



EVALUATION OF IOM'S INSTITUTIONAL APPROACH AND CONTRIBUTION TO THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

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DEPARTMENT OF STRATEGIC PLANNING AND ORGANIZATIONAL
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Acknowledgements

This report presents the background, findings and conclusions of an evaluation carried out by KPMG International Development Advisory Services, mandated by the IOM Central Evaluation Unit (EVA) in the framework of the implementation of its biennial evaluation plan 2021-2022.

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Final responsibility for accuracy of the data and soundness of the analysis included in this report rests with the Central Evaluation Unit. The findings, interpretations, and conclusions presented in this report do not necessarily reflect the views of KPMG.

IOM Central Evaluation Unit

Table of Contents

Executive Summary

Acronyms 9

1. Context and purpose of the evaluation 11

- 1.1. The 2030 Agenda: IOM's institutional position 11
- 1.2. Evaluation context, scope and purpose 12
- 1.3. Methodological approach 13
- 1.4. Limitations 14

2. Evaluation findings 15

- 2.1. Relevance 15
- 2.2. Coherence 22
- 2.3. Effectiveness 29
- 2.4. Efficiency 38
- 2.5. Impact 43
- 2.6. Sustainability 47

3. Conclusions and recommendations 50

- 3.1. Conclusions 50
- 3.2. Recommendations 54

Appendixes 56

- Appendix 1a: Case study – Dominican Republic 56
- Appendix 1b: Case study – Ecuador 63
- Appendix 1c: Case study – Kazakhstan 70
- Appendix 1d: Case studies – Tunisia 78
- Appendix 2: List of key documents consulted 86
- Appendix 3: List of interviews 89
- Appendix 4: Terms of Reference 91

Executive summary

The report presents the background, findings and conclusions of an evaluation of the International Organization for Migration (IOM)'s strategic approach and contribution to the 2030 Agenda on Sustainable Development carried out by KPMG Norway between April and December 2022 under the responsibility and guidance of IOM Central Evaluation Unit. The Terms of Reference (ToR) for the evaluation mandated a focus on three priority areas of analysis:

- The relevance and effectiveness of IOM's Migration and Sustainable Development strategy and related action plan vis-à-vis the 2030 Agenda;
- IOM's internal and external synergies and institutional steps taken to contribute to the 2030 Agenda at the global and regional levels;
- The relevance, efficiency, timeliness and impact of the guidance, tools and assistance provided to IOM Headquarters departments, Regional and Country Offices to support the implementation of the national sustainable development strategies in relation to migration, and to ensure IOM's mandate and work is aligned with the 2030 Agenda and UN Sustainable Development Cooperation Frameworks (UNSDCF).

Since the adoption of the 2030 Agenda in 2015, IOM has been conducting several initiatives to actively contribute to the implementation of the Sustainable Development Goals (SDG), which have led among others to the adoption of the Institutional Strategy on Migration and Sustainable Development (M&SD Strategy) in 2019 to guide its overall approach and actions to leverage migration as a driver of sustainable development. The ambition of the M&SD Strategy is dual: i) to generate a better understanding of the contribution of migration and migrants to sustainable development, which has been recognized by the inclusion of Target 10.7 but extends to multiple SDG and development areas; ii) to strengthen IOM's contribution to the achievement of the 2030 Agenda by enabling the organization to leverage the institutional channels provided by its entry in the UN system, the UN Development System (UNDS) reform and the New Way of working, and the Global Compact for Safe, Regular and Orderly Migration (GCM) and its stewardship of the UN Network on Migration (UNNM).

Findings

Relevance

The evaluation found that the Theory of Change of IOM's M&SD Strategy does not provide a clear indication of the linkages between the proposed activities and their expected results in terms of better migration governance, improved welfare of migrants and further development outcomes. A discussion of causal linkages, influence factors and supporting evidence would have helped substantiate and prioritize elements of the strategy in a consistent way, shed light on expected challenges and opportunities and created a bridge between the strategy and programmatic activities.

Furthermore, the evaluation noted that the deliverables of the M&SD Strategy are realistic and relevant to its ambitions and goals but being too general: a complete assessment of how achievable the deliverables are would require further specification of their scale and magnitude.

The M&SD Theory of Change should also better reflect the larger effort at programmatic and institutional level that IOM has undertaken to establish a firm evidence base on the links between migration-related interventions and development outcomes. These efforts are still work in progress. In addition, strengthening the results frameworks and reporting at project levels would help to collect more relevant data on the results of interventions at the interface between migration and sustainable development and to feed these into higher-level strategic processes.

IOM's roadmap towards strengthening its contribution to sustainable development requires the active participation of the entire organization. The UN-SDG Action Plan has sought to organize the institutional components of this engagement in a comprehensive and consistent manner, but its effective implementation has proved challenging.

On the programmatic side, many activities could be eligible as an operationalization of the M&SD Strategy. The Migration and Sustainable Development (MSD) Team¹ at Headquarters alone reports 115 projects addressing migration and development issues across the world. The MSD global programmes in particular, are prominent initiatives to generate and collect evidence on how migration can be mainstreamed in a broad range of development interventions and policies, with the collaboration of IOM regional and country offices, other UN agencies, partner governments and donors.

Finally, while the guidance and tools on migration and sustainable development are considered relevant and useful, further support for their wider dissemination and appropriation by IOM Country Offices is needed. For the latter, Regional Offices will continue to play an important role, for instance through the organization of training and workshops.

Coherence

The evaluation has found that the juxtaposition of strategic frameworks and cross-cutting approaches with a potential link to the SDG is generating a degree of confusion within IOM as it is not always accompanied by a substantial effort to harmonize them and ensure consistency in their operational implications.

There is room for better alignment of the M&SD Strategy and other frameworks (including with the Strategic Vision) to mainstream the interlinkages between migration and development and to clarify how IOM can better coordinate cross-cutting approaches of migration to implement the SDG.

IOM has launched important initiatives in recent years to embed its work into appropriate coordination mechanisms at the global, regional and country levels and to lead international efforts on matters relevant to migration and sustainable development. IOM's role in that regard has gained further visibility and acknowledgement as an important development actor after having joined the UN System in 2016.

At the country level, IOM offices report positive contributions to the development of UN Common Country Analysis (CCA) and UNSDCF – to the extent allowed by national governments engagements – also with the support of the MSD Team and Regional Offices. MSD projects are also facilitating country offices' engagement with partners across the UN development system and with national counterparts and contributing to more coherent integration of migration within national development planning. However, limited dedicated capacities within field offices and investments in training activities, as well as the lack of data and analysis on migration issues and socioeconomic facets are key challenges to further expansion of this work.

Effectiveness

There is strong evidence of the influence of IOM's migration and development work on legislation, policy and institutional arrangements in countries of operation. This work predates the adoption of the

¹ The M&SD strategy falls under the responsibility of the Sustainable Development Unit (SDU) of the Department of Peace and Development Coordination following the last restructuring of IOM Headquarters in 2022. However, the work on the migration and sustainable development nexus predates the strategy and was covered by another unit before the last restructuring. Coordination is therefore still on-going with entities of other departments such as the Labour Mobility and Social Division (LMI) within the Department of Programme support and Migration Management or the United Nations Partnerships Division of the Department of External Relations. The use of the terminology 'MSD Team' in the report intends to address this coordination work piloted by SDU and the contributions by other units predating the restructuring.

M&SD Strategy, including on core sustainable development issues. Notwithstanding the difficulties in attributing causal linkages and effects specifically to the M&SD strategy, there is acknowledgment that it serves to harness IOM's work on MSD – particularly through programming, learning and promotion of new approaches and good practices to be replicated across the organization.

Country offices also report new impetus towards engagement, which they attribute to both broad institutional developments and contextual opportunities. IOM's entrance to the UN, the adoption of the GCM and the establishment of the UNNM at country and regional levels are powerful developments that orient the way IOM engages with States in general, opening additional avenues for cooperation on sustainable development issues. The M&SD Strategy adds to this edifice by better articulating these opportunities from an institutional perspective.

Concerning IOM Country Offices' contributions to effective reporting against the SDG, the national authorities' engagement in the 2030 Agenda, the lack of data and the limitations in human resources are identified as three limiting factors, as well as the requirements of IOM's multiple reporting frameworks and procedures. The MSD Team has taken important steps in addressing these barriers through the provision of guidance and training material, the inclusion of the sustainable development lens in other IOM's frameworks, and programming focused on key facets of migration and sustainable development. Further strengthening of the team's resources, including through regional focal points, appears as a promising way of addressing remaining challenges in the work of country offices.

To date, IOM's reporting on migration and sustainable development does not fully address its global contributions to the SDG, but rather informs on progress in the implementation of the GCM and of the 2030 Agenda indicators. Despite challenges that IOM has faced in accounting for its contributions to SDG, efforts to strengthen SDG reporting to UN bodies are indicative of IOM's ambitions to demonstrate its work in support of the 2030 Agenda. The M&SD Strategy and the Strategic Results Framework (SRF) have also created foundations for better reporting. However, difficulties remain to overcome weaknesses in Results Based Management (RBM), the multiplicity of frameworks and a more nuanced narrative of prioritization of the most relevant SDG for IOM's work.

Efficiency

Different coordination mechanisms have been developed by the MSD Team to support the implementation of IOM's M&SD Strategy in the context of an organizational reform that also emphasized the cross-cutting nature of sustainable development approaches to migration. While some of these mechanisms such as the UN-SDG Action Plan have not been as effective and widely embraced as expected, enhanced dialogue and cooperation is nevertheless taking place at headquarters. Developing coordination at the regional level appears as a step in further mainstreaming migration and sustainable development approaches in the organization's work.

Adapting structures and mandates within the organization to these endeavors has well progressed but still needs to be reinforced. The creation of the Department of Peace and Development Coordination, with responsibilities ranging from transition and recovery through sustainable development to climate change, has been an important step. The reform emphasizes the role of the department in promoting transversal approaches to sustainable development and the implementation of the M&SD Strategy. In the Regional Offices, the Regional Liaison and Policy Officers (RPLO) and in some cases the Regional Thematic Specialists (RTS) have served as a relay in bringing the approach to the field, but resource and competence constraints remain an obstacle to its broader diffusion. Further actions will be necessary to raise SDG organization-wide priorities and consolidate changes at headquarters, regional and country levels.

IOM's project management system PRIMA provides information on the total value of projects registered as contributing to each of the SDG, but the system alone cannot be considered a comprehensive source of information for measuring IOM's contributions to the implementation of the

SDG, including those central to its work. The organization may explore additional options for analyzing its SDG financial data that will enable more accurate reporting and perspectives on IOM's global financial contribution to the 2030 Agenda.

In terms of fundraising, the difficulties experienced in expanding the Migration Multi-Partner Trust Fund (MMPTF) base and the level of competition incurred to access funding of the IOM Development Fund testify of more general challenges for financing activities focused on migration and sustainable development. As reflected in stakeholder consultations and survey results, IOM projects must be better framed in the context of the SDG and linkages identified should be coherently represented within proposals. This increased focus on fundraising at the country level will also require staff to become more conversant in the 2030 Agenda and its relevance to IOM.

In terms of support and information sharing, the MSD Team has ensured the timely distribution of guidance, planning and training materials both internally and externally, e.g. through the Migration for Development (M4D Net) platform and the MSD SharePoint, including for integrating migration into national sustainable development planning.

Impact

As measured for instance by the frequency and scope of references to migration in UNDESA's annual SDG report and by IOM's own submissions to the High-Level Political Forum on Sustainable Development (HLPF), the organization has been successful in raising visibility of migration in the international development agenda.

Most IOM Country Offices consider that they have had significant or some impact in ensuring that migrants are not left behind in the implementation of the 2030 Agenda. This was achieved in particular through technical assistance to integrate migration in the SDG statistics, leveraging the UNNMM to advance migration governance in line with the 2030 Agenda and the promotion of mechanisms supporting the implementation of the 2030 Agenda.

IOM has been less successful in incorporating migration within the 2030 Agenda Voluntary National Reviews (VNR), Voluntary Local Reviews (VLR) and Voluntary Subnational Reviews (VSR). The evaluation notes however a more successful inclusion of migration into the CCA and UNSDCF planning documents, which provides a good starting point for more migration-related SDG data and analysis in voluntary reviews. This process requires continuous support from IOM in line with its effort to contribute to the development of internationally accepted indicators disaggregated by migration status. Of note, the GCM national reviews can already witness the progress made in highlighting migration as key aspect of sustainable development planning within national agendas.

All IOM Regional Office strategies are informed by the 2030 Agenda and account for the importance of IOM's role in addressing migration and human mobility-related dimensions within the global framework. There is less evidence that Regional Offices are actively making use of SDG-related data to inform regional or sub-regional initiatives. At the country level, a large majority of IOM field offices report using SDG indicators and targets for the elaboration of country strategies and projects. Leveraging migration-relevant SDG data for new partnerships has not yet been fruitful for many IOM Country Offices responding to the survey for lack of data availability and maturity in its use. Improvements are soon expected in this area.

Sustainability

IOM has established a firm basis for the sustainability of its work on migration and sustainable development, notably through its roles as core member of the UN Sustainable Development Group (UNSDG) and as coordinator of UNNMM. At an institutional level, IOM has engaged reforms of its organizational structure and project management systems, which both emphasize migration and

sustainable development as an important area of work. The organization has also invested in building capacity on mainstreaming migration in sustainable development at all levels and efforts must be consolidated. At an operational level, the migration and sustainable development approach has also opened new opportunities for engagement in countries where significant resources could be mobilized for its implementation. Capacity development at the regional level and in the field appear as the key condition for increased sustainability.

Recommendations

The evaluation formulates the following recommendations for the strengthening of IOM's institutional approach and contribution to the 2030 Agenda.

1. Clarify the formulation of the M&SD Strategy's Theory of Change and monitor the strategy's implementation by:
 - harmonizing the level at which deliverables are considered (output or intermediary outcome), as a step towards better specifying the causal pathways underpinning the strategy's theory of change
 - expressing the strategy's deliverables and outcomes in terms of tangible results, associated with measurement tools that are integrated in IOM's Strategic Results Framework
 - regularly monitoring the level of achievement of these results.
2. Update the UN-SDG Action Plan for institutional MSD mainstreaming, embedding it within the new organizational structure to account for MSD's mandate within the Department of Peace and Development Coordination, and operational and institutional work of other divisions/departments.
3. When updating IOM's Strategic Vision, establish a clearer hierarchy and more coherent conceptual architecture of internal strategies aligned to global frameworks to better inform the migration and sustainable development nexus.
4. Provide sufficient investment at country level: i) for capacity building of country offices to engage with UNDS coordination, including on mobilizing relevant sources of data and analysis and relevant material, in anticipation of upcoming CCA/UNSDCF cycles; ii) for engaging national authorities in leveraging MSD institutional tools and resources for establishing baselines relevant to national migration and human mobility SDG targets and indicators.
5. Continue efforts to incorporate MSD learning mechanisms from global and country levels programming into upcoming organizational processes, in particular the revision of the Project Handbook, the RBM strategy and PRIMA, which can embed systems for institution-wide mainstreaming of and learning from migration and sustainable development work; include in training plans of regional and country offices relevant modules for tagging SDG within PRIMA for monitoring and measuring results and contributions to SDG beyond the focus on expenditures.
6. Consider undertaking a brief capacity building needs assessment with IOM Country Offices to: i) further inform priority needs and preferred methodologies for training, ii) provide more support to country offices to activate the guidance on MSD through training and workshops, iii) involve more systematically the Regional Offices in this regard, and iv) establish a financial plan for support.
7. IOM's MSD work should continue to be supported with core funding that can ensure adequate resources at all institutional levels to further embed approaches that enable orientation to and delivery against migration and human mobility dimensions of the 2030 Agenda.

Acronyms

AVRR – Assisted Voluntary Return and Reintegration
CCA – United Nations Common Country Analysis
CD – Community Development
CEB – United Nations Chief Executives Board for Coordination
CSO – Civil society organization
DTM – Displacement Tracking Matrix
DTM REMAP – Displacement Tracking Matrix Regional Evidence for Migration Analysis and Policy
ECOSOC – United Nations Economic and Social Council
EU – European Union
GCM – Global Compact for Safe, Regular and Orderly Migration
GDI – Global Data Institute
GDP – Gross domestic product
GFMD – Global Forum on Migration and Sustainable Development
GMDAC – Global Migration Data Analysis Centre
HDPN – Humanitarian Development Peace Nexus
HLPF – High-Level Political Forum on Sustainable Development
IAEG-SDGs – Inter-agency and Expert Group on SDG Indicators
IMRF – International Migration Review Forum
LMI – Labour Migration and Social Inclusion
M&D – Migration and Development
M4SD – Making Migration Work for Sustainable Development
MAPS – Mainstreaming, Acceleration and Policy Support
MCOF – Migration Crisis Operational Framework
MDB – Multilateral development bank
MDS – Migration Data Strategy 2020-2025
MECC – Migration, Environment and Climate Change
MGI – Migration Governance Indicators
MiGOF – Migration Governance Framework
MMICD – Mainstreaming Migration into International Cooperation and Development
MPTF - Multi-Partner Trust Fund
MMPTF – Migration Multi-Partner Trust Fund
MSD – Migration and Sustainable Development

M&SD Strategy - Institutional Strategy on Migration and Sustainable Development

OECD DAC – Organization for Economic Cooperation and Development – Development Assistance Committee

PRIMA – Project Information and Management Application

R4V – Interagency Regional Platform for Refugees and Migrants from Venezuela

RCP – Regional Coordination Process

RLPO – Regional Liaison and Policy Officer

RTS – Regional Technical Specialist

SDG – Sustainable Development Goals

SRF – Strategic Results Framework

UNCT – United Nations Country Team

UNDAF – United Nations Development Assistance Framework

UNDESA – United Nations Department of Economic and Social Affairs

UNDP – United Nations Development Programme

UNDS – United Nations Development System

UNNM – United Nations Network on Migration

UNPD – United Nations Partnerships Division

UNSDCF – United Nations Sustainable Development Cooperation Framework

UNSDG – United Nations Sustainable Development Group

VLR – Voluntary Local Review

VNR – Voluntary National Review

VSR – Voluntary Subnational Review

1. Context and purpose of the evaluation

1.1. The 2030 Agenda: IOM's institutional position

In 2015, the UN General Assembly adopted Resolution 70/1 "Transforming our world: the 2030 Agenda for Sustainable Development" also acknowledging the linkages between migration and development:

"We recognize the positive contribution of migrants for inclusive growth and sustainable development. We also recognize that international migration is a multidimensional reality of major relevance for the development of countries of origin, transit and destination, which requires coherent and comprehensive responses. We will cooperate internationally to ensure safe, orderly and regular migration involving full respect for human rights and the humane treatment of migrants regardless of migration status, of refugees and of displaced persons. Such cooperation should also strengthen the resilience of communities hosting refugees, particularly in developing countries. We underline the right of migrants to return to their country of citizenship and recall that States must ensure that their returning nationals are duly received."

Multiple Sustainable Development Goals (SDG) of the 2030 Agenda included references to the role of migration and a specific target of SDG 10 (Reduce inequality within and among countries) specifically addresses the governance of migration:

Target 10.7 - Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

In 2016, IOM became a Related Organization of the UN system. The same year, a high-level summit took place to address "large movements of refugees and migrants, with the aim of bringing countries together behind a more humane and coordinated approach". The outcome document of the high-level summit underlined again the interdependencies between migration and sustainable development and the key contributions of migration policies to the implementation of the 2030 Agenda. The second annex to the document outlined steps toward the establishment of a Global Compact for Safe, Orderly and Regular Migration (GCM) to spearhead progress and improve international coordination in this area.

The GCM adopted in 2018 established 23 objectives pertaining to human displacement and its drivers in alignment with the 2030 Agenda, providing a blueprint for better migration governance in support of the 2030 Agenda. A decision was also taken to establish a United Nations Network on Migration (UNNM) to assist in the implementation of the GCM including through capacity building, and to mandate IOM to serve as its coordinator and secretariat. These developments were accompanied by an enhanced attention to migratory flows.

In 2019, IOM Council endorsed the Strategic Vision document presenting the organization's "reflection on its needs and priorities" for the years 2019-2023. The Strategic Vision built on three pillars:

- resilience, with the aim to prepare for changes in migration drivers and associated vulnerabilities through a more long-term and holistic approach to emergency response – in particular one that integrates development objectives.
- mobility, promoting innovative approaches to the design and implementation of migration management systems.

- governance, to leverage the Global Compact to intensify IOM's support to governments to build capacity for the governance of migration and enhance cooperation with other UN agencies.

In 2019, IOM adopted an Institutional Strategy on Migration and Sustainable Development (M&SD Strategy) to guide its overall approach and underpinning actions to leverage migration as a driver of sustainable development. Recognizing the multidimensionality and interdependence of migration and sustainable development and calling for a comprehensive approach that leverages the potential of well-managed migration as a development strategy and outcome, the M&SD Strategy encompasses the priorities of resilience, mobility and governance identified within the Organization's Strategic Vision.

Two key dimensions of the strategy were to guide a better understanding of IOM's work at large in connection to the 2030 Agenda, and to outline institutional developments that would help IOM maximize its contribution to the implementation of the 2030 Agenda, within the framework of the reformed UN Development System (UNDS).

The strategy acknowledged the increasing relevance of migration to people and the planet in an era of deepening globalization, increased digitization and rapid urbanization. Accordingly, it identified the inclusion of migration in the 2030 Agenda as a significant opportunity to assess the impact of migration on a range of development issues and to better understand how development can impact and be impacted by human mobility. The strategy recognized the need to build the evidence base, deepen partnerships across the UN system and beyond, and strengthen the capacity of IOM staff and partners for delivery of effective programming.

Institutionally, the M&SD Strategy underlined the necessity of a whole-of-organization approach in achieving the ambition of its long-term outcomes and in contributing to the SDG as a development actor, considering IOM's participation in the core UNSDG and its role as coordinator on the UNNM. More joined-up, cross-departmental activities, including operationalization of the humanitarian, development and peace nexus (HDPN), were identified as foundational to an approach that enables greater impact on the ground.

In July 2020, IOM adopted a UN-SDG Action Plan in contribution to the UNDS reform and the 2030 Agenda (the Action Plan) to "report to both UN partners and Member States on its contributions to the UN Development System Reform and the implementation of the 2030 Agenda". Although the Action Plan was not presented as an implementation plan for the M&SD Strategy, its four pillars directly reflected the Strategy's institutional outputs:

- Pillar 1 Improved Policy and programmatic capacity on migration and sustainable development;
- Pillar 2 Increased operational capacity to work within the framework of the 2030 Agenda and the UNDS reform;
- Pillar 3 Stronger Partnerships across the UN system and beyond;
- Pillar 4 Strengthening Communication on IOM's contribution to SDG implementation internally and externally.

Various programmatic activities directly or less directly linked to the SDG were also launched by IOM during the period that followed the adoption of the 2030 Agenda in 2015, and some of them will be more closely examined in the report.

1.2. Evaluation context, scope and purpose

This evaluation is part of the IOM Central Evaluation Unit biennial plan 2021-2022 and the topic was selected to examine the status of IOM's contribution to the 2030 Agenda and planned initiatives for

the last decade of implementation. The overall objective is *to evaluate IOM's strategic approach and contribution to the 2030 Agenda on Sustainable Development through the lens of the IOM's Institutional Strategy on Migration and Sustainable Development and related SDG action plans, and to provide recommendations on how to strengthen IOM's work towards achieving SDG targets.*

In addition to the use by IOM Senior Management and IOM staff at Headquarters and in the field, the report can also document IOM's activities as a UNSDG member, be used to report on initiatives in support of Member States and contribute to the global discussions on migration and sustainable development.

The Terms of Reference (ToR) for the evaluation put focus on three areas of analysis (see Appendix 4):

- The relevance and effectiveness of IOM's M&SD Strategy and related action plan vis-à-vis the 2030 Agenda;
- IOM's internal and external synergies and institutional steps taken to contribute to the 2030 Agenda at the global and regional levels;
- The relevance, efficiency, timeliness and impact of the guidance, tools and assistance provided to IOM Headquarters departments, regional and country offices to support the implementation of the national sustainable development strategies in relation to migration, and to ensure IOM's mandate and work is aligned with the 2030 Agenda and UNSDCF.

The evaluation's scope was intended to be global but approached through the lens of IOM's M&SD Strategy and related action plan, to identify good practices and provide recommendations for the continued strengthening of IOM's work in support of the achievement of the SDGs.

The period of the evaluation focused on initiatives implemented since the launch of IOM's M&SD Strategy in 2020 but was not limited to it also considering the launch of the GCM in 2018 and of the 2030 Agenda in 2015.

The ToR formulated 20 evaluation questions (EQ) for the assignment within the six OECD/DAC evaluation criteria of *relevance, coherence, effectiveness, efficiency, impact and sustainability*.

The questions are used to structure the findings sections of this report. In some cases, the answers to the questions may require to repeat some findings, avoiding however to limit such repetitions and to be cumbersome in the way the report is written.

1.3. Methodological approach

The evaluation was conducted by a team from KPMG Norway between April and December 2022. It followed a utilization-focused approach and drew from four main sources of information:

- A review of the documentation provided by the IOM Central Evaluation Unit and the MSD Team² (Appendix 2)
- A series of key informants' interviews identified in consultation with IOM Central Evaluation Unit and MSD Team, ensuring representative geographical coverage and gender balance. In total, 55 individuals were consulted (see Appendix 3)
- Two surveys sent respectively to IOM's Regional and Country Offices covering the global engagement on MSD and collaboration with the UN system, partners and Member States. Seven (of nine) Regional Offices and 36 (of 188) Country Offices contributed to the surveys

² See footnote 1 under the Executive Summary

- Four country case studies illustrating IOM's ongoing engagements and strategic investments in policy and program activities. The selection criteria included geographical spread, income level, existence of relevant evaluations, IOM initiatives specifically designed to accelerate roll-out of the M&SD Strategy in country contexts (Appendix 1 - 1a to 1d).

1.4. Limitations

General

The evaluation was not intended to provide a detailed analysis of the performance and achievements of selected programs and activities implemented by IOM's offices, but to identify fields of activity where IOM can have an impact and maximize the contribution to the 2030 Agenda.

The feasibility analysis for the evaluation also considered the volume of the work done by IOM that contributes to sustainable development, and the range of activities pursued by IOM's MSD Team and recommended to frame the analysis through the lens of the M&SD Strategy whenever relevant.

Stakeholder consultations

Whilst over 50 individual stakeholders were interviewed during the evaluation, a majority were from IOM Headquarters. Given the scope of the evaluation, written surveys were sent to regional and country offices in replacement of interviews, which were however conducted within the country case studies assessments.

Stakeholder consultations were also carried out virtually, limiting however the possibility to interview stakeholders in different configurations.

Surveys

The written surveys were designed for responses by representatives of IOM Regional and Country Offices and as such responses should be seen as an individual perspective of the offices' approaches. However, it should be noted that the respondents at the regional level were either the Regional Directors, their deputies or Regional Liaison and Policy Officers (RLPO) and at the country level, the Chiefs of Mission or deputies.

While the survey for the regional offices achieved a high response rate (78%), the level was lower for the country offices (20%). The responses are not necessarily statistically representative, but they can be used as qualitative indications of the situation in the field. Despite the low participation, responses were received from country offices across all regions.

Case Studies

The case studies were developed based on documentation provided for selected programmes and existing platforms as well as on background research undertaken by the evaluation team. The case studies are not intended to offer a full overview of migration and sustainable development opportunities and challenges in any given context or a comprehensive account of IOM's programmatic presence within the selected countries. They serve to illustrate the general conditions that IOM encounters in pursuing programming and partnerships in support of migration and sustainable development outcomes. Given time and resource constraints and the focus on existing documentation, stakeholder consultations were somehow limited (see Appendix 3).

2. Evaluation findings

2.1. Relevance

EQ1. Is the Theory of Change developed in the framework of IOM's Migration and Sustainable Development Strategy evidence-based and sufficiently explicit to ensure proper outcome analysis and reporting?

The M&SD Strategy aims to enable IOM to map, guide and strengthen its contributions to the 2030 Agenda across its range of activities. It includes a Theory of Change (TOC) encompassing its proposed activities and expected deliverables (outputs), outcomes and goal (impact). The TOC was developed through a broad consultation of both internal and external stakeholders.

The M&SD Strategy offers a conceptualization of the migration and sustainable development nexus, acknowledging the concomitant impact of migration on development and development on migration. It is premised on the fundamental belief that migration can be a powerful driver of sustainable development for migrants and their communities in countries of origin, transit and destination. Its goal is to maximize the potential of migration for the achievement of sustainable development outcomes for migrants and societies alike.

This goal is associated with three outcomes:

- Human mobility is increasingly a choice;
- Migrants and their families are empowered;
- Migration is increasingly well governed.

These outcomes are in turn assumed to stem from the M&SD Strategy's deliverables:

- Governments are assisted and partners are engaged to assess and address the drivers and structural factors that compel people to move;
- Governments are supported to enhance pathways for safe and regular migration;
- The rights of migrants and displaced populations are upheld and protected;
- Durable solutions for displaced populations and host communities are promoted;
- Migrants' economic and social capitals are harnessed for broad-based development;
- Institutions and systems are strengthened to institute good migration governance;
- Policy coherence is advocated to harness the linkages between migration and development;
- Decentralized levels of governance are empowered to carry forward the 2030 Agenda and its relevance to migration in ways that are responsive to their context and the realities that they face on the ground.

The strategy aims to systematically address three cross-cutting issues in achieving these deliverables: inequalities, environment and climate change, and gender.

Finally, four categories of activities are envisioned under the strategy to produce the deliverables: improved policy capacity on migration and sustainable development, partnerships on migration and sustainable development with a broad range of actors particularly within the UN system, better integration of migration in the 2030 Agenda framework, and high-quality programming. Each category incorporates a range of engagements with external partners as well as internal actions.

Overall assessment of the Strategy's Theory of Change

The purpose of an organization-wide strategy is usually to provide a general overview of the proposed goals, the means through which these goals can be attained, and the key risks involved. A broad but comprehensive and consistent TOC can provide a framework for theory development, innovations,

monitoring and reporting, evidence generation and updating, and knowledge management at program and project levels.

The TOC of the M&SD Strategy is aligned to this description but some parts of it could be further developed.

The causal linkages between the activities that the strategy proposes and the results that it expects in terms of deliverables and outcomes may be better highlighted. Such linkages are not necessarily straightforward; they can involve several external factors such as responses to IOM's initiatives by partners among UN entities, development actors and Member State governments, which can in turn be influenced by a host of international and domestic economic, social and political developments.

There exists a rich evidence base on the nature, shape and strength of the links between migration and development – IOM itself being an important source of data, analyses, and syntheses in this area³, which could have been better integrated in the strategy in support of the TOC.

The M&SD strategy and related programmatic level

IOM has taken important steps to further develop the links between migration-relevant interventions and sustainable development outcomes. The work undertaken within the Global Program on Making Migration Work for Sustainable Development (M4SD) is a case in point.

M4SD is currently IOM's largest and longest-standing global program focusing on migration and sustainable development (see also further below). It has been jointly carried out with UNDP since 2011, in three phases. The program's scope is migrants' access to employment, health, education and social security, and its objectives (outcomes) are that:

- Home and host communities, including migrants, benefit from equitable access to health, education and social services and better labour market integration
- The responsible public institutions at national and local levels effectively address migration-related issues in the health, education, employment and social sectors
- The global, regional and national understanding on the development benefits of migration-sensitive policies is enhanced and more countries start adopting migration-related policies.

According to the information note of the third phase (2021-2023), the previous two phases contributed (together with actions taken under the UN Joint Migration and Development Initiative) "to the development or amendment of 179 migration sensitive laws, policies, strategies and action plans to guide governments' efforts to better manage migration for development" and "helped enhance knowledge and cooperation of more than 5,000 officials and partners in 13 target countries". However, it was not possible, at that stage, to link these results to expected outcomes in terms of actual improvements in migration governance and in the welfare of migrant and local communities.

