

**IOM–UNDP Joint Global Programme on  
Mainstreaming Migration into National Development  
Strategies**

**Mid-Term Review of Global Level Interventions**

**SUMMARY OF REPORT**

**June 2017**

## Background, Objectives and Methodology

Since 2011, the United Nations Development Programme (UNDP) and the International Organization for Migration (IOM) have been implementing a Joint Global Programme on Mainstreaming Migration into National Development Strategies with funding from the Government of Switzerland through the Swiss Development Cooperation (SDC). The ultimate goal of the Programme is to enable governments and their partners to better measure—and make more visible—the human development impacts of migration, and to govern the migration phenomenon so as to increase the human development outcomes and mitigate the risks for migrants and their families and the communities at origin and destination.

The Programme is expected to achieve a joint vision about action on migration and development among key stakeholders, improve institutional and policy coherence on migration and development, and ensure inclusiveness and transparency in migration and development policy planning. It also aims to ensure a coherent United Nations Country Team (UNCT) approach to migration and development at country level. Globally, the Programme aspires to enhance trust and formulate an active and mutually beneficial partnership on migration mainstreaming among countries. The current Programme is in its second phase (February 2014 to January 2018) and is being implemented in eight countries: Bangladesh; Ecuador; Jamaica; Kyrgyzstan; Moldova, Morocco; Serbia; and Tunisia. Jointly implemented by focal points at UNDP and IOM in the various participating countries, the Programme is run in partnership with the governments of each participating country through a government focal point.

With the advent of the Agenda 2030 for Sustainable Development, the Programme is also expected to make a major contribution to the achievement of some of the targets related to migration.

At the global level, the Programme:

- Facilitates international cooperation and knowledge-sharing on migration mainstreaming;
- Supports the development of tools and methodologies for capacity development within UNDP, IOM and other Global Migration Group (GMG) partners for migration mainstreaming; and
- Collects and disseminates lessons learned.

The aim of the Mid-Term Review was to assess the level of implementation, results, achievements, challenges and lessons learned from the Programme with respect to the global level implementation. The review assessed the progress and impact of the interventions and then makes recommendations for appropriate strategies and operational approaches necessary to strengthen programming at both the global and national levels. This review also provided substantive recommendations on focus areas to facilitate the design of a possible third phase of the Programme.

The Mid-Term Review examined the global-level activities of the Programme during the last three years (from February 2014 to the beginning of 2017). The methodology employed for the review encompassed a desk review of relevant programme documents, such as monitoring

reports, programme progress reports, and reports of studies. It also included interviews and used structured questionnaires. The questions used to gather information were framed around how the global outputs have contributed to the achievement of the expected results of the overall Programme using the following criteria: effectiveness, efficiency, relevance, and sustainability. Information was gathered from programme managers and focal points at both IOM and UNDP in the country offices and at headquarters level.

## **Findings**

### ***Relevance***

The evolving international context of migration challenges and internationally agreed goals—the Sustainable Development Goals (SDGs), the New York Declaration for Refugees and Migrants by the UN General Assembly, and the increasing number of international conferences and commitments aimed at enhancing the welfare of migrants and refugees—underline the timeliness and relevance of the Programme.

In this context, the Programme’s global outputs are very relevant as they contribute to achieving the overall results and also support the country level in addressing the key issues and challenges of migration and development. The South-South cooperation organised at the global level, and the annual global board meetings, enable implementing countries to exchange experiences and opportunities. Countries have been able to form networks to support each other in dealing with their migration and development challenges and to strategize by learning from each other through the experiences gained from policies, plans and programmes. The Programme, through the global level outputs, provides the opportunity for implementing countries to share experiences of specific crisis management, as well as to discuss broader policy issues during this period when there is a lot of global attention on migration.

### ***Effectiveness***

The Programme, through the global level outputs, has made significant contributions to knowledge sharing and learning on issues related to migration mainstreaming and development, which supported the implementation of other national level outputs and activities.

Information collated and disseminated through the Programme has contributed to transformational changes. The Programme has facilitated the operationalization of the migration and development concept at the UNDP headquarters level and in participating countries. There have been positive institutional influences on both IOM and UNDP. For instance, the institutionalization of migration and displacement across all Bureaux and Units of UNDP, as well as an understanding of the root causes and drivers of migration have both been achieved at critical levels at UNDP. In the field, as a result of the Programme, various strategy and action documents have incorporated Migration and Development (M&D) linkages, and the inter-agency dynamics have enabled UNDP and IOM to collaborate more effectively with a variety of stakeholders.

