized nature of IOM. Even when a section of IOM develops a strategy, there is no guarantee of funding for the strategy. Headquarters, regional and country offices must fundraise.

Over the years, IOM is extending its donor base with a variety of approaches to secure funding to implement activities. Unearmarked core funding to IOM (from about ten donors) is allocated via the MIRAC Committee, which distributes it to specific projects and/or staff capacity building. Some donors think there are deficiencies in how IOM is funded, and earmarked funds should be linked to reform for a more sustainable approach to migration issues. Indeed, a comment by one donor is that IOM has expanded so rapidly in the past 10 years, their ‘*suit needs a better fit.*’

Thus, although climate change and migration are priority for IOM, the MECC Division has to fundraise for operational activities. Donors such as the EU, Sweden, Norway, Denmark, the UK, France, Germany, Korea, the development banks have provided funds for this Thematic area. The IOM Donor Relations Division (DRD) is keen to broaden donor interest. When donors have climate change as a core theme in their development policy, DRD help MECC staff organise briefings for donors at headquarters level reach out to donors.

At the RO and CO levels, staff, Chiefs of Mission are involved in resource mobilization, and engage in bilateral donor consultations and briefings with representatives of the international community. Evidently, Chiefs of Missions have to prioritise humanitarian needs and coordinate IOM inputs to multilateral funding mechanisms, such as the UN Consolidated Appeals Process (CAP). It is the responsibility of the Chiefs of Mission to bring the issue of MECC related activities to the attention of relevant donors in country (in line with its own results framework and country strategy) and up to MECC RTS to raise areas of interest and develop concept notes. The balance between sustaining a CO and obtaining funding to do so requires staff to constantly develop proposals. In essence, MECC RTS staff must raise funding for projects themselves and seek support for project ideas.⁷⁹

The IDF has been very useful for the MECC Thematic areas and is considered a good way to ‘kick start’ new project ideas. Regional projects appear more suitable for the current IOM/MECC set up, although adequately trained country staff to implement regional projects is a challenge. An equal number of survey respondents agreed/disagreed that MECC RTS and MECC focal points are efficient at fundraising for projects. Whilst more agreed that the MECC Thematic Area is effective in collaborating with other sections of IOM to raise funding; more disagreed than agreed that the MECC Thematic Area is effective at exploring financing sources outside IOM - see Figure 12 below.

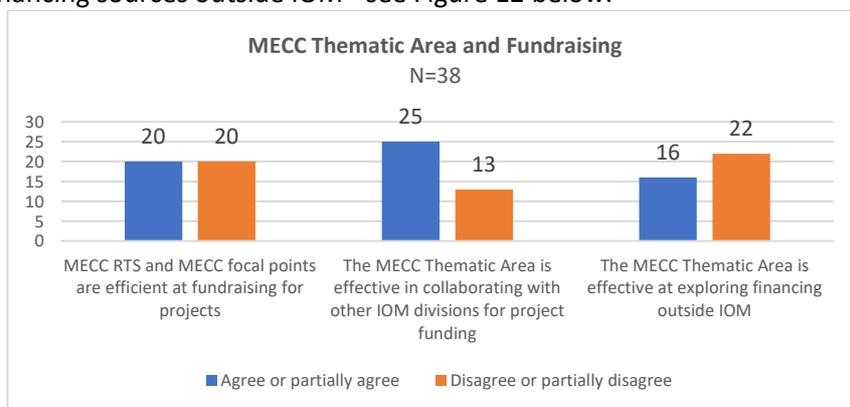


Figure 12: Efficiency of mobilising funding for MECC Thematic area according to IOM staff

⁷⁹ Some larger Country Offices have programme support units, who engage with donors and write proposals.

A note of optimism was noted in the IOM staff survey that donors are starting to show interest in funding the MECC Thematic. A plea for more support to access the Green Climate Fund was noted from the Asia Pacific. Two comments related to the need for more MECC data for fund raising (the need to build towards regional level MECC data management capacity). Engaging in fundraising with an institutional push was mentioned as requiring a more strategic rather than an ‘ad hoc’ approach. UN agencies are also interested in co-funding work on this Thematic area. Some examples of funding already secured in this way were noted during this evaluation and some are summarised below.

Box 10: Funding secured by MECC

A Migration Multi-party trust fund programme (total value US\$ 2.1 million) with IOM leading and collaborating with ILO, UNOPS and UNHRC was approved in February 2021. This joint programme’s overall objective is to contribute to facilitating pathways for regular migration in the IGAD region and minimizing displacement risk in the context of climate change, environmental degradation and disasters in line with the vision and guiding principles of the Global Compact for Safe, Orderly and Regular Migration (GCM).

This programme aims to ensure that governments in the IGAD region:

- have better access to evidence on disaster displacement risk and human mobility
- have included human mobility considerations in the context of disasters, climate change and environmental degradation across relevant policy areas
- have enhanced their preparedness and readiness to respond.

The aim is that migrants in the IGAD region will have:

- better pathways for regular migration and access to protection services
- improved access to sustainable livelihood and green job opportunities that prevent displacement and forced migration.