Considerations related to the TOC in the program document of phase III emphasize the importance of establishing a strong evidence base through project activities. The document considers that the international community will gain a better understanding of the linkages between migration and development and will be better motivated to integrate migration considerations into its frameworks of action on sustainable development "if the program is able to establish a solid results monitoring framework coupled with a knowledge management strategy and feed these into global dialogues".

The Mainstreaming Migration into International Cooperation and Development (MMICD) program also deserves to be mentioned. In cooperation with other UN agencies, the program has developed toolkits to integrate migration in development programming in a wide range of sectors going from education to climate change. Each of these toolkits includes a TOC template describing how development

³ IOM's World Migration Report series for instance provide an annual compendium of data on migration and migrants as well as thematic analyses and reviews of the literature. See <https://worldmigrationreport.iom.int/>

interventions addressing the linkages between migration and other policy areas contribute to the SDG, which could also be used by IOM projects as a comprehensive monitoring framework.

Evidence based approach at organizational level

Several initiatives are currently seeking to further strengthen monitoring, evaluation, reporting and learning across IOM's departments, including against the framework of the 2030 Agenda.

A Strategic Results Framework (SRF) related to IOM Strategic Vision and covering outputs and outcomes across the Organization's activities is currently under implementation. The results indicators have been mapped against SDG targets and GCM objectives, thereby laying the foundation for systematic reporting against both frameworks. An SDG wizard has also been integrated in IOM's project management system (PRIMA) to indicate the SDG targets, to which projects are expected to contribute.

Similar efforts for strengthening results frameworks and reporting at project level – starting with the global programmes on migration and sustainable development and extending it to other projects – will help to collect more data on the results of IOM interventions and their link with SDG, and to feed these into higher-level strategy processes.

IOM is also engaged in developing and implementing an Institutional Knowledge Management Strategy to ensure that evidence and lessons learned are capitalized and shared across the organization to inform decision making and to strengthen IOM's role in generating and disseminating knowledge on migration.

EQ2. Are the deliverables of IOM's approach to migration and sustainable development realistic and achievable?

Six of the M&SD Strategy's eight deliverables address the support provided by IOM to local, national and international institutions, particularly those in charge of migration governance and policy. The deliverables are formulated in terms of outputs (the provision of support, assistance, etc.) rather than outcomes (improvements in governance and institutions). The objectives are to promote and strengthen good migration governance and the contribution of migration to sustainable development.

Two deliverables refer to results for migrant communities: i) the rights of migrants and displaced populations are upheld and protected; and ii) migrants' economic and social capitals are harnessed for broad based development. These can be considered as intermediary outcomes, which are expected to derive from IOM interventions and to contribute in turn to the achievement of the strategy's longer-term outcomes and objectives.

The M&SD Strategy does not identify the external factors that might contribute to or impede the achievement of the objectives and deliverables, nor does it envisage any remedial actions if a risk factor was to materialize. Operational documents such as the UN-SDG Action Plan focus on the implementation of the activities envisioned in the M&SD Strategy and do not consider further results. Whether and to what extent the initiatives and activities outlined in the M&SD Strategy and the plan are bringing desired deliverables requires a regular monitoring and review of the strategy.

All deliverables of the M&SD Strategy are expressed in general terms, without being associated with well-defined measurable targets. Although none of the deliverables appears to be unrealistic, an assessment of how realistic and achievable they are, may be useful for their monitoring and reviews.

EQ3. Are IOM's UN-SDG Action Plan and the Migration and Sustainable Development global programs relevant for the implementation of IOM's contribution to sustainable development?

The ambition of the M&SD Strategy is dual: on one hand, to generate a better understanding of the contribution of migration and migrants to sustainable development, as recognized by Target 10.7 and

in other SDG and development areas, and on the other hand to strengthen IOM's contribution to the achievement of the 2030 Agenda by enabling the organization to leverage the institutional channels provided by its entry in the UN system, the UNDS reform and the New Way of working, and the GCM.

Within IOM Headquarters, the MSD Team has been responsible for developing the M&SD Strategy and monitoring its implementation, in coordination with other entities of the organization. The MSD Team has had a leading role in the elaboration of the UN- SDG Action Plan in contribution to the UNDS reform and the 2030 Agenda. The team has led, or co-led activities carried out under the Action Plan together with other IOM divisions and departments, the Action Plan being a whole-of-organization endeavor.

The MSD Team is also engaged in programmatic activities focusing on the MSD nexus within global programs as mentioned previously and through regional and country-specific projects. These initiatives mainly consist in supporting governments, migrant communities and other stakeholders in mainstreaming migration into development and/or empowering migrants.

Other IOM entities also manage projects and programmes that are relevant to development outcomes, including those working on humanitarian and transition issues within HDPN.

The UN-SDG Action Plan

The Action Plan has four pillars to operationalize IOM MSD approach:

- *Pillar 1* seeks to ensure that the M&SD Strategy is implemented across the organization and that key IOM instruments and initiatives are aligned with it. Under this pillar, the MSD Team has provided guidance to IOM staff on how to align IOM programming to foster sustainable development outcomes, and mapped the links between the M&SD Strategy implementation, GCM and UNNM work plans.
- *Pillar 2* aims at developing individual and institutional capacity to implement and leverage global policy frameworks, particularly the 2030 Agenda. It includes guidance for IOM staff, e.g. on the implications of the UNDS reform or on supporting UN Country Teams (UNCT) and governments in mainstreaming migration in CCA and UNSDCF, and training initiatives for regional and country offices on the SDG and the GCM, among others.
- *Pillar 3's* objective is to strengthen IOM's contribution to the UNDS reform and to UN's effort to achieve the SDG within the range of existing coordination mechanisms at global and country levels. It includes for instance activities carried out in support to UNNM working groups providing guidance to UN partners and governments on the implementation of the GCM.
- *Pillar 4* intends to improve the visibility of IOM's contributions to the 2030 Agenda, including through communications campaigns or in the framework of policy dialogues and fora.

There is a common agreement that the Action Plan offers a comprehensive set of measures to implement the M&SD Strategy and strengthen IOM's contribution to the 2030 Agenda, but it has not been used consistently across the organization as noted during the evaluation.

The MSD corporate initiatives

IOM's MSD Team currently leads four initiatives on MSD extending the principles and objectives laid out in the M&SD Strategy. Two of them are already mentioned in the previous section (EQ1), *Making Migration Work for Sustainable Development (M4SD)*, funded by the Swiss Government and jointly implemented with UNDP in six target countries and five associate countries with the overall objective to "harness the development benefits and reduce the negative effects of migration for host and home communities, migrants and members of their families", and the EU-funded *Mainstreaming Migration into International Cooperation and Development (MMICD)*, which aims to assist development professionals in better integrating migration into development interventions. The MMICD program has elaborated sectoral toolkits and resources in cooperation with UN partners, e.g. with UNICEF,

UNESCO and ILO for education, with ILO for employment or with UNDP and UNEP for environment and climate change.⁴ MMICD pilot projects are conducted with partners in Ecuador, Madagascar and Nepal.⁵

The third initiative *Engaging and Empowering Local Actors* is a collection of activities to strengthen IOM's engagement with local actors by building capacity within IOM to engage with them on migration issues and by positioning IOM internationally as a key source of expertise for local action on migration, notably through the Mayors Mechanism. A toolkit for IOM staff has been produced and an internal Working Group on Engaging with Local Actors has been constituted to support this work institutionally.

The Covid-19 pandemic has also required a specific attention with the *IOM-UNDP Seed Funding Initiative to Fast-Track Joint Response to the Socio-economic Impact of COVID-19*, which has received funding to deliver actions that demonstrate how COVID-19 has drastically impacted migrants and communities changing mobility patterns and negatively affecting local development outcomes. It has produced for instance public reports and press releases on including migrants and communities in local, national and global COVID-19 response plans, projects and initiatives.

The MSD Team reports that 115 IOM projects are addressing migration and development issues across the world.

EQ4. Are the guidance and tools developed by the UN and IOM relevant to guide Country Offices in their efforts to support national plans and implement the 2030 Agenda targets related to migration (specific and general)?

IOM and other UN entities have produced a large body of guidance documents on migration and the 2030 Agenda for a variety of audiences, inter alia for:

1. Government actors

- *Migration and the 2030 Agenda: A Guide for Practitioners (IOM, 2018)* supports policymakers in understanding and identifying the connections between the 2030 Agenda and migration, and in integrating migration aspects when working on the implementation of the SDG;
- *The Migration Governance Indicators: Guidance Note (IOM, 2021)* presents indicators using IOM's Migration Governance Framework (MiGOF) to assess country's migration governance structures and practices, which can also be aligned to the objectives of the GCM;
- *The UNDESA SDG Indicator 10.7.2 Data Booklet (UNDESA, 2020)* provides the methodology for measuring SDG indicator 10.7.2 on "Number of countries with migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people";
- *Guidelines on Mainstreaming Migration into Local Development Planning (UN Joint Migration and Development Initiative, 2017)* was designed to help local authorities to mainstream migration into policies and plans in contribution to the 2030 Agenda;
- *Implementing the Global Compact for Safe, Orderly and Regular Migration: Guidance for Governments and Stakeholders (UNNM, 2020)* provides a methodology and resources to support stakeholders with GCM implementation through the development of a dedicated

⁴ Other collaborations include governance (with UNDP); health (with WHO; UNAIDS, ILO); private sector development and trade (with UNCTAD); rural development (with FAO); security (with UNODC); and urban development (with UN-Habitat).

⁵ <https://eea.iom.int/mainstreaming-migration-international-cooperation-and-development-mmcd>

national implementation plan or by integrating GCM implementation into existing processes.

2. International development and cooperation actors

- *Integrating Migration into International Cooperation and Development (IOM, 2021)* is a set of guidelines providing background information on the reasons, frameworks and resources for mainstreaming migration in development cooperation. The guidelines are part of the MMICD program's package and cover a variety of sectors such as education, health, employment, socioeconomic response, governance, environment and climate change, rural development, urban development, private sector development and trade, security, and Covid-19 response.

3. Data practitioners

- *Leave No Migrant Behind: The 2030 Agenda and Data Disaggregation (IOM, 2021)* provides rationale and methodological tools for disaggregating SDG data by migratory status;
- *Migration and the SDGs: Measuring Progress (IOM, 2022)* appraises the state of knowledge in measuring migration's contributions to the 2030 Agenda. The publication is accompanied by a series of short videos on progress made in collecting migration-related data with respect to several SDG.

4. UN bodies and teams

- *Leaving No One Behind: A UNSDG Operational Guide for UN Country Teams (UNSDG, 2019)* elaborates a framework for UN Country Teams and actors within the UN system at large to operationalize the Leaving No One Behind pledge and integrate the approach into their programming and support to Member States. The guide identifies migrants as one of the groups at risk of being left behind and proposes solutions to address this risk;
- *Integrating Migration into Common Country Analyses and Cooperation Frameworks: Training for UN Country Teams* has been developed through a UNNM interagency working group under the co-leadership of IOM's MSD Team and UNDP. The training presents migration as a cross-cutting issue in the 2030 Agenda, aligning implementation of the GCM with achievement of the SDG.

5. IOM staff and Country Offices

- An internal IOM guidance note provides information to country offices on how to engage with and support host governments in the preparation of Voluntary National Reviews for the 2021 High-level Political Forum on Sustainable Development (HLPF);
- The guidance note on the M&SD Strategy and the IOM Development Fund indicates how country offices developing proposals for the Fund can use the M&SD Strategy as a resource and strategic communication tool;
- Online internal Leveraging Global Frameworks training, aiming to identify and articulate the linkages between MiGOF, SDG and GCM in the context of the UNDS reform and the roll out of GCM at country level.

Most references listed above directly relate to the 2030 Agenda, but guidance developed within other frameworks, e.g. GCM may also be relevant when linked to the implementation of migration aspects of the 2030 Agenda.

General feedback from Country Offices

The survey conducted within the evaluation included questions on the relevance and usefulness of documents and tools to support the implementation of the 2030 Agenda.

On the relevance, 68% of respondents answered ‘highly relevant’ and 24% ‘somewhat relevant’. When asked to select the most useful of these resources, about one third of respondents chose “*Migration and the 2030 Agenda: A Guide for Practitioners*”. The interviews confirm the general assessment on their relevance. According to several interviewees, a key advantage of these resources is that they help to relate the work on migration and human mobility to global SDG frameworks and initiatives familiar to partners and interlocutors and contribute to a general impression that “IOM’s voice is increasingly heard”. IOM teams have also taken the opportunity to convene stakeholders, including donors, within workshops dedicated to presenting and rolling out use of tools. This has been useful in disseminating the tools, but also in offering various perspectives of migration’s actual and potential contributions to sustainable development to key stakeholders, such as the European Commission Directorate-General for International Partnerships (DG INTPA).

These documents and guidance resources are also perceived as having contributed to repositioning IOM as a development actor vis-à-vis partners and donors. Partners that were interviewed for this evaluation were not aware of the tools developed by IOM for supporting national plans and implementing the 2030 Agenda but acknowledged that IOM’s contributions have been well-informed and relevant.

Yet some Country Offices report that the tools and, more broadly the approach towards mainstreaming migration in sustainable development have not yet reached and been adopted by some IOM specialized teams. For instance, the Country Office in the Dominican Republic has been a precursor in its engagement on the 2030 Agenda, which began already in 2015. The office has used the tools and guidelines to distill and package lessons learned, methodologies and best practices, but teams within the office working on issues that have not been traditionally connected to the SDG, e.g. trafficking and protection, have not had the time and resources to familiarize themselves with the material.

Other respondents also report that materials and tools may not be considered directly relevant to some staff, who may have their own views on where and how their work aligns to the 2030 Agenda. Several respondents also suggest that the connections of such global frameworks to different areas of IOM’s work need to be made more explicit to orient already busy staff.

The push factor for the dissemination and uptake of the guidance resources remains important, and training could be a key contributor in this respect.

The need for capacity building

Training modules such as ‘Leveraging Global Frameworks Through Policy and Programming’ are acknowledged to have been an eye opener for colleagues as a complement to the guidance material, helping them to realize that all of IOM’s work has some eventual link to the 2030 Agenda. A respondent also considers that the mere existence of the tools and guidelines would not have been sufficient for an active uptake, while training on the use of this material – specifically the online training on SDG and UNNM – has had very significant results, ultimately enabling more strategic and meaningful engagement with national stakeholders in the elaboration of national plans.

Another Country Office acknowledges a need for more training, also to enable key staff members to become trainers themselves. It is likewise acknowledged that no single function can assume responsibility for MSD mainstreaming. The availability of training online is recognized to facilitate wider reach and that investments in the development of tools and training are now beginning to bear fruit.

In Ecuador, the Country Office used a series of workshops on ‘Aligning IOM programming to SDG implementation’ organized by the Regional Office in 2021 as an opportunity to engage with other

country offices to share experiences and learn how colleagues integrated topics into frameworks and good practices. The Country Office considers that increased investments from the Regional Office and Headquarters to build capacity on the global frameworks would be warranted.

An additional indication of the relevance of guidance materials and the need to associate these with capacity building within country offices comes from the Regional Offices, which comment that there was initially little interest in training on such tools and materials, but this has shifted in recent years with requests for dedicated training to support their use and roll-out at the Country Office level.

2.2. Coherence

EQ5. Are IOM's Migration and Sustainable Development Strategy and related interventions consistent and complementary with IOM's Strategic Vision (2019-2023) and other internal strategic frameworks, strategies and interventions?

Strategic Vision

The Strategic Vision articulates IOM's needs and priorities for the period 2019-2023 around three pillars: resilience, mobility and governance. The Strategic Vision also identifies areas in which IOM's functions need to be strengthened to support this vision: resource mobilization, a strong institutional identity, a communications strategy and capacity, enhanced internal governance, operational effectiveness, improved data and research capacity, knowledge management, openness to innovation, staff development and an empowered work environment.

As a high-level strategic framework, the Strategic Vision addresses several development areas of direct relevance for the M&SD Strategy such as IOM's policy, research and data capacity and its resource base, also emphasized in the M&SD Strategy deliverables.

However, there is a lack of consistency when it comes to recognizing migration and sustainable development as a key component of IOM's mission and role within the UN system. The contribution of migration to sustainable development is not presented as a core theme in the Strategic Vision and enhancing IOM's contribution to the 2030 Agenda is not one of its key objectives (the Strategic Vision includes for instance emergency response and migration management as core areas of IOM's work).⁶

IOM strategies and policy frameworks

IOM has developed multiple policy frameworks and sectoral or thematic strategies, including for instance the Migration Data Strategy 2020-2025, the Institutional Strategy on Migration, Environment and Climate Change 2021-2030, and the IOM Environmental Sustainability Strategy. Although labelled as thematic, these strategies and frameworks do have a cross-cutting dimension, and some deserve to be mentioned here.

The Migration Data Strategy (MDS) aims to develop the evidence base on migration, to build the capacity of States and other actors to enhance it at national, regional and global levels, and to strengthen the use of evidence in IOM and UNDS programming, operations, policy advice and communications.

Although it refers extensively to the 2030 Agenda and other relevant multilateral development frameworks, the MDS expresses a narrower understanding of the relation between migration and development than the M&SD Strategy. For instance, it focuses on a narrower set of SDG (10.7 on responsible and well-managed migration policies, 8.7 on eradicating forced labour, ending modern slavery and human trafficking, and 16.2 on ending abuse, exploitation, trafficking and all forms of

⁶ "IOM will develop a holistic approach to the mobility continuum, whether in emergency settings, or more generally, recognizing the links between migration management and emergency response." (Strategic Vision, p. 5)

violence and torture against children) than the M&SD Strategy, which promotes work on a significantly wider set of SDG.

On its side, the M&SD Strategy makes references to other IOM frameworks but places limited emphasis on linkages with them. The strategy underlines for instance the strong interlinkages between sustainable development and the HDPN, stating that “development-focused and migration-specific interventions should be better designed, coordinated and evaluated to maximize the benefits of the nexus”.⁷ The M&SD Strategy further considers that it “supports the logic of IOM’s Migration Governance Framework (MiGOF), the Migration Crisis Operational Framework (MCOF) and other operational frameworks” and “is complementary to – and aims to identify further synergies with” the advancement of the HDPN. Since the adoption of the M&SD Strategy, the evaluation notes that steps have been taken to better coordinate these approaches at both policy and operational level.

Several informants also reported that the juxtaposition of strategic frameworks, thematic strategies and cross-cutting approaches is generating a degree of confusion and ‘strategy fatigue’ within the organization, particularly as it is not matched by a substantial effort to harmonize these frameworks and ensure consistency in their operational implications. They consider that there is room for better alignment of the M&SD Strategy and other IOM strategic frameworks, both to mainstream the interlinkages between migration and development and to clarify how the M&SD strategy can be coordinated with other cross-cutting approaches.

EQ6. Are IOM’s approach and interventions coherent with other actors’ efforts for guaranteeing complementarity, harmonization and coordination of actions at the global, regional and country levels?

Multiple initiatives have been taken in recent years to improve international coordination on migration-related issues and policies, and IOM has taken a lead role in this process. The organization’s entry to the UN system and the adoption of the 2030 Agenda and GCM as convening frameworks, have established a foundation for enhanced cooperation on MSD at the global, regional and country levels.

Global level

IOM has been playing an active part in the increased cooperation through the UN Sustainable Development Group (UNSDG)⁸ being a member of the Core Group since 2020 and there is a perception amongst staff that IOM is therefore more involved in and able to contribute to UNSDG meetings and discussions on migration-relevant issues.

The UNNM is another key channel of cooperation,⁹ IOM serving as the coordinator and secretariat of the network. Within its role, IOM has been mandated to bring coherence to issues of migration and human mobility across the global development agenda in partnership with stakeholders at the regional and national levels, including authorities, UN partners, civil society actors and migrants’ communities.

UNNM has also worked to integrate the GCM into UN CCAs and development planning frameworks and within this process, highlighted the interlinkages between the GCM and migration-relevant aspects of the 2030 Agenda. To this end, IOM’s MSD Team in collaboration with IOM Regional Offices has co-led efforts with UNDP within a UNNM working group to develop a training on ‘Integrating Migration into Common Country Analyses and Cooperation Frameworks for UN Country Teams’. These efforts

⁷ M&SD Strategy, p.13.

⁸ UNSDG comprises 36 UN funds, programs, agencies, departments and offices working on development. IOM became part of its ‘Core Group’ in 2020, primarily in recognition of its strong operational presence and knowledge of field conditions and realities at the country and regional levels.

⁹ The UNNM was established to ensure effective and coherent system-wide support for implementation, follow-up and review of the GCM. The aim is to bring together the mandates and technical expertise of relevant UN system entities for coherent support in migration-related issues. In addition to the global level, the Network exists at regional and country levels as well (currently 5 Regional Networks as some 60 National Networks).

have been acknowledged as important contributions of the UNNM and to bring coherence within the UN system on migration-related issues of sustainable development, and they are reflected in the progress declaration of the International Migration Review Forum (IMRF) – the four-year review of the implementation of GCM carried out in 2022:

‘We take note with appreciation of the efforts of the United Nations Network on Migration in strengthening enhanced system-wide coherence and guidance in support of the implementation of the Global Compact and the realization of our collective goal of safe, orderly and regular migration (...). We commit to strengthening the linkages between the Global Compact, the 2030 Agenda and their review forums and to giving due consideration to the progress, challenges and gaps in implementing the Global Compact in the elaboration of our voluntary national reviews of progress in the implementation of the 2030 Agenda, as appropriate. We encourage the President of the Economic and Social Council to invite the Coordinator of the United Nations Network on Migration to report on the linkages between the implementation of the Global Compact and the 2030 Agenda during the high-level political forum on sustainable development.’

The invitation to report to annual HLPF and the call to develop indicators by which Member States can measure implementation of GCM can be considered as important steps towards harmonizing global approaches, strengthening partnerships in the UN system, and assuring greater prominence for migration issues. There are over 30 ‘champion countries’ that are currently engaging proactively with IOM and across the UNNM towards this end. The UNNM’s Champions Initiative engages Member States to serve as “champion countries” for the implementation of the GCM and to afford a degree of coherence at the global level.

IOM’s MSD Team leads the organization’s efforts to ensure that IOM is engaging laterally with other stakeholders and functional departments and divisions via platforms, as well as vertically through the organization’s operations. As already mentioned, the MSD Team leads for instance four global programs that aim to ground IOM’s work on sustainable development in various contexts (see EQ3 above). With an internal focus on building capacity on issues of sustainable development, the Team has also led two projects funded by IOM’s Migration Resource Allocation Committee (MIRAC) to support the implementation of its M&SD Strategy, including via its role as the coordinator for the UNNM.

The MSD Team also manages the Migration for Development platform (M4D Net), which is intended to serve as a global hub on MSD, bringing together practitioners and policymakers from around the world to exchange ideas, develop skills and consolidate partnerships to harness the development potential of migration and to contribute to the achievement of the SDG and GCM. An impressive library of documentation developed within the framework of MSD’s institutional and global programs is made accessible to the SDG community, including toolkits developed with UN partners intended to provide practical guidance in integrating migration into areas of sustainable development cooperation.¹⁰ M4D Net also includes a project repository for highlighting good practices and initiatives that could be replicated, a learning section aiming to explain migration and the 2030 Agenda to diverse audiences, a new interactive feature to explore the 2030 Agenda in depth, and dedicated connection and network spaces.

IOM’s institutional efforts to bring greater coherence, complementarity and harmonization to sustainable development approaches also include the work of its Global Data Institute (GDI),¹¹ which was established in 2015 in response to calls for better international migration data and analysis.

¹⁰ Such as urban and rural development, health, education, employment and environment and climate change, private sector development and governance.

¹¹ Formerly the Global Migration Data Analysis Centre (GMDAC)

Acknowledging the importance of data to informing migration governance, improving programming and promoting a better public understanding of migration, the GDI's primary objectives are to:

- Strengthen the role of data in global migration governance (e.g. inside GCM and SDG);
- Support IOM Member States' capacities to collect, analyze and use migration data;
- Promote evidence-based policies by compiling, sharing and analyzing IOM and other sources of data.

The GDI maintains a close engagement with IOM's MSD Team, with which it collaborates to support knowledge management, build capacity and strengthen data collection and analysis relevant to migration-related dimensions of sustainable development. This also includes collaboration with the Department of Policy and Research within the IOM Migration Governance Indicators (MGI) programme, which helps governments take stock of their migration policies and strategies with the aim to identify good practices and areas with potential for further development. Managed by the GDI, IOM's Migration Data Portal aims to serve as a unique access point to timely, comprehensive migration statistics and reliable information about migration data globally in an increasingly complex landscape of international migration data.¹² Finally, GDI and the MSD Team collaborate closely in supporting the Migration Network Hub, to which MSD Team provides content and thematic curation on GCM.¹³

Regional level

Regionally, IOM seeks to ensure coherence and harmonization of approaches to sustainable development with other actors through a variety of fora such as the Regional Coordination Processes (RCPs), issue-based coalitions, regional associations, regional economic commissions, regional UNNM networks and platforms, regional dialogues on migration, regional ministerial fora, etc. IOM Regional Offices report advocating for the inclusion of migrants in policies and supporting the development of comprehensive migration strategies and sectoral/thematic strategies aligned with the work of UN partners and relevant thematic regional bodies.

Regional migration dialogues are leveraged in several regions to convene governments on issues of migration governance and as opportunities for capacity building towards action on the GCM and integrating migration within national sustainable development programming. IOM Regional Offices are actively supporting such consultations bringing together Member States, representatives from the international development community and a range of civil society stakeholders, including convening regional reviews of progress of GCM implementation, which have now been successfully carried out in all regions.

For instance, the Southern Africa Regional Office's cooperation with and support to the Southern Africa Development Community for the elaboration of a Regional Migration Policy Framework and Action Plan has been highlighted as an important step towards addressing migration coordination challenges with Member States across the Southern Africa region. The South-Eastern Europe and Central Asia Regional Office is contributing to both IOM country strategies and government-led development strategies in the region to ensure that migrants are not left behind in the implementation of the 2030 Agenda. The Regional Office for East Africa and the Horn of Africa has contributed to several initiatives, including a Regional Migrant Response Plan for the Horn of Africa and Yemen, and the Better Regional Migration Management programme, which aims to enhance labour migration governance and the protection of migrant workers and their family through a "whole-of-government and whole-of-society" approach. On the African continent, IOM Regional Offices seek to align with the Agenda 2063, which is the African Union's master plan serving as the continent's strategic framework to achieve inclusive and sustainable development and as a concrete manifestation of the pan-African drive for unity, self-

¹² <https://www.migrationdataportal.org/>

¹³ <https://migrationnetwork.un.org/hub>

determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance.¹⁴

IOM Regional Offices are also actively contributing to the UN Peer Support Group, which provides support and quality assurance to the preparation of CCAs and the development and roll-out of UNSDCFs.

Country level

At the country level, IOM's entry into the UN system, the adoption of the GCM and IOM's more deliberate institutional positioning on sustainable development within the 2030 Agenda framework have dramatically altered the coordination landscape of the organization.

The institutional culture of IOM as 'a let's do organization' has historically contributed to a general disposition towards engagement with stakeholders on a variety of initiatives on opportunity, innovation and necessity bases for the purpose of advancing IOM's operations and mandate in support of migrants. This culture is being increasingly conditioned by the structural and procedural realities of more formal and uniform engagement with the UN system at the country level. Surveys and stakeholder consultations suggest that in some contexts, IOM field offices can actively embrace opportunities to lead coordination and drive coherence on migration-related sustainable development issues, whereas in others, limited human resources are impacting on the ability to engage as effectively as they might wish.

Yet, a general trend towards more coherent and deliberate strategic engagement on migration-related issues of sustainable development is identifiable across IOM's operational landscape. Most IOM Country Offices surveyed consider their approaches and activities to be mostly aligned with those of other actors at the country level, with engagement in processes to prepare CCAs and UNSDCFs serving as a precursor (see also EQ7 below). Several offices mention chairing working groups with a specific focus on migration-related sustainable development issues, which convene a range of relevant stakeholders, including national authorities, civil society actors and UN partners. Where UNNM national networks have been established, offices report progress in advancing implementation of the GCM and connecting it to national sustainable development objectives under the framework of the 2030 Agenda. Judging from the presence of migration as a theme within national sustainable development plans, IOM's investment in achieving cooperation on sustainable development approaches has been increasingly successful.

A global initiative that has implications for coherence and compatibility at the national level is the Mayoral Forum on Human Mobility, Migration and Development ("Mayoral Forum"), an annual gathering of local leaders to engage in policy dialogue, exchange of knowledge, and joint strategizing on how to govern migration while promoting social inclusion and equitable local development. Recently, the forum has been formally integrated into the Global Forum on Migration and Sustainable Development (GFMD) thanks to the work of the Mayors Mechanism (MM), which IOM has co-led since 2018. The mechanism is helping local and regional authorities, including cities and mayors, to participate in and inform global discussions and actions around migration. The MM is currently focused on feeding city level learning and good practices into both the IMRF and the Global Compact for Refugees review mechanism through a Call to Local Action for Migrants and Refugees.

¹⁴ <https://au.int/en/agenda2063/overview>

EQ7. How compatible is the collaboration between IOM Regional Offices and Country Offices, governments and other UN partners to integrate migration into Common Country Assessment (CCA) and UN Sustainable Development Cooperation Frameworks (UNSDCF)?

Addressing the multiple dimensions of the link between migration and sustainable development can pose considerable challenges at the programming level. It entails articulating interventions in areas where migration is a factor of development (labour migration, remittances), others in which it is caused by development gaps, including in emergency situations with displacements, and yet others in which migrants are a category of a larger population with specific needs and vulnerabilities (access to health, education, employment or justice). These dimensions require diversified intervention logics and mechanisms, partnerships, and international frameworks. While some coincide with IOM's traditional areas of engagement within humanitarian and migration governance activities, others are relatively new (e.g. across thematic areas such as migration, environment and climate change) requiring innovative approaches to financing, program design and implementation, monitoring and reporting.

Internal coherence from the standpoint of Country Offices

Where national authorities have engaged with the UN system in the preparation of UNSDCF, IOM Country Offices report success in contributing to such efforts. External collaboration with both national authorities and UN partners, as well as internal collaboration between Country and Regional Offices, evinces a generally positive trend.

In terms of compatibility between IOM services in integrating migration into CCAs and UNSDCFs and national development plans in line with the 2030 Agenda, survey results reflect that over half of the respondents received support from the Regional Office or Headquarters to this end, which contributed to a more adequate representation of migration issues within the CCA and UNSDCF; 14% reported that support was received but that it did not contribute to a more adequate representation of migration, whilst 5% reported not having received any such support. Interviews with IOM staff in Headquarters, Regional and Country Offices confirmed that efforts towards internal collaboration in supporting engagement with national authorities and partners for the integration of migration within CCAs and UNSDCFs is prioritized. To this end, guidance material, training, workshops and backstopping for document review are reported as the most common means of support. All Country Offices consulted as part of the case studies were aware of materials available for the purpose of integrating migration into CCAs and UNSDCFs, and most acknowledged having participated in workshops or trainings that covered this aspect of engagement on the 2030 Agenda.

Inside the case studies, a comparative review of previous/ongoing UNDAF and recently launched UNSDCF ones confirms a significant increase in the presence of migrants, migration and human mobility as themes across relevant areas of development cooperation. Migrants are counted amongst priority populations to be targeted via development actions, and standalone chapters on migrant populations appear in some CCAs and UNSDCFs. IOM's analysis of integration of migration in the UNSDCF cycle (CCA, UNSDCF, Results Report and Programming) across target countries of the IOM-UNDP Global Program on Making Migration Work for Sustainable Development (Phase III) reflects a similar upward trend in the strategic positioning of migration and in more substantial mainstreaming of migration within development narratives that account for intersectionality between migratory and other statuses (e.g. based on gender, disability, ethnicity) as well as between migration and policy sectors that are not 'migration-specific' (e.g. education, health, culture, climate change and environment).