The Programme has developed and disseminated a number of knowledge products, tools and methodologies for capacity development. This has supported participating countries in their

information dissemination efforts, in their capacity-building strategies, and in implementing other national level activities. It has also contributed to strengthening South-South cooperation on migration and development among implementing countries.

The Programme's global outputs are contributing to global discussions on the implementation of the Sustainable Development Goals (SDGs), which recognise migration as a core development consideration. It is helping to support the implementation of migration related targets by the international community. IOM and UNDP both play key roles in supporting the Global Migration Group by co-chairing its Thematic Working Group on mainstreaming migration into national development plans.

The Programme has fostered synergies and partnerships between government institutions, thanks to its multi-sectoral and multi-stakeholder approach, and global outputs have contributed to this, in particular, the sharing of knowledge and experiences. It has contributed to achieving better synergies between UNDP and IOM at the global and country levels, and with other UN agencies at the country level, through the UN Country Teams. The Programme's global outputs have enhanced trust and helped to formulate an active and mutually beneficial partnership on migration mainstreaming among participating countries. It has also had some similar effects on a few non-participating countries. Both at HQ and national levels, UNDP and IOM have supported other programmes and activities, which are not part of the Programme but have contributed to it, and more broadly, to mainstreaming migration, both internationally and nationally.

The effectiveness of the joint Programme in reaching global outputs has been enhanced as a result of joint programming; however, the Programme effectiveness could be improved by stronger collaboration. With IOM and UNDP now both being UN agencies, there are opportunities to support governments in a more coherent and coordinated manner.

### *Efficiency, M&E, and Resources*

Although it seems that the Programme is being implemented with due consideration to cost minimizing, a cost-effectiveness analysis would be needed to confirm this finding.

Important work has been done at the global level with the formulation of the monitoring and evaluation (M&E) framework, the preparation of guidelines, annual workplans, annual reports, bi-annual reports, monitoring visits, and overseeing mid-term reviews.

The financial resources allocated to each country have been limited, especially in the case of UNDP, and funding opportunities are also constrained. Restructuring at UNDP has led to the replacement of a number of staff and UNDP focal points, and there has been significant turnover of Programme staff, both at national and global levels. While this was corrected a year ago, there was a significant delay in kick-starting the project in 2014 up to second half of 2015 with respect to implementation at UNDP.

### ***Sustainability***

Most of the results achieved are sustainable. Factors favouring sustainability include the commitment of partners, the institutionalization of some processes, the inter-institutional agreements that decrease risks of change, synergies with other government-led programmes, work with academia, and the bilateral learning missions which are contributing to creating exchanges between countries, etc. However, there are also factors (including change in governments, turnover of government and Programme staff, a lack of policy champions, and wavering political will) that could hamper sustainability. There have been many changes in the participation of government representatives at the global level, mostly due to changes in government administration. These changes affect the sustainability of the Programme and undermine continual support for it.

The structure of coordination at the global level is permanent and hence a good conduit for ensuring the sustainability of programme activities at country level, ensuring, for example, that Programme activities are linked to the wider UNDP development/recovery/resilience-based development interventions that are already ongoing or planned by UNDP. At IOM, the programme is integrated into ongoing IOM planned interventions, as can be deduced for the development of migration profiles, which has long been an IOM activity with or without implementation of the programme.

### **Conclusion**

The global outputs remain highly relevant to enabling the Programme to achieve its overall goals. Transformational changes produced by the global outputs have supported the operationalization of the migration and development concepts at HQ levels and in the participating countries.

As the Programme moves towards the third phase, adjusting the activities, processes and specific roles of the implementing agencies, per the recommendations below, would enhance and optimize activities for the rest of the second phase, and the for the third phase as well.