The UN Joint SDG Fund

Recent successes in accessing UN Joint SDG Fund were noted in South-Eastern Europe, Eastern Europe and Central Asian Region. Out of 155 concept notes, 28 were selected for proposal development, of which three came from IOM, with two from the South-Eastern Europe, Eastern Europe and Central Asian Region (clean energy and innovative climate fund – Moldova and North Macedonia). Currently, the proposal from North Macedonia is in the active pipeline.⁸⁰

The EU

In the European Region, the EU is an important funder to both migration and climate change projects. EU has supported both together (the MECLEP project). However, the EU and EU donors are very much focused on developing countries and the European Green Deal (new growth strategy) is an opportunity to access funding for Europe.⁸¹

Interviews demonstrated that many believe the biggest challenge facing the MECC Division is funding, with much more financial and human resources required to drive the MECC agenda within IOM, but opportunities for fundraising were also raised in interviews. These are summarised in Table 10 below.

Table 10 Fundraising opportunities and challenges noted in interviews

Interview comments with regard to challenges in fundraising for MECC	Opportunities noted in interviews for fundraising for the MECC Thematic area
<ul style="list-style-type: none"> • The MECC Thematic is new for IOM. Advocacy work is still required with donors. Expanding the range of donors is important. An ongoing challenge is how 	<ul style="list-style-type: none"> • The MECC Thematic has great potential to grow. There is likely to be more interest from donors on migration and climate change in coming years. MECC can use the momentum generated by the new strategy and the

⁸⁰ <https://sdginvest.jointsdgfund.org/proposals-in-active-pipeline>

⁸¹ No net emissions of greenhouse gases by 2050; economic growth is decoupled from resource use; no person and no place are left behind

Interview comments with regard to challenges in fundraising for MECC	Opportunities noted in interviews for fundraising for the MECC Thematic area
to match donor priorities, ongoing and prospective IOM MECC projects and migrants needs.	renewed discussions on the Paris Agreement to fundraise. Climate finance also presents an opportunity in coming years. The Global Climate Fund 2020-23 strategic plan outlines its priorities for funding.
<ul style="list-style-type: none"> The short-term approach of IOM's projectisation does not allow for predictable, multiyear funding. Donors perceive IOM to be agile and flexible, but this does not facilitate longer term perspectives required for a focus on climate change and migration. 	<ul style="list-style-type: none"> Senior management in IOM can try to push back on responding to short term funding for climate change work, and instead focus on planned migration as an opportunity, long term planning etc. The GCM and SDGS put a spotlight on migration and sustainable development. IOM need to negotiate for multi-year funding if they wish IOM to be more strategic and focused and continue to lead on this Thematic area.
<ul style="list-style-type: none"> Building relationships with donors to fund a relatively new combinations of topics takes time. Often donors provide funding for both but as separate priorities. Funding tends to come from ministries of foreign affairs rather than aid related ministries or environmental ministries (who deal with climate issues). Although Member States said the MECC theme is very relevant to them, some can still be cautious about funding because of political sensitivities and media attention. Some donors only wish to focus on specific regions. 	<ul style="list-style-type: none"> Some donors prioritize both climate and migration (e.g., Denmark, Norway). MECC RTS' have had some positive experiences in accessing EU, Multi Trust Funds and Joint UN SDG funds. One Member State highlighted how they are really interested in South-South cooperation and working with regional actors and neighbouring countries, more so than North-South cooperation.
<ul style="list-style-type: none"> Some RTS' feel that the internal structure at IOM does not facilitate accessing donors. In country, and in the ROs donor liaisons and deputies are responsible for donor outreach and the MECC RTS may not have the mandate to engage without higher level authority. 	<ul style="list-style-type: none"> DRD can inform COs on procedures and due diligence, however it is expected that fund raising takes place through embassy contacts in the field. It was noted that it is helpful when donor liaisons are shared with MECC RTS.
<ul style="list-style-type: none"> Donors tend to dominate approaches taken, and some RTS wish to move more towards bottom-up community needs-based projects, rather than following donor led ideas. The approach to tackling MECC can be hijacked by one or two donors. 	<ul style="list-style-type: none"> Although Foundations are not conventional donors of IOM and are a longer-term strategy for resource mobilisation, at least one region has initiated such fundraising. The RTS/focal point has mapped foundations of relevance to the Central American region.⁸²
<ul style="list-style-type: none"> MECC submits a large number of proposals to the IDF, and there was a perception that MECC seem to rely too much on this fund. Countries in Eastern Europe and Central Asia are not LDCs, so are unable to access some bilateral funds. 	<ul style="list-style-type: none"> It is important not to have too much reliance on one donor to ensure a broad perspective on priorities. Some new projects approved for the Central Asia region under the IDF, and in East Africa under Multi-trust funds are good examples. Visibility of MECC IDF funded projects will become more prominent from 2021 and will generate further interest.
<ul style="list-style-type: none"> Fund raising causes 'competition' within IOM. Every section of IOM is jockeying to position themselves with potential donors. 	<ul style="list-style-type: none"> MECC RTS are building narratives with results from preliminary research or baseline projects before they are in a position to come up with ideas and approach donors. An IDF review of Migration, Environment and Climate Change Projects 2013-2018 outlines some lessons learned to date. MECC RTS are documenting lessons learned building reflections on initiatives currently being funded.