Several country offices also report having direct lines of communication with relevant RTSs for the purpose of ensuring integration and promotion of migration within CCA and UNSDCF documents. However, challenges due to resource constraints was also expressed by key informants and survey respondents.

Internal coherence from the standpoint of Regional Offices

Regional Offices consulted perceive several challenges in supporting IOM field offices in integrating migration into CCAs and UNSDCF, which generally align to human resources and technical capacity of staff and lack of relevant data, information and analysis on migration and development nexus.

Regional office staff acknowledge the human resource and staff capacity challenges facing country offices in engaging with the UNDS in general, and integrating migration into CCA and UNSDCF, specifically. There is general agreement on the need to build awareness amongst IOM staff on how to effectively engage with the UNDS, particularly where such engagement had until recently been limited due to the scale and/or scope of operations. Both country and regional offices key informants recognized that IOM's presence, mandate and scope of operations had expanded considerably in recent years and limited experience of staff with development cooperation was noted. However, Regional Offices confirmed efforts to build staff capacity for engagement with the UNDS and all acknowledged having provided guidance material and/or undertaken capacity building trainings or workshops on mainstreaming migration into development.

There is also broad recognition amongst Regional Offices that IOM Country Offices lack adequate human resources to collaborate effectively with UNCT. Strengthened analytical capacity and dedicated resources are necessary at the country level. Short project implementation timelines are often also insufficient to accommodate development and roll-out of tools, including internal tools such the 'Engaging Local Actors Toolkit'. Whilst the MSD Team has surveyed regional and country offices to identify priority training needs, limited funding and competition over internal resources have hampered efforts to respond to these needs.

Regional Offices also identified challenges in several countries related to availability of data and/or analysis on migration issues and socioeconomic dimensions of migration, which hinders evidence-based integration of migration into development cooperation analysis and plans. Steps taken by Regional Offices to address such gaps include commissioning of annual regional migration reports and development of web platforms containing data and analysis on the impact of migration within specific countries and across the wider region.

Some Regional Offices note that country offices may not share draft CCA and UNSDCF documents in time leaving limited room for further thematic inputs. There is evidence of efforts by Regional Offices to actively engage in processes and encourage collaboration to allow support for strategic framing and strong positioning of migration throughout the CCAs and UNSDCF in the regions.

Coherence in IOM's collaboration with national authorities and UN

As regards field offices' engagement with national authorities and UN partners in integrating migration into CCAs and UNSDCF, there is evidence of promising progress being made and patterns of increasing cooperation. Over 65% of offices surveyed consider that most or all of their approaches and interventions in support of the 2030 Agenda were coherent with those of other actors, including national and local authorities, civil society partners and other international organizations. Key informants consulted acknowledge the importance of IOM's participation in UN- and government-led mechanisms established for the elaboration of national development assessments and cooperation plans. Findings also indicate that IOM is effectively orienting itself to relevant fora and mechanisms at the national and sub-regional levels whenever appropriate to engage in such processes. Notwithstanding country offices' predominantly positive assessment of coherence of their actions in support of the 2030 Agenda, one third of offices reported lower levels of coherence, suggesting that there is still room for alignment or further investigation of potential inhibiting factors.

Stakeholder consultations confirm that in some contexts IOM is leading working groups and convening stakeholders for the purpose of addressing national development priorities with an explicit migration dimension. Where national networks have been established, IOM is seeking to leverage these to

generate stakeholder engagement and consensus around migration-relevant issues and approaches within the context national development planning. Stakeholder consultations also suggest that appreciation at the national level for IOM's identity as a development actor is increasingly recognized, and that IOM's contributions to development planning are perceived by UN partners and national stakeholders as indispensable.

In contexts where IOM has been able to deliver MGI studies in cooperation with national authorities, there is recognition for the important baseline they can offer in the context of CCA and UNSDCF, serving as a precursor for identification of areas of focus within national development planning and cooperation with relevant partners.

IOM's collaboration with UN partners and national authorities in the elaboration of CCA and UNSDCF is recognized to be resource-intensive, and whilst country offices appreciate the value of this investment, the costs to IOM field offices may be significant as mentioned previously. Staff consulted during the case study reviews also indicated challenges in ensuring internal coordination within IOM vis-à-vis national authorities.

2.3. Effectiveness

EQ8. Has the implementation of the Institutional Strategy on Sustainable Development led to legislative, policy or institutional changes in countries to support good migration governance and harness migrants' economic and social capitals for development?

Reporting of policy changes

Any observed change can be attributed to the M&SD Strategy if it is established that it would not have taken place had IOM not adopted the strategy. Policy changes that have been reported by IOM are not all attributable to the strategy in such a strict sense for two reasons. First, most observed changes are reported within the context of other IOM programmatic activities that pre-date the adoption of the strategy and secondly, it is not possible to track the changes in institutional support activities undertaken as part of the Action Plan, for instance the support to country offices within the UNDS and their collaboration with national and local authorities.

However, there is strong evidence that IOM interventions have contributed to significant policy changes and governance improvements in partner countries. This is particularly the case through the MSD-piloted global programs, which can be considered as an operationalization of the M&SD Strategy as explained previously.

The first two phases of the M4SD program alone have resulted in the adoption or amendment of 179 laws, policies, strategies and action plans related to migration. This work has been extended in the ongoing third phase of the program. As an illustration, Jamaica's 2018 Voluntary National Review Report on the implementation of the 2030 Agenda acknowledges the assistance from the program in the development of its National Policy on International Migration and Development (enacted in June 2017), the development and operationalization of a national migration database (October 2017), the completion and launch of its 2018 Extended Migration Profile (January 2018), and the development of a Plan of Action in support of the reintegration and rehabilitation of forced returnees (April 2017).¹⁵

Findings from country case studies

The country case studies provide complementary insights into the policy and governance outcomes of the work under the M&SD Strategy.¹⁶

¹⁵ https://sustainabledevelopment.un.org/content/documents/19499JamaicaMain_VNR_Report.pdf

¹⁶ See the full case studies in Annex 1 for further details.

When asked about recent legislative, policy and institutional changes that contribute to good migration governance, key informants in Kazakhstan highlight the development of a national migration policy for 2022-2026, which was expected to be approved by national authorities imminently, as well as several legal and procedural reforms included in the country's 2022 Voluntary National Review. IOM's role in supporting this development was also acknowledged by the UNCT.

Kazakhstan's key informants also acknowledged the significance of new cooperative partnerships and activities, which can be directly attributed to institutional investments in migration and sustainable development approaches. This was further strengthened in the delivery of a joint program to support the Government in migration and climate change initiatives.

In the Dominican Republic, legislative, policy and institutional changes witnessed at the national level in recent years are primarily attributed to groundwork undertaken with national authorities on MSD since the launch of the SDG in 2015. Stakeholder consultations and document review acknowledged the importance of continuing engagement with national and UN stakeholders in manners consistent with approaches laid out in the M&SD Strategy.

In Tunisia, consultations with IOM Tunisia highlighted IOM's support and contributions to national authorities in the development of several initiatives. The progressive development of IOM's migration and sustainable development programming in the country is credited with enabling a shift in perspective amongst national stakeholders for the potential benefits of well-organized migration, and not be perceived only as a risk. Such dividends have also opened the door for more meaningful discussion with a wider range of partners and in 2019, IOM organized the first national debate on migrant worker inclusion within the national labour market. In cooperation with ILO, IOM has since influenced the development of Tunisia's National and International Labour Strategies to incorporate migration considerations. Similar engagement is ongoing with the Ministry of Youth for integration of migration within its youth strategy.

In Ecuador, IOM has worked closely with the UN Resident Coordinator's Office and UNHCR to support national authorities in developing legislation to regularize the status of some 500,000 Venezuelans staying irregularly in the country. Beyond the immediate benefits for the Venezuelan migrant population, the socioeconomic benefits resulting from their integration contributed to informing a policy that is expected to have impacts for years to come. The MSD's Making Migration Work for Sustainable Development programme also focuses on the socio-economic inclusion of migrants in their host-communities, with an emphasis on Ecuadorian returnees and diaspora members. The programme is delivering activities in two cities, which have not been prioritized by international cooperation funding. Lack of resources and insufficient institutional capacity to mainstream migration into public policy design have contributed to the exclusion of migrants in development plans and practices and exacerbated their socio-economic vulnerabilities. It is expected that by integrating host community members, the private sector and people in human mobility, this programme can harness the positive effects of migration into sustainable development. The MSD Team also leveraged complementarities between its M4SD and MMICD programs, with MMICD programming supporting technical assistance focusing on integrating migration into the four-year local Development and Territorial Management Plans (PDOT) of five Decentralized Autonomous Governments (GAD). A local methodological toolkit to integrate migration in PDOT was developed and technical support to identify relevant migration linkages within their PDOT was provided. With these enhanced capacities, local governments are expected to better implement migration and sustainable development planning, in coordination with the national government.

EQ9. Have national stakeholders been using the tools and materials developed by IOM to incorporate migration and migrants in their 2030 Agenda national plans?

Slightly more than two thirds of country offices survey's respondents reported that they have provided national stakeholders with IOM tools and materials to incorporate migration into their 2030 Agenda national plans (including tools that predate the adoption of the M&SD Strategy). This was done essentially through workshops, training sessions and other technical assistance. The tools that were shared most frequently with national stakeholders were related to the MGI and the Displacement Tracking Matrix (DTM).¹⁷

About one third of respondents reported not having used IOM material in their interactions with national stakeholders for two main reasons: (a) they considered having limited authorization for this internal material to be shared externally; and (b) the material was not relevant for national stakeholders.

IOM's MSD programmes have invested in the development of additional tools intended for use by national authorities, but due to funding limitations, they have been used in four selected countries only (Madagascar, Kenya, Ecuador and Nepal).

In any case, the use of available material has strengthened IOM's engagement with national authorities in supporting the development of 2030 Agenda national plans, as well as its role in UN interagency work. It has also contributed to reinforcing IOM's position as a key actor within the development sector. The findings also show that guidance materials and tools for mainstreaming migration in sustainable development must be accompanied by dedicated training and capacity building for IOM staff as already mentioned under EQ4 above, to be able to engage with the authorities and leverage their use within their own work.

However, as reflected in responses to surveys and stakeholder consultations within country case studies, there is no firm evidence that national stakeholders and UN partners use the tools. A notable exception is related to the MGI, which predate the strategy, and which have been used by 92 Member States to establish a baseline of migration governance across several dimensions.

EQ10. Is IOM's global reporting on its contribution to SDGs effective?

Main channels for global reporting

IOM currently reports on migration aspects of the 2030 Agenda through three global mechanisms.

First, IOM is a custodian agency for two indicators associated with SDG target 10.7, which are reported annually as part of the UN SDG Report:

- Indicator 10.7.2: Number of countries with migration policies that facilitate orderly, safe, regular and responsible migration and mobility of people (jointly with UNDESA). The indicator aggregates thirty sub-indicators falling under six policy domains: migrant rights; whole-of-government and evidence-based policies; cooperation and partnerships; socioeconomic wellbeing; mobility dimensions of crises; and safe, orderly and regular migration.
- Indicator 10.7.3: Number of people who died or disappeared in the process of migrating towards an international destination. The indicator is using data compiled by IOM's Missing Migrants Project.

Secondly, IOM coordinates the biannual report of the Secretary General to the UN General Assembly on progress in the implementation of the GCM, which encompasses IOM's work to connect GCM

¹⁷ The Displacement Tracking Matrix (DTM) is an IOM data collection and information management system aimed initially to track and monitor population displacement during crises, which has been extended recently to other migratory flows.

related migration governance with the 2030 Agenda. At the 2022 IMRF, the General Assembly requested the Secretary General to propose "a limited set of indicators, drawing on the global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda to assist Member States in reviewing progress in the implementation of the GCM".

The IMRF progress declaration also suggests that the Coordinator of the UN Network on Migration (IOM Director General) be invited by the President of the UN's Economic and Social Council (ECOSOC) to report on linkages between the implementation of the GCM and the 2030 Agenda at the HLPF, which constitutes the third reporting mechanism¹⁸ in addition to IOM's contributions to the SDGs being captured in the consolidated reporting of the ECOSOC.¹⁹ IOM's Country Offices often support central and local governments in integrating migration aspects of sustainable development into their submissions.

In its submission to the HLPF in 2021, IOM focused on recovery from the socioeconomic consequences of COVID-19 and emphasized the positive role that good migration governance could play in this context. IOM's 2022 submission discussed in further detail how migration could bring about improvements in quality education (SDG 4), gender equality (SDG 5), life below water (SDG 14), life on land (SDG 15) and partnerships for the 2030 Agenda goals (SDG 17), which constituted the theme of this year's HLPF.

Notwithstanding IOM's efforts to enhance integration of migration into national development plans and facilitate aggregation of data within global-level reporting, IOM's Global Data Institute's report 'Migration and the SDGs: Measuring Progress' (2022) notes that migrants remain largely invisible in official data relating to the SDG. Thus, at the global level it remains difficult to interpret the effects of the SDGs on migrants and conversely, whether they are being left behind and to what extent.

IOM reporting and IOM contributions

IOM's reporting through these global processes is well aligned with its work on migration governance and sustainable development and specifically with the M&SD Strategy. For instance, IOM has had a leading role in collaboration with UNDESA in developing indicator 10.7.2 and the methodology to monitor the implementation of planned and well-managed migration policies as a key component of SDG 10.7.

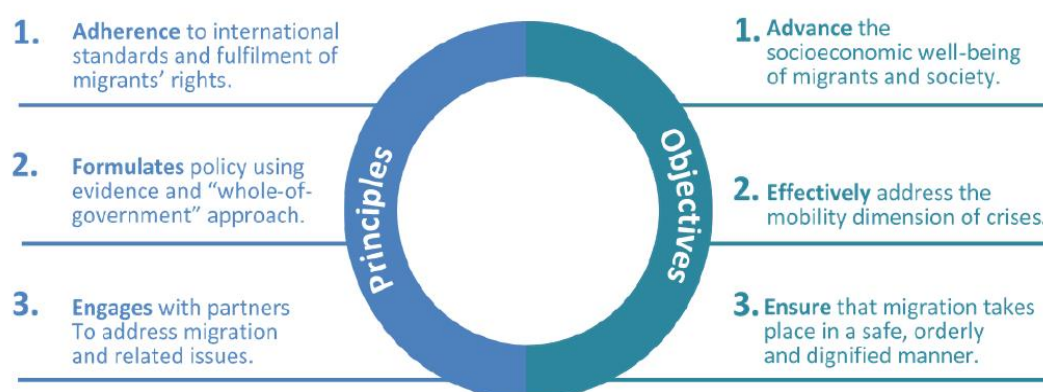
The methodology was developed through an extensive process of consultations with a wide range of stakeholders including representatives from governments. Indicator 10.7.2 policy domains are based on IOM's Migration Governance Framework (MiGOF) principles and objectives, which seek to approach migration governance in a comprehensive and holistic manner (see Figure 1 below).

Similarly, indicator 10.7.3 is one key facet of IOM's goals to ensure that migration is safe and improve the well-being of migrants, as reflected by the MiGOF objectives or the M&SD Strategy's outcomes.

¹⁸ [IMRF Progress Declaration](#) para 75: "...We encourage the President of the Economic and Social Council to invite the Coordinator of the United Nations Network on Migration to report on the linkages between the implementation of the Global Compact and the 2030 Agenda during the high-level political forum on sustainable development, and encourage relevant subsidiary bodies of the General Assembly and of the Economic and Social Council, in accordance with their respective mandates, to contribute to the review of the implementation of the Global Compact." The HLPF is the main United Nations platform on sustainable development and it has a central role in the follow-up and progress review towards achieving the SDG.

¹⁹ <https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/2022/2022-UNSDG-Chair-Report-Annex3-System-Wide-results-Advanced-unedited-version.pdf>

Figure 1 – IOM's migration and governance framework's principles and objectives



Source: [IOM MiGOF Brochure](#)

Yet IOM's global reporting does not focus on the Organization's own actions and as such, does not properly reflect its specific contributions to the achievement of the SDG. The IOM's Annual Report for 2021 does not include for instance considerations on the way in which the organization advances the implementation of the 2030 Agenda across its range of activities and refers to the SDG only when discussing the support provided by country offices to voluntary reports of by national authorities.

Internal efforts towards better reporting

One of the objectives of the M&SD Strategy is to build such reporting from the bottom up by tracking the contributions of every IOM project and activity to relevant SDG. To this aim, IOM's internal SDG working group was set up to get inputs from regional and country offices to map among others the relevance of migration across the 2030 Agenda. In IOM's Migration and the 2030 Agenda Guide for Practitioners, entry points are identified across all SDG – either directly or in a cross-cutting manner. Considerable work has been done to build consensus around a vision, in which sustainable development pertains to the core mandate of IOM and there is increasing appreciation for the potential to operate as a triple-mandated agency able to deliver programming across the HDPN.

Further, IOM has invested in raising staff awareness on how ongoing activities contribute to specific SDG and targets and in training to identify relevant SDG at the project development stage. An SDG wizard has been developed within the internal project management system PRIMA and used since the end of 2020 to flag project proposals against SDG targets. SDG data on PRIMA are aggregated into dashboards to show how IOM contributes regionally and globally to SDG, and PRIMA data is used for reporting to the UN System Chief Executives Board for Coordination (CEB).²⁰ Tagging of SDG within IOM's PRIMA system is expected to contribute to the organization's global SDG reporting compliance, feeding into UN INFO's²¹ country-level SDG financial tracking and thus enabling more visibility for self-reported contributions. Further engagement with the UNSDG's Development Coordination Office (DCO) is ongoing to feed into the inter-agency output indicators for SDG reporting in UN INFO.

²⁰ The UN System Chief Executives Board for Coordination (CEB) is the longest-standing and highest-level coordination forum of the United Nations system. It meets semi-annually and is chaired by the UN Secretary-General. CEB serves as an internal coordination mechanism that provides high-level system-wide strategic guidance, promotes coherent leadership, shared vision and enhanced cooperation, and considers forward-looking solutions in response to mandates stemming from the governing bodies of its member organizations.

²¹ UN INFO is a digital platform used by UN Country teams to boost transparency and accountability for development coordination, managed by the UN Development Coordination Office (DCO) <https://www.uninfo.org/>.

Challenges

The evaluation has identified three challenges to the strengthening of IOM's reporting on its contributions to sustainable development: i) IOM's relatively late and limited investment in a results-based management (RBM) system and the multiplicity of frameworks used for reporting; ii) the lack of capacity at country and project levels; and iii) the lack of focus and prioritization.

IOM recently launched a strategic results framework (SRF) consisting of 360 indicators, which cover the organization's outputs and outcomes across its activities.²² The SRF also includes IOM's organizational effectiveness and efficiency framework.

As per a memorandum of December 2021, the SRF will be used as IOM's overall monitoring and reporting framework and its indicators are integrated into PRIMA to streamline institutional reporting. The results in the SRF have been carefully mapped against SDG targets and GCM objectives to clarify how IOM's internal achievements contribute to progress against these frameworks.

IOM's internal reporting comprises several frameworks, including legacy references such as the 12-point strategy²³, MiGOF, GCM, SDG, the Strategic Vision, regional strategies, and the SRF. These frameworks are not fully consistent with one another although connections exist (as for GCM and the SDG). The message conveyed to IOM staff is that the different frameworks are important and should be used whenever possible and consistent.

The predominance of project-based work in IOM also contributes to inconsistency in reporting, with country offices lacking core resources for such global reporting. To the extent that they are reliant upon donors for funding, they tend to prioritize reporting in line with donors' requirements. Therefore, the reporting on SDG achievements at project or programme level is not systematic and of variable quality.

A further challenge is related to technical capacity. Notwithstanding the capacity building work that has been carried out in recent years as already explained, there is a perceived need for broader roll-out of training for more consistent identification of IOM's SDG contributions within individual projects, programmes and country operations. Indeed, limited capacity was a strong theme in both stakeholder surveys and consultations and a need for additional training was consistently raised. The absence of a clear understanding of which SDG are key to IOM's work is a compounding factor.

The narrative within the organization according to which it contributes to virtually all SDG in one way or another has resulted in a lack of focus and prioritization. Whilst the MSD Team acknowledges this challenge and has considered whether the identification of a subgroup of SDG central to IOM's work would concentrate efforts and yield better reporting, it however contends that such an approach would not enable meaningful capture of IOM's work across the rich and unique contexts within which the organization operates. Rather, emphasis at the institutional level has remained on nurturing an understanding of development more broadly, and the many guidance materials and tools developed and promoted by the MSD Team to this end encompass the important element of reporting.

It is important that IOM's institutional approach and messaging emphasize that not all SDG will be relevant to IOM in any given context, nor should IOM necessarily seek to demonstrate its relevance to all SDG in every context. Thus, whilst advocating for the relevance of all SDG to IOM as a global development actor, the MSD Team acknowledges that as staff become progressively conversant with the 2030 Agenda, well-informed selection of SDG and indicators in the project elaboration stage will translate to more coherent reporting down the line.

²² See <https://srf.iom.int/>.

²³ IOM Strategy: Council Resolution No. 1150 (XCIII) and Annex.

EQ11. Do IOM field offices have sufficient resources and tools to report on the achievement of the deliverables of the strategy, including for UN reporting requirements?

In reporting on achievements of deliverables of the M&SD Strategy both for internal and external audiences, IOM field offices utilize several channels and tools, which to a certain extent are acknowledged to be complementary in serving information needs of diverse audiences on IOM's work at the country level towards the 2030 Agenda. For internal reporting, these tools include IOM's project management system PRIMA and the Institutional Questionnaire (IQ), which has now been aligned to the SRF. For external reporting, IOM's field offices indicate using the UNSDG Data Portal (populated by UN INFO data), as well as results frameworks and reporting tools accompanying Joint Work Plans for monitoring delivery of national UNDAF / UNSDCF plans (also monitored via UN INFO).

Stakeholder consultations and surveys with IOM field office staff confirm awareness of reporting channels and the general internal and external expectations of their use in consolidating and presenting IOM's work towards the deliverables of the strategy and the 2030 Agenda and recognize the importance of IOM being able to effectively communicate its contribution to sustainable development outcomes at the national level. However, challenges facing field offices in effectively leveraging these became a recurrent theme within the evaluation as already underlined.

Whilst almost half of all survey participants indicated general adequacy of guidance and tools available to them for reporting purposes (see also EQ4), and several acknowledged trainings offered towards this end, a significant number of qualifications associated with insufficient financial resources and staff capacities accompanied their responses. Amongst country offices that generally perceive resources (guidance materials) and tools for reporting to be sufficient, several indicate however having to lean on Regional Offices or Headquarters for support in engaging with reporting processes.

This challenge is echoed amongst IOM Country Offices that generally perceive resources and tools for reporting their contributions to the deliverables of the strategy and the 2030 Agenda to be inadequate. Limited availability of staff is accompanied by a perception of insufficient guidance and/or training to this end. A reported lack of dedicated trainings and workshops for orienting field staff to resources and reporting tools relevant to Agenda 2030 achievements is seen to compound perceptions of human resources being stretched and of insufficient institutional investment in equipping staff with the relevant knowledge. The impact of the COVID-19 pandemic was also recognized as a significant challenge to capacity building initiatives since 2020, and that efforts had been made to offer virtual trainings and workshops to support staff in engaging with the 2030 Agenda.

Beyond capacity building to support field offices, some survey respondents noted a need for more succinct and easily digestible guidance material. It is apparent that limited human resources and competing priorities at the field level diminish uptake and absorption of available guidance materials when these are considered too elaborate to serve as a convenient point of reference.

Notwithstanding recognition of the importance of IOM's ability to report on its contributions to sustainable development outcomes at the field level, broad acknowledgement for the existence of relevant tools and resources and appreciation for training that has been offered to field offices to this end, more fundamental institutional challenges associated with an immature results-based management culture, inadequate investment in monitoring and evaluation (M&E) capacity, and the Organization's projectized nature were considered to be other impediments to effective reporting more generally.

Although staff at all levels recognized that PRIMA should be able to capture IOM field offices' achievements in delivering on the M&SD Strategy and 2030 Agenda objectives, reporting outputs are only as good as project development inputs and the quality of indicators that form the basis of IOM's actions and the strength of monitoring and evaluation systems in place to measure implementation. Though key informants report increasing institutional investments to operationalize results-based

management approaches and tools within the organization and recognize the potential for PRIMA to strengthening elements of a RBM system, IOM's relatively late and limited investments in mainstreaming a RBM and M&E culture have also affected the quality of IOM's reporting in general and its 2030 Agenda reporting in particular.

Indeed, even where Country Offices have invested in building M&E capacity that can improve accountability, learning and reporting, the absence of common and diversified SDG indicators at an institutional level to orient programming and reporting has frustrated efforts to achieve more coherent and harmonized outcome and impact level reporting. Projectization is also viewed by some offices as undermining the development of more robust M&E systems at an institutional level.

IOM's Institutional Questionnaire, which inter alia targets country offices' contributions to sustainable development outcomes at the national level, was considered by some respondents to be time-consuming and duplicative. The MSD Team highlighted however the richer qualitative information from country offices in terms of institutional support to the GCM and SDGs, the linkages across these, and integration of migration into policies in specific contexts, which is intended to be complementary and not duplicative of activities reported through UN INFO and PRIMA. To address this negative perception, the IQ has been considerably shortened in 2022 in line with the SRF's institutional objectives. Nonetheless, key informants at all levels acknowledged that field offices receive too many overlapping requests for information that should be captured and accessible within a centralized system, and whilst efforts towards that end have continued, isolating IOM field offices' specific contributions towards the M&SD Strategy and the 2030 Agenda continue to be a challenge. A central evaluation by the Department of Strategic Planning and Organizational Performance to assess implementation of RBM initiatives is currently on-going and should propose recommendations, which can inform the next phase of strategic planning (2024-2028) and the implementation of RBM in IOM.

EQ12. Which factors, if any, prevent IOM Country Offices and national stakeholders from effectively planning, implementing, monitoring, and reporting on their respective SDG contributions and/or migration-related indicators?

In grounding IOM's ambitions to contribute to and account for sustainable development outcomes in different country contexts, a range of limiting factors have been identified by stakeholders consulted within the evaluation. These derive from both internal organizational circumstances as well as external contextual conditions, and in some cases combine to create more complex and challenging environments in which to pursue programming through an SDG lens. Some of these factors were already covered in previous sections and will not be repeated here.

Dependence on engagement from national stakeholders

Some country offices note limited engagement of the government and national stakeholders in developing relevant plans and objectives, creating challenges in engaging meaningfully through an SDG lens. National prioritization is also reported in some instances to limit how IOM can engage in its support to these governments.

Whilst this interpretation of the relevance and value added of IOM's potential contribution to SDG may be held by the authorities of some countries, it is perhaps rather indicative of a limited understanding of the many opportunities and entry points for delivering on sustainable development outcomes through a human mobility lens. The juxtaposition of national contexts vis-à-vis the 2030 Agenda and perceptions of IOM's relevance to national efforts is however acknowledged to be evolving. Indeed, a central theme in stakeholder consultations was IOM's evolving identity as a development actor in the eyes of both UN partners and national counterparts.

Other contextual barriers

Some country offices have pointed to alignment with national development plans that have not been updated to conform with the more recent approach laid out in UNSDCF, for instance in countries where UNDAFs remain in effect. It also remains the prerogative of national governments to elaborate Voluntary National Reviews or other national or local-level reports on their efforts to implement the 2030 Agenda and IOM may not be invited to contribute. Other contextual challenges include political instability and turnover amongst staff within national institutions and limited progress in elaborating indicators and instruments for measuring progress against 2030 Agenda objectives.

A lack of relevant data to addressing migration and human mobility dimensions of sustainable development is reported to be another barrier to country offices support and is viewed as an impediment to programming and reporting.

Institutional barriers

The lack of human resources has already been discussed previously and as organizational reform continues at Regional Offices level in 2023, practical solutions still have to be devised to address gaps in responding to the increasingly demanding burden of IOM's orientation to the global development agenda. Whilst country offices continue to deliver programming that may have been conceived within the parameters of traditional IOM approaches, they are expected to broaden the perspective with which they consider potential outcomes and impacts.

Institutional responses

The MSD Team²⁴ considers that part of its mandate is to connect the dots across all facets of the organization's work from a development standpoint. To this end, the MSD Team has adopted strategic approaches to amplifying its work via dedicated programming in diverse regional and country contexts, developed key institutional resources and training to guide country offices, and sought to influence institution-wide frameworks, processes and tools to elevate sustainable development across IOM's vast operational landscape. This entails significant outreach across different levels of the organization, in particular Regional Offices, which are a natural conduit for connecting Headquarters with Country Offices, and where key human resources such as RLPO and RTS can contribute to grounding institutional strategies and policies.

MSD Team also reports being increasingly associated with humanitarian and recovery work, e.g. through the inter-departmental coordination teams elaborating IOM's responses to crises. Acknowledging drivers of migration as key entry points for integrating the humanitarian, development and peace dimensions in a country context, the team sees itself as one of the main 'integrators' in this process, hoping that the ongoing institutional reform at the regional level will clarify and solidify pathways for consultation and cooperation between IOM Headquarters and the field.

The MSD Team has also proposed in the IOM budget reform the set-up of three new positions of experts, who could work jointly with regional and international development banks to try to anticipate migration issues through a development lens, by looking at factors such as demographics and governance gaps. Within its plans for 2023, the MSD Team has also analysed pathways and priority institutional partnerships that should be strengthened in an effort to extend its work across operational departments and divisions and to staff delivering programming in the field.

Yet, despite the tremendous effort of the team to pursue its mandate at different levels of the organization, it remains a small team with an ambitious work plan, which requires institutional support and resources.

²⁴ See also footnote one and EQ 13 and 14 below. This sub-section is mainly related to the work and set-up of SDU.

2.4. Efficiency

EQ13. Are the coordination structures leading the design and implementation of IOM's Migration and Sustainable Development Strategy working efficiently?

Coordination actions undertaken by the MSD Team

In piloting the implementation of the M&SD Strategy, the MSD Team has sought to account for both internal and external parameters that condition entry points and delivery pathways. Internally, this has entailed reading and interpreting IOM's rapidly changing institutional landscape to identify strategic coordination poles and operational outposts. Externally, it has entailed a similar contextualization of opportunities and challenges for IOM's MSD work accompanying the Organization's entry to the UN system and as conditioned by ongoing UN reform processes.

As such, whilst maintaining a strategic focus on shifting institutional and operational landscapes both internally and externally, the MSD Team has adopted an opportunistic lateral and vertical mainstreaming approach, by which it seeks to both leverage existing and create new vectors for implementing the strategy.

Underlining the necessity of a whole-of-organization approach in achieving the ambition of the M&SD Strategy long-term outcomes and IOM's contribution as a development actor and considering IOM's participation in the core UN SDG group and its role as coordinator on the UNNM, delivery of the strategy was accompanied by the UN-SDG Action Plan to facilitate more joined-up, cross-departmental activities, including operationalization of HDPN as already explained. The team recognized the need to build an evidence-base, deepen partnerships across the UN system and beyond, and strengthen the capacity of IOM staff and partners for delivery of effective programming.

The Action Plan represents the closest formal articulation of the structure, mechanisms and means by which the team would engage internally in coordinating delivery of the M&SD Strategy. The incorporation of products and outputs to be developed in cooperation with other divisions or departments provided important opportunities for substantive collaboration.

The most recent version of the plan is from 8 December 2021, and whilst there is evidence that products and outputs have been delivered as foreseen, key informants at headquarters indicated little awareness amongst other departments and divisions of the detailed content of the plan, acknowledging that it was primarily intended for the MSD Team's internal use.

The new approach to development in the context of organizational reform

Stakeholders across headquarters attest to broad awareness of the M&SD Strategy and its purpose. However, senior officials leading other departments and divisions suggest that its utility was not efficiently achieved through cross-departmental engagement and coordination. In an organization as decentralized as IOM with a strong tradition as a humanitarian actor and where there has been a 'proliferation' of strategies and frameworks in recent years as already mentioned, lateral mainstreaming has not been efficient enough to ensure that the M&SD Strategy is embraced for the purpose of vertical mainstreaming through programmes and operations of other divisions and departments, in particular in the absence of strongly articulated instructions from top management within the ongoing process of organizational reform.

