



IOM INSTITUTIONAL STRATEGY ON MIGRATION AND SUSTAINABLE DEVELOPMENT



DECADE OF >>> ACTION

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in the meeting of operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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I. THE OPPORTUNITY

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The inclusion of migration in the 2030 Agenda for Sustainable Development presents a momentous opportunity to assess the impact of migration on a range of development issues and to understand better how development can impact on migration and migrants. The central reference to migration in the 2030 Agenda is target 10.7 under the goal “Reduce inequality in and among countries.” It is a call to “facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.” However, migration and migrants are directly relevant to the implementation of all the Sustainable Development Goals (SDGs) and many of their targets. The SDGs, and the commitment to leave no one behind and to reach the furthest behind, will not be achieved without due consideration of migration.¹

As the global discourse on migration and development has advanced, the international architecture in which IOM operates has also changed. IOM’s entry into the UN System in 2016 brought the organization into the United Nations Sustainable Development Group whose mandate is to support the implementation of the 2030 Agenda for Sustainable Development. IOM now has a clear 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.

The UN Development System (UNDS) reform brings substantial changes to the way the UN operates in-country, but also at regional and global levels, with the 2030 Agenda now positioned as the central and overarching framework guiding the UN’s development activities. In this new context, IOM must harness the opportunity that the reform brings and work in partnership across the UNDS and beyond to maximize the potential of migration to achieve sustainable development outcomes. This includes strengthening the organization’s collaborative muscles so

¹ IOM (2018), Migration and the 2030 Agenda: A Guide for Practitioners.

that it can operate successfully within the enhanced coordination and pooled funding mechanisms that have been put in place through the reform.

In addition to the UNDS reform, IOM also has a responsibility to respond to the New Way of Working which aims to enhance humanitarian-development collaboration. Through the articulation of collective humanitarian, development and peace outcomes there is an opportunity to promote comprehensive and coherent responses to address the drivers of vulnerability and to end protracted crisis and displacement. This initiative promotes multi-year programming, joint approaches towards collective outcomes – often articulated as milestones towards national SDG targets – and enhancement of local capacities for improved resilience.

Finally, the adoption of the Global Compact for Safe, Orderly and Regular Migration presents a significant opportunity to leverage the positive relationship between migration and development. The Global Compact for Migration is anchored in the 2030 Agenda and serves as a roadmap to help achieve the migration dimensions of the SDGs. As coordinator and secretariat of the UN Network on Migration (UNNM), IOM can use its convening power to ensure that the activities of the UN system maximize the development potential of migration.

All these developments are front and centre to IOM's operations and place significant new responsibilities on the organization. IOM's Strategic Vision provides the direction of travel to respond to these opportunities and this Migration and Sustainable Development Strategy is one component of this overall approach.

II. THE MIGRATION AND SUSTAINABLE DEVELOPMENT NEXUS

Migration can be a powerful driver of sustainable development for migrants and their communities in countries of origin, transit and destination. However, as much as migration has an impact on development, migration is also affected by development.



II. THE MIGRATION AND SUSTAINABLE DEVELOPMENT NEXUS

Migration can be a powerful driver of sustainable development for migrants and their communities in countries of origin, transit and destination. However, as much as migration has an impact on development, migration is also affected by development.

Development can encourage migration

There is an increasing understanding that migration can be an expression of the opportunities provided through human development when occurring in a safe, orderly and regular manner. People may migrate to access better economic, employment and educational opportunities for themselves and their families.

In general, economic growth and improved livelihoods both encourage migration aspirations and ease constraints to movement. Increases in personal income make migration more affordable and families are more able to exchange up-front costs for large but delayed income gains from migration. The evidence shows that countries earning USD 8,000–10,000 per capita annually produce three times more emigrants than countries earning USD 2,000 or less.² Similarly, better quality education can increase both the ability to migrate (as many immigration systems require a base level of education) and the desire to do so, through a broader life outlook and increased aspirations.

Increased emigration is also encouraged by the fertility transition. A decline in mortality accompanies growth, with related drops in fertility only coming later. Combined with the economic dimensions mentioned above, developing countries tend to have limited capacities to integrate their young people into the labour market. Other factors that need to be considered include social and transnational networks, trade relationships, global competitions for talents, private sector needs and existing regular migration channels.