⁸² A virtual dialogue on the relationship between climate change and forced migration took place in December 2020 with some Foundations attending. Similar events are planned with a focus on the Caribbean. IOM's non-profit partner in the United States, USA for IOM, and IOM's Regional Office for Central and North America and the Caribbean convened a webinar – the details are [here](#). Representatives from IOM, the World Resource Institute and Rihanna's Clara Lionel Foundation discussed their initiatives related to climate adaptation and resilience in Central America and the Caribbean. Pivotal sectors, such as the coffee industry in Costa Rica or education in Caribbean countries, appear as key areas for intervention to limit the adverse drivers of forced migration.

Interview comments with regard to challenges in fundraising for MECC	Opportunities noted in interviews for fundraising for the MECC Thematic area
<ul style="list-style-type: none"> Ongoing debates on 'climate refugee' is still causing confusion. 	<ul style="list-style-type: none"> Amongst the international community and donors, the confusion on how to qualify and describe people displaced by climate change is improving.
<ul style="list-style-type: none"> A MECC strategy is being developed, but budgets are not always linked to strategies and plans. 	<ul style="list-style-type: none"> Underline the importance of having funding for the new MECC strategy. Enlist key partners and donors to also emphasise this point. Engaging with the diaspora on MECC theme presents an opportunity.

4.6.3 Efficiency in accessing climate finance

The continuation of efforts to access sources of climate finance is an important goal for IOM.

IOM is working towards getting accredited with some of the large and important sources of climate finance, and also hope to access climate funds within the EU (Green Deal). For the Green Climate Fund (GCF) and Adaptation Fund, it was acknowledged that accreditation requires IOM to have certain headquarters regulations in place and this is work in progress. Internal reforms are being slowly put in place to fulfil some of the conditions required to access these funds (e.g., ensuring IOM has certain structural safeguards such as anti-corruption regulations). IOM can access funds indirectly at the country level via governments, or through accredited entities. The GCF funding is generally linked to countries developing more ambitious National Determined Contributions (NDCs) and achieving the Paris Agreement. Thus, to access funds IOM/MECC would need link to projects related to greenhouse gas emissions targets or climate adaptation and resilience plans. This can be challenging as IOM traditionally does not engage with national partners in this regard. On the other hand, through the Environment Sustainability Programme (ESP), IOM is building partnerships with private sector investors for off-grid, renewable power and other sustainability initiatives (e.g., in coordination with WASH for e-waste, or with DRM/procurement for packaging waste management).

The MECC Division has prepared an Adaptation Fund information sheet, which contains information on what the fund supports for example, and how to access the fund (for local and international organizations), as well as eligibility.⁸³ A GCF information sheet with similar information is also available (November 2020).⁸⁴ Other funds including the Global Environmental Fund are dependent on relations with the World Bank and support from IOM in Washington.

Box 11: Climate Finance

'Climate finance' refers to the financial resources committed by different funds or multilateral development banks towards activities that reduce greenhouse gas emissions or help society adapt to climate change's impacts. Key sources of public climate finance include domestic government budgets, bilateral agencies, climate funds, development finance institutions, state owned enterprises, investment vehicles, philanthropic actors. Financial flows from developed to developing countries are often for climate change mitigation and adaptation activities. The global architecture of climate finance is complex, with certain donors having specific bilateral funds and arrangements with specific countries and a range of multilateral financing institutions, sometimes broken down into UNFCCC financing institutions and non-UNFCCC financing institutions. The Adaptation Fund (AF) the Green Climate Fund (GCF) and the Global Environment Facility (GEF) are three key sources of funding linked to the UNFCCC. Regional and national funds such as the Amazon Fund or the South African Green Fund are also in place.

Working with UN partners who are accredited to the GCF, the Adaptation Fund, or GEF is one way forward (UNDP in North Macedonia, UN-Habitat in Azerbaijan and Iran, UNEP). Linking with UNDP country offices or with UNEP are important for accessing climate finance, and for example the UNDP

⁸³ Project sectors funded by the Adaptation Fund include agriculture, coastal zone management, disaster risk reduction, food security, forests, rural development, urban development and water management.

⁸⁴ A short background on IOM's Environmental Sustainability Programme is also included in the information sheet.

Global Environmental Finance (UNDP-GEF).⁸⁵ Examples were given of other accredited agencies starting dialogue with MECC RTS' on projects.⁸⁶ RTS' have already attempted to link with other UN entities such as FAO, UNDP and UNEP with the aim of bringing migration into their climate initiatives. According to a senior IOM advisor, in some countries IOM has made considerable progress in this regard. High level encouragement for joint proposals is required, with senior management also lobbying their UN counterpart entities to join with IOM.

Although the process to access climate finance may be slow, accreditation presents a large opportunity for IOM, and could expand IOM's global work on MECC. IOM could also capitalize on early successes and access more of the land degradation investment funds that bring together public and private investors under the UNCCD funding mechanisms. However, this requires staff with expertise in climate finance, blending finance projects, who can produce highly technical concept notes/proposals that span several sectors.

It was noted in interviews that other UN entities are moving ahead fast in supporting Member States to access Climate Finance. UNECE will be doing capacity development for Eastern European countries on engaging with the GCF, and FAO is supporting countries to access climate finance adaptation projects. Member States interviewed would like to see IOM engaged in climate finance, although one MS representative noted that actually getting funding that focuses on mobility separately could be challenging; rather averting or minimising loss and damage from climate change might be a better focus. It is expected that more funding will relate to climate in the future. Some respondents felt that IOM should work more closely with the World Bank Group (and KNOMAD) who have committed to supporting developing countries respond to a changing climate and have increased funds.⁸⁷

Efficiency: summary of findings

Many interviewees noted how the MECC team is efficient and well organized in its managerial and financial approaches as well as building the Thematic area within IOM, with some mentioning challenges based on ensuring leadership continuity in the work.