Internally, the broader understanding of migration as a global phenomenon at the heart of the 2030 Agenda was the key trigger for the elaboration of an institutional strategy and for considering sustainable development as a theme cutting across the organization. Externally, it meant that IOM had a particular role to play in the global development agenda and had to be able to work hand in hand with other actors of the development system. An interesting aspect of the reorganization was to bring

environment and climate change, sustainable development and transition and recovery together in one department, with the aim to materialize the HDPN concept and enable the organization to work on migration and migrant issues in a more integrated manner.

Early results and prospects

Notwithstanding evidence of some weaknesses in aligning all pillars of the organization to the 2030 Agenda and in delivering the strategy, stakeholder consultations at headquarters and in the regional and country offices evince increasing appreciation for IOM's strategic orientation to sustainable development and for MSD Team's mainstreaming approach for coordination, with attested increasing consultation and cooperation across departments and divisions.

Such information sharing and coordination is for instance noticeable with LMI, which focusses on areas of sustainable development with diaspora, social inclusion and engagement programmes at field level.

EQ14. Are the size, structure and division of roles and responsibilities appropriate to address the defined areas of work? Are there any overlaps between organizational mandates of entities working in that field?

IOM's legacy on migration and development

As a cross-cutting thematic area to which different parts of the Organization have traditionally been oriented to greater or lesser extents, roles and responsibilities have not always been well-defined when it comes to IOM's work on sustainable development as already discussed. However, the evolving understanding and appreciation of sustainable development within the organization has been accompanied by recognition of a need for alternative structures and allocation of resources to have a UN Migration Agency oriented to the SDG.

In addition to the recent investments in framing IOM's work in terms of sustainable development, there is acknowledgement across the organization that many aspects of IOM's work have contributed to development outcomes, also in function of new areas of emerging cooperation identified with partners, national authorities and other stakeholders within the broader 2030 Agenda framework and regardless of how they were distributed among operational departments and divisions.

The definition of roles

As organizational restructuring was progressing in the last years, timing for reconsidering IOM orientation to the 2030 Agenda was opportune providing the MSD Team with a powerful springboard from which it could pursue a mandate for implementation of the M&SD Strategy portfolio. According to the IOM Programme and Budget (P&B) for 2023, the Department of Peace and Development Coordination (DPDC) "oversees and coordinates IOM's policy, programmatic and operational work to empower migrants, displaced persons and communities and facilitate progress towards the establishment of peaceful, inclusive and resilient societies and the achievement of the 2030 Agenda for Sustainable Development. The Department contributes directly to the implementation of the "resilience" pillar of the IOM Strategic Vision and to IOM's commitment to the United Nations development system and its peace and security reform efforts".²⁵

Whilst the Sustainable Development Unit (SDU) is mandated to be the focal point for issues related to sustainable development, it is also acknowledged that work contributing to sustainable development outcomes in line with the MSD Strategy has continued through other departments, e.g. under the Department of Programme Support and Migration Management through its Migration Health Division and Labour Migration and Social Inclusion Division, or through the Department of Policy and Research. As the 2023 P&B specifies it, "given the cross-cutting nature of sustainable development, displacement

²⁵ [C/113/7 - Programme and Budget for 2023 \(iom.int\)](#)

solutions, peacebuilding and climate action, the Department works in close partnership with other Departments under the Deputy Director General for Operations to support transition programming”. In that regard, stakeholders’ consultations suggest that the boundaries of SDU’s engagement vis-à-vis technical programming remain to be better defined in practice at the level of headquarters and down to the field. This will certainly be further clarified with the restructuring of functional units at the regional and country levels.

Currently, RLPO are the focal points within Regional Offices for coordinating and consolidating work in relation to global frameworks such as the 2030 Agenda and the GCM, ensuring that institutional approaches to sustainable development cooperation are coordinated across RTS functions and mainstreamed within policy and programme work they contribute to at the regional level and in cooperation with country offices at the national level. They are also responsible for elaboration of regional strategies. In considering the utility and added value of MSD RTSs within Regional Offices, key informants offered mixed responses. Generally, well-resourced offices considered the current structure adequate, but acknowledged that much depends on good cooperation and collaboration across existing RTS functions, whereas others suggested that the role of RTS for MSD would be welcome, or at least a MSD coordinator who could liaise between existing RTS to ensure MSD coherent approaches.

At the country office level it is apparent that resources available for dedicated engagement on the 2030 Agenda are limited, and whilst staff continue to benefit from the material and tools to guide their work operationally, engagement with UNCT structures are under-resourced.

EQ15. Has the fundraising strategy on migration and sustainable development been effective, and which are the most challenging areas of work to fundraise for?

General trends

Most IOM’s programs and projects are delivered by country offices, though regional offices and operational divisions at headquarters also oversee delivery of actions within respective geographical / thematic areas of responsibility. Despite the possible perception of IOM’s work being overwhelmingly related to emergency relief and operations, the organization now ranks amongst the top ten UN agencies in terms of funding committed to actions that support sustainable development outcomes.

Given the projectized nature of IOM’s operational model, fundraising for projects is often opportunity driven, resulting in various programmatic outlooks largely conditioned by local contextual factors and this also applies to 2030 Agenda programming. However, there is increasing evidence that IOM country offices can seek to influence stakeholder groups and donors to create demand and demonstrate the relevance of approaches for migration-related sustainable development programming.

Though IOM key informants recognized methodological challenges in quantifying the relative proportion of the organization’s activities carried out in support of the 2030 Agenda and sustainable development outcomes, IOM’s project management system (PRIMA) filtered for funding tagged as contributions to SDG indicates that a higher proportion of the operational budget is aligned to sustainable development outcomes. As a percentage of the overall institutional budget for 2021, some 36% of the Organization’s funding was classified as supporting SDG targets. However, as acknowledged by IOM key informants and as already mentioned in the report, the reliability of data available from PRIMA is conditional upon the accuracy of inputs to the system. For instance, in light of the formulation of Target 10.7: “Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”, it is possible that this goal serves as a catch-all for IOM’s activities delivered in the field in line with IOM mandate.

Some countries directly attribute fundraising success to the use of the strategy, but this is not the case for all offices having responded to the survey, the objectives of national authorities and priorities of donors in specific country contexts remaining important parameters influencing fundraising.

The Migration Multi-Partner Trust Fund and other SDG related funds

Launched in 2019, the Migration Multi-Partner Trust Fund (MMPTF) was called for by Member States to support the implementation of the GCM. As with the GCM, the fund is rooted in the 2030 Agenda and builds upon the recognition that migration is a multidimensional reality that contributes to the sustainable development of countries of origin, transit and destination. To be eligible for financing, all prospective joint programs must be assessed for their contributions to this shared agenda.²⁶ The fund is also intended as the vehicle to bring GCM to life and implement joint actions by members of the UNNM working with national partners, local authorities and alongside stakeholders. This is also in line with the commitment of the UN system to work better together, fully aligned with overall reforms of the UN.²⁷

To date, USD 28.2 million have been mobilized, representing 40% of the target of USD 70 million reduced to USD 30 million in 2021. A total of 119 joint program concept notes have been submitted by over 80 countries and regions and 12 programs have been selected and implemented, with 34 joint programs remaining in the pipeline for implementation pending availability of additional funding. IOM has managed financial contributions amounting USD 10.2 million through twelve programmes, benefiting 26 countries.

The MMPTF's Results Framework places strong emphasis on 1) alignment with the SDGs; 2) programmatic alignment to the GCM guiding principles and commitment to sustainability and partnerships; and 3) operational effectiveness and performance.

The fund was assessed in 2022 during the IMRF to be performing below its potential both for its ambition and mandate.

Whilst the MMPTF represents a new opportunity and channel for IOM and partners to advance the objectives of migration and sustainable development as captured in the GCM in a more collaborative way, various funding channels, such as the SDG Fund and other Multi-Partner Trust-Funds exist in parallel presenting additional opportunities but also competition.

IOM Development Fund

Since 2001, the IOM Development Fund (the Fund) has provided a unique financial resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. With over 900 projects implemented in more than 124 countries worldwide, the Fund has successfully addressed the capacity-development needs of eligible Member States.

The fund is also designed to contribute to the harmonization of migration management policies and practices with the overall national development strategy of eligible member states.²⁸ Projects are expected to be developed in line with IOM's Strategic Vision, the MiGOF and the M&SD Strategy.

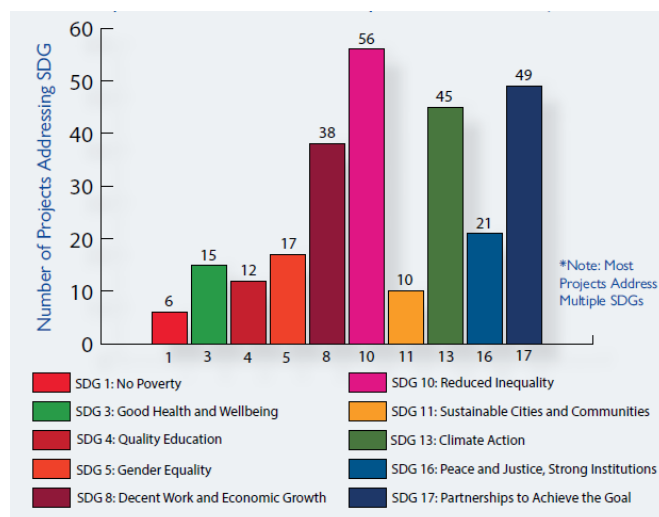
The MSD Team has developed a Guidance Note for the Fund's project development that provides orientation to country offices on how to use the M&SD Strategy and the 2030 Agenda as instruments to streamline a migration and sustainable development approach into Fund projects.

²⁶ https://migrationnetwork.un.org/sites/g/files/tmzbd416/files/docs/mmptf_leaflet_english.pdf

²⁷ <https://migrationnetwork.un.org/mptf>

²⁸ IOM Development Fund: <https://developmentfund.iom.int/about>

Figure 2 – Top 10 SDGs addressed by Fund projects, 2021



For 2021, data for contributions to the SDG reveal significant distribution across a wider range of SDG. The SDGs 3, 8, 10, and 16 emerge as relatively significant to IOM based on the number of projects that consider them targets, but SDGs 5 and 13 are also strongly represented amongst the fund's projects. Given that projects are intended to develop Member State capacity, the significance of SDG 17 is unsurprising.

However, the IOM Development Fund team cautioned against interpreting and extrapolating these figures for all IOM

projects, noting that the complexity for categorization is far higher for all IOM projects and programmes than for the fund. Furthermore, this breakdown does not offer much insight into the relative ease or difficulty faced by IOM offices in fundraising for projects dedicated to SDG.

The Fund managers acknowledge variation in the thematic trends of projects being proposed every year, and notes a marked increase in projects addressing migration, environment, climate change and risk response, as well as migration policymaking in recent years. Evidence of a general trend towards development-oriented projects has also been witnessed. They also consider that the current size of the fund is inappropriate for the purpose of providing seed resources to benefiting Member States that can demonstrate potential for scaling, for which there are examples of successful follow-up actions.

EQ16. Have the guidance, planning and training material developed to support the 2030 Agenda been provided on time vis-à-vis the national and local government 2030 Agenda cycles?

IOM Country Offices report having received a range of guidance, planning and training material to support 2030 Agenda planning with national stakeholder and partners. Survey results and key informant consultations confirm that this has primarily been received in the form Headquarters and Regional Offices supported virtual training and guidance and toolkits for independent learning and/or reference. Survey results indicate that a relatively smaller proportion of Country Offices had not received any guidance or training materials.

As acknowledged by the MSD Team and Country Offices consulted within the context of case studies, UNDAF/UNSDCF cycles vary across countries in accordance with the timelines of existing operational plans, and thus elaboration of Common Country Analysis (CCA) and UNSDCF proceed on a rolling basis. According to the UN Sustainable Development Group's UNSDCF Implementation schedule, most countries were to commence new cycles from 2022 onward as per the table below.

Table 1 – Countries planned to start UNSDCF cycles by year

Year	Number of countries
2020	11 countries
2021	30 countries
2022	34 countries
2023	43 countries
2024	12 countries

Source: UN SDG

Within survey results, beyond the three countries reporting that no guidance, planning or training material had been received to support engagement in 2030 Agenda planning cycles, only one country explicitly indicated that materials received did not arrive in time to support engagement in the process. Despite efforts to ensure that training on use of the materials is provided in time within the planning cycles, stakeholders also acknowledged the challenge of staff turnover and the need to ensure that materials remained up to date.

2.5. Impact

EQ17. What is IOM's impact in the development of global, regional and national policy frameworks, plans and programs aimed to prevent migrants being left behind in the implementation of the 2030 Agenda?

References to migration within the annual SDG Report published by UN DESA give an indication of the extent to which the diverse contributions of migrants to the 2030 Agenda are recognized within the UN system and by the international community at large.

In the first report in 2016, migration was mentioned under two topics: descriptions of Goal 10 and a call to produce disaggregated data for all vulnerable groups, including migrants. The 2018 SDG Report included a section by the Under-Secretary-General for Economic and Social Affairs that highlighted various channels through which migrants contribute to more inclusive and sustainable societies and key drivers of their vulnerability. However, the body of the report only referred to migration under the themes of data disaggregation and remittances. In the following years, the SDG Reports have associated migration with an ever-broader set of development objectives, issues and/or policies: indicators on policies towards migrants, in particular on safe, orderly and regular migration, on migrants rights, and on migrants' socioeconomic well-being (2019-2021); migrants' excess risk of being affected by Covid-19 (2020) and lower access to healthcare (2021); migrants' increased exposure to health and safety hazards at work (2020); indicator on the number of deaths and disappearances on migratory routes across the world (2020-2022); vulnerability due to poorly planned urbanization (2021-2022).

IOM Country Offices consider that their most significant contributions to the 2030 Agenda are about: providing technical support to integrate migrants and migration into SDG statistics; leveraging national UN networks on Migration to advance migration governance in line with the 2030 Agenda; and promoting mechanisms supporting the implementation of the 2030 Agenda. Further areas that IOM Country Offices recognize a degree of effectiveness in supporting migrants' inclusion within the 2030 Agenda are about: supporting the development and/or update of national/local plans in line with the 2030 Agenda; expanding the awareness and engagement of national and local authorities with the SDGs; and accompanying the development/update of policies and regulations.

IOM Country Offices overwhelmingly report that engagement with partners and national authorities for the purpose of incorporating migration into CCA and UNSDCF planning documents was effective in ensuring inclusion. The rate of Country Offices reporting effective inclusion was more than four times greater than those reporting limited success. As already emphasized, key informant interviews with stakeholders from IOM Country Offices as well representatives of UN Resident Coordinator Offices in case study countries acknowledge the significant efforts IOM is making at the country level to ensure that migration and migrants are included in national policy frameworks, plans and programs. IOM has been relatively less effective in supporting voluntary national review and voluntary local review processes, which is primarily attributable to the timing and frequency of such reviews realized thus far in national planning cycles.

Almost all IOM Country Offices report 'some impact' or 'significant impact' in ensuring migrants are not left behind in the implementation of the 2030 Agenda. Whilst only one country surveyed indicated 'limited impact', explanations from Country Offices for factors that contributed to undermining their

impact provide useful points of reflection for IOM as it continues to advance its efforts to ensure migrants are not left behind in the 2030 Agenda. The most significant reason identified as limiting impact is again 'inadequate Country Office resources to enable engagement', which echoes reflections of some key informants interviewed within the case studies and findings from other questions of the evaluation.

Another significant impediment reported by Country Offices is 'lack of access/data on potential beneficiaries', which may be considered indicative of the generally inadequate state of migration-related data produced by national authorities that would enable entry points in engaging on sustainable development issues. Interestingly, survey results suggest that limited engagement with national authorities is a more significant impediment than coordination with UN partners towards the same end. Whilst engagement with national authorities for such processes is led by the UN Resident Coordinator's Office, the effectiveness of IOM's engagement overall and ability to influence national policy frameworks, plans and programs may be assumed to be more directly attributable to work IOM does in partnership with national authorities.

Another possible means for considering the impact of IOM's development of national policy frameworks, plans and programs aimed to prevent migrants being left behind in the implementation of the 2030 Agenda, is how IOM has leveraged data relevant to SDG targets and indicators in establishing new programs, partnerships and initiatives at the country level. Whilst most IOM Country Offices report not having been able to leverage SDG data in this way, over 40% have, with promising outcomes. Examples include establishment of an agreement with a Ministry of Social Rights and Agenda 2030 to implement a project that will investigate the state of alignment with the SDG with respect to the migrant population residing in the country; increasing activities within Migration Environment and Climate Change programming; establishment of diaspora networks; and several instances of IOM participating in joint programming with other UN partners on the basis of SDG targets and indicators.

IOM's submissions to the HLPF provides further examples of IOM's own interpretation of its contributions to ensuring migrants are not left behind in the implementation of the 2030 Agenda. Whilst agencies' submissions are not intended to provide evidence of the impact of their contributions to delivering on the 2030 Agenda, the trajectory of IOM's submissions can be considered from this perspective in the same way that inclusion of migration and migrants within CCA and UNSDCF is considered as a measure of impact for the development policy on national frameworks, plans and programmes. Review of IOM's submissions to annual HLPF since 2018 evinces progress in mainstreaming migration as a central issue within discussions on sustainable development, and IOM has visibly managed to move the marker in terms of breadth and depth of migration and sustainable development issues presented to HLPF members. Increasingly, submissions incorporate examples of work IOM is doing to deliver against specific SDG at the municipal, national, regional and global levels, as opposed to elaborating a narrative of how migration is relevant to sustainable development, which was an element of previous reports.

EQ18. To what extent has IOM enabled national authorities to monitor and evaluate migration-related SDGs and to include the migration-related indicators in voluntary national reviews?

IOM Country Offices report relatively less success in ensuring migrants and migration are incorporated within VNRs and LNRs. Less than half of survey respondents reported 'effective inclusion' in this regard, but when combined with respondents indicating that inclusion had occurred but with limited success, almost 2/3 of Country Offices reported engagement towards this end. This finding is consistent with evidence produced by IOM in its own analysis of the UNSDCF cycle outputs and the VNRs. A recent assessment of policy coherence in migration and development in the eleven target and associated

countries of the M4SD program found that only three countries had made reference to the GCM, and only two to the UNNM, in their VNRs.²⁹

Case studies and key informant interviews with IOM Country Offices suggest that where IOM has been able to engage in UNSDCF processes from the outset, the successful inclusion of migration and migrants into CCA and UNSDCF planning documents serves to establish a baseline that will contribute to future monitoring and evaluation of migration-related SDGs. Indeed, some higher-level composite statistics within current VNRs appear to be acquiring a migration dimension, e.g. 'Number of new HIV infections by sex and age', which now includes a breakdown for the absolute number of migrants, with further breakdown by sex and age in the Dominican Republic.³⁰

The 2030 Agenda VNRs of several countries offer narrative descriptions of work being done through national actors with UN partners, including IOM, to bolster engagement across SDG whilst acknowledging a need to institute measures to obtain more data to inform programming toward the SDG. Commitments to strengthening data representative of the population include data that can be disaggregated in terms of sex, age, race, ethnicity, income, immigration status, and disability are frequently cited as a means to ensuring sustainable development programming leaves no one behind. Where migration-related statistics remain unavailable for incorporation within VNRs, there is evidence that national authorities are increasingly flagging this within relevant sections of their reports, placing a bookmark for potential further cooperation with IOM and partners in addressing data gaps.

Voluntary reviews prepared for the GCM are considerably more specific in detailing the indicators and mechanisms used to enable monitoring and evaluation of trends and to inform policies and programs relevant to migration dimensions of sustainable development. Although there has so far only been one regional review carried out by the UNNM for each region since adoption of the GCM, the number of countries submitting voluntary national GCM reviews in anticipation of the GCM regional reviews indicates considerable engagement and focus on migration as an important aspect sustainable development planning within national agendas.

The quality and completeness of GCM voluntary national reviews submitted to the UNNM vary significantly but they provide an indication of migration as a theme of increasing focus within national sustainable development planning. Within submissions, the ambitions of Member States to collect and utilize accurate and disaggregated data as a basis for evidence-based policies (GCM Objective 1) receive significant attention, and measures described by Member States as actions to this end, and for which IOM is often a key partner, promise to improve national capacities to monitor and evaluate GCM objectives as well as migration-relevant SDG.

IOM's report 'Migration and the SDGs: Measuring Progress' was published to coincide with the IMRF and emphasized migration data challenges in reporting against SDG and GCM commitments, acknowledging that to date there had been no comprehensive stocktaking either of migration trends within the SDG or of the effects that the SDG have had on migration data. Highlighting the difficulty of measuring the overall impact of including migration in high-level global processes, the report sought to present and assess trends on migration across selected goals, considering the data availability on these. It served as an important reference point for orienting further work towards establishing more robust evidence base relevant to migration and sustainable development.

IOM's pledge to Member States at the IMRF comprises six areas of focus, including a specific commitment under point 5 to 'Strengthen migrants' and diaspora empowerment and contributions for development', by which:

²⁹ Policy Coherence in Migration and Sustainable Development, IOM-UNDP Global Programme on Making Migration Work for Sustainable Development (Phase III), Global Report.

³⁰ The Dominican Republic's VNR attributes this data source to UNAIDS.

“IOM commits to strengthening migrants and diaspora empowerment and contributions for development. Building on IOM’s Institutional Strategy on Migration and Sustainable Development, IOM will continue to support governments, cities, civil society, private sector and other partners to integrate migration into national and subnational development policy planning and programming, and support the leading role that local actors play in providing innovative and agile responses. IOM will work to strengthen effective connection between GCM implementation and the achievement of the Sustainable Development Goals using the SDG indicator framework to guide implementation and review efforts, including to support the incorporation of GCM progress, challenges and gaps in voluntary national reviews for the 2030 Agenda. In collaboration with a wide range of partners, in particular international financial institutions (IFIs) and multilateral banks (MDBs), IOM will lead in acting on the outcomes of the Global Diaspora Summit 2022 to create conditions to mobilize migrant and diaspora capitals – cultural, economic, social and human, and improve the conditions for economic and financial empowerment and inclusion.”

Alongside commitments to integrate migration as a cross-cutting issue in national development plans, development cooperation and other relevant frameworks, a significant outcome of the 2022 IMRF Progress Declaration was the commitment of a majority of Member States to “request the Secretary-General, in his next biennial report, to propose, for the consideration of Member States, a limited set of indicators, drawing on the global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda as contained in General Assembly resolution 71/313 of 6 July 2017 and other relevant frameworks, to assist Member States, upon their request, in conducting inclusive reviews of progress related to the implementation of the Global Compact, as well as to include a comprehensive strategy for improving disaggregated migration data at the local, national, regional and global levels.”³¹

A further commitment to strengthen alignment between GCM and SDG review forums is included in the IMRF Progress Declaration’s Paragraph 75:

“We commit to strengthening the linkages between the Global Compact, the 2030 Agenda and their review forums and to giving due consideration to the progress, challenges and gaps in implementing the Global Compact in the elaboration of our voluntary national reviews of progress in the implementation of the 2030 Agenda, as appropriate.”

EQ19. To what extent have the SDG targets and indicators and reports on the progress against them been used to feed IOM’s regional and Country Office strategies and project development?

Following the elaboration of IOM’s Strategic Vision in 2019, IOM Regional Offices undertook a comprehensive review of political, institutional and migration landscape and outlook of the regions in order to develop regional strategic priorities and identify institutional development needs and capacities conditioning their pursuit. Within their strategies – intended to cover the period from 2020-2024, all Regional Offices acknowledge the significance of migration within the 2030 Agenda and IOM’s role in and importance of ensuring further alignment of programming and partnerships to enable effective delivery against the ambitions of the global sustainable development agenda. It is acknowledged that strategies of IOM’s Regional Offices are necessarily designed to be comprehensive for expansive geographic areas that comprise diverse migration contexts, and whilst remaining oriented to the overall objectives of the 2030 Agenda and informed by the migration-specific targets and indicators of the SDGs, they don’t reflect these in detail.

With the elaboration of IOM’s SRF, Regional Offices have also been afforded a more systematic means of mapping their institutional priorities, objectives, long- and short-term outcomes as contributions to

³¹ IMRF 2022 Progress Declaration, para. 70

the Sustainable Development Goals.³² However, the SRF does not represent a mechanism by which progress against SDG targets and indicators can be aggregated at a regional level so as to enable coherent prioritization for Regional Offices in elaborating strategies or informing specific actions beyond possibly highlighting possible gaps in addressing SDGs of particular significance to IOM's work.

A number of sources of information available at the country level – both internal to IOM and from across the UN Development System, can also inform Regional Strategies and initiatives, e.g. analysis from RCPs, aggregate analysis of IOM's annual IQ, results from MGI analysis conducted in countries within the region, VNRs, inputs to the HLPF, country-level data available from UN INFO, etc.

Most of the IOM Regional Offices reported in the survey no use of SDG data to inform regional or sub-regional initiatives, and some acknowledged that this area needs further enhancement.

However, two Regional Offices report having used SDG-related data to a large extent, including data generated through contributions to socioeconomic assessments, which feed into publications of the Regional Migration Data Hub. In the Southern Africa region for instance, the Regional Migration Data Hub is reported to have supported the development of the Southern Africa Development Community's Migration data harmonization roadmap and the development of SADC common definitions and guidelines. The Displacement Tracking Matrix Regional Evidence for Migration Analysis and Policy (DTM REMAP) is reported to be used to support data collection and to inform SDG related programming.

At the country level, more than two thirds of IOM field offices report use of SDG indicators and targets for the elaboration of country strategies and project development. One third report significant use to that end, whilst one third reports no use. However, there is evidence that much work remains to be done to support national authorities in developing migration-relevant data aligned to SDG targets to inform plans, programs and policies that IOM can support.

In terms of project development, project development officers in Regional and Country Offices are confirmed to have been adequately trained in identifying the linkages between the SDGs, GCM and IOM's work, and ensure that these are articulated within relevant sections of project documents. Acknowledging that project development officers alone cannot account for the many layers and connections of contributions to the SDGs, IOM colleagues at all levels recognize the need to ensure project managers and thematic specialists in country and regional offices are themselves well-versed in the contents of the 2030 Agenda and understand how their work aligns with various SDGs and their targets.

Survey results suggest that there is still work to be done to enable IOM Country Offices in leveraging migration-relevant SDG data for the purpose of establishing new programmes, partnerships or initiatives. A majority of surveyed field offices confirm that such data has either not been available to use, or its use has not resulted in concrete outcomes.

2.6. Sustainability

EQ20. What actions have been taken by IOM to guarantee the sustainability of its SDG-related interventions with the view of achieving the SDGs in 2030?

In seeking to guarantee the sustainability of its SDG-related interventions with a view to achieving the SDG, IOM has taken steps at the global policy, institutional and operational levels.

³² <https://srf.iom.int/>

Global policy level

At the global policy level, IOM has demonstrated a commitment to building sustainable engagement with both UN partners and Member States with the aim of ensuring that migration is thoroughly understood and strategically approached as a core element of sustainable development cooperation. The organization's participation in the UNSDG as a core member evinces recognition amongst the UN system of IOM's role in contributing to the global sustainable development agenda and bringing important perspectives from its operations to high-level policy discourse. IOM appears to be poised to continue to contribute to this forum, though the strength of its voice and the position of authority from which it now addresses migration-relevant issues of sustainable development is likely to remain conditioned by the strength of its operations in the field, the data that IOM can provide and the valuable insight and learning that it will continue to offer.

As the coordinator and secretariat of the UNNM, IOM is mandated to coordinate the system-wide support of UN agencies to States in implementing the GCM. To this end, IOM has assumed a prominent role within the UN system that it is effectively leveraging in placing migration at the center of the discussion on sustainable development. As the UNNM continues to consolidate a more permanent foothold within the UN's multilateral cooperation architecture and establish national and regional networks to engage stakeholders at different levels, it seems evident that IOM's convening power will be used not only to support the implementation of the GCM but also continue mainstreaming migration-relevant sustainable development issues with a broader cohort of stakeholders. Perceived to be the primary vehicle for approaching migration-relevant sustainable development issues within the 2030 Agenda, the GCM and UNNM afford IOM an important means for sustainably embedding migration within future sustainable development cooperation.

Institutional-structural level

At the level of organizational structure, the most significant action to ensure the sustainability is the establishment of the Sustainable Development Unit under the Department of Peace and Development Coordination. Whilst stakeholders' opinions varied as to the potential impact the reorganization might have in enabling IOM to effectively engage on issues of sustainable development with migration-relevant dimensions, the establishment of the unit within a department whose programmatic portfolios are of increasingly critical importance to the organization's operational mandate suggests a long-term commitment to orienting the organization's work to the 2030 Agenda and SDGs. Indeed, the MSD Team considers itself well-placed to continue to expand its efforts towards mainstreaming sustainable development thinking and approaches across the organization, and as the review and update of IOM's SRF suggests, programmatic and policy-level orientations towards work in line with the 2030 Agenda will remain a core feature of the organization's engagement. Further examples of institutional investment towards this end include expansion of PRIMA to incorporate SDG-related targets relevant for project development, monitoring and reporting.

The work of the MSD Team extends from an institutional-oriented focus at the level of headquarters out to the field, and as such, a significant proportion of its actions and investments are intended to simultaneously serve IOM institutionally as well as operationally. Through its work to develop guidance material, training and tools to enable IOM staff to integrate their work with the 2030 Agenda and the SDGs, the MSD Team is shaping the normative foundation of the organization and contributing to accelerating a cultural shift within IOM in terms of the way it engages with the UN system and stakeholders at the national, regional and global levels. Whilst this shift was underway within IOM before the advent of the M&SD Strategy, the efforts of the MSD Team have visibly contributed to altering the narrative within the organization around its identity as a development actor, which, increasingly accepted, has a profound impact on the way it approaches its role within the UN system and vis-à-vis Member States in contributing to sustainable development outcomes now and into the future. The extent to which the MSD Team will be able to continue to support colleagues across the

organization to better address the sustainable development dimension is however conditional upon sustained and predictable investment to resource its work.

Operational level

At an operational level, most of the outputs of the MSD Team intended for consumption by operational colleagues across the organization are packaged as guidance and reference materials and associated tools to enable engagement with the 2030 Agenda and questions of sustainable development. As such, they are conceived of as investments in building the knowledge and capacity of staff now and into the future. Whilst knowledge creation and capacity building amongst staff are inherently oriented towards sustainability, the MSD Team has been actively delivering such content and training to regional and country offices, requests for refreshers and/or new content being expressed. Staff turnover, a progressive shift towards engagement on the 2030 Agenda and momentum for increasing recognition of the centrality of migration to questions of sustainable development at the global level serve as impulses and trends that will continue to create demand amongst IOM staff, national stakeholders and partners for migration-informed approaches to sustainable development (as well as sustainable development-informed approaches to migration).

At the regional level, IOM's engagement in Regional Coordination Processes (RCPs), issue-based coalitions, regional associations, regional economic commissions, regional UNNM platforms, regional ministerial fora, etc. may be considered strategic investments that facilitate IOM's continued positioning vis-à-vis Member States and regional bodies on salient policy issues relevant to sustainable development at a transboundary and/or global level. Regional-level support towards IOM field offices for the purpose of operationalizing approaches to sustainable development is evidently of great significance to the organization's continued orientation towards the 2030 Agenda, and progressive organizational restructuring to account for efficient and effective liaison with field offices in this regard will be an important measure in ensuring IOM's work is sustainable.