² Clemens, MA and HM Postel (2018), "Deterring Emigration with Foreign Aid: An Overview of Evidence from Low-Income Countries." *Population and Development Review* 44:4.

Migration can be a consequence of development deficiencies and crises

Development deficiencies, including a lack of employment opportunities, the marginalization or discrimination of socioeconomic or ethnic groups and inadequate service provision can have a decisive impact on people's real and perceived future life prospects in a country or a community and thus lead to a decision to move. These are often connected to underlying structural conditions such as poor governance, acute and chronic poverty, and conflict and insecurity.

Migration can also be a consequence of crises, both natural and human-made. The effects of natural-hazard and conflict-induced crises have grown in scale and scope in recent years. Between 2008 and 2015, an average of 25.4 million people per year were displaced by disasters within and across borders, the large majority of which (85%) were climate-related disasters.³ In these situations, mobility often occurs irregularly, but it can also be central to enabling people to save their lives, access basic services and assistance, to enhance livelihood opportunities and/or allow people to preserve or increase available resources and opportunities.⁴

In the medium to long-term, increased fragility, population growth and greater inequality could result in more populations being forcibly displaced and more people deciding to move in search of better opportunities. There could be a rise in both regular and irregular migration as a growing young population struggle to meet their aspirations at home or in their regions. The South Asia region alone will need to create more than 13 million jobs every year to keep pace with its demographics. In sub-Saharan Africa, despite a smaller population, the challenge will be even greater—15 million jobs will need to be created each year.⁵

Migration can contribute to positive development outcomes at different levels...

With the right enabling conditions, migration can help achieve development outcomes and fulfil the aspirations of those who move and the societies they join, as well as those who stay behind. These dynamics play out and are felt at different levels. Individual and community level effects are most commonly considered. The SDGs and the Global Compact for Migration provide the policy frameworks to coordinate action at all levels – individual, community, national, regional and global – to support prosperity, growth

3 ODI (2016), Climate change, migration and the 2030 Agenda for Sustainable Development.

4 IOM (2016), The Progressive Resolution of Displacement Situations.

5 World Bank (2019), <http://blogs.worldbank.org/voices/jobs-challenge-bigger-ever-poorest-countries>.

and opportunities for everyone. This section and the next is structured in a manner which illustrates migration and sustainable development outcomes and challenges at different stages in the migratory journey in order to be able to incorporate different local contextual factors. This is a necessary starting point for designing future interventions.

Individual/Micro:⁶ Migration can be a powerful personal development and poverty reduction strategy for migrants and their families. It can help improve well-being through increased income and consumption and access to better services. It may shape personal and family plans in the area of education, skills, income generation and livelihood opportunities. It can help families in times of crisis by strengthening their ability to cope with natural, economic, political and security risks and shocks. For migrants in situations of vulnerability as may be the case for some women and girls, youth, children and non-accompanied children, migration can be a source of empowerment enabling them to pursue educational or career aspirations. Moreover, migration can lead to improved health and education access and outcomes for migrants and their families.

Local/Meso⁷ at Origin: Migration can make an important contribution to economic development in countries of origin through remittances, investment, trade, and knowledge exchange. These can lead to economic growth, reduced unemployment, and increased wages; remittances and other forms of diaspora finance can also be mobilized to improve infrastructure and services. Moreover, migration can foster innovation in communities of origin through social remittances, skills transfers and return migration.

Local/Meso at Destination: Migrants can also have positive development impacts in their destination territories/country. They often fill labour gaps which can lead to higher wages and employment for native workers. Migrants can open new markets and business opportunities linking their countries of destination and of origin. Productivity and innovation are often positively correlated with a diverse labour force.

Local/Meso in Transit: Similar positive effects can be felt in transit countries, if institutional frameworks permit. The presence of migrants – albeit temporary – can bring increased consumption and economic activity, innovation, and cultural contact.

Institutional/Macro⁸ in Destination, Transit and Origin: Migration can alleviate demographic decline, helping countries that have ageing societies and working age

6 The microlevel includes migrants, their families and households.

7 The mesolevel includes services access and uptake, local economic development status, local culture and practices. This is where social change occurs.