A range of structural challenges for the MECC Thematic were identified, the most frequent being the need for more outreach to COs to keep the MECC issue high on all agendas, and resources for the Thematic. When RTS first joined there was some confusion as to where their portfolio fits across other IOM divisions, and they are engaging in important policy work. Even though RTS are doing higher level tasks, they are at a lower relative grade to other RTS. MECC focal points are an appropriate way to reach out to country offices but require more capacity building.

Fundraising for the MECC Thematic is extremely important. Both challenges and some opportunities for fundraising were noted in the evaluation. Climate finance funding is an important source of funding to explore further. IOM is not an accredited entity for climate finance but in preparation - MECC briefs outline how IOM countries can access the GCF or the Adaption Fund by other means. To date, IOM has not been successful in tapping climate finance for migration. Although Member States are very interested in gaining access to climate finance, there was a narrow view that climate finance funds do not support relocation of populations as much as other areas. In fact funds can be accessed for projects in which various forms of mobility contribute to adaptation. Continuation of efforts to access sources of climate finance is an important goal for IOM.

⁸⁵ Available [here](#)

⁸⁶ In 2020 COVID had hindered progress

⁸⁷ For example, the World Bank Group lending for climate-related investments reached 29 percent or \$21.4 billion in 2020. Climate finance support provided by the EU and Member States amounted to €23.2 billion in 2019, an almost 7 percent increase from 2018.

4.7 Sustainability

This section examines the lasting benefits of progress made by the MECC Thematic to date. Findings pertaining to Member State's interest and support that may help MECC develop further and build on their achievements are introduced. Some points about mainstreaming MECC in IOM are summarised, based on lessons learned from the experience of gender mainstreaming as another cross-cutting theme. Finally, findings about the Environmental Sustainability Programme are outlined.

4.7.1 Sustaining Member States ownership and partnerships with MECC

Member States have an interest in the MECC Thematic area, but for different reasons. Yet, most believe IOM is the right agency to work on the topic.

IOM Member States are relying on IOM to keep them informed about the shifting dynamics of migration including MECC related trends. However, a challenge is that ministries that deal with environment and climate change are not the same ministries that deal with migration, nor are they ministries that IOM have traditionally worked with.⁸⁸ Some Member States have climate as one of their main priorities and migration is just one aspect within environment/climate focus.⁸⁹

Member States interviewed are interested in different aspects of the MECC Thematic and of IOM work: addressing migrants needs, ensuring water resources are part of discussions on the relationship to migration, slow on-set of climate change and how this interacts with resources and potential conflict, or prevention.⁹⁰ Some Member States would like to act to prevent migration, rather than support the positive aspects of migration as an adaptation strategy. Some noted that they need to deepen their engagement on climate with climate change cross cutting other areas of engagement (such as poverty reduction, hunger).

Discussions and negotiations on climate change effects may have a strong political accent and be sensitive, for instance for relocation of populations living in high-risk zones. Loss and damage conversations at the UNFCCC are difficult. Some smaller countries do not want to officially recognise sea level rise, as this has major political implementations for identity and sovereignty. Some Member States would like to see a stronger focus on the climate security nexus (addressing the root causes of migration).

Most Member States interviewed for this evaluation reiterated that IOM as a UN related organization, has legitimate authority in bringing States together to discuss migration and climate change. One Member State was concerned with IOM sustaining alignment across the Paris Agreement, the GCM, the GCR, the SDGs and similar global instruments. Ensuring that governments see the linkages between climate and migration is a work in progress in many regions.

The MECC Division provides IOM with a large advantage in its work on migration, displacement and environment. The Thematic requires more investment from IOM.

It was already concluded under previous sections that MECC Division has used its resources and structure to help ensure that IOM has a real advantage in broadly addressing migration and environment and has guaranteed a strong basis for sustainability of actions and most interviewees felt it is important to maintain MECC's positioning and lead. As already indicated IOM /MECC are investing time and efforts in global and regional policies that support Member States manage environmental migration. Discussions are on-going at Headquarters to reinforce IOM's overall

⁸⁸ IOM staff tend to work with ministries such as home affairs, foreign affairs, security, urban planning although IOM staff do work with ministries that deal with emergency planning

⁸⁹ See for example, Norway's Development Policy [here](#). Norway plan to focus on climate related migration (as one of about 20 actions) in a forthcoming action plan.

⁹⁰ For example, support efforts to keep farmers in rural areas, engaging more on prevention and adaptation side.

response and positioning in the MECC area of work, including with additional core funding. Sustainability of efforts is not guaranteed, and the new strategy will frame all these efforts.

There was a view that MECC requires bottom-up information to inform global and regional policy on MECC, and this can only be achieved through IOM's presence via projects (i.e., concrete actions they can implement to support migrants and communities). If this is to be the case, stronger monitoring and evaluation of projects is necessary so that evidence and knowledge generated by MECC/IOM can be translated concretely into what it means for continuation and sustainability. Project managers require space to reflect on projects or innovations and an incentive to do so.