In considering how IOM's country operations are ensuring the sustainability of their own actions and contributions to the 2030 Agenda, almost all respondents to the survey had identified measures vis-à-vis national counterparts towards this end, including elaboration of partnerships for sustainability with relevant stakeholders; institutionalization with local or national government counterparts and cooperation with civil society for absorption/hand-over; and capacity building. The approach taken by IOM Country Offices in contributing to sustainable development outcomes at the national level appears to be primarily in support of countries' own national development planning via CCA and UNSDCF.

IOM's engagement with national authorities and partners on the 2030 Agenda at the field level is a visibly under-resourced aspect of its global operations. Interest, progressive capacity and sustained support must be nurtured at the field level if IOM is to keep pace with its global ambitions. Indeed, MSD programming supported with seed funding has demonstrated that spin-offs can accrue to IOM field offices at the national level, where doors have been opened for programming in strategic areas such as Migration, Environment and Climate Change.

3. Conclusions and recommendations

3.1. Conclusions

This section summarizes the key findings from the evaluation regarding the relevance, coherence, effectiveness, efficiency, impact and sustainability of IOM's institutional approach and contribution to the 2030 Agenda.

3.1.1 Relevance

In investigating the evaluation questions related to the relevance of IOM's approach, the evaluation showed that the Theory of Change of IOM's M&SD Strategy does not provide a clear indication of the linkages between the proposed activities and their expected results in terms of better migration governance, improved welfare of migrants within local communities and further development outcomes. A discussion of causal linkages, influence factors and supporting evidence, even at a general level, would have helped substantiate elements of the strategy, shed light on the challenges and opportunities that IOM expects to face in its implementation, provided the ground for sequencing and prioritization of activities, and altogether reinforced the strategy's consistency.

The M&SD TOC also has to be considered as one element of a larger effort, at both programmatic and institutional levels, to establish a firm evidence base on the links between migration-relevant interventions and development outcomes. These efforts are still work in progress. Further strengthening of the results frameworks and reporting at project level – starting with the global programmes on MSD and extending to other projects – would help to collect more and better data on the results of interventions at the interface between migration and sustainable development and to feed these into higher-level strategy processes.

In line with this conclusion, the evaluation noted that the deliverables of the M&SD Strategy are relevant to its ambitions and goals, but too general to be properly assessed. Although none of the deliverables appears to be unrealistic per se, a complete assessment of how achievable the deliverables are would require further specification of their scale and magnitude.

Implementing the M&SD Strategy as the IOM's adopted roadmap towards strengthening its contribution to sustainable development depends on the active engagement of the entire organization. The UN-SDG Action Plan has sought to organize the institutional components of this engagement in a comprehensive and consistent manner. However, its effective implementation has proved sometimes challenging as detailed under other evaluation criteria sections (see below).

On the programmatic side, many ongoing actions could be eligible as relevant operationalization of the M&SD Strategy. The MSD Team alone reports 115 projects addressing migration and development issues across the world. The MSD global programs are prominent initiatives to generate and collect evidence on how migration can be mainstreamed in a broad range of development interventions and policies, with the collaboration of IOM regional and country staff, other UN agencies, partner governments and donors.

Finally, while the guidance and tools on migration and sustainable development are widely considered relevant and useful, there is a need to further support their dissemination towards different audiences, and their appropriation by Country Offices.

3.1.2 Coherence

In terms of coherence, the evaluation has found that the juxtaposition of strategic frameworks and cross-cutting approaches may generate a degree of confusion and strategy fatigue within IOM, particularly as it is not matched by a substantial effort to harmonize these frameworks and ensure consistency in their operational implications.

There is room for better alignment of the M&SD Strategy and other IOM strategic frameworks, particularly the Strategic Vision, both to mainstream the interlinkages between migration and development in the latter and to clarify how the M&SD approach can be coordinated with other cross-cutting approaches.

IOM has undertaken important efforts in recent years to embed its work into appropriate coordination mechanisms at the global, regional and country levels and also to lead international coordination efforts on matters relevant to migration and sustainable development. This has entailed assuming a role that had not been available to IOM before its full inclusion into the UN system and gradually gaining acknowledgement as an important development actor. The UNNM coordination function, programmatic initiatives to implement the M&SD Strategy and GMDAC's work to improve migration data and analysis are three prominent examples of these efforts.

At the country level, IOM offices report positive contributions to the development of CCA and UNSDCF – to the extent allowed by national governments engagements – and in several cases, they have received useful support from Regional Offices and MSD Team at Headquarters. However, limited dedicated capacities within field offices and the lack of data and analysis on migration issues and socioeconomic facets of migration appear as two key challenges to the further expansion of this work.

There is evidence that the tools and resources developed through MSD projects are facilitating country office engagement with partners across the UN development system and national counterparts and are contributing to more coherent integration of migration within national development planning. However, continued roll-out of tools requires investment in training.

3.1.3 Effectiveness

There is strong evidence of the influence of IOM's migration and development work on legislation, policy and institutional arrangements in countries of operation. This work predates the elaboration and adoption of the M&SD Strategy, including on core sustainable development issues. Acknowledging that legislative, policy and institutional change towards the envisioned ends of good migration governance and harnessing migrants' economic and social capitals for development are long-term goals, it would be very difficult to ascribe any causal effect to the strategy. Notwithstanding, there is acknowledgment that the M&SD Strategy is not strictly intended to be prescriptive but serves to harness IOM's work on migration and sustainable development, capture learning, promote approaches and establish good practices that can be replicated across the organization.

Country Offices also report a new impetus towards engagement aligned to M&SD objectives, which they attribute to both broad institutional developments and contextual opportunities and challenges. IOM's entrance to the UN as a related agency, the adoption of the GCM and the establishment of UNNM at country and regional levels are powerful and concrete developments that orient the way IOM engages with Member States in general, opening additional avenues for cooperation with national authorities and the wider UN system on sustainable development issues. The M&SD Strategy adds to this edifice by better articulating these opportunities from an institutional perspective.

The evaluation found that the capacities and resources developed by IOM to enhance the incorporation of migration and migrants in the implementation of the 2030 Agenda are effective support and tools for national stakeholders to the extent that they have been appropriated by IOM

Country Office staff through training, which was consistently highlighted as an area requiring further investment.

Concerning Country Office's contributions to effective reporting against the SDG, the extent of national authorities' engagement in developing Agenda 2030 plans and objectives, the lack of data and limitations in human resources are mentioned as the three key limiting factors. The MSD Team has taken important steps in addressing these barriers through the provision of guidance resources and training, the inclusion of the sustainable development lens in other IOM frameworks, and programming focused on key facets of migration and sustainable development. Further strengthening of the team's resources, including through regional focal points, appears as a promising way of addressing remaining challenges in the work of Country Offices.

To date, IOM's global reporting on migration and sustainable development does not fully address its own contributions to the SDG, but rather on progress indicators in the implementation of the GCM and of the 2030 Agenda. Despite challenges that IOM has faced in accounting for its contributions to SDG across the immense operational landscape, efforts to strengthen SDG reporting to the CEB, ECOSOC and HLPF are indicative of institutional ambitions to demonstrate IOM's work in support of the 2030 Agenda, but further investment is required to strengthen staff capacities and systems. The M&SD Strategy and the SRF have created the foundations for better reporting on IOM contributions to SDG at project, and through aggregation, institutional levels. Effective reporting and measurement will however need to overcome the challenges and weakness of the overall RBM culture and processes, the multiplicity of frameworks, inadequate capacity for monitoring and reporting at country and project levels, and a more nuanced narrative of prioritization on the most relevant SDG for IOM's work.

Country Offices generally report having sufficient access to reporting guidance and tools but being hampered by a lack of human resources and competencies, particularly relative to the requirements of IOM's multiple reporting frameworks and procedures. Even though gradual capacity building could lead to substantial improvements, organization-wide progress on RBM will strongly condition the availability and quality of reporting on the implementation of the M&SD Strategy.

3.1.4 Efficiency

Different coordination mechanisms have been tested by the MSD Team to support the implementation of IOM's M&SD Strategy in the context of an organizational reform that also emphasized the cross-cutting nature of sustainable development approaches to migration. While some of these mechanisms such as the UN-SDG Action Plan, have not been as effective and widely embraced as expected, enhanced dialogue and cooperation is nevertheless taking place at Headquarters level. Developing coordination at the regional level appears as the key next step in mainstreaming migration and sustainable development approaches in the organization's work.

The IOM's traditional approach to development is being gradually replaced by the vision carried in the M&SD Strategy, according to which sustainable development cuts across the organization's activities. Adapting structures and mandates within the organization to this new vision is still a work in progress. The creation of DPDC, with responsibilities ranging from transition and recovery through sustainable development to climate change, has been an important step. The reform emphasizes the role of SDU in promoting transversal approaches to sustainable development and the implementation of the M&SD Strategy, with the advantage of giving it more visibility and capacity to influence the work of other divisions, and the drawback of putting a team in charge of a process that by nature spans across the whole organization. RLPOs and, in some cases RTs, have served as a relay in bringing the approach to the field, but important resource and competence constraints are an obstacle to its broad diffusion. Further actions will be necessary to raise the sustainable development mainstreaming agenda to the level of an organization-wide priority and to consolidate recent changes at headquarters, regional and country levels.

IOM's project management system PRIMA provides information on the total value of projects contributing to each of the SDG, but PRIMA alone cannot yet be considered a comprehensive source in measuring SDG contributions. With the argument that all of IOM's work in some way contributes to the SDG and acknowledging discrepancies within the way IOM's SDG tagging within PRIMA enables calculation of financial contributions to SDG as compared with methods used for financial reporting to the CEB, the Organization may want to further explore opportunities for more consistent and coherent categorization that will enable more accurate financial reporting and perspective of IOM's global contribution to the 2030 Agenda.

The difficulties experienced in expanding MMPTF's resource base and the level of competition incurred to access the IOM Development Fund also testify of more general challenges for financing activities focused on migration and sustainable development. As reflected in stakeholder consultations and survey results, it is taken as a matter of course that IOM projects must now be framed in the context of the SDG and that linkages identified should be coherently represented within proposals. There is some evidence that country offices have been able to leverage SDG-framing within projects to secure resources. Thus, capitalizing on the opportunity to leverage the SDG for the purpose of fundraising at the country level will require staff to become more conversant in the 2030 Agenda, its relevance to IOM and broader questions of sustainable development.

In terms of delivery of activities, there is evidence that the MSD Team has endeavored to ensure the timely distribution of guidance, planning and training materials both internally and externally, e.g. through the Migration for Development platform and the MSD SharePoint, to ensure their availability to support IOM staff in field offices, national authorities and partners in integrating migration into national sustainable development planning.

3.1.5 Impact

As measured by the frequency and scope of references to migration in UNDESA's annual SDG report and by IOM's own submissions to the HLPF – as two indicators among many others, the organization has been highly successful in raising the visibility of migration on the international development agenda.

At the national level, most Country Offices consider they have had significant or some impact in ensuring that migrants are not left behind in the implementation of the 2030 Agenda, particularly through technical assistance to integrate migration in the SDG statistics, leveraging the UNNM to advance migration governance in line with the 2030 Agenda, and promoting mechanisms supporting the implementation of the 2030 Agenda.

Compared to the development of CCAs and UNSCFs, IOM has been less successful in incorporating migration within VNRs and VLR and VSRs, mainly due to the timing and frequency of such reviews in national planning cycles. The successful inclusion of migration into CCA and UNSDCF planning documents provides a starting point for better monitoring and evaluation of migration-related SDG in voluntary reviews. This process will however need continuous support from IOM, in line with its ongoing effort to contribute to the development of internationally accepted indicators disaggregated by migration status. Of note, the success of GCM voluntary national reviews testifies of the progress made in highlighting migration as key aspect of sustainable development planning within national agendas.

All IOM Regional Office Strategies are informed by the 2030 Agenda and account for the importance of IOM's role in addressing migration and human mobility-related dimensions within the global framework. Whilst IOM Regional Offices are strategically oriented to the 2030 Agenda and many of its specific objectives and migration-related targets and indicators, there is less evidence that IOM Regional Offices are actively making use of use of SDG-related data to inform regional or sub-regional initiatives. Use of such data is however considered an important area for further focus. At the country

level, a large majority of IOM field offices report use of SDG indicators and targets for the elaboration of country strategies and project development. Leveraging migration-relevant SDG data for new programming and partnerships has not yet been fruitful for most Country Offices responding to the survey, for both reasons of data availability and maturity in its use. Improvements seem to be in sight in this area.

3.1.6 Sustainability

IOM has established a firm basis for the sustainability of its work on migration and sustainable development, notably through its roles as core member of the UN Sustainable Development Group and as coordinator of UNNM. At an institutional level, IOM has engaged reforms of its organizational structures and its project management systems, which both emphasize migration and sustainable development as an important area of development. The organization has also invested in building capacity on mainstreaming migration in sustainable development at all levels. These efforts need however to be consolidated. At an operational level, the migration and sustainable development approach has opened new opportunities for engagement in countries where significant resources could be mobilized for its implementation and sustainability. Capacity development at the regional level and in the field appear as the key condition for future sustainability.

3.2. Recommendations

The evaluation formulates the following recommendations for the strengthening of IOM's institutional approach and contribution to the 2030 Agenda.

- 1) Clarify the formulation of the M&SD Strategy's Theory of Change and monitor the strategy's implementation by:
 - harmonizing the level at which deliverables are considered (output or intermediary outcome), as a step towards better specifying the causal pathways underpinning the strategy's theory of change
 - expressing the strategy's deliverables and outcomes in terms of tangible results, associated with measurement tools that are integrated in IOM's Strategic Results Framework
 - regularly monitoring the level of achievement of these results.
- 2) Update the UN-SDG Action Plan for institutional MSD mainstreaming, embedding it within the new organizational structure to account for MSD's mandate within the Department of Peace and Development Coordination and operational and institutional work of other divisions/departments.
- 3) When updating IOM's Strategic Vision, establish a clearer hierarchy and more coherent conceptual architecture of internal strategies aligned to global frameworks to better inform the migration and sustainable development nexus.
- 4) Provide sufficient investment at country level: i) for capacity building of country offices to engage with UNDS coordination, including on mobilizing relevant sources of data and analysis and relevant material , in anticipation of upcoming CCA/UNSDCF cycles; ii) for engaging national authorities in leveraging MSD institutional tools and resources for establishing baselines relevant to national migration and human mobility SDG targets and indicators.
- 5) Continue efforts to incorporate MSD learning mechanisms from global and country levels programming into upcoming organizational processes, in particular the revision of the Project Handbook, the RBM strategy and PRIMA, which can embed systems for institution-wide mainstreaming of and learning from migration and sustainable development work; include in training plans of regional and country offices relevant modules for tagging SDG within PRIMA for monitoring and measuring results and contributions to SDG beyond the focus on expenditures.

- 6) Consider undertaking a brief capacity building needs assessment with IOM Country Offices to: i) further inform priority needs and preferred methodologies for training, ii) provide more support to country offices to activate the guidance on migration and sustainable development through training and workshops, iii) involve more systematically the Regional Offices in this regard, and iv) establish a financial plan for support.
- 7) IOM's MSD work should continue to be supported with core funding that can ensure adequate resources at all institutional levels to further embed approaches that enable orientation to and delivery against migration and human mobility dimensions of the 2030 Agenda.

Appendixes

Appendix 1a: Case study – Dominican Republic

1. Introduction

a. Dominican Republic's development context

The Dominican Republic has positioned itself as a country with high human development and is one of the fastest growing economies in the region. Gross domestic product (GDP) per capita increased 28.7 per cent between 2020-2022, with economic growth expecting to reach 5.5 per cent in 2022. Tourism, remittances, foreign direct investment, mining revenues, free-trade zones, and telecommunications have helped make the Dominican Republic the second fastest growing economy in Latin America and the Caribbean (LAC) over the last decade, and as of 2019, the country was on track to realize its ambition of achieving high-income status by 2030. Economic growth has been accompanied by reduced poverty rates and an expansion of the middle class. However, disparities in access to economic opportunities and public services remain; rural poverty rates are still high, and women continue to face challenges nationwide.

The COVID-19 pandemic significantly impacted the Dominican Republic's economy, causing a sharp contraction in the second quarter of 2020 across critical sectors such as tourism, construction, and mining. Whilst the country's socioeconomic situation is reassuming its previous positive outlook, crime and violence remain serious problems and represent challenges to economic growth, development and security.

Similar to countries across the region, Dominican Republic remains at high risk from hurricanes, flooding, and other extreme weather events. Access to adequate water and sanitation services has improved since the early 2000s, but the country's exposure to impacts of climate change threatens these gains. It's been acknowledged that climate change mitigation and adaptation efforts must be complemented by improved management of natural resources, especially the coastal and marine assets on which so much of the country's economy depends.

b. Migration context

The Dominican Republic is a country of both emigration and immigration. An estimated 12% of its population currently resides abroad, while immigrants constitute about 4% of the population. Significant Dominican emigrant populations are found primarily in the United States, Spain and Italy. Between 1960 and 2010, the net outflow of migrants is estimated to have reached more than 1.2 million individuals. The country benefits from a large volume of remittances, representing around 7% of its GDP and easily exceeding foreign direct investment.

According to the Second National Survey of Immigrants in the Dominican Republic (ENI-2017) conducted by the National Statistics Office (ONE) and the Ministry of Economy, Planning and Development (MEPyD), 5.6% of the total population (570,933 people) were registered as migrants, of whom 61.6% were male. Over 60% of migrants are reported to live in urban areas of the country. Most migrants in 2017 were Haitian (87.2%), whilst an estimated 4.5% were Venezuelan. Since the deterioration of the socio-political situation in Venezuela, the Dominican Republic has witnessed increasing flows of Venezuelan refugees and migrants, which now amount to some 115,000 individuals. The Dominican Republic is also a major country of transit for migration flows, of which a significant proportion are irregular, comprising migrants intending to pursue onward migration to the United States and other countries in the Caribbean.

Whilst migration remains a sensitive political issue, the Government of the Dominican Republic has increasingly developed capacities and dedicated resources to support migration governance with an expanding range of national and international partners. The country's 2030 National Development Strategy - largely aligned with the SDGs and 2030 Agenda, contains strategic guidelines on Migration Governance, including Objective 2.3.7: orderly migration flows according to the needs of national development, and an associated action point, 2.3.7.1, which calls for reordering and modernizing the legal and institutional framework, ensuring that it is compatible with the best international practices and respect for the rights of the immigrant population.

2. UN presence in the Dominican Republic

a. UN Development System (UNDS)

In the Dominican Republic, the United Nations System works with the Dominican Government and its High-Level Inter-Agency Commission for Sustainable Development. The commission leads actions and processes relevant to promoting the 2030 Agenda as a framework for action for the promotion of prosperity for people, the country and the planet. Migration governance issues are addressed by the prosperity sub-commission, which is responsible for SDG 10 on reducing inequalities. According to the outcomes of the UN Country Team's (UNCT) Rapid Integrated Assessment (RIA) of 2016, Dominican Republic's National Development Strategy 2030 is more than 70% aligned to the 2030 Agenda.

In 2018, Dominican Republic issued a report on Mainstreaming, Acceleration and Policy Support (MAPS), which consolidated analysis on the opportunities and challenges, resources and investments required for more strategic, impactful and cooperative engagement on sustainable development objectives in the country. The MAPS report considered integration of SDG objectives within national and sub-national development plans and identification of budgetary requirements for implementation, as well as the availability of statistics and data collection systems required to support timely and efficient monitoring of progress on 2030 Agenda implementation.

Dominican Republic has elaborated roadmaps designed to accelerate the achievement of a number of SDGs, including ending poverty, zero hunger, quality education, gender equality and sustainable production and consumption. The UNCT acknowledges the contribution to the 2030 Agenda in mobilizing actors from across civil society, the private sector and vulnerable segments of the population through a number of initiatives such as the 2030 Agenda Academy, 2030 Agenda Promoters and Art 2030.

As regards the environment, Dominican Republic has developed a National Climate Change Policy, a Climate Change Adaptation Plan, and has prepared three National Communications and a Biennial Update Report.

Demonstrating a strong commitment from the Government and other sectors to the 2030 Agenda, the country's 2021 Voluntary National Review on progress made towards realizing objectives of the 2030 Agenda includes perspectives of civil society, the private sector, academia, youth, and groups in conditions of vulnerability as active actors in the development of policies.

The draft UNSDCF under elaboration by United Nations Country Team and national counterparts identifies four strategic areas of cooperation and 6 over-arching objectives for the period 2023-2027:

- Equality and Social Inclusion
- Inclusive Growth and Shared Prosperity
- Climate Change Risks and Environmental Sustainability
- Human Rights, Security for Citizens and Institutions.

Currently, the UNDS in the Dominican Republic is represented by 10 agencies, funds and/or resident programs, and 8 non-resident agencies, contributing to the current UNDAF from 2018-2022.

b. IOM

Since its establishment in the country, IOM Dominican Republic has focused, inter alia, on qualified human resource transfer, return and reintegration of qualified nationals, selective migration, and programs dedicated to integration of experts. More recently, IOM Dominican Republic has engaged in technical cooperation with Dominican partners to support combatting human trafficking and migrant smuggling, securing issuance of travel documentation and inspection systems, labour migration, protection of vulnerable migrants and assisted voluntary returns for irregular migrants in the Dominican Republic.

3. IOM Migration and Sustainable Development (MSD) in the Dominican Republic

a. Engagement with UNDS

Since the adoption of the 2030 Agenda, IOM Country Office has been at the forefront of institutional efforts to engage with the national government and UNCT in addressing migration-related sustainable development challenges and opportunities. In parallel to the 2016 RIA and in cooperation with the UNCT, IOM acknowledged a need to initiate a migration-specific mapping to identify convergences and entry points for enhancing cooperation on migration governance issues in support of national sustainable development objectives. Stakeholder consultations acknowledge that initial efforts towards integrating migration and IOM's contributions in the planning of the 2030 Agenda were spearheaded by IOM Dominican Republic staff, whose knowledge of SDG and political savvy enabled the office to capitalize on opportunities presented by the 2030 Agenda. IOM work to map migration issues resulted in the development of a matrix, which served as a calling card for IOM's engagement with national authorities to broaden discussions, increase alignment of visions and support the identification of areas for new cooperation. Key informant interviews highlight the significance of IOM's entry to the UN system in 2016 in providing platforms for deeper engagement on sustainable development issues within the country and enabling In 2017, IOM Dominican Republic launched a dedicated project "Contributing to the Achievement of Sustainable Development Goals Related to Migration Management in the Dominican Republic", which was funded by the IOM Development Fund (IDF) for a period of 18 months. The project was designed in cooperation with key national stakeholders, including the Ministry of Foreign Affairs (MIREX), the National Statistics Office (ONE), the Ministry of Economy, Planning and Development (MEPyD), the Ministry of Interior and the Police (MIP), and National Institute for Migration (INM). With the overall objective of contributing to national efforts to measure progress in meeting SDG targets related to migration management, the project sought to support public sector institutions in reviewing and adapting their institutional processes, resulting in the establishment of an inter-institutional technical coordination body responsible for measuring and monitoring the results of the migration policy to achieve the SDGs. As such, the project helped define indicators and goals related to migration as well as create a reporting system that would allow the Government to monitor and review its achievements.

Findings of an ex-post evaluation of the project confirm that it increased stakeholder engagement, ensuring active participation and a deeper understanding of various migration-related topics relevant to their work, whilst also contributing to broadening IOM's engagement with a range of non-traditional actors on migration-related questions, including the Ministry of Education, the Ministry of Public Health and the Ministry of Labour. Significantly, the project directly resulted in a decision by MIREX to support the development of a national action plan on migration and was assessed to have positively supported IOM's engagement to contribute to inter-agency cooperation. Key informants note the importance of the IDF project in diffusing lessons learned and good practices witnessed at the national level. To this end, key informants noted institutional investments made to capture learning within a formal evaluation and attempts by the Regional Office in San Jose to replicate approaches in introducing the Migration Governance Index in other Central American countries.

IOM Dominican Republic recently concluded implementation of another IDF-funded project supporting mainstreaming migration (human mobility) into development policy, which nurtured collaboration with the Directorate of Border Zone Development Planning of the Ministry of Economy, Planning and Development. The project resulted in the elaboration of a Border Zone Development Strategy that accounts for both immigration and emigration, and which was designed in a participatory manner aligned with a whole of government and whole of society approach and evidence-based approach. Considering sensitivities surrounding migration in the Dominican Republic, a mainstreaming approach has allowed IOM to include considerations related to human rights, human resources and access to services for vulnerable populations. Of relevance, the strategy also included security as a development factor and recognizes the contributions of the country's armed forces as a development player in the border areas.

Building on its initial achievements, IOM Dominican Republic's engagement on sustainable development issues has continued to expand in recent years and the office reports an increasing engagement with a wider range of stakeholders, including the Ministry of Economy, Planning and Development, with which it participates in a technical working group on the SDGs, as well as the National Statistics Office, with which IOM is collaborating to provide technical assistance in developing migration statistics that can feed into national planning and reports, such as Voluntary National Reviews (VNRs).

Engagement with partners across the UN system has likewise expanded, with increasing recognition for IOM's relevance as a development actor and the important contributions IOM can make to discussions on human mobility dimensions of sustainable development. In addition to working with the UN Resident Coordinator's Office to reflect migration issues within the VNR, stronger relations with UNDP and FAO at the national level have been built, and important collaborations have emerged. UNDP has become a key interlocutor, and key informants acknowledge the strategic cooperation that has emerged, including in delivery of joint bi-national project at the border with Haiti supported by the UN Peacebuilding Fund. IOM is now perceived to be also at the center of discussion on sustainable development, which is reflected in the significant presence of migration within key UN development planning documents, including the forthcoming UNSDCF.

b. MSD capacity building and global programs

Acknowledged as one of the pioneering country offices in relating IOM's work at the national level to the 2030 Agenda framework and the SDGs, IOM Dominican Republic has been afforded an opportunity to contribute to institutional approaches to sustainable development, benefitting also from ongoing engagement with IOM's MSD team in leveraging institutional tools and materials for familiarizing staff with the Agenda 2030 and SDGs. IOM Dominican Republic has not been included in the dedicated global programs led by the MSD team in support of the institutional MSD strategy, but reports familiarity with and use of outputs of such programs, for instance the training modules from the Migration and the 2030 Agenda Facilitator's Guide. Although the Dominican Republic is not a target country within the Mainstreaming Migration into International Cooperation and Development project, the Country Office reports having contributed to this work, and has highlighted innovative approaches being pursued with national stakeholders. IOM Dominican Republic is exploring opportunities to exchange experiences with other IOM country offices to consider migration within local development planning, and for lessons learned in elaborating a development strategy for the border area with Haiti.

4. Assessment of IOM/MSD's engagement

a. Relevance

To a large extent, IOM Dominican Republic's engagement on sustainable development reflects the relevance of the organization's institutional approach, and evidence exists from across programming

and partnerships to suggest that IOM's efforts are contributing to advancing specific deliverables under the MSD strategy's three broad outcomes. Whilst the scope of investigation within the case study did not permit a comprehensive review of IOM Dominican Republic's programs and projects, discussions with key informants and a sampling of documentation attest to the relevance of all deliverables of the strategy within the context of IOM's operations in the Dominican Republic. From the cursory review, improved migration governance emerged as an area of emphasis for the Country Office in engaging with national authorities, and the results of successive Migration Governance Indicators (MGI) programme reviews indicate positive developments across important MGI pillars. Significantly, the Government's adoption of a law in January 2021 to normalize the status of irregularly staying migrants in the country by conferring non-resident status, underlines the relevance of IOM's focus and points to a positive outcome of IOM engagement with national authorities. IOM's second MGI confirms that cross-cutting issues identified within the MSD strategy, such as environment and climate change, are receiving increasing attention by national authorities, e.g. including provisions within the country's National Action plan for Climate Change Adaptation (PANA) to account for risks to human settlements, contingency plans for disasters and migrant flows attributable to the impacts of climate change and environmental degradation.

b. Coherence

Document review and stakeholder consultations attest to a high level of alignment between IOM's approach and interventions and those of other actors in advancing sustainable development objectives in the country. IOM is also recognized as a key and trusted interlocutor of the Government on an increasing range of sustainable development issues and IOM's cooperation with an expanding range of national authorities evinces increasing appreciation for the relevance of migration to different stakeholders and the benefits of closer consultation. As part of the UNCT, IOM is acknowledged to be the principal interlocutor on migration-related issues, and UN partners are reported to value and increasingly rely upon IOM also on broader questions of UN reform and its implications for cooperation across the UN system and with national counterparts.

Despite the relatively modest consideration of migration within Dominican Republic's 2018-2022 UNDAF, IOM staff and UN stakeholders confirm the success of IOM's efforts to integrate migration within drafts of the Common Country Assessment (CCA) and UN Sustainable Development Cooperation Framework (UNSDCF) currently under preparation by the UN Country Team. Review of priority areas of cooperation and objectives to be elaborated within the upcoming UNSDCF reveals significant consideration for migration and migrants across all dimensions of the plan. An external stakeholder emphasized that integration of migrants and migration is now not only attributable to IOM, but also the increasing acknowledgment of UN and national partners of migrants as a priority target group amongst vulnerable populations.

c. Effectiveness

Having spearheaded several approaches and pursued engagement with national authorities on migration and sustainable development issues, legislative, policy and institutional changes witnessed at the national level in recent years are primarily attributed to groundwork undertaken that also preceded the MSD strategy. Stakeholder consultations and document review did not attribute such developments to the existence of the MSD strategy as such but acknowledged the importance of continuing engagement with national and UN stakeholders in manners consistent with approaches laid out in the MSD strategy.

Within stakeholder consultations, the availability of guidance and tools developed by the UN and IOM for supporting national plans and advancing 2030 Agenda targets related to migration was acknowledged, but it was not suggested that these had been widely instrumental within the country context. In this regard, it was emphasized by an external stakeholder that IOM's efforts to mainstream

migration within national plans had very visibly contributed to incorporating human mobility issues across relevant dimensions of sustainable development, but this was not attributable to the use of specific IOM tools.

In reflecting on factors limiting IOM's effective planning, implementation, monitoring and reporting on SDG contributions and migration-related indicators, a lack of capacity and awareness amongst staff in the country were highlighted as perennial challenges, particularly for staff whose work is perceived to be 'tangential' to the SDGs. Insufficient knowledge amongst some staff of the links of IOM's work to specific objectives of the SDGs was considered a challenge in ensuring effective and meaningful engagement with some ministries. Time and resource constraints of staff were perceived to result in missed opportunities for partnerships with both UN partners and national counterparts. A simplified and compulsory training for all staff on the SDGs and links with migration was suggested as an important measure to ensuring familiarity with the 2030 Agenda and IOM's role.

d. Efficiency

IOM Dominican Republic acknowledged institutional challenges in defining roles and responsibilities at different levels of the organization for efficient delivery of work supporting the MSD Strategy. Notwithstanding the strong support from the MSD headquarters team, the potential bottlenecks at the regional level was cited as a challenge. Migration and development were traditionally under the purview of Regional Thematic Specialists in charge of Labour Mobility and Social Inclusion, and they continue to influence how roles and responsibilities are perceived. However, the support of the Regional Liaison and Policy Officer in streamlining discussions - in collaboration with other Regional Thematic Specialists –was highlighted.

It was also suggested that IOM's limited resources contributed to less systematic and coherent engagement, ultimately resulting in inefficiencies. An example cited was a lack of time and resources to undertake internal coordination with external partners, which in one instance resulted in having one IOM staff leading parallel discussions with different sections of the same ministry on plans to integrate migration within planning tools under development. At the same time, stakeholders consulted considered IOM's cross-border programming in Haiti to be an opportunity to pursue fundraising and advocacy relevant to important migration questions in Dominican Republic.

e. Impact

Impact of IOM country office's work in preventing migrants from being left behind in the implementation of the 2030 Agenda is evident across several dimensions of its engagement with national authorities, UN and civil society stakeholders. Whilst an exhaustive review of such efforts is beyond the scope of this case study, of particular importance has been IOM's continuing support to Dominican authorities in implementing the National Regularization Plan for Foreigners (PNRE), a special initiative promoted by the Ministry of Interior and Police designed to correct the immigration status of people who are in the country illegally. Since the launch of the initiative in 2013, IOM has supported authorities and national civil society organizations in helping vulnerable migrants – the vast majority of whom are Haitian - apply for regularization. Over 200,000 migrants have benefitted from the initiative, which was extended in 2017. Cooperation with ILO and the Dominican Social Security Treasury to train small and medium enterprises (SMEs) on providing employers with tools for the registration and formalization of Dominican and foreign workers has resulted in over 30,000 foreign workers and their dependents being registered by their employers to the Dominican Social Security system.