8 The macrolevel includes the economy, national policy/ legislation and politics.

populations that are stagnating or decreasing. Migrants can have positive effects on labour productivity and GDP per head. Migration can also have net positive fiscal benefits. Beyond these economic impacts, migration can also contribute to societal gains, including in poor and fragile contexts. For example, migrants can play a significant role in post-conflict reconstruction and recovery.

...but these benefits are not guaranteed

When migration policies or other relevant policies do not consider the needs of migrants or the effects of migration, migrants can be put at risk, communities can come under strain and development gains can be jeopardized.

Individual/Micro: Migrants may be unable to fulfil their full potential due to constraints in countries and communities of origin, transit and destination. Major limiting factors include mobility restrictions, lack of access to decent work and basic services, including health and education, and migration-intensified vulnerabilities, including social exclusion. When people are forced to move, whether due to natural or human-made crises, it often occurs irregularly and in a more insecure manner. In these situations, migrants often risk their lives and can be exposed to vulnerability, exploitation and abuse. They may also lose land and property rights. Individuals who migrate to escape crisis or fragile contexts are also far more likely to face destitution upon arrival or in transit, placing a burden on social welfare resources.

Local/Meso at Origin: Without decent work and sustainable livelihoods, migrants are less able to contribute to poverty reduction and prosperity in their home communities which also impacts on human development outcomes. Restrictions on family reunification in countries of destination can also mean that families are left behind. Moreover, irregular or forced mobility will hinder the ability of communities of origin to maximize the benefit from migration undertaken by community members.

Local/Meso at Destination: When migrants are unable to access basic services and social protection systems in destination countries their potential to make a positive contribution to society is hampered. Lack of access to the formal labour and housing market can lead to an expansion of informal sectors and dwellings with downward pressures on the local labour market in certain sectors. Migrants working in the informal sector are without protection, leaving them even more vulnerable and easy targets for exploitation and employment malpractices. In the absence of effective integration policies, social dumping along with socialcultural challenges can undermine social cohesion and generate social tensions. Migrants may not be granted equitable access to affordable health care or local health systems may not have adequate capacity

to meet migrant health needs. Migrants living in cities as a result of displacement can spend years in increasingly protracted situations⁹ with restricted opportunities for durable solutions, limiting their potential to contribute to society. Vulnerable migrants residing in cities can face similar challenges. A sudden influx of large numbers of persons as a result of displacement can also pose development challenges for host communities. These can range from an increased strain on access to basic services and accommodation to unplanned urban expansion and environmental degradation. Socially, the large influx of populations to an urban area can change the demographic profile of those areas, fuelling ethnic, cultural or racial tensions or those related to the balance of power/voting patterns.

Local/Meso in Transit: The anticipated shorter stay of migrants can lead to an increased likelihood of being shut out of the labour market, lack of access to services and increased social tensions with local communities. Migrant women and girls are often at risk of physical, sexual and psychological abuse or violence along migration routes. Children and babies born along migratory routes can also be particularly vulnerable.

Institutional/Macro in Destination, Transit and Origin: Without rule of law, citizenship access, social/economic inclusion, fight against xenophobia and other institutional dimensions, mobile populations and communities run the risk of being marginalized and this can contribute to further poverty traps. A lack of legal channels for migration can lead migrants to engage smugglers, inadvertently contributing to organized crime, feeding corruption and undermining rule of law – all of which are destabilizing factors, especially in already fragile environments. Lack of or limited policy coherence across sectors and between levels of government also inhibits development benefits from being felt. The impact of migration on development is experienced first and foremost at the local level. Yet cities, local and regional authorities remain by and large ill-equipped in terms of capacities and financial resource in a context where migration policies are largely driven by the national level with little coordination with decentralized levels of governance. Moreover, when policy operates in silos key opportunities to reach all potential beneficiaries and maximize migration's development potential are lost.

The missing link: challenges, complexities and governance frameworks

Without evidence-based policies, strong institutional frameworks, clear objectives and a long-term perspective these risks will go unaddressed. But first, we must acknowledge

⁹ IOM (2016), *The Progressive Resolution of Displacement Situations*.

the challenges and complexities that are associated with the migration and sustainable development nexus and recognize that existing governance frameworks do not support maximizing the benefits.