Pinpointing MECC's comparative advantage is difficult to translate to all staff in an operational focused organization.

On the whole, IOM staff viewed MECC's work at the global policy level as very significant. Whilst IOM focus on migration, migrants and returnees, IOM as an organization must be clearer about its comparative advantage in relation to migration, environment and climate change. Is it in the adaptation arena, or responding to a crisis? Some interviewees stated that MECC needs to work on all IOM areas (disaster preparedness, DRR, response, labour migration, border management, migrant protection and assistance etc.), however this really depends on the region.

This evaluation found that relative to other UN agencies, the comparative advantage of IOM working on climate induced migration can be sustained as IOM:

- can address the MECC topic very precisely, and advocate for a better understanding or proper narrative tailored for migrations, due to the solid and careful evidence/knowledge generated in the past decade.
- is gaining ground in being able to facilitate dialogue between different sections of government. For example, ministries of environment and ministries that work on migration (internal affairs, refugee, asylum, integration and citizenship).
- has a strong field presence and can reach different types of populations, although MECC specialisation is missing from some segments of staff.

More broadly, some interviewees brought forth UN *mission creep* and overlap. Each UN agency has a specialisation, and this niche incorporates different responses. Yet the migration angle may be missing and thus collaboration with IOM is effective. Alternative livelihoods aspects with linkages to UN Habitat using good guidelines on involving communities in relocating communities (using relocation tools developed by IOM) was a noted example. Other questions arising include:

- Many governments are interested in livelihood projects, which can range from infrastructure to community-based initiatives (in agriculture, mining, fisheries, urbanisation, flood protection). Should the MECC Thematic work on prevention for stable populations? (for example, linking with FAO or others to focus on livelihoods)?⁹¹
- How does the MECC Thematic link with UNICEF for projects on humanitarian work? with WFP or OCHA and further collaborate with UNHCR?

The forthcoming strategy will clarify IOM's comparative advantage in the area of climate, environment and migration and will be an important in positioning IOM for access to climate finance.

Partners underlined the importance of this emerging area and the need for IOM to prioritise its focus on MECC.

Nine partners outlined various challenges for IOM and what IOM should be doing. A third of comments related to prioritising work due to the rapidly increasing number of actors and processes where migration is addressed. Another suggestion was to be more communicative with national actors. Two

⁹¹ One view noted was that IOM should work in partnership with other agencies who are more specialised in livelihoods; another view was that rather than collaborate, just invite other agencies to training offered instead.

partners suggest that it is important that IOM be adequately resourced, and there is a need for IOM senior management commitment. Providing more evidence of the nexus was one suggestion. One partner suggested IOM continue to be one step ahead, perceiving the trends on the horizon; another suggested making MECC more integral to various programmatic areas of IOM; and yet another stating the IOM should continue and increase collaborative approaches. Thus, partners provided interesting views on what IOM should continue to work on to ensure the efficiency of the nexus.

A broader question raised by some interviewees was whether MECC staff should actually be using their resources to implement stand-alone projects rather than stressing the importance to put climate on the agenda regionally and nationally. Working through coalitions or platforms such as the Regional Consultative Processes⁹² or UN Networks on Migration was mentioned as important for RTS' work – particularly regarding advocacy. Some positive examples of IOM's advocacy work were cited in interviews, such as IOM's contribution to the Intergovernmental Authority on Development (IGAD) Centre for Pastoral Areas and Livestock Development (ICPALD) to support an important protocol on transhumance.⁹³ It seems that there needs to be more discussion on the added value of MECC RTS and the MECC Division beyond short term projects in the field. About five interviewees in IOM queried whether climate and migration should be considered like gender as a cross cutting issue.

Sustaining a MECC focus requires integrating MECC more broadly into all IOM activities. There are common challenges in addressing crosscutting issues across IOM.

Mainstreaming MECC internally in IOM is relatively weak compared to gender mainstreaming, but the potential is there. Progress must be considered from a time point of view and change in attitudes and organizational culture. Previously there was no integration of climate into IOM key documents as already mentioned. Now it is a top priority, and it has moved beyond lip service to an integration of climate/environment because it is one of the priorities of IOM. IOM staff are interested in the environment/climate Thematic aspect in their discourse and practice, although why it has its own Thematic area is still not fully understood by all IOM staff.

Some lessons learned and recommendations from the IOM Gender Coordination Unit's experience are outlined in Table 11 and may be a relevant parallel with the MECC Thematic.

Table 11: Drawing lessons from mainstreaming in IOM

Lessons learned from gender mainstreaming in IOM	How IOM/ MECC can capitalise on this
Keep the issue in the agenda in a meaningful way. Higher management statements increase attention to crosscutting issues.	Underline MECC Thematic in IOM's Vision and disseminate MECC Strategy when finalised?
Lobby for resources required to mainstream the issue, rather than projects. The Gender Coordination Unit steers away from the direct implementation of projects. Instead, they provided tools for colleagues, and reviewed existing projects (from donor reports) and are using this assessment to identify entry points and bottlenecks.	Lobbying for resources is constant for MECC MECC already reviews existing projects, but how can short lessons learned be shared with COs to understand what can be practically done?
Addressing a cross cutting issue is a very slow process. Once something has been achieved, there is a need to keep investing to maintain that achievement and continuing to move the issue forward.	Ongoing
Within IOM it is important to create allies in different units. For example, ensuring the issue is present in the audit department, or the human resources department. Including pointers in the <i>IOM Project Handbook</i> was vital.	Ongoing MECC is included in the IOM Project Handbook and institutional

⁹² Regional Consultative Processes on migration (RCPs) are state-led, ongoing, information-sharing and policy dialogues to discussing specific migration issue (s) in a cooperative manner among States from an agreed (usually geographical) region.