IOM's support to Dominican authorities in implementing the migration governance index has equipped national counterparts with critical inputs for the National Action Plan of the Technical Committee on Migration (CTIAM), an inter-agency board created to coordinate the processes related to migration

under the framework of the SDG and the lines of action of the country's National Development Strategy (NDT). Also, MGI provides evidence of significant progress in the governance of migration policies with a comprehensive approach towards safe and orderly migration. The MGI programme was implemented with the engagement of 22 public agencies, under the coordination of the Ministry of Foreign Affairs (MIREX) and the technical support of IOM. Some of the benefits of the programme include 1) providing the country with a framework of reference on how to add value to human mobility processes through cohesive and coherent policies; 2) obtaining an assessment of the country's migration situation and means to identify and classify areas for improvement; and 3) having a statistical instrument to measure the progress and reach of goals related to the SDGs affected, directly or indirectly, by migration.

f. Sustainability

Sustainability of IOM's migration and sustainable development actions in the country has been an evident consideration of the organization within its approach. Through delivery of successive programmes in cooperation with national authorities, IOM has considered the strategic investment of establishing an evidence base for priority migration-related challenges and opportunities, providing a foundation and frame of reference for orienting engagement across a range of entry points. The mapping undertaken by the Country Office to align national sustainable development plans and programs to migration-related goals of the 2030 Agenda served to establish a similar point of departure for building relations based on a shared interpretation of priority issues and opportunities. Stakeholders attest to patterns of engagement with national authorities that emphasize capacity building and a focus on policy development and institutional reform, which can bring dividends into the future. Whilst it was acknowledged that limited funding and insufficient human resources within IOM has hampered consistent and effective engagement with national stakeholders on the full range of migration and human mobility issues that might be relevant to building cooperation and pursuing longer-term outcomes and impact, there is evidence that IOM Dominican Republic has effectively and efficiently leveraged both UN and national mechanisms to achieve sustainability of its investments.

Appendix 1b: Case study – Ecuador

1. Introduction

a. Ecuador's development context

With a GDP per capita of USD 5,935 in 2021, Ecuador is classified as an upper middle-income country by the World Bank. It has abundant mineral resources, in particular petroleum, and is also a producer of agricultural and fishery products. The country has witnessed steady economic growth in recent decades, peaking in 2019 before the onset of the COVID-19 pandemic. Following a contraction of 7.8% in the country's real GDP in 2020, the success of Ecuador's COVID-19 vaccination roll-out and a range of measures have contributed to a gradual economic rebound, with a 4.2% growth rate registered in the first half of 2021. However, development has mostly relied on high oil prices and remained sluggish in rural areas, where a large part of the indigenous population lives. The country's dependence on revenue from natural resources, its use of the US Dollar as a national currency, and its exposure to natural disasters ranging from earthquakes and volcanic explosions to tsunami and floods all contribute to its vulnerability to external shocks.

Despite progress towards the achievement of the majority SDGs in recent years, the COVID-19 pandemic has exacerbated challenges and contributed to significant setbacks across several priority objectives. Compared to 2020, the country fell seven places in the 2021 Sustainability Report, ranking 53rd out of 165 countries. According to the UN Country Team's 2021 report, the SDGs most at risk in Ecuador are 1, 2, 3, 8, 10, 15 and 16.

The Common Country Analysis under development by the UN Country Team in Ecuador identifies five critical challenges within the national context that are anticipated to impact on the achievement of the SDGs:

- Public management is inadequate to guarantee exercise of universal human rights, and requires greater transparency, efficiency and civic participation.
- The population, and particularly people in vulnerable situations, have limited access to programs, social services and quality social protection. Some 2.2 million persons (12.4% of the population) are under-fed, whilst 5.7 million face food insecurity and an estimated 2 million suffer from acute food insecurity. The country ranks second within Latin America in terms of children under 5 suffering from chronic malnutrition (23%).
- There is an increase in intersectional inequality and income disparity, as well as limited availability for sustainable economic opportunities, decent employment and resilience to crises. The general rate of individuals with adequate employment declined from 38.3% in December 2019 to 32.5% in December 2021 and is significantly lower for women than for men. In December 2021, 27.7% of the country's population experienced conditions of poverty, and 10.5% suffered from extreme poverty.
- Individuals, especially those in vulnerable situations, are facing weakening social cohesion and an increase in various forms of insecurity and violence. This is due in particular to the presence of groups engaged in cross-border organized crime including illegal mining, international drug trafficking, arms trafficking, forced recruitment, irregular migration and trafficking in persons. 60% of women are estimated to have experienced gender-based violence.
- Rights of nature are endangered by the degradation of natural resources, loss of biodiversity and ecosystem services, pollution and the effects of climate change. SDGs related to environmental sustainability, land degradation, desertification, biodiversity protection and climate change all require special attention.

b. Migration context

Historically, Ecuador has been acknowledged as a country of origin, transit and destination for migrants and refugees. According to some estimates, about 550,000 Venezuelans currently reside in the country (3% of the total population), in addition to more than 70,000 recognized refugees. Transit migration tends to predominate in the vicinity of the country's primary points of entry along the northern and southern borders. However, migrants and refugees are primarily located in the urban areas, which present greater opportunities for work, socioeconomic integration, and access to essential basic services such as health and education. Notwithstanding the general trend of urban migration, increasing mobility amongst foreign populations to rural areas has been witnessed in response to labour shortages within sectors with insufficient local supply.

Despite initiatives supporting full inclusion of migrant and refugee populations, barriers remain, particularly in terms of regularization, socioeconomic integration, access to decent employment, health, basic services and food security. Migrants are amongst the most vulnerable groups confronting the social and economic challenges listed in section 1.a. For instance, 87% of refugee and migrant households report access to food as a primary basic need, and 30% of children and adolescent refugees and migrants were estimated to be out of school at the end of 2021.

There is also recognition of an increase in Ecuadorians pursuing irregular migration towards the United States in search of work and economic opportunity.

2. UN presence in Ecuador

a. UNDS

The United Nations has been present in Ecuador since 1950. The current UN Country Team comprises 12 resident and 9 non-resident agencies, funds and programs. In 2021, some 900 UN staff and consultants had physical presence across 19 provinces, delivering projects and carrying out initiatives in 23 of the country's 24 provinces. 90% of UN staff in Ecuador are nationals, and 10% of personnel are international. The total budget for the UN system in Ecuador in 2021 amounted to 121 million USD, of which 90% was directed towards programming in the areas of food and nutrition, social security, responsible production and consumption, prevention and awareness of violence and discrimination, health, social protection, education, biodiversity, productivity and entrepreneurship. The 2021 budget counted 6 million USD towards human mobility projects and initiatives.

b. IOM

IOM has been present in Ecuador since 1965, engaging with national authorities, communities and migrants to improve living conditions for migrant populations and managing human mobility dynamics. Areas of focus have evolved throughout the six decades of cooperation. The Organization's current programs include the operation of the Resettlement Support Center in Latin America and the Caribbean; the operation of visa processing centers for the governments of Canada and the United Kingdom; mainstreaming human mobility within national planning; refugee resettlement; Assisted Voluntary Return and Reintegration; emergency response; humanitarian assistance to stranded migrants; counter-trafficking; and migrant movement assistance. IOM Ecuador reports to the Regional Office in Buenos Aires, Argentina.

In Ecuador, the Interagency Regional Platform for Refugees and Migrants from Venezuela (R4V) translates into the Working Group for Refugees and Migrants (GTRM), made up of 53 members that include United Nations agencies, international and national non-governmental organizations, organizations from civil society, the International Red Cross Movement, among others, who are involved in the response to the situation in Venezuela. The GTRM is co-led by UNHCR and IOM and functions as a space for the coordination of activities related to the response to the situation of

Venezuelan refugees and migrants in Ecuador. The GTRM has a presence throughout the national territory, and also includes ten coordination groups, within which response activities are coordinated with an approach more adapted to local realities.

3. IOM/MSD's engagement in Ecuador

a. Engagement with UNDS

IOM Ecuador takes a holistic approach to human mobility dynamics in the country, with programming targeting vulnerable migrants, host communities, returning Ecuadorians and the Ecuadorian diaspora. The Country Office acknowledges a shift in focus and more deliberate action towards engaging on issues of migration and sustainable development since 2018. Key informant discussions attribute the shift to a number of factors, including adoption of the Global Compact for Safe, Orderly and Regular Migration in 2018, an increasing influx of Venezuelans into Ecuador, and IOM's entry to the UN System – the latter resulting in particular in closer cooperation with the UN Country Team and the Resident Coordinator's office in the development of the Common Country Analysis (CCA) and the UN Sustainable Development Cooperation Framework (UNSDCF). A proliferation of new projects targeting Venezuelan immigrants and host communities has enabled the IOM office to increase its resources and operational footprint, and staff report increasing alignment of IOM's programming with relevant SDGs and the country's national development plans, which themselves are increasingly aligned to objectives of the global sustainable development framework.

IOM has been engaging with the UN Resident Coordinator's Office and Country Team members in the elaboration of the new CCA since July 2021 and reports good communication and strong cooperation in integrating perspectives on human mobility across all thematic areas presented within the CCA. IOM's participation with the UNCT to prepare the CCA was reported to include significant engagement and dialogue with various stakeholders via two roundtables, one convening civil society partners working with migrant populations and the other convening representatives of migrant and refugee communities. Roundtable discussions contributed to informing opportunities and challenges to be considered by the national government within its planning and programming. Incorporation of migration into the new CCA is reported to have included themes that previously lacked consideration, e.g. climate change and natural disasters. A draft version of the CCA made available to the evaluation team contains over 100 references to migrants and migration, which are visible throughout all sections of the document, including chapters articulating challenges relevant to People, the Planet, Prosperity and Peace. The CCA contains a sub-chapter on 'People in situations of human mobility', with sections dedicated to analysis on access to migration regularization, access and quality of asylum, integration of refugees and migrants, and xenophobia.

IOM Ecuador reports significant engagement with the UNCT in the preparation of the forthcoming UNSDCF, and notes success in advocating for inclusion of vulnerable mobile populations within priority groups targeted by the government in its plans for social protection, social cohesion, equality and poverty, and natural disasters.

b. MSD capacity building and global programs

In facilitating IOM Ecuador's deeper engagement on issues of migration and sustainable development, IOM staff participated in a series of thematic workshops delivered by the Regional Office in Buenos Aires between July and September 2021. Under the overall theme of 'Aligning IOM Programming to SDG Implementation', the workshops afforded participants the opportunity to gain a deeper understanding of the 2030 Agenda in general and relevance of migration within and across different SDGs, as well as connections to the GCM and the Multi-partner Trust Fund initiative. As reported by key informants, participating staff were able to engage with colleagues from other country offices,

share experiences, lessons learned and best practices for the integration of migration within UN CCA and cooperation framework documents.

Within the office, the Migrant Integration Unit has established a technical group comprising focal points from all programmatic and operational units to align IOM work to GCM and SDG objectives. Although spearheaded as an internal initiative within IOM Ecuador, the Migrant Integration Unit is utilizing materials developed by the MSD Team and the Global Migration Data Analysis Centre (GMDAC), e.g. *Migration and the 2030 Agenda: A Practitioner's Guide*. Ongoing capacity building for the purpose of familiarizing colleagues with central frameworks was acknowledged to be essential to ensuring the continued relevance and impact of IOM's work in Ecuador. Interviewees generally considered the 2030 Agenda, SDGs and IOM's MSD strategy as relevant to IOM's overall programming, but this varied across functional units, suggesting uneven engagement and, possibly, gaps in accounting for ongoing and future contributions to relevant sustainable development priorities.

Ecuador is one of the 11 countries where the IOM MSD team is delivering activities under the IOM-UNDP Global Program on Making Migration work for Sustainable Development (M4SD). Given the challenges to socio-economic integration, the Programme in two cities, Manta and Santo Domingo de los Tsáchilas focused on one priority sector: sustainable development through employment and socio-economic inclusion. Through capacity development on entrepreneurship and employment skills, promoting ethical recruitment and awareness-raising, as well as developing online marketplaces, online municipal job banks and co-working spaces, migrants and refugees, youth and local community members have enhanced access to gainful employment and decent work opportunities.

IOM Ecuador also participated in piloting the Urban Development Toolkit developed under the Mainstreaming Migration into International Cooperation and Development (MMICD) programme. In collaboration with the Association of Ecuadorean Municipalities (AME), IOM realized that decentralized areas of governance were uniquely placed to articulate migration and development realities as they directly address migration opportunities and challenges through local development planning and service provision. With IOM's technical assistance, migration was then integrated into the four-year local Development and Territorial Management Plans (PDOTs) of five Decentralized Autonomous Governments (GADs) or sub-regional/local governments. IOM's support included development of a methodological toolkit for integration of migration into PDOTs, technical support to five GADs to use the toolkit for identification of relevant migration linkages within their PDOTs and follow up training and support for a consultative process to exchange practices and disseminate the toolkit to 120 GADs nationwide. The technical assistance also benefited from cooperation with the UN Human Settlement Program (UN-Habitat) and IOM's related M4SD project, which both provide prospects to further build on the migration mainstreaming progress achieved.

4. Assessment of IOM/MSD's engagement

a. Relevance

The IOM country office reports that focus has increasingly shifted towards the SDGs and migration-relevant aspects of sustainable development. Accompanying the inflow of Venezuelans and IOM's expanding operations serving this population alongside programs supporting returning Ecuadorians and diaspora engagement, tangible opportunities to engage on issues of sustainable development and to frame IOM's interventions within a sustainable development lens have emerged. The country's elaboration of plans and programs in support of sustainable development outcomes aligned with the 2030 Agenda and adoption of the GCM have provided anchors, to which IOM has increasingly oriented itself, but also entry points for IOM to contribute to shaping a narrative on the relevance of migration to sustainable development within the national and regional context. The country team acknowledges the importance of the MSD strategy to facilitating an institutional vision that it could adopt in aligning its contributions to national sustainable development objectives. To this end, the guidance materials

and tools developed by IOM and partners are reported to have been useful in both conceiving of approaches and developing relevant programming in line with sustainable development interventions.

b. Coherence

The country office has been engaging with national authorities and UN partners since July 2021 to develop the new CCA and UNSDCF. Transition to a new national government in May 2021 provided impetus for renewed consideration of national sustainable development objectives, the elaboration of which benefitted from the incorporation of CCA inputs into the new government's evolving planning. Key informant interviews with IOM Ecuador staff and the UN Resident Coordinator's Office suggest that IOM's participation within the process, and indeed its leadership in convening stakeholders to consider migration-relevant dimensions of sustainable development, have contributed to a high level of buy-in and coherence of approaches with national authorities and UN partners. In considering the CCA and UNSDCF's four themes of social protection; social cohesion; equality and poverty; and natural disasters, IOM Ecuador reports having engaged the UNCT to consider these themes and specific problematics under each from the perspective of human mobility. The approach included convening a series of roundtables with civil society actors working with migrant populations and with migrants and refugees themselves to identify priorities and formulate recommendations. The strong presence of migration across the four themes of the UNSDCF is credited by IOM to the highly consultative approach taken, and the coherence of IOM's approach in engaging with partners is acknowledged by the UN Resident Coordinator's Office.

IOM has also been leading Ecuador's national UN Network on Migration since January 2022 with a focus on the International Migration Review Forum (IMRF) in May 2022. Stakeholders engaging in the UNNM platform represent UN partners at the national and local levels, civil society actors and academia. So far, stakeholders have come together to elaborate a workplan focusing on the GCM's 23 objectives, with a specific emphasis on ensuring alignment with the SDGs as reflected in the country's national planning documents.

c. Effectiveness

A policy and legislative change of significant importance supported by IOM is the Venezuelan regularization initiative launched by the government in June 2022 to afford undocumented or visa-less Venezuelans the right to stay in the country indefinitely, with over 500,000 unregistered Venezuelans currently spread across the national territory. Conceived as a migratory amnesty, the regularization will afford legal protection and stability, easing their access to rights, basic services and the job market, and helping fast-track their socio-economic integration in Ecuador. Viewed as pragmatic ways of eliminating barriers to a long-term integration, refugees and migrants will be enabled to contribute to their host communities, also acting as driver for development.

Stakeholder consultations confirm that IOM's joint advocacy efforts with UNHCR and the UN Resident Coordinator's Office have been instrumental in promoting regularization as a key political issue and that there was specific emphasis on promoting the economic benefits that would accrue to Ecuador if the Venezuelan population were regularized. To this end, IOM has provided technical support to national authorities in preparing the regularization decree, and is actively working alongside partners, including UNHCR to facilitate the registration process.

The IOM office acknowledges however challenges in effectively integrating sustainable development approaches across all its operations due to fragmented internalization of frameworks amongst staff and incomplete assimilation of sustainable-development thinking. This is considered to affect monitoring and reporting on progress of work against SDGs. There was recognition of a need of more institutional support for a methodology for identification and integration of SDG targets and indicators in IOM's programming. It was however also noted that reporting requirements of some of IOM major

donors are less demanding regarding SDG related support, thus limiting the incentive of the country office to invest in upgrading monitoring systems that would improve reporting against GCM and SDG contributions. Key informants in the office also confirmed that most of the projects delivered in Ecuador were not uploaded in PRIMA because of the funding source, not capturing the projects' contributions to the SDG as listed in PRIMA.

d. Efficiency

IOM Ecuador reports benefitting from strong cooperation with the MSD Team at Headquarters for the work delivered through the M4SD program and IOM general engagement to facilitate the country office's engagement within the UNSDCF process. Reporting lines through RO Buenos Aires – as the regional office with oversight functions on Ecuador, encompasses reporting on migration and sustainable development programming delivered under an IOM unearmarked funded project, which has been the most active in reporting and capacity building on SDG implementation. Since 2021, this funding has supported focal points for UNNM and GCM implementation, and the reporting requirements are considered to be straightforward and manageable. Additional engagement with the RO Buenos Aires for the purpose of sharing good practices of IOM Ecuador's Migrant Health Unit in ensuring migrant inclusion in a vaccine roll-out, have brought the RO and country office closer on MSD-related activities that could be showcased within the IMRF. Regarding the engagement with other IOM country offices under the framework of the GTRM, efforts are coordinated with IOM's Displacement Tracking Matrix team in RO San Jose.

In terms of external efficiency and cooperation with partners in the country, IOM is recognized to be one of two human mobility actors operating in the country (alongside UNHCR), through which most of the donor funding is being channeled. The significance of the migration and refugee crisis in Ecuador is perceived to have altered the multilateral cooperation landscape, resulting in IOM and UNHCR receiving increasing donor attention, partially limiting funding that had been going to other partners. Key informants acknowledge that funding for activities focused on preventing gender-based violence or sexual and reproductive health, are being folded into allocations to IOM, which in turn requires IOM to pursue cooperation with other specialized actors with relevant mandates. The Resident Coordinator's Office acknowledges the strong willingness of IOM to build partnerships with other UN agencies to ensure a joined-up response that leverages respective capacities and expertise to ensure coherent and efficient responses.

The socioeconomic factors linked to the exodus of Venezuelans and the contextual conditions that enabled their regularization and integration in Ecuador, have resulted in IOM and other agencies being able to conceive interventions supporting Venezuelans and host communities in terms of local and national sustainable development objectives. Cooperation towards this end with the UN Resident Coordinator's Office has been successfully leveraged in a bid by IOM, UNDP and UN Women for funding from the Migrant Multi-Partner Trust Fund (MPTF) for a joint project designed to strengthen capacities of local and national governments and civil society organizations to promote socio-economic integration of people in human mobility and host communities, with an emphasis on women and youth. The program emphasizes on the generation of sustainable livelihoods with the private sector, strengthening the effective participation of women in integration processes.

e. Impact

The most significant and visible impact that IOM's programming in Ecuador has had - in terms of its contribution to delivering on the MSD strategy and for migrant populations themselves, has been the government's regularization decree, affording Venezuelans a legal pathway towards integration in society. IOM's efforts to support national authorities across policy, legislative and operational dimensions required to support implementation of the decree were recognized by the UN Resident

Coordinator's Office as foundational to joint efforts of UN partners and national authorities in years to come in delivering on Ecuador's sustainable development objectives.

f. Sustainability

The sustainability of IOM's SDG-related interventions has been most visible within its support for policy and legislative changes related to the regularization decree. As already suggested in the preceding section, it is expected that the next years will witness meaningful partnerships and cooperative arrangements between IOM and stakeholders to support the socioeconomic integration of Venezuelans into Ecuadorian society. Whilst integration itself promises to yield sustainable outcomes for migrant and refugee populations in Ecuador, stakeholders questioned the extent to which IOM would continue to be able to attract funding for activities in support of sustainable development outcomes once the Venezuelan population is considered 'adequately integrated', not being any more considered as a priority population of concern within future sustainable development plans. However, IOM's work to address the increasing outward migration of Ecuadorians driven by economic hardship and increasing violent crime in parts of the country, are expected to continue to require focused cooperation in years to come.

IOM Ecuador's operational footprint has expanded in recent years, resulting from both institutional and contextual factors that have enabled the country office to capitalize on opportunities in pursuit of programming with meaningful outcomes for migrant and refugee populations, the Ecuadorian host society and national authorities. Despite resources enabling a programmatic expansion being primarily tied to response to a migration crisis in the broader region, the country office has conceived programming approaches that address both near-term relief and long-term sustainable development objectives pursued by national authorities. There is evidence that IOM's MSD strategy and the institutional investments designed to support its roll-out and appropriation by country offices have already paid dividends in enabling the IOM Ecuador country office to strategically position itself vis-à-vis a range of stakeholders, ensuring meaningful contributions now and into the future.

Appendix 1c: Case study – Kazakhstan

1. Introduction

a. Kazakhstan's development context

Since independence in 1991, Kazakhstan has achieved remarkable economic growth. Underpinned by broad structural reforms, a wealth of oil and gas resources, strong domestic demand, and foreign direct investment, the country has achieved the status of an upper-middle-income economy.

Yet, despite the accelerated transformation of the country's economy and visible progress made across important economic and human and social development indicators, development gains are fragile and uneven. Slow productivity growth, wealth inequality, rising living costs, limited job opportunities, and weak institutions are considered amongst the primary challenges, which have been exacerbated by the COVID-19 pandemic.

The benefits of the country's rapid economic development have not accrued to large segments of the population, whose frustration at feeling left behind manifested in the largest protests in the country's history in early 2022. Protesters are demanding faster progress on reforms to achieve sustainable growth and shared national prosperity. Acknowledgement for widespread corruption and a need to improve the rule of law has prompted national authorities to pursue measures to increase competition and private sector growth and to address government inefficiency. Economic and governance reforms directed at raising living standards and the quality of human capital, jump-starting productivity, and accelerating a low-carbon economic transition, are underway.

Kazakhstan's 2050 Strategy, adopted in 2012, offers a bold, innovative vision of "universal economic pragmatism" designed to make Kazakhstan one of the world's top 30 most developed states by 2050. The three key aims of the Strategy 2050 are: to define new markets where Kazakhstan can form productive partnerships and create new sources of economic growth; to create a favorable investment climate; and to effectively develop and modernize the public and private sectors. In aligning national efforts foreseen under the country's 2050 Strategy, Kazakh authorities have strongly embraced the 2030 Agenda and demonstrate a commitment to multilateral engagement in support of sustainable development goals. Kazakhstan submitted its first Voluntary National Review (VNR) on the Sustainable Development Goals in 2019, which was followed by an updated VNR in 2022 to assess progress and calibrate work towards priority objectives. Since 2019, the country's state planning system has introduced requirements for incorporating national SDG indicators within the development of strategic plans and programs, and to this end, a list of national SDG indicators has been approved with accompanying forecast values up to 2030. The country's VNRs note progress and achievements towards engagement on sustainable development objectives across a range of priority areas, including environmental protection; sustainable rural development; international and regional cooperation; and national stakeholder participation.

Preparation of Kazakhstan's 2022 VNR included consultation with populations throughout all regions of the country, with more than 2,500 citizens from across a range of stakeholder groups participating in workshops and roundtables. Indeed, review of each chapter of Kazakhstan's VNR benefited from open public discussions in micro-groups with the participation of representatives of state bodies and international organizations, civil society and independent experts. Consultation with stakeholders in all 17 regions of the country resulted in the identification of priority areas of SDG implementation for each region and for the country overall. Identified SDG priorities informing the country's plans and programs include:

- SDG 1 Poverty Elimination
- SDG 3 Good Health and Well-Being
- SDG 4 High Quality Education

- SDG 6 Clean Water and Sanitation
- SDG 8 Decent Work and Economic Growth.

Kazakhstan has established a Coordination Council for Sustainable Development that coordinates measures to nationalize SDG targets and indicators in five key areas: People (SDG 1-5), Planet (SDG 6.12-15), Prosperity (SDG 7-11), Peace (SDG 16) and Partnerships (SDG 17), and national authorities estimate that 79.9% of SDG goals and targets have been integrated into strategic program documents. Whilst national authorities have taken a proactive approach to engaging with the 2030 Agenda and identifying priority sustainable development objectives, finance challenges and bottlenecks have impacted on progress towards the development of relevant plans and programs. To this end, the Asian Development Bank and the United Nations Development Program's Development Finance Assessment (DFA) identified a need to determine the total amount of funding requirements to support work on SDG targets, growing cost pressures associated with Covid-19, and weak budgetary integration of the SDGs. The country reports ongoing efforts to ensure harmonization of budget planning with the SDGs, including a rapid comprehensive assessment of budget programs with a particular focus on gender issues.

b. Migration context

Kazakhstan's vast territory covers about 2.7 million sq. km, but it is inhabited by a relatively small population of approximately 18 million people. The country witnesses several migration trends and processes, which have evolved since its independence in 1991. With a burgeoning economy in the heart of Central Asia, Kazakhstan is a country of destination for labour migrants from the broader sub-region, but also experiences considerable levels of transit migration by people moving towards Europe or Russia. The country has suffered pronounced emigration since independence, a trend that is witnessed to impact a number of regions and demonstrating elevated incidence amongst specific demographics. Elevated rates of outward migration from some regions is occurring in parallel to accelerated urbanization in others, prompting authorities to consider emigration and internal migration trends within policies and programs.

Whilst migration trends have broadly reflected socioeconomic conditions in the country and the general balance towards emigration has – during some periods – been attenuated by immigration to Kazakhstan from across Central Asia, the net migration rate in Kazakhstan has largely remained negative. Internal migration dynamics continue to be characterized by urbanization and a hollowing out of rural areas left behind within the context of socioeconomic development witnessed in productive areas across the country.

2. UN presence in Kazakhstan

a. UNDS

The United Nations Country Team (UNCT) in Kazakhstan is actively supporting the country's development agenda, including economic, social and political modernization, with the aim of building an inclusive society, ensuring equal rights for all, and deepening multilateral and regional cooperation. The UNCT in Kazakhstan is comprised of 20 resident organizations, and 7 non-resident entities.

The UNCT Kazakhstan's key development partners in implementing the UNSDCF 2021- 2025 include government bodies, civil society organizations, local NGOs, educational institutions and the private sector. The partners support programmatic commitments and the normative agenda through financial resources and advocacy, policy dialogues, exchange of knowledge and information, capacity development, technical collaboration and innovation.

b. IOM

Kazakhstan became an IOM Member State on 2 December 2002. As the Country Office with Coordinating Functions for Central Asia, the IOM mission in Kazakhstan helps to address specific subregional migration issues and emerging trends in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, establishing priorities for project development and resource mobilization, and stimulating, directing and supporting project development in the country offices in the context of subregional strategies, policies and consultative processes.

IOM in Kazakhstan has played an important part in reforms of migration management and counter trafficking through capacity-building, advising and shaping policy, research, technical assistance, public awareness, direct assistance to vulnerable groups of migrants and victims of trafficking. IOM has strategic partnerships with a variety of partners including governments, intergovernmental organizations, international organizations, NGOs, academia and the private sector in Kazakhstan.

The country office has a close relationship with national authorities for the purpose of advising the Kazakh Parliament in harmonizing national legislation in compliance with the international conventions on migration and human rights, e.g. the Law on Migration, and on amendments and additions to some legislative acts on combating human trafficking. With support to national authorities within a working group under the Ministry of Labour and Social Protection, IOM Kazakhstan has contributed significantly to the elaboration of the country's new Concept on Migration Policy document.

Following the adoption of the GCM in 2018 and establishment of the UNNM at the global level, IOM Kazakhstan engaged with national authorities to establish a national-level UNNM platform, which has been active since 2019. Kazakh authorities are strongly engaged with the GCM and have issued two voluntary reports on their progress in implementing its objectives. Kazakhstan participated in the 2022 IMRF and provided USD 50,000 to IOM to support its efforts to engage stakeholders in implementing the GCM in the country.

3. IOM/MSD's engagement in Kazakhstan

a. Engagement with UNDS

Within the scope of IOM Kazakhstan's labour migration programming, the organization provides both policy and capacity-building assistance to authorities in Kazakhstan, participating in ministerial working groups and convening national partners for consultation on migration legislation considered by Parliament. In cooperation with the Ministry of Labour and the Ministry of Internal Affairs, IOM has been conducting training and coordination meetings at the local level to upgrade professional skills of local level migration officials and streamline inter-agency coordination mechanisms. This has included the development of training manuals for relevant authorities, and thematic training sessions for NGOs working in the field of migration.

Recognizing the necessity to address human mobility challenges associated with environmental factors and climate change, IOM Kazakhstan aims to integrate environmental, disaster and climate change factors across all areas of migration management. The country office's migration, environment and climate change objectives include increasing awareness among policy-level stakeholders to mainstream issues related to migration and climate change within planning and programs; increasing access to adaptation solutions with a special focus on managing drought or other forms of water stress; and promoting effective knowledge management for climate change adaptation solutions.

IOM Kazakhstan has been carrying out assisted voluntary return and reintegration activities for migrants in the country and across the sub-region. As a component of this, the organization has been conducting health assessments for refugees and immigrants for resettlement since 1999, and in more recent years, health assessment services have been extended to support resettlement from neighboring countries. IOM's migrant health projects in the sub-region aim to improve migrants'

medical access, promote migrants' rights to health, prevent communicable and non-communicable diseases in mobile populations, and enhance regional and bilateral cooperation of governments in Central Asia to manage major infections and implement migrant-sensitive policies.

IOM Kazakhstan has contributed to building momentum for the Migrants in Countries in Crisis (MICIC) Initiative, which has developed voluntary and non-binding Guidelines to Protect Migrants in Countries Experiencing Conflict or natural Disasters. Since 2014 IOM conducts annual trainings on MICIC in the Central Asian region, where participants review potential crisis situations and learn how to address migrants' need in these situations. Considering significant mobility within the region, Central Asia States acknowledge a need for enhanced migration-focused response mechanisms in the event of disasters or other emergencies. To contribute to efficient preparedness capacity-building measures, IOM is supporting a platform to collate and coordinate current national and regional planning efforts, suggest possible areas of further work and provide concrete recommendations on the way forward.

In response to the myriad challenges of irregular migration and vulnerabilities of migrant workers across the region, IOM supports the Asia Regional Migration Program, which aims to strengthen the capacities and resources of Governments in Asia to manage the complex migration flows in the region, particularly migrants in vulnerable and crisis situations, through enhanced structures, policies, processes, safe and legal migration pathways, and effective partnerships at the national, subregional, and regional level. Kazakhstan's Concept on Migration Policy contributes to promoting and facilitating dialogue with Governments at the regional level, particularly through the Almaty Process on Refugee Protection and International Migration, which has served to safeguard stability and security in the region and drawn countries closer to the international arena.

b. MSD capacity building and global programs

IOM Kazakhstan has participated in one global program led by IOM's MSD Team, the IOM-UNDP Seed Funding Initiative to Fast-Track Joint Response to the Socio-economic Impact of COVID-19.