In recent years, there has been a tendency for development aid to be increasingly seen as a strategy to reduce migration, through addressing what are believed to be the “root causes” of migration. As shown in various studies, improvements per development indicators generally lead to an increase in mobility in the short term; although it is recognized that in conflict-affected and fragile contexts, an improvement in security conditions and stability can have immediate impacts on the pressure to leave out of need. Over a longer period of time, with improvements in institutional factors in countries of origin, prospective migrants are more likely to be able to pursue their aspirations at home or make an informed choice and migrate in an orderly and regular manner, rather than opting for migration (often irregular) out of necessity.

The extent to which development policies and development assistance influences migration patterns has only recently become the focus of study. Research over the last fifteen years, particularly at the individual and household level, confirms that the relationship between migration and development is far from straightforward.¹⁰ It depends on the dynamics between individual migrants, their communities in countries of origin and destination and migration governance.

Though migration and development has historically been the entry point for greater international cooperation on migration governance, contact between these two communities has been limited to date. This is due to several factors, including a lack of overlap between mandates as well as diverging timelines. When programming development interventions, migration is rarely considered despite it being understood as a cross-cutting issue. Moreover, many development projects are country focused, while migration is a transboundary issue and by definition involves multiple locations. Additionally, development programming is predominantly financed and implemented per state territory, which means international migrants and migration often do not fit into the traditional development architecture.

In the case of migration management programming, similar challenges exist. Traditionally migration management programming has been designed and developed with a focus on the priorities of countries of destination rather than countries of origin. Even in that context, policies and programmes are not always effectively orientated towards enhancing the potential development impacts for the destination country or the migrants that reside there. Migration programming, especially for migration

¹⁰ Migration Policy Institute (2018), *Moving Beyond Root Causes: The Complicated Relationship between Development and Migration*.

management and forced displacement, is also often viewed through a short-term lens whereas development outcomes are pursued over the long-term.

Both development-focused and migration-specific interventions should be better designed, coordinated and evaluated to maximize the benefits of the nexus. Successful cooperation will require mutually agreed goals and priorities, balancing development and migration objectives as well as realistic expectations about likely outcomes and the expected results timeline.¹¹ Policy coherence between migration and development interventions should be a key lens moving forward. There is also an urgent need to improve the collection and use of migration data to enable policymakers devise evidence-based policies.

¹¹ Hooper, K. and K. Newland (2018), Migration Policy Institute, 'Mind the Gap: Bringing Migration into Development Partnerships and Vice Versa'.

III. IOM'S APPROACH

IOM's approach is to maximize the potential of migration to achieve sustainable development outcomes for migrants and societies alike. This recognizes that migration, when it is well-managed, can be both a development strategy and a development outcome.



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IOM's approach is to maximize the potential of migration to achieve sustainable development outcomes for migrants and societies alike. This recognizes that migration, when it is well-managed, can be both a development strategy and a development outcome. Migration and sustainable development are multidimensional and interdependent. Maximizing the benefits of migration requires a comprehensive approach.

The realization of this will rest on three outcomes that are defined below. These flow from IOM's Strategic Vision and cut across each of the strategic priorities – resilience, mobility and governance – that have been identified.