## Recommendations

No	Recommendations	Mainly addressed to:		Phase II	Phase III
		IOM/UNDP HQs	IOM/UNDP COs		
1.	<p><b>Strengthen information exchange and knowledge management:</b> Strengthen information exchange and enhance synergies between countries; for example through bilateral learning missions. Support a more regular exchange of information about the Programme's good practices and challenges. Develop a support hub/ knowledge depository for the migration mainstreaming process. To ensure that the national implementing governments are abreast of international discourses on M&amp;D, there is a need for constant information sharing of GMG process and other activities at the UN in the area of migration and the global compact. Consolidate and disseminate lessons learned from the implementation of Phase II as widely as possible for the benefit of implementing and non-implementing countries.</p>	✓	✓	✓	✓
2.	<p><b>Strengthen communication efforts:</b> Reinforce communication (website, Yammer, newsletter), make it more dynamic (e.g., social media), with more outreach. The newsletter could present the links between migration mainstreaming and the SDGs and could also be provided in a printer-friendly way (PDF) to facilitate sharing. Develop an online community of practice (within Yammer or not), involving the Programme teams as well as other stakeholders (governments and NGOs/CSOs) in the Programme countries. The Programme website needs to be completed to help create awareness about it among implementing governments and other stakeholders.</p>	✓		✓	✓
3.	<p><b>Follow up on South-South Cooperation:</b> Ensure that the implementing countries can speak to each other outside the platforms presented by the Programme and support each other in achieving their country M&amp;D plans. Hence, follow-up activities for South-South cooperation should be organized. In addition, other countries that have managed migration well should be involved in discussions. Also, the formation of networks outside the scope of the project should be ensured during South-South cooperation events so that governments can maintain some level of interaction. Envisage study tours in some countries not party to the Programme, with similar profiles or experiences that can be built upon.</p>		✓	✓	✓
4.	<p><b>Capacity building and training:</b> Expand capacity building and training to partners, and create a mechanism to follow up on training to ensure a better impact. An orientation package on mainstreaming migration at</p>	✓	✓	✓	✓

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	national and local levels could be provided to stakeholders. The IOM training module on International Migration and Development could be developed in an online version. More advanced multi-stakeholder training in mainstreaming migration in development plans and policies could assist in advancing the multi-stakeholder approach. Regular cooperation with academia should be enhanced to develop professional M&D curricula. Future capacity-building programmes could focus on how to support both governments and local authorities to mainstream a rights-based approach and a gender perspective to migration and development policies. In addition, address the lack of methodological tools and guidance on migration mainstreaming. IOM and UNDP Country Office focal points should be equipped to enhance the whole government approach in implementing the programme and strengthen collaboration with a variety of national institutions and sectors as well as the private sector.				
5.	<b>Resource mobilize using current programme as leverage:</b> Regarding efficiency and resources, there is a need to support governments in using the Programme as leverage for obtaining funding for other projects that would help with parallel processes towards achieving the goals of the project. It is clear that the Programme needs involvement from sectors and areas that cannot all fit within it, considering the limited resources available. The Programme should attract funding from more development partners.	✓	✓	✓	✓
6.	<b>Implementation of the Sustainable Development Goals (SDGs):</b> Support the inclusion of migration and development in the implementation of the Sustainable Development Goals (SDGs). Provide support to partners to localize the SDGs in local M&D policies. The Programme could help each country to set indicators, and help the measurement of progress made in achieving the SDGs linked to M&D. Develop a mechanism for review and reporting on progress on mainstreaming migration into the SDGs.	✓	✓	✓	✓
7.	<b>Create awareness and opportunities through GMG and GFMD Summit:</b> Continue to contribute to the Global Management Group (GMG), (in particular through the Thematic Working Group on Migration Mainstreaming into National Policies), and to the Global Forum on Migration and Development (GFMD) meetings and discussions. Where possible and necessary, the Programme should be highlighted to create awareness and also seek recommendations as to how the strategy may be improved.	✓		✓	✓
8.	<b>Implementing agencies to work more closely together:</b>	✓		✓	✓