In responding to the Government of Kazakhstan's acknowledgment of the need to properly address climate change and migration issues and devise proper responses, IOM and UNDP partnered through the Seed Funding Initiative to contribute to improving the evidence base and capacities of national stakeholders on migration and climate change in Kazakhstan with the end goal of effectively mainstreaming migration and climate change into the Kazakhstan Development Agenda at both the national and local levels. To this end, IOM and UNDP carried out several activities, including undertaking a mapping study of traditional water management techniques as a form of adaptation to address slow-onset environmental degradation in Kazakhstan, and support for measures to improve the capacities of Kazakh policymakers to mainstream the migration, environment and climate change nexus into national planning processes. The collaboration is reported to have contributed to equipping Kazakh authorities with the necessary evidence to engage in a national dialogue on migration and climate change with a special focus on water security, facilitating consultation for the development of climate change and migration policies and solutions that support the integration of the migration, environment and climate change nexus into the national development agenda of Kazakhstan.

4. Assessment of IOM/MSD's engagement

a. Relevance

Consultations with IOM Kazakhstan confirm the Country Office's commitment to working with national stakeholders and UN partners in delivering on the objectives of the 2030 Agenda, and activities undertaken by IOM Kazakhstan within the country context as well as the broader sub-region are aligned with the pillars of IOM's Institutional Strategy for Migration and Development and the deliverables under each of its three overarching objectives. Key informants point to existing areas of work, such as labour migration and migration and health, which are increasingly considered through a

lens of sustainable development, and also new areas of work of critical significance to Kazakhstan's national development planning, such as migration, environment and climate change, which has become a more prominent area of engagement, due in part to IOM's institutional efforts to develop thematic expertise and operational approaches through a human mobility lens. Whilst noting that the Country Office was already engaging on issues of sustainable development with national counterparts and UN partners prior to the development of IOM's institutional strategy, IOM Kazakhstan key informants acknowledged the importance and relevance of an institutional approach that contributes to informing programming and partnerships in a more strategic and coherent manner.

With the support of the MSD-led IOM-UNDP Seed Funding Initiative to Fast-Track Joint Response to the Socio-economic Impact of COVID-19), IOM Kazakhstan has initiated new areas of cooperation with the Government of Kazakhstan, familiarizing national authorities to the human mobility dimensions of climate change, and ensuring that the problematic is mainstreamed within the country's national development planning.

As evidenced by the strong collaboration with national authorities in the elaboration of a Migration Governance Index in Kazakhstan in 2018, and the foundation that this analysis provided in orienting both IOM Kazakhstan and national authorities to opportunities and challenges related to migration governance as reflected in the country's 2019 Voluntary National Review and 2021-2025 UNSDCF, IOM's institutional tools and guidance are contributing to supporting the country office in informing national plans for implementation of the 2030 Agenda.

b. Coherence

In terms of collaboration with national authorities and UN partners for the purpose of integrating migration into the Common Country Assessment and the UN Sustainable Development Cooperation Framework, IOM Kazakhstan reports participating in a host of coordination mechanisms to support consultation at various levels. Key informants pointed to several government-led thematic working groups, within which IOM has participated, as well as mechanisms IOM supports for reporting on SDG achievements to the highest levels of government. IOM Kazakhstan maintains strong relations with several key ministries, including the Ministry of Labour, with which it has engaged for the specific purpose of elaborating indicators, identifying gaps and formulating recommendations for cooperation on SDG actions.

Whilst IOM Kazakhstan had been engaging with national authorities to consider migration-related aspects of sustainable development prior to the launch of IOM's Institutional Strategy for Migration and Sustainable Development, the 'learning by doing' approach that had previously guided efforts is noted as gradually being replaced. Country office staff highlight strong support from the Regional Office in Vienna for the purpose of grounding country and sub-regional level actions within the framework of the 2030 Agenda, and the value of trainings that have been provided by HQ for the purpose of reviewing the 2030 Agenda Framework, individual SDGs and their targets, and engagement with national stakeholders and UN partners in contributing to the preparation of UN CCA and UNSDCF planning documents. Training, tools and ongoing support from the RO and HQ is reported to have contributed to enabling IOM Kazakhstan staff to better engage in national planning processes, ultimately increasing integration of migration and human mobility dimensions of sustainable development into both the CCA and the UNSDCF. IOM is now the focal point for some thematic areas within Kazakhstan's 2021-2025 UNSDCF, and reports to be actively convening UN partners, collecting information and conducting events in support of UNSDCF delivery. Indeed, review of Kazakhstan's current UNSDCF confirms significant attention to migration, migrants and human mobility across all pillars of the plan and many of its strategic priorities.

The coherence of IOM's approach and efforts to ensuring complementarity, harmonization and coordination of actions at the country and regional level is evidenced by IOM Kazakhstan's support for

the coordination of a joint proposal by five Central Asian UNCTs to the Migration Multi-Partner Trust Fund for support to governments of Central Asian states in the implementation of the Global Compact for Migration (GCM).

c. Effectiveness

Considering recent legislative, policy and institutional changes in Kazakhstan that contribute to supporting good migration governance, key informants highlight the development of a national migration policy for 2022-2026, which was expected to be approved by national authorities imminently. Elaboration of Kazakhstan's Concept of Migration Policy could not be directly attributed to the implementation of the Institutional Strategy on Sustainable Development, but IOM Kazakhstan's role in supporting its development, and the significance of the strategy itself to sustainable development outcomes, was acknowledged by key informants and highlighted by the UN Country Team as an achievement.

IOM Kazakhstan key informants acknowledged the significance of new cooperative partnerships and activities, the generation of which was directly attributed to institutional investments in migration and sustainable development approaches. The Country Office's work with UNDP, including for the promotion of access to social services for vulnerable people and a new focus on preventing violent extremism have contributed to expanding cooperation. This was further strengthened in the delivery of a joint program to support the Government of Kazakhstan in the area of migration and climate change.

In terms of resources and tools for reporting on the achievements of IOM Kazakhstan in delivering on sustainable development objectives in the country and their overall contribution to the deliverables of the MSD strategy and general UN reporting, key informants from the Country Office acknowledge the valuable experience gained over several years in working with national counterparts within the Regional Consultative Process (Almaty Process) and the relevance of such functions within IOM's sub-regional coordination office in Nur Sultan, which has contributed to international coordination and cooperation within the UN system for the purpose of reporting across SDG thematic areas. Notwithstanding this general competence, there is acknowledgment of a need to create more robust indicators at the national level to enable more complete and coherent accounting of contributions of specific actions and projects to sustainable development outcomes at the country level and within higher-level reporting.

IOM Kazakhstan has continued to build a strong relationship with the national government, which, since adopting the Global Compact on Safe, Orderly and Legal Migration in 2018, has made visible efforts to approach migration issues through the lens of the GCM and wider 2030 Agenda framework. In the context of the implementation the provisions of the GCM, the country's 2022 Voluntary National Review elaborates on efforts to improve migration legislation, simplify the visa regime, procedure for issuing invitations, entry and registration of visiting foreign citizens, and modernization of the visa and migration portal. In 2018 and 2019, Kazakhstan established Migration Service Centers under the principle of "one window", which are consolidating and offering relevant services to labour migrants and others. In order to create a legal basis for the return of illegally staying migrants, the Ministry of Internal Affairs has established readmission agreements with 17 countries, including a number of Western European states, Russia, Uzbekistan, Tajikistan and Kyrgyzstan.

d. Efficiency

IOM Kazakhstan reports benefits from a strong and cooperative relationship with both the Regional Office in Vienna as well as several relevant Divisions in IOM Headquarters, including the Migration and Sustainable Development Team, which contribute to facilitating implementation of the MSD strategy. At the regional level, coordination on MSD-related themes is reported to occur through regular

consultation with various Regional Technical Specialists, who are reported to have proactively engaged with colleagues in the country office to advance the country-level and regional programming and cooperation with partners across a range of thematic areas. Beyond offering thematic expertise and providing training, concrete support for development of new projects and identification of new partnerships supporting MSD programming is being offered by RTSs. Key informants noted that in the case RO Vienna lacks expertise or capacity to support colleagues in addressing a specific issue, contact with relevant colleagues in IOM HQ is facilitated. The absence of a specific RTS for Migration and Sustainable Development was not perceived by IOM Kazakhstan to be a gap.

Guidance, planning and training material developed to support engagement with 2030 Agenda are reported to have been valuable resources in preparing the current Common Country Assessment and 2021-2025 UNSDCF. Such materials were acknowledged by key informants to have been lacking in previous processes, and the implications of their absence are evident within the limited reflection on migration and human mobility dimensions of sustainable development integrated within the preceding UNDAF for Kazakhstan.

e. Impact

IOM Kazakhstan has supported national authorities in improving migration governance and there is evidence that a strong and consultative relationship is contributing to ensuring national authorities' commitment to advancing migration governance in the country and broader sub-region. Beyond IOM's support to national authorities in elaborating the country's new Migration Policy, several important legislative developments, for which IOM has been a key interlocutor, have been realized. IOM Kazakhstan enumerates several initiatives and policy developments that evince cooperation towards addressing challenges and opportunities of human mobility within sustainable development. Though efforts towards development of aspects of the legal framework for combatting trafficking in persons predate the adoption of the 2030 Agenda, the Government of Kazakhstan has continued to engage with IOM through the Ministry of Interior and the Ministry of Labour and Social Affairs to introduce a standalone law on trafficking of persons in country. As part of the Interagency State Committee on Trafficking in Persons, IOM has continued to advocate for the elaboration of the law and has provided technical expertise towards this end. The Organization's programming to support capacity building on border management deliver services to vulnerable migrant women and support skills improvement, which contribute to operationalizing elements supportive of a more robust legal framework for counter-trafficking. Since 2020, registration of foreigners staying in the country for up to 30 days has been canceled; entry visas are now available directly at international airports; and a mechanism for issuing electronic visas has been introduced. IOM has also engaged national authorities in the development of approaches addressing internal labor mobility, including measures to enable voluntary relocation of citizens from labor-surplus to labor-deficient regions of the country, which is carried out under the National Project "Strong regions – the driver of the country's development".

Despite a suggested lack of adequate indicators at the national level for capturing contributions to sustainable development outcomes via migration programming, Kazakhstan's 2022 VNR notes that the process of nationalizing SDG indicators is well under way. According to the report, a total of 297 indicators were included for monitoring - 163 global indicators were adopted without change; 58 global indicators were included with small changes; 41 alternative/proxy indicators were approved, and 35 national indicators were added. However, the VNR notes that Kazakhstan should focus more on increasing the availability of high quality, timely and reliable data disaggregated by gender, age, race, ethnicity, income, migratory status, disability, geographic location and other characteristics relevant in the national context. To this end, legislative, institutional and scientific support of the country's migration policy is envisioned in the coming strategy period.

f. Sustainability

IOM's strong relationship with Kazakh authorities - developed over a period of several years - is evidently evolving with IOM's own institutional changes and the wider system-wide changes that have accompanied or occurred in parallel. The Organization's access to various parts of the government and its influence within strategic national fora, including working groups reviewing policy and legislation relevant to migration considered by the Kazakh Parliament, evinces strategic positioning that can continue to be leveraged within its engagement on issues of sustainable development. Cooperation with national authorities in the elaboration of Kazakhstan's Concept on Migration Policy has served to broaden and strengthen the foundation for collaboration, and there is evidence that the IOM Kazakhstan is leveraging engagement under the GCM and 2030 Agenda to pursue meaningful cooperation in new priority areas, such as migration, environment and climate change. Establishment of a national UNNM platform, and Kazakhstan's visibly enthusiastic engagement within this in support of the GCM, suggests that there is appreciation within the national government, its entities and amongst civil society, for the importance of migration to the country's sustainable development pathway, and that IOM will remain a strategic partner going forward.

Over the years, IOM's engagement with national authorities in Kazakhstan has evolved to encompass an increasingly wide range of operational and policy approaches relevant to the migration challenges and opportunities present in the country and broader-sub-region. IOM's engagement with Kazakh authorities – particularly in the area of legislation and policy advice, is acknowledged as critical to informing migration-sensitive approaches to sustainable development. Whilst such engagement predates the adoption of the 2030 Agenda, the GCM and elaboration of IOM's MSD strategy, there is evidence that articulation of an institutional approach to issues of migration and sustainable development has contributed to the country office's ability to meaningfully engage in national development planning processes, and to frame issues in a manner that enables broader cooperation with national and local authorities as well as the UN country team. Whilst IOM was already considered a trusted and competent partner in delivering support and services across traditional areas of cooperation, e.g. counter-trafficking, AVRR, migrant health prior to its entry into the UN system, adoption of the 2030 Agenda and GCM, there is evidence that the strong partnership and close collaboration that existed on a smaller range of issues, has been parlayed into broader and deeper cooperation. Efforts of the IOM country office to deepen cooperation in support of achievement of the objectives of the GCM and 2030 Agenda are evident in Kazakhstan's ambitious commitments and consistent reporting, which increasingly reflect migration-relevant themes.

Appendix 1d: Case studies – Tunisia

1. Introduction

a. Tunisia's development context

Since 2011, the country has continued to pursue a democratic transition that has been fraught with a host of endemic challenges. After adopting a new Constitution in 2014 and successfully organizing the country's free elections for the fifth consecutive time in 2019, Tunisia has alternated between periods of significant democratic progress and episodes of regression. Despite significant institutional reforms, the lack of equality and social justice coupled with a lack of confidence in the political class reveals the fragility of the country's political situation. The economic, social, health and environmental situation remains challenging, as highlighted by the country's 2020 Common Country Assessment:

- Tunisia's socio-economic model is not inclusive, resilient, sustainable and does not sufficiently generate decent jobs;
- Democratic transition remains incomplete, with inefficient and non-operational institutional mechanisms and legislative framework;
- The population's distrust of the social contract is ubiquitous, due in particular to inadequate health, education and social protection systems, which provide no access to the most vulnerable;
- Natural resources (particularly water and aquatic resources) are poorly managed and resilience to climate crises and risks is weak.

The UNCT's strategic vision, aligned with that of national authorities, acknowledges that achievement of the 2030 Agenda requires building trust to strengthen social cohesion and equity. To accelerate Tunisia's development and its commitments under the 2030 Agenda, the SDGs identified as priorities are 1; 3; 4; 5; 6; 8; 10; 13; 16 and 17.

The UNSDCF's strategic priorities were defined on the basis of the findings of the Common Country Assessment and confirmed by the Government during the consultations jointly organized by the Ministry of Foreign Affairs, the Ministry of Development, Investment and International Cooperation and the UNDS. Various Ministries and partners from civil society and the private sector took part in this work, confirming these choices and proposing concrete actions that will reflect these priorities.

Tunisia's most recent Cooperation Framework was adopted January 2021 and is set to run through 2025. The current UNSDCF requires 212.9 million USD in resources and is currently 77% funded.

b. Migration context

Although Tunisia is a party of the 1951 Geneva Convention and to its 1967 Protocol, the country has not developed a legal framework providing refugees with a formal status and defining their rights and obligations. The responsibility to determine who should be recognized as a refugee and to give them assistance and protection therefore stands with UNHCR. In recent years, however, the government has granted refugees access to the country, including by cooperating with actors organizing rescue or interception operations at sea or on land. Recent policy decisions have also improved refugees' access to certain public services such as health, education, social security and housing – but under strict conditions such as being in formal employment with a contract validated by governmental authorities.

Due to the country's geographic context, migratory flows in Tunisia are mixed, comprising both people fleeing persecution and human rights violations and others seeking better economic and social opportunities. The number of refugees and asylum seekers registered by UNHCR increased by 500% between 2018 and 2020. In 2020, they consisted of 45 different nationalities, with Côte d'Ivoire and

Syria providing the largest contingents, and 82% were men. Most migrants, particularly those arriving through Libya, have experienced blatant violations of their rights during their journey, and are especially vulnerable. Despite the efforts of local authorities, most have very limited access to employment and social inclusion opportunities and are dependent on humanitarian support for shelter, food, healthcare and protection. Migrants, refugees and asylum seekers in Tunisia are facing restricted access to healthcare, shelter, and employment, as well as exposure to protection risks such as human trafficking and scams because of the absence of a formal national asylum system guaranteeing access to services and documentation³³. The impact of Covid-19 has compounded these challenges; a survey conducted in 2020 found that 85% of refugees and asylum seekers had no source of income and 60% faced a threat of imminent expulsion; many of them have experienced stigma, and mental health needs are on the rise.

Beyond being a country of destination for asylum seekers and refugees, Tunisia remains a major country of origin and transit for migrants seeking to make their way to Europe and beyond. Whilst the majority of migrants departing from the country are Tunisians, a growing number of migrants, refugees, and asylum seekers from other countries have been arriving in Tunisia with the aim of travelling elsewhere, often to Europe. Since mid-2017, the number of Tunisians attempting to migrate to Europe has increased significantly. Over 813,000 Tunisians (about 7% of the total population) are estimated to live abroad, with 77% in Europe. Tunisians are currently the most represented nationality among migrants who arrive to Italy from the Central Mediterranean migration route, making up about 24% of the arrivals since January 2021.³⁴

2. UN presence in Tunisia

a. UNDS

The United Nations system in Tunisia is currently composed of 27 specialized agencies, funds and programs, carrying out activities in line with their respective mandates. Under the leadership of the Resident Coordinator, the United Nations system in Tunisia provides technical support to the Tunisian government based on the priorities set out in the United Nations Development Assistance Framework (UNDAF)/United Nations Sustainable Development Cooperation Framework (UNSDCF).

b. IOM

The IOM Country Office was opened in 2001. The Tunisia office was the first IOM representation in the Maghreb. IOM's main partners include the Ministry of Foreign Affairs, Migration, and Tunisians Living Abroad, Ministry of Social Affairs, the Ministry of the Interior, the Ministry of Vocational Training and Employment, the Ministry of Youth and Sport, the Ministry of Higher Education and Scientific Research, the Ministry of Women's Affairs, the Family and Children, and the Ministry of Health. In addition, IOM Tunis is part of the United Nations country team and works closely with the United Nations agencies present in the territory as well as with other international bodies.

IOM also supports the efforts of the Tunisian civil society and works closely with civil society organizations (CSO) supporting migrant populations and host communities on the ground. Since its establishment, IOM Tunisia has implemented various programs in the areas of development, labour migration, dialogue on migration, protection of migrants and fight against trafficking in close collaboration with the government. IOM is currently operating with four units: Migrant Assistance; Protection and Health; Governance, and Migration and Sustainable Development.

³³ ACAPS: <https://www.acaps.org/country/tunisia/crisis/mixed-migration>

³⁴ Ibid

3. IOM/MSD's engagement in Tunisia

a. Engagement with UNDS

IOM is supporting activities contributing to seven SDGs under the current cooperation framework, namely: Good Health and Well-being (SDG 3); Quality Education (SDG 4); Decent Jobs and Economic Growth (SDG 8); Reduced Inequalities (SDG 10); Sustainable Cities and Communities (SDG 11); Peace and Justice - Strong Institutions (SDG 16); and Partnership for the Goals (SDG 17).

Key IOM actions registered in the 2021-2025 cooperation framework include:

- Support to young people trying to migrate irregularly, or who have already attempted it, to stabilize and develop projects, including through capacity building of local authorities and mobilization of the private sector;
- Support for the establishment of a National Action Plan for Implementation of the Global Compact for Migration;
- IOM-UNDP Global Program on Making Migration Work for Sustainable Development;
- Operationalization of the United Nations Network for Migration;
- Advocacy for the harmonization of the Tunisian legislative framework with international standards applicable to migration;
- Support for the establishment of a network of lawyers to provide legal assistance to migrants in vulnerable situations and who have suffered abuse, discrimination or violence;
- Creation of a network of representatives of civil society capable of raising awareness among young people about irregular migration and informing them of existing alternatives;
- Creation of data collection registers on the sexual and reproductive health and rights of migrants to facilitate the transition to inclusive data collection and training of actors involved in the inclusion of migrants;
- Technical and financial support for the development of a school and pre-school curriculum integrating cultural diversity and promoting multicultural and intercultural education, as well as raising children's awareness on issues such as racism, discrimination and the realities of migration. Development of a reference system intended for teachers and trainers;
- Organization of awareness-raising and information workshops for migrant parents and other stakeholders (school principal, kindergarten etc.) on access to school and pre-school education for their children;
- Consolidation of migrants' access to sexual and reproductive health services through capacity building of service providers, mobile service actions and the formation of a network;
- Support to the Ministry of Health in the context of the Interagency Coordination Committee for the inclusion of migrants in the vaccination campaign for COVID 19 and for the strengthening of health surveillance at the borders;
- Training of the staff of the centers of the Ministry of Social Affairs and other institutional and civil society actors, working with vulnerable people, such as migrant children in mental health and psychosocial well-being, as well as on the cultural specificity of migrants;
- Acquisition of equipment and capacity building of staff in hospitals and other public health structures to ensure inclusive access to care for COVID 19, continuity of care and access of migrants to care in regions with high migrant population;

- Strengthening the capacities of national and local actors to prevent and protect victims of human trafficking, punish those responsible and create partnerships and effective referencing between the actors involved;
- Training of trainers of lawyers to create a network to provide legal assistance to migrants in vulnerable situations and who have suffered abuse, discrimination or violence.

b. MSD capacity building and global programs

IOM Tunisia has an established Migration and Sustainable Development Unit, with 24 staff and a portfolio of 10 projects focusing principally on migrant integration, social cohesion, community stabilization, labour market mobility governance, diaspora engagement, migration data and mainstreaming migration. As part of the IOM-UNDP Global Program on Making Migration Work for Sustainable Development, IOM has supported migration mainstreaming into policy at the national and local levels. At the national level, IOM has supported mainstreaming within Tunisia's National 5-year Development Plan (2016-2020) and the country's 2021 VNR.

Several initiatives and collaborative actions with partners have served to ground this work including to engage stakeholders from public and civil society institutions, academia and international organizations to mainstream migration into National Strategy for International Employment and the Protection of Migrant Workers' Rights addressing the issue of labour migration as a multisectoral theme. Support has also been provided to develop the National Monitoring and Evaluation (M&E) framework, including indicators and tools to measure the government's migration and development programming, assess the development impact of migration, enhance migration data and support M&E capacities of public officials. IOM participates and contributes to several coordination mechanisms and working groups, such as the Inter-ministerial Group for the SDGs, led by the Ministry of Economy and Investment; the Migration and Health Working Group, which included migrants in COVID-19 vaccination schemes; the National Council for Tunisians Abroad, a consultative body to represent the Tunisian diaspora that must be consulted for draft laws and regulations relating to Tunisians abroad.

At the local level, IOM has supported a private sector mapping study engaging private sector companies in Tunisia and Switzerland to compile a database, undertake initial due diligence and identify companies interested in hiring migrants as interns to fill labour shortages and provide career growth to educated youth.

Further activities at the local level in support of migration and development objectives include awareness raising and capacity building for private sector and prospective employees on regular labour migration pathways such as the Young Professionals Partnership agreement; research to support skills matching and job market analysis in Switzerland for international labour migration, as well as a diaspora mapping study to identify diaspora in Switzerland and other countries to support mentoring for young Tunisian migrants.

4. Assessment of IOM/MSD's engagement

a. Relevance

A cursory review of IOM Tunisia's programming confirms that the Organization's areas of focus align with the three overarching objectives of the Institutional Strategy on Migration and Sustainable Development, namely ensuring that human mobility is increasingly a choice, enabling migrants and their families to be empowered as development actors, and improving migration governance. Each deliverable envisioned under IOM's M&SD Strategy is supported by one or more projects or initiatives led by IOM Tunisia in cooperation with UN partners, national stakeholders and authorities, and in some cases, with the support of global programming overseen by the MSD team. The M&SD Strategy's cross-cutting issues of Gender and Inequalities are clearly present within specific interventions supported by

IOM Tunisia. By contrast, the Evaluation Team did not identify evidence of programming directly or indirectly addressing issues of environment and climate change – although the latter is one of the M&SD Strategy’s cross-cutting priorities and an important area of work identified within national planning documents elaborated by the UN Country Team in Tunisia.

IOM Tunisia key informants confirm that guidance and tools developed by the UN and IOM are relevant for the Country Office's support to the development of national plans for implementation of the 2030 Agenda; and that some of this guidance and tools are currently in use and have served to inform IOM’s programming and to orient efforts vis-à-vis stakeholders at different levels. Significantly, IOM Tunisia is in the process of elaborating a mission-wide strategy for Migration and Sustainable Development, which will consolidate ongoing programming and new initiatives within a vision and operational framework aligned to the Institutional M&SD strategy. The strategy is reported to be a critical reference document for induction of new staff within the Country Office, and key informants cite resources developed and delivered within global MSD programs as important references for both ongoing and new projects, e.g. tools on capacity building for diaspora organizations. Collaboration with other regional teams, e.g. IOM Bahrain, to share relevant materials and lessons is reported as a regular practice, and the IOM Tunisia Country Office regularly accesses internal platforms (such as the MSD SharePoint), to obtain documents, tools and guidelines that can contribute to informing approaches and activities relevant to migration and sustainable development programming.

b. Coherence

IOM Tunisia is a member of the UN Country Team (UNCT) and actively contributes to cooperative planning, delivery and coordination of activities and initiatives in support of national development plans. IOM activities confirm engagement with at least five different ministries, five national authorities with thematic expertise relevant to IOM’s work in the country, and at least three UN agencies to deliver joint programming in support of sustainable development objectives. Of the ten priorities identified within 2021-2025 UNSDCF, IOM’s projects are reported to contribute to seven. IOM Tunisia acknowledges increasing engagement by migration actors within recent years and efforts of the office to pursue more coordination at the national and local levels. To this end, the United Nations Network for Migration has been established at the national level, and currently counts with an estimated dozen partners. Efforts are now reportedly being made to further extend participation of civil society organizations to enable better coordination of their efforts and alignment with those of the UN. Good cooperation and joint activities are also reported with the International Labor Organization (ILO), the Belgian Development Agency (ENABEL) and the German Corporation for International Cooperation (GIZ) in the area of labour migration, as well as with UNDP and UNHCR on a range of projects and issues. Consequent to the increasing presence of humanitarian and development partners active in Tunisia, donors - who recognize the criticality of migration questions within Tunisia and the region - have established their own migration coordination forum. Chaired by the EU, the forum convenes all EU Member States (and Switzerland) present in Tunisia and actively engaging on migration issues.

The range of partnerships attests to the relevance of IOM’s presence and perceived added value as a development actor within Tunisia. Investments IOM has made to build the M&D team and capacity has enabled more meaningful and wider engagement.

Key informants within IOM Tunisia and counterparts within the UNCT describe close and strong collaboration with partners for the purpose of contributing to joint planning relevant to national development objectives. Review of Tunisia’s Common Country Assessment, the 2021-2025 UNSDCF and 2021 Voluntary National Review confirms significant integration of migration and meaningful analysis of its relevance across various dimensions of sustainable development, thus attesting to appreciation across the UN System and amongst national stakeholders of the importance of migration to the country’s development trajectory. Compared to the previous UNDAF, which scarcely mentioned

migration and migrants, the current UNSDCF's consideration of migration is a stark change. Key informants note informal partnerships and coalitions of UN agencies having been built to lobby for increased focus on migrants, refugees and asylum seekers as priority target groups within the Cooperation Framework and acknowledge support and collaboration from across the UN system to account for migration within all dimensions of sustainable development.

CCA and UNSDCF provide evidence of increased reflection of migration as a relevant theme and thus suggest importance of investments made in expanding partnerships and facilitating coordination at country level.

c. Effectiveness

As regards legislative, policy and institutional changes in Tunisia relating to migration governance, key informant consultations with IOM Tunisia highlighted IOM's support and contributions to national authorities in the development of several initiatives. The progressive development of IOM's migration and sustainable development programming in the country is credited with enabling a shift in perspective amongst national stakeholders for the potential benefits of migration as an opportunity, and not only a risk. Key informants suggest that authorities clearly identify the benefits that accrue to the Tunisian population through sustainable development programming that accounts for migrant populations, and that such dividends have opened the door for more meaningful discussion with a wider range of partners, including the Ministry of Employment. In 2019, IOM organized the first national debate on migrant workers inclusion within the national labour market, contributing to general de-stigmatization of the issue, thus broadening perceptions of Tunisia as a country of destination and generating opportunities for engagement with stakeholders on ways to leverage migration for the sake of national and local development objectives. Positive experiences from other countries in the region and globally have supported IOM's framing of issues and identification of entry points within the national context. IOM has since influenced the development of Tunisia's National and International Labour Strategy to incorporate migration considerations, in cooperation with ILO, and similar engagement is ongoing with the Ministry of Youth and Sport for integration of migration within its strategy.

For the last seven years, IOM has been organizing a summer school for local partners covering different migration themes, including labour migration, human trafficking, migrant integration, etc. The 7th Migration Summer School in Tunis was held in September 2022 in partnership with the National Institute of Labour and Social Studies (INTES) under the theme "Children and Migration". It convened stakeholders from civil society, academic and institutional spheres wishing to deepen their knowledge on migration. Participants selected by the Scientific Committee of the Migration Summer School receive multidisciplinary training led by experts, researchers and representatives of public institutions and international organizations. The 6th Summer School focused on Migration, Development and Employment, deepening knowledge on the links between Migration, Development, and Employment.

IOM Tunisia reports progress in building an evidence base to substantiate migration as a strategy for contributing to sustainable development outcomes. To this end, a number of studies and relevant data collection have been undertaken, e.g. surveys of private sector entities to understand hiring challenges within different sectors that migrants could help address. This evidence supports advocacy with national authorities and civil society stakeholders.

Whilst establishing an evidence base is seen to be one important aspect, bolstering engagement from national and international stakeholders is perceived as equally critical, and IOM Tunisia is actively pursuing closer relations with a range of actors, including local and national authorities, the American and British Chambers of Commerce, parliamentary representatives, private sector actors, trade unions, national media outlets, and members of the general public. The M&D unit provides vocational and professional training to support institutional and curricular reform for better migration governance.

IOM Tunisia reports considerable progress in supporting national stakeholders in planning, implementing, monitoring and reporting on migration-related SDG contributions. Key informants nevertheless acknowledge persisting challenges related to the political context externally, and whilst strong capacity exists to enable further development of IOM Tunisia's migration and sustainable development programming, the Country Office intends to continue to build staff capacity.

d. Efficiency

The Tunisia Country Office does not report concerns regarding institutional resources available at regional level to support its portfolio of actions. The Regional Office in Cairo has strong thematic expertise and cooperation to support for programming in Tunisia is perceived as efficient. IOM Tunisia works also in coordination with other IOM North African country offices and Southern European countries through joint MSD projects.

The Tunisia Office has recently created a Project Development and Support Unit to help with monitoring and reporting, which has been limited historically. There was no system for developing indicators – this was left to the individual choice of project developers, which led to considerable challenges in terms of aggregating results across projects. The PRIMA system is acknowledged for having improved knowledge management and accurate recording. At a mission level, this has enabled attempts to have common indicators and the harmonization and use of common indicators at CO level is therefore progressing.

Training is considered a key factor for enhanced efficiency in the Country Office. Migration is a new thematic for many colleagues, and a large share of the staff needs mandatory trainings on migration in general, and migration and development specifically. Many new staff are junior and don't have the skills or knowledge to work on sensitive issues such irregular migration. In several cases, this leads to a loss of confidence in the ability to make a difference at individual level, and the rate of turnover in the office is sometimes high.

e. Impact

The Tunisian context, which cumulates an economic and political crisis, constitutes a challenging environment for migration programming. The governance system is not stabilized and the general sense of desperation in the population contributes to increasing irregular crossings via the Mediterranean.