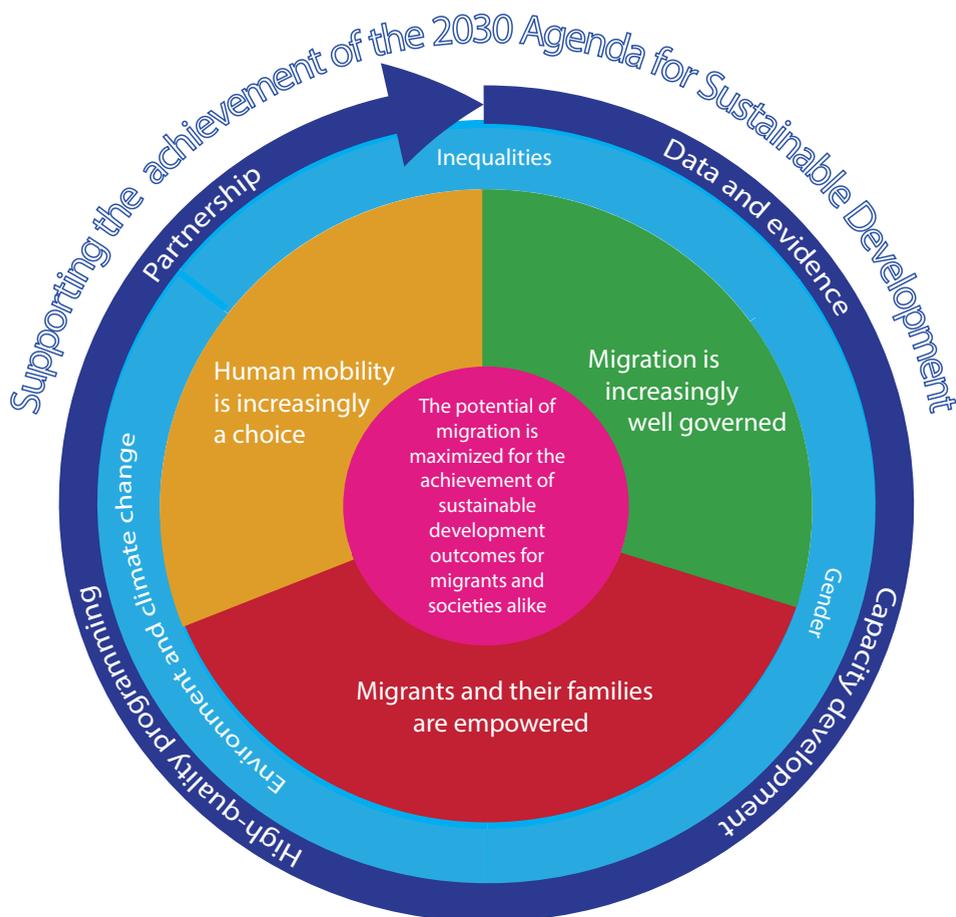
- 1. Human mobility is increasingly a choice.** Migration is a natural expression of people's desire to choose how and where to lead their lives,¹² which is a fundamental component of human development. However, in certain circumstances human mobility is not a choice and in this case the gains that are associated with migration are often not distributed equally nor are they guaranteed. This requires addressing the adverse drivers that force people to move out of desperation. It involves building resilience and coping capacities of populations along the mobility path – both prior to travel and at different points along the journey. It also means creating opportunities so that people can move safely and regularly to fulfil their personal aspirations. Tackling the inequalities that compel people to move, but that also provide some, over others, with a greater ability to move is important.
- 2. Migrants and their families are empowered as development actors.** Migrants can face many barriers to reaching their development potential. These include language and cultural barriers, unfair recruitment processes that pull them into debt, exploitation or even forced labour, precarious working conditions and limited access to basic services such as health, education and social protection. Migrants, particularly women and girls, can be exposed to multiple, intersecting forms of discrimination, exclusion and exploitation which can impede their ability to contribute to sustainable development outcomes. It is therefore important to ensure respect, protection and fulfilment of the human rights of all migrants across all stages of the migration process, including in times of crisis, so that

¹² UNDP (2009), Human Development Report, Overcoming Barriers: Human mobility and development.

no one is left behind. It requires conducive conditions that enable migrants to fully integrate in society and contribute effectively to their receiving and origin communities. This includes ensuring access to sustainable livelihoods and decent work, with jobs that match qualifications and skills. Being and staying healthy is also a fundamental precondition for migrants to be productive and contribute to the social and economic development of communities of origin and destination.

- 3. Migration is increasingly well governed.** The ability to successfully govern migration depends directly on the political, socioeconomic, developmental and migration governance structures in place at the international, national and sub-national level, as well as the stability and security situation in countries. Respect for the rule of law, due process and access to justice are fundamental to all aspects of migration governance. Migration is a transboundary issue that also needs to be understood as a continuum, spanning across countries and policy interventions. This requires international, regional and bilateral cooperation, recognizing that no State can address migration on its own. The migration-SDG connections reach far beyond implementing migration policies and entail integrating migration across governance sectors. Broad, multi-stakeholder partnerships that include governments, local communities, civil society, the private sector, and migrants themselves are needed to govern migration in all its dimensions. Countries that can govern from a systems perspective, rather than through discrete silos, will be able to make faster progress on the SDGs. Timely, reliable and comparable data on migration will also help policymakers devise evidence-based policies to address the migration aspects of the SDGs.