⁹³ IGAD finalised an Implementation Roadmap for the IGAD Protocol on Transhumance, at a High-Level Experts meeting in Uganda in November 2020 which was endorsed. IOM contributed to both meetings and has held initial discussions with ICPALD linked to UN engagement to support the protocol. Pastoralism demonstrates the adaptive nature of migration in response to environmental changes, but climate (as well as other challenges), is adversely impacting the practice.

Lessons learned from gender mainstreaming in IOM	How IOM/ MECC can capitalise on this
	questionnaire. Is a revision on how it is included is necessary?
The UN System Wide Approach on Gender Equality (UNSWAP) was a game changer and a fundamental support because all of IOM had to report on this agreed framework. ⁹⁴	Although slightly different but linked. the Environmental Sustainability Programme is system wide and IOM reports on implementation.
Noting a gender fatigue amongst IOM staff, the Gender Coordination Unit had to begin communicating differently, finding different entry points.	How can the MECC Thematic better communicate? What should a communications plan contain?

Promoting the systematic integration of climate and environment into all aspects of IOM’s work does not replace the need for targeted projects that focus on climate change and migration. As one interviewee said, “*Crosscutting issues can be like not having your own kingdom but ruling in everyone every house.*” Further recommendations on mainstreaming are outlined in Annex 9.

IOM and MECC focal points need technical support to engage with important climate policy processes at country level, via the UNCT and guarantee sustainable outcomes for IOM. Migration may be missing in NAPs and NDCs.

A key question is how climate policies in a country can align with migration related issues; and whether climate policies can take into consideration the migration impacts of climate change. There is a need to articulate and connect migration with the different climate policy and planning instruments (NDCs, NAPs, National Communications, REDD Strategies, etc.) at national level in order to ensure coherence, as well as unity in implementing international frameworks. This requires IOM staff who, apart from their migration specialisation, also possess knowledge of governance, policies and planning for the NDC process. The NDC may essentially cover the whole of a country, and have an economy-wide scope, even if some sectors are of priority focus (e.g., energy, agriculture or transport sectors).

For climate change planning, many countries have technical working groups that draw from the UN, civil society organizations, academia and the private sector. There is time for IOM to prepare and plan for engaging more in this process. As this round of NDCs are coming to completion, the next efforts required will not be until the NDC review process (every five years) – hence review and planning engagement will begin in 2024. Evidence on linkages between climate change and migration can thus be available in advance.

4.7.2 The Environmental Sustainability Programme

The Environmental Sustainability Programme is making great strides in IOM.

The MECC Division hosts the IOM institutional environmental sustainability portfolio (ESP). The programme contributes to global policies, initiatives and coordination mechanisms dedicated to environmental sustainability.⁹⁵ The ESP was launched in 2017 following an environmental baseline conducted by MECC (2016) and has made great strides in IOM (see progress in Annex 10). IOM is working towards launching its first institutional environmental sustainability strategy, which seeks to align IOM activities with global environmental standards to improve environmental sustainability, resource efficiency and quality management, also in line with the Strategy for Sustainability Management in the United Nations system 2020–2030 – Phase I and Phase II (in progress).

⁹⁴ The first round of UNSWAP looked internally at processes and different aspects of organization’s structure for gender equality. The UNSWAP.2 is examining results and capacity to report on gender equality.

⁹⁵ including the United Nations Environment Management Group, the Global Plan of Action for Sustainable Energy Solutions in Situations of Displacement and the Joint Initiative – the Coordination of Assessments for Environment in Humanitarian Action (based on the recognition that a healthy environment is linked to the well-being and resilience of migrants and communities alike). Aligned with the 2030 Agenda for Sustainable Development, the UN’ Climate Neutral Strategy and Strategic Plan for Sustainability Management in the UN System.

The approach taken by the ESP is to build internal partnerships, conduct environmental assessments, apply an environmental science approach, focus on positive actions, and reshape the negative narrative about the environment and humanitarian and migration management sector through examples. Having targets and performance indicators are imperative for the programme, and reflected in the Programme's annual internal reports. To mainstream ESP an accountability system was noted to be key. IOM have achieved climate neutral under the UN system and some mentioned the forthcoming fleet management project (Annex 10).

The ESP programme works closely with the IOM Department of Resource Management on better procurement, going to the core of systems. Beyond energy, the circular economy and packaging waste are pinpointed. Some Nordic Member States showed their appreciation of IOM's focus on greening the organizations. One Member State commended IOM on its' work in humanitarian settings (e.g., solar cookers, green energy). Others outside said that IOM have a solid environment sustainability team, with good expertise, who work in a very constructive way.

There are several available tools for sustainability management also. For example, staff may require some training on sustainable procurement, sustainable natural resource management for projects/programmes. Technological innovations are however available and linked to the programme (e.g., an ICT laboratory in Copenhagen for assessing internet electricity energy consumption).