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	Enhance joint programming between IOM and UNDP to increase effectiveness in reaching global outputs. The two agencies should work more closely on global and national level interventions to enhance relevance and provide a link to the global level work. More or enhanced collaboration, meetings among focal points and the Programme management units would help ensure that the global level outputs remain more relevant for the national level outcomes. The partnership between IOM and UNDP should be strengthened to foster the migration and development agenda, based on IOM's migration expertise and UNDP's development expertise.				
9.	<b>Consolidate annual interim donor report:</b> IOM and UNDP should continue to report results while reflecting with the SDC on preparing a consolidated annual donor report instead of separate reports. This would present a better overview of the progress and achievements. The IOM annex entitled "Progress Achieved Compared to Indicators in the Results Matrix" could be used by UNDP as well, to facilitate better measurement of the outcomes and outputs, based on indicators, baselines, and targets, which would be useful both in the strategic management of the Programme based on Results-Based Management principles, and in preparation of the final evaluation.	✓		✓	✓
10.	<b>Integrate M&amp;D into UNCT activities:</b> Enhance efforts to infuse M&D into the work of UN Country Teams (UNCTs), and in the United Nations Development Assistance Framework (UNDAF). Reinforce analyses, guidance, tools and training to further raise awareness among UNCT partners about the value of a strategy for mainstreaming migration. As part of the training organized in the framework of the global interventions, the UNCTs (UNICEF, OHCHR, UNFPA, UNWOMEN, FAO, ILO, for instance) could be trained to include M&D in their work or participate in actions that could have a stronger impact in support of authorities and central level of government.	✓		✓	✓
11.	<b>Involve government technical officers to ensure sustainability of programme:</b> For sustainability, it is necessary to ensure that government representatives during events and platforms include technical officers. This is to safeguard against discontinuity that occurs due to changes in government.	✓		✓	✓
12.	<b>Consultations on the Global Compact:</b> In the framework of the Global Compact on Migration, UNDP and IOM should advocate, through the GMG, for consultations on the Global Compact in the eight implementing countries.	✓		✓	✓



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	Most of these countries should support the links between migration and development, on issues such as employment, climate change, good governance, and local development, as drivers of migration.				
13.	<p><b>Focus on results:</b></p> <p>Although important work has been done at global level with the formulation of the monitoring and evaluation (M&amp;E) framework, the preparation of guidelines, annual workplans, annual reports, bi-annual reports, monitoring visits, and overseeing mid-term reviews, the M&amp;E system designed so far could be used to enhance the strategic management of the Programme and focus on results.</p>	✓		✓	✓
14.	<p><b>Build Synergies between JMDI and MM programme during transition phase:</b></p> <p>Given that the context would change for the programme in Phase III, UNDP and IOM should develop a strategy for strengthening the collaboration between the Programme and the Joint Migration and Development Initiative (JMDI), in the time that remains in the current Programme and in the future.</p>	✓			✓
15.	<p><b>Design of Phase III:</b></p> <ol style="list-style-type: none"> <li>Given the importance of migration and development, Phase III of the programme should be more ambitious in terms of consolidating results achieved in participating countries and expanding participation to other countries. More effort should be put into ensuring that this is effective.</li> <li>The programme should be built on a theory of change that would make it clear how outputs are expected to lead to transformational changes, both at the global and national levels.</li> <li>The next phase of the joint Programme should be based on the comparative advantage of each UN agency. While respective responsibilities should be clearly defined, each agency should be responsible for implementing outputs at the global and the national levels. Who leads in each country should depend on the context and the main focus areas in that country.</li> <li>Encourage countries to participate in decisions on key priorities for a third phase, as each mainstreaming process has its own dynamics. Integrate a bottom-up approach into the</li> </ol>	✓			✓

No	Recommendations	Mainly addressed to:		Phase II	Phase III
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	way that the Programme operates to address the dissonance between the overall normative vision of the Programme, and the contextualized national versions.				
16.	<p><b>Issues to be considered for inclusion in the next phase</b> include:</p> <ul style="list-style-type: none"> <li>a. Strengthening coordination mechanisms between national and local governments on migration mainstreaming;</li> <li>b. Creating mechanisms, both formal and informal, to promote and support the dialogue <i>between</i> the national and the local/regional level, as well as <i>among</i> local/regional actors;</li> <li>c. Making more visible the migration mainstreaming processes and outputs (GFMD/SDGs regional workshops/regional cooperation platforms);</li> <li>d. Developing a mechanism for engaging the private sector into migration mainstreaming; engaging with companies that value decent work at corporate level and can offer jobs to migrants;</li> <li>e. Fostering greater collaboration with global and regional Civil Society Organizations to disseminate good practices; and</li> <li>f. Include a component on Internally Displaced Persons (IDPs), refugees and host communities, since in some countries it is difficult to separate these groups from migrants per se (mixed migration flows).</li> </ul>	✓	✓		✓