IOM's Theory of Change for Migration and Sustainable Development:



Our Approach

As per IOM's Constitution, IOM is mandated to work towards maximizing the positive linkages between migration and economic, social and cultural development. In accordance with national policies and priorities, this Strategy further signals IOM's commitment to the realization of the Sustainable Development Goals vis-a-vis our Member States and key stakeholders in the UN system and beyond. It will guide the organization's approach to supporting the implementation of the 2030 Agenda and other relevant multilateral development frameworks such as the Addis Ababa Action Plan, the Paris Climate Change Agreement, the Sendai Framework for Disaster Risk Reduction, the New Urban Agenda, the SAMOA Pathway and the Global Compact for Safe, Orderly and Regular Migration.

Our approach supports the logic of IOM's Migration Governance Framework (MiGOF), the Migration Crisis Operational Framework (MCOF) and other operational frameworks and is underpinned by a rights-based approach. It is complementary to – and aims to identify further synergies with – IOM's Humanitarian Policy and existing commitment to advancing the Humanitarian-Development-Peace Nexus (HDPN), noting that IOM is furthering its approach in this regard. Whilst this is an institutional strategy for IOM, we will consider how our approach can inform the activities of the UNNM, particularly those related to enhancing the positive development effects of human mobility, and to ensuring coherence between the 2030 Agenda and the Global Compact for Migration in national implementation plans and UN Sustainable Development Cooperation Frameworks (UNSDCF).

Our approach is cognizant of mega-trends related to migration such as increased transnationalism connected to globalization of economies, demographic imbalances between regions, the digitalization and changing nature of work and the rapid urbanization of the world. Transforming demographic structures, gender roles, as well as those of family and community will inevitably bring changes to modern societies. These mega-trends will have a bearing on the future migration landscape and if they are not duly considered the potential of migration to achieve sustainable development outcomes could be jeopardized.

To achieve what we have laid out, we will prioritize a set of deliverables under each of the outcomes that we have defined. We will also ensure that three cross cutting issues are systematically addressed (i) inequalities; (ii) environment and climate change; and (iii) gender, as these are central to sustainable development.

1. Human mobility is increasingly a choice

IOM will support approaches that enable individuals to make informed choices about where and how to fulfil their personal aspirations and that these are achieved through safe and orderly means.

(Deliverable 1) We will assist governments and work with other partners to assess and address the drivers and structural factors that compel people to move.

Recognizing that positive factors such as social and transnational networks and employment opportunities can also be drivers, we will explore how driver diagnostics can contribute to a broader understanding of migration propensity and inform policy approaches. We will work in areas impacted by high levels of outward migration

(and displacement), using existing migration and mobility tracking interventions to target our support to the most affected areas, including transit locations. In line with our forthcoming Operational Guide on Community Stabilization Programmes and Approaches, we will tailor stabilization efforts to localized contexts based on core programming principles that include strengthening social cohesion, inclusion and resilience, promoting trust, accountable and transparent governance and improving access to public infrastructure. In areas impacted by conflict, crisis and fragility, we will mobilize our peacebuilding efforts to prevent and resolve conflict, address conflict dynamics as drivers of displacement and support sustainable peace and reintegration. We will promote collective outcomes addressing such drivers, with the intention of bringing development programming into crisis contexts earlier. We will continue to build human mobility considerations into policies and strategies to address environmental change, land degradation, natural disasters and climate change, recognizing that today twice as many people are displaced annually by climate-related natural disasters than by conflict and violence. IOM's Strategic Workplan on Disaster Risk Reduction and Resilience (2017–2020) will guide specific programmatic interventions to support governments to meet their commitments under the Sendai Framework for Disaster Risk Reduction. Inclusive multi-stakeholder approaches and partnerships at the local, national, regional and global levels will be critical to protect people and their livelihoods from disaster risk. We will strengthen ongoing collaboration with UN partners and networks such as the inter-agency Capacity for Disaster Reduction Initiative (CADRI) to maximize the joint impact of UN action in line with the UN Plan of Action on Disaster Risk Reduction for Resilience. We will also optimize opportunities offered through State-led initiatives, such as the Platform on Disaster Displacement which seeks to prevent and address disaster displacement in line with the Nansen Initiative Protection Agenda. IOM will also continue its institutional engagement with UN Environment and the World Meteorological Organization (WMO) on policy, research, coordination and programming, at global, regional and national levels. IOM will continue to call attention to the relevance of migration in global environmental issues and address the drivers of migration through its engagement in the UN Environment Assembly as an active member of the UN Environment Management Group (EMG) through the EMG's different Nexus Dialogues, Issue Management Groups and the Greening the Blue Initiative.