Institutionally, some interviewees felt the programme could be located under ODG as greening IOM is a structural and somewhat separate issue to the complex migration, environment and climate nexus. To move forward, it is expected IOM's first institutional environmental sustainability strategy receives continuous high management commitment, and provides a vision for IOM, clearly outlining IOM's stance with regard to Environmental Sustainability.

Sustainability: summary of findings

Member States have an interest in the MECC Thematic area for various reasons. Partners underlined the importance of this emerging area and the need for IOM to prioritise its focus on MECC. All interviewed believe IOM is the right agency to work on the topic. More clarity on IOM's delineation of thematic areas should emerge with the forthcoming MECC Strategy, which will require fund raising for implementation. Sustaining a MECC focus also requires integrating MECC more broadly into all IOM activities and to engage more with important national climate change planning processes such as national adaptation planning (NAP), as well as inside the UNCTs. Migration may be missing in NAPs and nationally determined contributions (NDCs).

More support for the MECC Thematic is required so they can remain as a reference agency for the MECC nexus. Finally, the Environmental Sustainability Programme is making great strides in IOM.

5. Conclusions

The following Table contains the consolidated findings from the Evaluation of IOM’s Institutional response to address migration, environment and climate change nexus. Annex 11 details how the longlist of findings from each section of the report were consolidated into eight key findings.

Table 12: Consolidated findings from the evaluation

Eight consolidated findings from IOM MECC Evaluation	
1.	The MECC Division and MECC Thematic are focusing on an area that is clearly relevant to IOM staff, partners, Member States and others. IOM is the right organization to work on the MECC Thematic.
2.	The MECC Division has excelled in providing evidence, information and briefings to Member States contributing to placing mobility on the agenda of important climate and environment related international policy processes, whilst also contributing to ensuring climate and environmental degradation are on the agenda of migration policy processes. This is starting to be the case at regional level also. The time is right to reach out and advocate for implementation at the national level through IOM Country Offices.
3.	Not much evidence of engagement with civil society groups that represent migrants’ rights were noted during the evaluation. It is unclear how migrant voices are heard or used in planning activities and in ensuring the focus of MECC engagement remains relevant to different needs in different contexts. It is important that different stakeholders are involved in planning IOM activities and initiatives are based on needs rather than funding led alone. There are also many opportunities within IOM to obtain information on beneficiary needs based on secondary sources.
4.	There is a need to consolidate and further share IOM’s comparative advantage and position on the MECC Thematic more widely including at regional and country level so that all IOM staff can see the relevance and can see where their activities contribute to the MECC Thematic.
5.	Whilst the MECC Division has been effective in raising the visibility of the Thematic in very important international policy processes, in IOM headquarters and amongst Geneva based organizations, information sharing on the MECC Thematic and the work already done does not extensively reach IOM staff in COs and ROs, and Member States, many of which do not yet prioritize this thematic.
6.	IOM has the potential to build on existing work and remain one of the key actors in climate change, migration and adaptation, provided IOM staff build their capacities more broadly to work on climate change. Many IOM staff are not aware of the different strategic ways IOM can address the MECC Thematic. Capacity building on the Thematic is not yet systematic and could become more strategic in terms of engagement in the different policy processes of relevance to the Thematic.
7.	The MECC Thematic hold the potential for IOM to demonstrate coherence across policy , and how to support partnerships to build regional policy, which supports initiatives in countries. A more coherent approach across IOM on the MECC Thematic is required and may be achieved with the current IOM internal reform.
8.	Although the MECC Thematic is growing in relevance, resources and funding are required for IOM to continue to engage on the Thematic . IOM does not have the resources to be involved everywhere and must prioritize where best to contribute within their mandate and where IOM adds value to other actors working in the climate change arena.

6. Recommendations

Building from the consolidated findings above, eight recommendations have been developed and are contained in the Table 13 below.

Table 13: Recommendations

Consolidated findings	Recommendations stemming from findings
<p>1. The MECC Division and MECC Thematic is focusing on an area that is clearly relevant to IOM staff, partners, Member States and others. IOM is the right organization to work on the MECC Thematic.</p>	<p>Recommendation 1</p> <p>IOM should continue to work on the area as it is growing in relevance and will increase in importance in the future. Devise indicators that better demonstrate work on climate, migration and policy. HQ and/or each CO/RO could have an indicator on climate, migration and policy related work. Some examples are outlined below:</p> <ul style="list-style-type: none"> • Acknowledgement of IOM by other high level i) climate actors; ii) migration actors, tracing evidence of reference on IOM’s climate work. • Engagement in new partnerships on the MECC thematic, e.g., G20, IPCC experts • Number of side events organised by IOM on MECC at global events compared to other actors. • Evidence of use of policy briefs or issues papers (rather than the number generated). • Number of requests from government for IOM advice on migration and climate change, relative to other thematic areas. • Mention of IOM in important documents related to climate change. • Number of countries, that with advice from IOM included some aspect of migration in their national adaptation plans or in their nationally determined contributions. • Participation of MECC RTS’ or visibility of MECC Thematic inputs in documents associated with regional processes. • Number of IOM policy learnings related to MECC that have summarised into key points that are used in policy advice at the country level. • Increased participation of MECC RTS in country mission advisory work. • UN Networks see IOM as a key stakeholder in climate related work, demonstrated by requests to join on interagency proposals.
<p>2. The MECC Division has excelled in providing evidence, information and briefings to Member States contributing to placing mobility on the agenda of important climate and environment related international policy processes, whilst also contributing to ensuring climate and environmental degradation are on the agenda of migration policy processes. This is starting to be the case at regional level also. The time is right to reach out and advocate for</p>	<p>Recommendation 2</p> <p>Translation of MECC work to national level is required, sharing information on policy influencing methods would be helpful to support such work at national level. Engagement at the national level should be strategic rather than output oriented. Documenting, sharing tools and lessons on how to engage nationally, as well as what works should continue to be developed. Lessons learned with regard to the implementation of relevant policies should take place in an accessible language for governments and other stakeholders.</p>