IOM Tunisia's M&SD team reports that its focus is for 60% on Tunisian and 40% non-national beneficiaries, with an emphasis on diaspora engagement and on supporting alternatives to irregular migration. The government of Tunisia shows little interest in programming dedicated to assisting migrants but is keen to support the Migration and Development work. The M&D work focuses on supporting host communities and ensuring Tunisians benefit from presence of foreigners in the country by implementing concrete projects to support job placement or investment – projects that deliver quantifiable financial benefits to populations. Assisting foreigners, by contrast, is reported to be politically challenging. The team therefore perceives the M&D activity as critical within the portfolio since it generates goodwill and space for IOM to also pursue activities via the Assistance and Protection units.

f. Sustainability

IOM Tunisia perceives that its range of activities with national authorities to familiarize them on the human mobility dimensions of sustainable development and mainstream migration considerations within national planning processes have contributed to sustainability of MSD approaches. Framing migration as a factor of sustainable development has become a key entry point for many partners, which has been useful for collaboration.

Tunisia had never been considered as a country of destination by national stakeholders, but with the development of discussions, perceptions and willingness to engage with migrants have evolved considerably. The entry point was how to leverage migration for the sake of development, building on experiences from other countries. The Ministry of employment did not consider the existence of migrants in 2018, but with more consultation and engagement, recognition of the importance of labour migration improved. The 2019 national debate on migrant worker inclusion within the national labour market was a considerable change, which led to the inclusion of migration within the national labour strategy.

Appendix 2: List of key documents consulted

Thematic Category	Document / Resource
Migration and Sustainable Development Strategy	IOM Institutional Strategy on Migration and Sustainable Development
	IOM's UN-SDG Action Plan
	Report: Implementing the IOM Institutional Strategy on Migration and Sustainable Development: Overview of Achievements in 2020
	Migration and Sustainable Development Unit SharePoint
	Migration4Development Facebook and Twitter
	Final Report to MIRAC: Strengthening the Capacities of IOM for the Implementation of IOM's Migration and Sustainable Development Strategy (Project Code MD.0007)
	Final Report to MIRAC: Strengthening the Capacities of IOM for the Implementation of IOM's Migration and Sustainable Development Strategy (Project Code MD.0012):
	Migration and Sustainable Development Strategy and the IOM Development Fund Guidance Note on Project Development:
Migration and the 2030 Agenda	SDG Working Group Meeting Minutes
	IOM HLPF Submission 2022
	IOM HLPF Submission 2021+C28C14
	IOM input to the HLPF 2020
	IOM internal newsletters on M&SD
	M4D Net: Migration for Development Website
	Migration and the 2030 Agenda: A Guide for Practitioners and accompanying PowerPoint training template
	Migration and the 2030 Agenda: Facilitator's Guide
	Migration and Sustainable Development Video
	Leveraging Global Frameworks through Policy and Programming (Frameworks training)
	Mainstreaming Migration into Policy Development - Training Course
	IOM Guidance Note on Voluntary National Reviews for the HLPF 2021
	IOM blog entry: A "Wake-up Call" on the Importance of Safe, Orderly, and Regular Migration for Prosperous Societies
	Knowledge Paper: Fostering and Strengthening Interlinkages Between Sustainable Reintegration and Sustainable Development
	Guide for Communicating on Migration and Sustainable Development and accompanying data compendium
	IOM Storyteller: Supporting Migrant Entrepreneurs to Accelerate Global Progress Towards the SDGs
	IOM Storyteller: Addressing social exclusion in Moldova through philanthropy and diaspora engagement
	DG Video on the SDGs Global Festival of Action+C76C29
	Migration and the 2030 Agenda communications material - institutional SharePoint
	SDG Acceleration ToolkitC11C31
	Leave No Migrant Behind – The 2030 Agenda and Data Disaggregation
	IOM's Role in the UNSDCF Cycle: A Step-by-Step Guide
	Migration & Sustainable Development Partnerships Guide in EEA Region and accompanying MSD Partner Fiches per 16 EEA COs

Thematic Category	Document / Resource
Leveraging the GCM for the 2030 Agenda	The Global Compact for Migration (GCM): Well Governed Migration as an Essential Element of Effective COVID-19 Response
	Migration Network Hub
	UN Country Team Pilot Trainings Materials for integrating migration into Common Country Analyses
	CWG 2.1 Stronger UN System for GCM Implementation workplan
	Implementing the Global Compact for Safe, Orderly and Regular Migration (GCM): Guidance for governments and all relevant stakeholders: booklet and guidance
	CWG 2.2 National GCM Implementation workplan.
	UN Network on Migration 2021-2022 workplan
Recovering Better from Covid-19	IOM-UNDP Seed Funding Initiative to Fast-Track Joint Response to the Socio-economic Impact of COVID-19: report, blog post, press release
	Why Migration Matters for “Recovering Better” from COVID-19: Policy Brief
	Toolkit for Development Partners: Integrating Migration into COVID-19 Socio-economic Response:
	Toolkit for IOM Programming: Integrating Migration into COVID-19 Socio-Economic Response:
	The Global Compact for Migration (GCM): Well Governed Migration as an Essential Element of Effective COVID-19 Response
	Integrating COVID-19 Recovery into the Joint IOM-UNDP Global Programme Making Migration Work for Sustainable Development: Brief Guidance
	IOM’s internal Engaging with Local Actors Working Group: ToRs and WG notes
	Mayoral Fo+C49rum on Human Mobility, Migration and Development
	Mayors Mechanism; Call to Action
	IOM contributions to UN Task Force on the Future of Cities
	Global Civil Society Consultation on Migration and Local Development, Synthesis Report
	My JMDI Toolbox and E-course on Migration and Local Development
	Integrating Migration into Urban Development Programmes: A Toolkit
	Strengthening Engagement with Local Actors: A Toolkit for IOM Staff
	Local Actors Toolkit and COVID-19
	Guidelines on Mainstreaming Migration into Local Development Planning
	Toolkit for Integrating Migration into Urban Development Interventions
	Guidelines on Integrating Migration into Decentralised Cooperation
	White Paper - Mainstreaming Migration into Local Development Planning and Beyond
	Success Stories: A collection of good practices and lessons learnt by local actors harnessing the development potential of migration
Joint IOM/UNDP Global Programme on Making Migration Work for Sustainable Development	Making Migration Work for Sustainable Development Brochure
	Draft country fiches for Programme target countries: Ecuador, Morocco, Nepal, Senegal, Serbia, Tunisia
	M4SD Programme Document
	Results Monitoring Framework (Draft)
	M4SD Programme Document Annexes
	Information Note: Brief information note summarizing the project description and Theory of Change
	Resource List for Focal Points: A list of tools, guidelines and resources for Focal Points in Country Offices
	Knowledge Management, Capacity Development, and Communications Strategy
	Interim Report to the Swiss Agency for Development and Cooperation (SDC)
	Implementation Guidelines: Implementation guidance for Country Offices and Focal Points in the six target countries
	Capacity Development Implementation and Assessment Guidelines
	Communications & Visibility Guidelines

Thematic Category	Document / Resource
	Capacity Development Implementation and Assessment Guidelines for Target and Associate Countries
	Diaspora Mapping Toolkit
	M4SD Guidance note: Developing Diaspora Mappings
	The potential of diaspora for development videos series
Mainstreaming Migration into International Cooperation and Development (MMICD)	MMICD info sheet
	MMICD interactive webpage
	Fourth Interim Report to the European Union (EU)
	Info note for EU Delegations
	Pilot country assessments: Ecuador, Nepal, Madagascar
	MMICD Guidelines
	MMICD Toolkits: Integrating Migration into Socioeconomic Response; Integrating Migration into Urban Development Interventions; Integrating Migration into Rural Development Interventions; Integrating Migration into Health Interventions; Integrating Migration into Education Interventions; Integrating Migration into Employment Interventions; Integrating Migration into Environment and Climate Change Interventions; Integrating Migration into Governance Interventions; Integrating Migration into Private Sector Development and Trade Interventions; Integrating Migration into Security Interventions
	Trainings on Guidelines on Toolkits
	9x Video Series: Case Studies and personalized migrant stories focused on the nexus between migration and nine development sectors.
	MMICD Communications pieces: IOM press note for training in Ecuador and Nepal; IOM-EU press note for launch of the package of resources; IOM press note for European Development Days event 2021; Stories from Nepal series on migration and COVID-19; DG INTPA #PartnersInGood: IOM campaign; IOM-EU blogs
Selected Case Studies and Examples of Migration for Sustainable Development in Action	Morocco: M4D Net Entry
	Moldova: M4D Net Entry and Contributions and Counting: Measuring the Economic Contributions of your Diaspora Beyond Remittances
	Serbia: M4D Net Entry
	Ecuador: M4D Net Entry
	Ecuador: MMICD local methodological toolkit
	Madagascar: MMICD local methodological guide and evaluation of two sectoral programmes
	Nepal: MMICD Entry: Assessing the COVID-19 impact on returning migrant workers and their communities Nepal
	Kenya: IOM/FAO Cooperation: Guidance Tool for Integrating Migration into Rural Development Planning in Kenya
	Peru: IOM-UNDP Seed Funding Initiative to Fast-Track Joint Response to the Socio-economic Impact of COVID-19: NextGen Integration and Continuing towards sustainable local human mobility management (Rounds 1 and 2)
	Kazakhstan: IOM and UNDP support to the GoK for mainstreaming migration and climate change into the Kazakhstan Development Agenda at both national and local levels
SDG Good Practices	Indonesia: IOM/UNDP Seed Funding: Round 1: Supporting evidence-based programming at the village level for addressing the socio-economic impact of COVID-19 on Indonesian migrant worker households; Round 2: Piloting village-level action to enhance protection and empower Indonesian migrant worker households amid the pandemic
	UN's Second Open Call for SDG Good Practices: Success Stories and Lessons Learned in the Implementation of the 2030 Agenda
	Full list of IOM Good Practices submitted to the UN's Second Open Call for SDG Good Practices

Appendix 3: List of interviews

IOM HQ, Departments, Divisions and Units		
IOM Executive Level	Deputy Director General for Operations	Ugochi Daniels - Deputy Director General for Operations
IOM HQ Departments, Divisions and Units	Department of Programme Support and Migration Management (DPSMM)	
	Department of Programme Support and Migration Management (DPSMM)	Monica Goracci - Director
	Department of Operations and Emergencies (DOE)	
	Department of Operations and Emergencies (DOE)	Jeffrey Labovitz - Director
	Department of Policy and Research (DPR)	
	Department of Policy and Research (DPR)	Eva Åkerman Borje - Director
	IOM Development Fund (IDF) Unit	
	IOM Development Fund (IDF)	Alessia Castelfranco - Fund Administrator
	Global Data Institute (GDI) Berlin (formerly Global Migration Data Analysis Centre - GMDAC)	
	Global Data Institute (GDI) Berlin (formerly Global Migration Data Analysis Centre - GMDAC)	Marina Manke; Elisa Vidal Mosler
	Department of External Relations (DER)	
	United Nations Partnerships Division (UNPD)	Tamara Keating
	IOM Global Compact for Migration Unit	Jonathan Prentice, Julian Pfafflin
	Department of Peace and Development Coordination	
	Transition and Recovery Division (TRD)	Fernando Medina - Head of Division a.i.
	Migration Environment and Climate Change Division (MECC)	Manuel Marques Pereira - Head of Division
	Migration Health Division	Poonam Dhavan
	Migration and Sustainable Development Division (MSD)	Cecile Riallant, Joanne Irvine, Tomas Ernst, Kristin Eitel, Daniel Silva, Julia Melnichouk, Audrey Hickox
	Humanitarian, Development and Peace Nexus Advisor	Ginette Kidd
	Senior Advisor - Humanitarian Development Peace Nexus	Angelica Broman
	Department of Strategic Planning and Organizational Performances	
	IOM Central Evaluation	Christophe Franzetti; Andres Botero
	Results Based Management Unit (RBM)	Lien Van Mellaert

IOM GLOBAL		
IOM Regional Offices	Regional Technical Specialists (RTS)	Geertrui Lanneau - RO Bangkok LMI RTS; Heather Komenda - RO Vienna Protection RTS; Tanja Dedovic - RO MENA LMI RTS; Aleksandar Arnikov - RO Buenos Aires Migration Health RTS; Roberto Cancel - RO Buenos Aires LMI RTS
	Regional Liaison and Policy Officers (RLPO)	Amr Taha - RO Vienna; Rudi Maxwald - RO San Jose; Kristina Mejo - RO MENA
EXTERNAL		
UN Partners / Donors / Key Stakeholders	UN Network on Migration (UNNM)	Jonathan Prentice - Head of UNNM
	Food and Agriculture Organization of the United Nations	Cristina Rapone - FAO Rome
	German Federal Ministry for Economic Cooperation and Development	Stefanie Scharf - BMZ
CASE STUDIES		
IOM	Country office staff	Daniele Panzeri - IOM Italy; Brendan Kelly - IOM Tunisia; Mouna Bannour - IOM Tunisia; Jyldyz Ahmetova - IOM Kazakhstan; Svetlana Bekmambetova - IOM Kazakhstan; Aliya Kozhakhmetova - IOM Kazakhstan; Gulbakhyt Tursymbayeva - IOM Kazakhstan; Alya Alikova - IOM Kazakhstan; Galymzhan Suleimenov; Daniela Leon - IOM Ecuador; Maria Iturralde - IOM Ecuador; Alicia Sangro - IOM Dominican Republic
UN System	Resident Coordinator / delegated officer	Lena Savelli - UN RC Ecuador; Arnaud Peral - UN RC Tunisia; Pilar Palomino - UN RC's Office - Dominican Republic
National Stakeholders	Main Institutional Counterpart for the project	Bakytgul Khambar - Director, Secretariat for SDGs, Economic Research Institute, Ministry of National Economy Kazakhstan

Appendix 4: Terms of Reference

EVALUATION OF IOM'S INSTITUTIONAL APPROACH AND CONTRIBUTION TO THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Commissioned and managed by: Department of Strategic Planning and Organizational Performance

1. Evaluation Context

The 2030 Agenda for Sustainable Development³⁵ (2030 Agenda) has been adopted by the United Nations General Assembly (UN GA) in September 2015 as a plan of action for people, planet and prosperity to eradicate poverty in all its forms and dimensions, including extreme poverty. The agenda also recognises “the positive contribution of migrants for including growth and sustainable development” and that “international migration is a multidimensional reality of major relevance for the development of countries of origin, transit and destination, which requires coherent and comprehensive responses”. In 2016, the UN GA accepted IOM as a UN Related Organization formalizing IOM’s long-term and close cooperation with the UN system on humanitarian and development issues.

In 2017, the UN GA adopted the ‘Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development’³⁶. Migration was made explicit in the Sustainable Development Goal (SDG) target 10.7 “Facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”.

Additional SDGs and target indicators also have explicit connections to migration and IOM’s work, for instance under Goal 3 on healthy lives and well-being for all, Goal 4 about international student mobility, Goals 5 on gender, Goal 8 on labour migration, Goal 13 on climate change and its impacts, Goal 16 on human trafficking and target 17.18 about statistics and migration data³⁷. The latter is calling for building the capacity of governments to increase the availability of data, which will also enable determining the migratory status and the extent to which migrants might be left behind.

However, it is also important to go beyond the direct references to migration and to acknowledge and address the mutually supporting relationships between migration and each of the goals and targets, and the accelerating role migration can play to achieve the SDGs. Indeed, many more SDG indicators are highly relevant for migration depending on the migratory and development context of any given territory. This is reflected in how IOM understands and promotes the linkages between migration and all 17 SDGs from a cross-cutting perspective, tailored to each Member States’ priorities and concerns. For example, IOM activities have also contributed to Goal 2 on food security and sustainable agriculture and Goal 6 on water and sanitation as illustrated through the system-wide evaluations conducted in the framework of the UN Evaluation Group workplan.³⁸ In 2019, IOM launched an internal project information system, which among other features tags project outcomes against SDGs.

In 2017, the United Nations Department of Economic and Social Affairs (UNDESA), the Organization for Economic Co-operation and Development (OECD) and IOM held the first International Forum on

³⁵ [A/RES/70/1](#)

³⁶ [A/RES/71/313](#)

³⁷ See <https://www.migrationdataportal.org/sdgs>

³⁸ See IOM Evaluation Repository - [Evaluation Repository | Evaluation \(iom.int\)](#)

Migration Data to improve existing data collection and better understand global migration trends, drivers and impacts to support the implementation of the 2030 Agenda. In cooperation with other agencies, IOM launched the [Migration Data Portal](#) to collate and make sense of existing migration data, and to help policymakers, national statisticians, journalists and the general public access data on migration.

In 2018, IOM published the [Migration and the 2030 Agenda: A Guide for Practitioners](#) to serve as the primary handbook to help policymakers implement the migration aspects of the SDGs. In 2020, IOM released its [Institutional Strategy on Migration and Sustainable Development](#) outlining the approach to comprehensively integrate migration and development into policymaking and programming within IOM. The strategy was developed around three main axes, each one containing multiple deliverables:

- (a) Making human mobility increasingly a choice,
- (b) Empowering migrants as development actors, and
- (c) Making migration increasingly well-governed.

An internal UN-SDG action plan was also developed for the operationalisation of the strategy, which includes the development of guidance³⁹, training, as well as information and communication⁴⁰. It also includes actions related to the UN Development System Reform, launched to increase the overall UN Country Teams ability to contribute to the achievement of the SDGs through the UN Sustainable Development Cooperation Framework (UNSDCF).

In 2021, IOM released a tool entitled '[Leave no Migrant Behind: the 2030 Agenda and Data Disaggregation](#)', which provides guidance on disaggregation of SDG indicators by Migratory Status and a further tool on Gender and [Migration Data: A guide for evidence-based, gender responsive migration governance](#) to support achievement of SDG 5 on Gender Equality. Furthermore, IOM is finalizing the development of a Strategic Results Framework, which aims to operationalize IOM's Strategic Vision and allow reporting against the key overarching frameworks⁴¹.

IOM is also an active member of the United Nations Sustainable Development Core Group (UNSDG) and contributes to dedicated Working Groups, such as the one on Comprehensive Programming and Results, or the Integrated Policy Practitioners Network. IOM's key tools in support of sustainable development are also registered in the joint [UNSDG Acceleration toolkit](#). At the global policy level, IOM actively contributes to the annual High-level Political Forum on Sustainable Development (HLPF), which is the core United Nations platform for follow-up and review of the implementation of the 2030 Agenda.

The recent [IOM submission to the HLPF of 2021](#) highlights how the global coronavirus pandemic (COVID-19)⁴² has significantly threatened the achievement of the 2030 Agenda, listing the main barriers and bottlenecks to recover from COVID-19. These include the COVID-19 mobility restrictions limiting economic growth and creating labour shortages, the exclusion of migrants from vaccination efforts, and the increased xenophobia and discrimination against migrants. Eleven sets of actions have been identified to accelerate sustainable development and recover from COVID-19, including protecting migrants' human rights, addressing factors that lead people to migration, leveraging digitalization and empowering diaspora groups, to name a few.

Other institutional guidance complements IOM's Strategy on Migration and Sustainable Development to achieving the migration dimensions of the SDGs, such as the [IOM's Strategic Vision](#), the [Migration](#)

³⁹ Integrating Migration into Urban Development: A toolkit (2021); Leave No Migrant Behind: The 2030 agenda and Data Disaggregation (2021); Fostering Interlinkages Between Migrant Reintegration and Sustainable Development Programmes (2021); The Guidance Note: Migration and Sustainable Development Strategy & the IOM Development Fund.

⁴⁰ See <https://migration4development.org>

⁴¹ [S/27/14 STATEMENT BY THE DIRECTOR GENERAL \(2020\)](#)

and Governance Framework (MIGOF) or the Institutional Strategy on Migration, Environment and Climate Change. Several IOM Member States have performed Voluntary National or Local Reviews to assess the level of implementation of the SDGs, which are available under the UNDESA Website together with other SDG statistics and reports⁴³.

In addition to the references to migration in the SDGs, the UN GA adopted the [Global Compact on Safe, Orderly and Regular Migration](#) (GCM) in December 2018. Rooted in the 2030 Agenda, the GCM serves as a roadmap to help countries and the UN System achieving the migration dimensions of the SDGs. IOM is the coordinator of the UN Migration Network (the Network)⁴⁴ established to support the implementation, follow-up and review of the GCM. In this role, IOM has spearheaded the establishment of the Network at global, regional and national levels. In addition, IOM (co-)leads all three core and several thematic workstreams outlined in the [UN Network on Migration's global workplan](#).⁴⁵ In accordance with the workplan and central to the Network's mandate, IOM has led the development of capacity building tools and guidance for Member States, the UN system, and other stakeholders to align GCM implementation with the achievement of the SDGs.

2. Evaluation Objective

IOM, as a UNSDG group member, has a “responsibility to articulate its activities and mandate in relation to the 2030 Agenda, to report on its activities to support Member States in achieving the commitments therein and to contribute to the global discussions on migration and sustainable development”⁴⁶.

As six years have elapsed since the adoption of the 2030 Agenda by the United Nations General Assembly and eight years are left to ensure that the SDGs are attained, IOM Central Evaluation, in consultation with the former Department of Migration Management (DMM), decided in 2020 to include a thematic and strategic evaluation of IOM's holistic approach and contribution to the 2030 Agenda for Sustainable Development in the Central Biennial Evaluation Workplan 2021-2022.

The overall objective of the exercise is to evaluate IOM's strategic approach and contribution to the 2030 Agenda on Sustainable Development through the lens of the IOM's Institutional Strategy on Migration and Sustainable Development and related SDG action plans, and to provide recommendations on how to strengthen IOM's work towards achieving SDG targets.

Three main areas of analysis will be considered:

- (i) Relevance and effectiveness of IOM's Migration and Sustainable Development strategy and related action plan vis-à-vis the 2030 Agenda,
- (ii) IOM's internal and external synergies and institutional steps taken to contribute to the 2030 Agenda at the global and regional levels, and
- (iii) Relevance, efficiency, timeliness and impact of the guidance, tools and assistance provided to IOM Headquarters departments, Regional and Country Offices to support the implementation of the national sustainable development strategies in relation to migration, and to ensure IOM's mandate and work is aligned with the 2030 Agenda and UN Sustainable Development Cooperation Frameworks.

The evaluation will inform IOM partners and Member States on IOM's role and contribution to the 2030 Agenda and will be used for decision making at Headquarters and in the Regional Offices on any strategic adjustment needed to maximize the IOM's contribution to the 2030 agenda in the years to come.

⁴³ See <https://unstats.un.org/sdgs/UNSDG>

⁴⁴ <https://migrationnetwork.un.org/>

⁴⁵ <https://migrationnetwork.un.org/about/united-nations-network-migration-workplan>

⁴⁶ IOM Institutional Strategy on Migration and Sustainable Development (2020)

3. Evaluation Scope and Methodology

The evaluation will focus on the six OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability using a utility-focused evaluation approach. The methodology will consist of an extensive documentation review, interviews with key staff and partners and electronic surveys. The methodology will include the review of the 2030 Agenda documents, the IOM's migration and sustainable development strategy, the UN-SDG action plan referred in the evaluation context section among other documents, and the review of data from UN and IOM related information systems.

A sample of Country Offices (COs) will be used as case studies. The COs should preferably have developed and/or participated to United Nations Development Assistance Frameworks (UNDAF) or United Nations Sustainable Development Cooperation Framework (UNSDCFs)⁴⁷. A few countries where cooperation frameworks are not yet available or completed may also be selected for comparison. The selection of regional and country offices will also be based on documentation review and the availability of evaluations, as well as participation to other global programmes such as the UN Joint Migration and Development Initiative (JMDI). The criteria for selection will be finalised at the inception phase. No field visits are planned due to COVID-19 travel restrictions.

The period covered by the evaluation will include initiatives implemented since the launch of the strategy in 2020 but is not limited to it as the evaluation may also consider the launch of the GCM in 2018 and the creation of the UN Network on Migration, as well as the launch of the 2030 Agenda in 2015 and IOM's membership to the UN in 2016.

The evaluation would not be limited to SDG (10) 'Reduce Inequalities within and among countries' as it may cover other SDGs of relevance as described under Section 1 Evaluation context. The evaluation is however not intended to provide a detailed analysis of the performance, impact and sustainability of the contribution to SDGs of selected programmes and activities implemented by IOM's offices, but to identify fields of activities where IOM can have a major impact, and what may need to be improved to maximise the contribution to the 2030 Agenda. The use of various data collection tools (documentation review, interviews, surveys) as well as existing evaluation reports will facilitate triangulation of information collected, thereby increasing the reliability of the findings, lessons learned, good practices and recommendations that will be presented in the evaluation report.

4. Evaluation Questions

More specifically, the evaluation will focus on the following questions, which are subject to further refinement during the inception phase:

Relevance

- Is the Theory of Change developed in the framework of IOM's Migration and Sustainable Development Strategy evidence-based and sufficiently explicit to ensure proper outcome analysis and reporting?
- Are the deliverables of the IOM's approach to migration and sustainable development realistic and achievable?

⁴⁷ The countries with Cooperation Framework can be accessed in <https://uninfo.org/data-explorer/ims/un-entity-report>

- Are the IOM's UN-SDG action plan and the Sustainable Development Unit's (SDU) global programs relevant for the implementation of IOM's contribution to sustainable development?
- Are the guidance and tools developed by the UN and IOM relevant to guide Country Offices in their efforts to support national plans and implement the 2030 Agenda targets related to migration (specific and general)?

Coherence

- Are the IOM's Migration and Sustainable Development Strategy and related interventions consistent and complementary with IOM's Strategic Vision (2019-2023) and other internal strategic frameworks, strategies and interventions?
- Are IOM's approach and interventions coherent with other actors' efforts for guaranteeing complementarity, harmonization and coordination of actions at the global, regional and country levels?
- How compatible is the collaboration between IOM Regional Offices and Country Offices, governments and other UN partners to integrate migration into Common Country Assessment (CCA) and UN Sustainable Development Cooperation Frameworks (UNSDCF)?

Effectiveness

- Has the implementation of the Institutional Strategy on Sustainable Development led to legislative, policy or institutional changes in countries to support good migration governance and harness migrants' economic and social capitals for development?
- Have national stakeholders been using the tools and materials developed by IOM to incorporate migration and migrants in their 2030 Agenda national plans?
- Is IOM's global reporting on its contribution to SDGs effective?
- Do IOM field offices have sufficient resources and tools to report on the achievement of the deliverables of the strategy, including for UN reporting requirements?
- Which factors, if any, prevent IOM Country Offices and national stakeholders from effectively planning, implementing, monitoring, and reporting on their respective SDG contributions and/or migration-related indicators?

Efficiency

- Are the coordination structures leading the design and implementation of IOM's Migration and Sustainable Development Strategy working efficiently?
- Are the size, structure and division of roles and responsibilities appropriate to address the defined areas of work? Are there any overlaps between organisational mandates of entities working in that field?
- Has the fundraising strategy on migration and sustainable development been effective, and which are the most challenging areas of work to fundraise for?
- Have the guidance, planning and training material developed to support the 2030 Agenda been provided on time vis-à-vis the national and local government 2030 Agenda cycles?

Impact

- What is IOM's impact in the development of global, regional and national policy frameworks, plans and programmes aimed to prevent migrants being left behind in the implementation of the 2030 Agenda?
- To what extent has IOM enabled national authorities to monitor and evaluate migration-related SDGs and to include the migration-related indicators in voluntary national reviews?
- To what extent have the SDG targets and indicators and reports on the progress against them, been used to feed IOM's regional and country office strategies and project development?

Sustainability

- What actions have been taken by IOM to guarantee the sustainability of its SDG-related interventions with the view of achieving the SDG in 2030?

5. Roles and Responsibilities

The evaluation will be conducted by an external consultant under the responsibility of IOM Central Evaluation in the Department of Strategic Planning and Organisational Performance. The Sustainable Development Unit (SDU) from the Department of Peace and Development Coordination (DPDC) (previously located in the Department of Migration Management) will be IOM Central Evaluation main interlocutor for providing comments and feedback on the conduct of the exercise.

SDU and the United Nations Partnerships Division (UNPD) of the Department of External Relations (DER) will provide relevant documentation to help answering the evaluation questions and identify the internal and external structures, processes, policies, strategies and programmatic approaches referenced and used to implement IOM's Institutional Strategy on Migration and Sustainable Development.

SDU in consultation with UNPD will provide a list of key persons with gender and geographic considerations to interview inside and outside of IOM, which will be finalized in coordination with IOM Central Evaluation and the consultant. Due to COVID-19 restrictions, the interviews will be carried out remotely. If the recruited consultant is based in Geneva, some face-to-face interviews may be considered with Headquarters staff, COVID-19 measures permitting. Interviewees' inputs will be fully confidential.

The IOM Central Evaluation will further discuss with SDU and the consultant the sampling of regional and country offices to be involved in the study, with input from the UNPD, as well as the conduct of electronic surveys. In collaboration with the consultant, IOM Central Evaluation will develop survey material to be refined during the inception phase.

A draft evaluation report will be sent to IOM Central Evaluation and SDU for comments after being cleared by IOM Central Evaluation. SDU will decide on and coordinate the inputs from other IOM divisions, units and offices in consultation with IOM Central Evaluation. The evaluation is expected to start in February 2022 and a final report should be made available in June 2022.

6. Ethics, Norms and Standards

IOM abides by the [Norms and Standards for Evaluation](#) of the UN Evaluation Group (UNEG) and expects all evaluation stakeholders to be familiar with the [UNEG Ethical Guidelines for Evaluation](#), which include the Code of Conduct for evaluators, as well as the [Guidance for Evaluators](#).

7. Evaluation Deliverables and Time Schedule

The consultant is expected to provide the following deliverables:

1. An inception report outlining the methodology, data collection instruments, processes and analysis and including an evaluation matrix with further refinement of evaluation questions
2. Draft and final evaluation reports of no more than 50 pages (excluding annexes). The annexes should at least include the Terms of Reference and/or inception report, the evaluation matrix and data collection instruments

3. A Power Point Presentation summarizing the processes, findings and recommendations, which can be used to communicate the evaluation results to the intended audiences

4. Evaluation brief (template provided by IOM) and draft management response.

Below is an indicative work plan for the conduct of the evaluation:

Activity	Timeframe/ deadlines	Indicative Working Days for consultancy	Who is responsible
Inception phase (including preparatory meeting)	February/March 2022	8 days	Consultant
Review of the inception report	March 2022		IOM Central Evaluation and SDU
Documentation review, surveys, interviews	February to April 2022	20 days	Consultant
Evaluation draft report	May 2022	7 days	Consultant
Review of the evaluation draft report	May 2022		IOM Central Evaluation and SDU
Finalization of the evaluation report and materials (Evaluation Brief and PPT)	May/June 2022	5 days	Consultant(s)
TOTAL DAYS CONSULTANT		40 DAYS	

All deliverables are to be written in English. The final report should follow IOM templates as detailed in Module 5 of IOM Monitoring and Evaluation Guideline and meet the standards laid out in the UNEG Quality Checklist for Evaluation Reports. 48

8. Consultant Qualifications

- At least 15 years of evaluation experience (or 10 years evaluation experience and an advanced degree in social and political sciences).
- Experience with at least five evaluations concerning sustainable development frameworks, SDG evaluations, as well as migration.
- Advanced knowledge and skills in categorization, mapping and mixed methods.
- Strong background and expertise in conducting quantitative and qualitative data analysis.
- Knowledge of French and Spanish languages is an asset.

9. Expression of Interest

- IOM is looking for proposals from service providers (either individual consultants or consulting firm) to deliver the outlined products. Service providers are requested to submit the following:
- A technical proposal with description of the approach, methodology, activities, work plan, deliverables and consultant(s) experience and expertise matching the Terms of Reference (ToR)
- A detailed budget including all the budgetary respective costs
- Two examples of similar work
- Three references.

⁴⁸ [IOM Monitoring and Evaluation Guidelines | IOM Publications Platform; UNEG Quality Checklist for Evaluation Reports \(iom.int\)](#)