Consolidated findings	Recommendations stemming from findings
implementation at the national level through IOM country Offices.	
<p>3. Not much evidence of engagement with civil society groups that represent migrants' rights were noted during the evaluation. It is unclear how migrant voices are heard or used in planning activities and in ensuring the focus of MECC engagement remains relevant to different needs in different contexts. It is important that different stakeholders are involved in planning IOM activities and initiatives are based on needs rather than funding led alone. There are also many opportunities within IOM to obtain information on beneficiary needs based on secondary sources.</p>	<p>Recommendation 3 Addressing the climate and environmental needs of beneficiaries should come more to the fore of IOM's work, using networks, methods and systems that can give voice to migrants in important debates and policy processes that affect their futures. IOM as an organization can provide guidance and principles for ensuring representation, with inputs from different IOM Divisions on how they are already doing this. Consider how the evaluation categorized impacts on migrants in the Theory of Change developed during the evaluation.</p>
<p>4. There is a need to consolidate and further share IOM's comparative advantage and position on the MECC Thematic more widely including at regional and country level so that all IOM staff can see the relevance and can see where their activities contribute to the MECC Thematic.</p>	<p>Recommendation 4 Develop further, consolidate and share IOM's position on migration, environment and climate change and ensure it is clearly outlined in the IOM MECC Strategy. Clarify how and whether different sections of IOM should be incorporating climate change and environmental factors in their ongoing work. Provide short briefings or notes that can help in this regard.</p>
<p>5. Whilst the MECC Division has been effective in raising the visibility of the Thematic in very important international policy processes, in IOM headquarters and amongst Geneva based organizations, information sharing on the MECC Thematic and the work already done does not necessarily reach IOM staff in COs, ROs, and all Member States who do not yet prioritize this thematic.</p>	<p>Recommendation 5 Funding to implement the MECC/IOM Communications Strategy and Workplan is required to help to generate interest internally and externally, give more visibility to the IOM/MECC Thematic and help to disseminate ideas. This requires a dedicated communication person to engage and develop succinct and effective messages, with an operational budget to collect materials, work with graphic designers, and run targeted social media campaigns, including succinct and accurate messages. Testimonials and videos will improve outreach. New media campaigns should also highlight what is working well for MECC so far.</p>
<p>6. IOM has the potential to build on existing work and remain one of the key actors in climate change, migration and adaptation, provided IOM staff build their capacities more broadly to work on climate change. Many IOM staff are not aware of the different strategic ways IOM can address the MECC Thematic. Capacity building on the Thematic is not yet systematic and could become more strategic in terms of engagement in the different policy processes of relevance to the Thematic.</p>	<p>Recommendation 6 MECC should undertake a short needs assessment with respect to internal capacities to address issues related to human mobility and environment. Build staff capacities so they have basic knowledge on addressing climate change and ensure that staff have the confidence to engage in some way in national policy processes and policy implementation in synergy with their main area of expertise. Capacity development should focus on links between policy (from the GCM or the UNFCCC) and practice, and how to use the UN Network on Migration, the PDD, UNFCCC focal points, rather than focus on typical IOM projects. Another area that requires capacity building is how to include MECC in interagency proposals.</p>

Consolidated findings	Recommendations stemming from findings
	Ensure there is follow up on training, with records and networks of those trained set up.
<p>7. The MECC Thematic hold the potential for IOM to demonstrate coherence across policy, and how to support partnerships to build regional policy, which supports initiative in countries. A more coherent approach across IOM on the MECC Thematic is required and may be achieved with the current IOM internal reform.</p>	<p>Recommendation 7 MECC should continue to provide convincing evidence of the impact of their work with partners. To continue to convince high level management, ROs and Chiefs of Mission in COs, more examples of how MECC activities fit with IOM policy support and implementation are required, demonstrating concrete actions, good practices and indications of what does not appear to work. Systems for sharing and replicating processes that focus on climate change and migration through regional networks and platforms must be set up, accelerating sharing of information.</p>
<p>8. Although the MECC Thematic is growing in relevance, resources and funding are required for IOM to continue to engage on the Thematic. IOM does not have the resources to be involved everywhere and must prioritize where best to contribute within their mandate and where IOM adds value to other actors working in the climate change arena.</p>	<p>Recommendation 8 Consider how more core funding can be allocated to MECC. IOM should invest in a global environmental and climate funds specialist or a specialist on blended finance to support the development of concept notes for projects and proposals spanning several sectors. Speak up more about the MECC Thematic with a specific IOM perspective to ensure donors are aware of emerging trends. Track and follow up on meetings that generated interest in funding for IOM MECC.</p>

7. Annexes

Available in a separate document