(Deliverable 2) We will support governments to enhance pathways for safe and regular migration.

We will promote regular pathways for human mobility through continued support to develop and implement national and local policies and bilateral and multilateral cooperation arrangements, including specifically on labour mobility. We will develop

and strengthen holistic approaches that respond to continental, regional and national needs related to human and labour mobility management. In this regard, within the broader Joint Labour Migration Programme (JLMP), we will work together with the African Union, International Labour Organization (ILO), UN Economic Commission for Africa (UNECA), regional economic communities and others to continue developing capacities in data collection, skills mobility, social protection, bilateral and multilateral cooperation and explore how the results of ongoing efforts in selected African migration corridors have the potential to be replicated and strengthened in other corridors. We will also continue to support collaboration through regional consultative processes on migration, building on and applying the best practices for labour mobility that have been demonstrated through the Colombo Process and Abu Dhabi Dialogue.

With an estimated 40 million additional jobs to be created in the health and social sector by 2030, we will optimize opportunities offered through the WHO-ILO-OECD¹³ International Platform on Health Worker Mobility through the coordination of regional and intercountry actions. We will continue to assist governments in improving their border infrastructure and exploring innovative border management solutions to facilitate cross-border movements of people and goods, in synergy with approaches on trade and overall regional integration and freedom of movement. We will also seek to ensure more equal access to safe and regular migration pathways, including through innovative approaches to visa facilitation and family reunification, recognizing that while certain groups may find it easy to remain mobile opportunities for others may diminish.

2. Migrants and their families are empowered as development actors

IOM will support people-centred approaches, placing individuals at its core and promoting the well-being of migrants and members of communities in countries of origin, transit, and destination so that they can reach their full development potential.

(Deliverable 1) We will uphold and protect the rights of migrants and displaced populations.

A rights-based approach underpins all of IOM's work. We will advocate for universal access for migrants to safe, quality and affordable health-care services and medicines,

¹³ World Health Organization (WHO)-International Labour Organization (ILO)-Organization for Economic Cooperation and Development (OECD).

particularly in areas where health services are insufficient or restricted. The Universal Health Coverage (UHC) 2030 platform presents a significant opportunity to work collaboratively at global and country levels on health systems strengthening. We will continue to provide assistance to victims of all forms of trafficking including women and girls, trafficked for the purpose of sexual exploitation. IOM will also protect other vulnerable migrants that are subject to violence, exploitation and abuse. Utilizing IOM's determinants of vulnerability model, we will ramp up our efforts to engage development, humanitarian and protection actors to identify and address the risk factors at individual, household, community and structural levels. We will realise the potential of innovative partnerships with the private sector to strengthen migrants' labour and human rights and to promote decent work. This includes scaling up the International Recruitment Integrity System (IRIS) and helping the private sector provide remedy to victims of exploitation identified in their business operations and supply chains through the Corporate Responsibility for Eliminating Trafficking and Slavery (CREST) initiative. In partnership with ILO, within the UNNM, we will work towards developing global guidance on the assessment, development and implementation of bilateral labour migration arrangements to ensure strengthened protection of workers' rights. Opportunities to collaborate with development finance institutions such as the European Bank for Reconstruction and Development (EBRD) to build ethical standards into their lending practices will also be explored. We will continue to support transitional justice initiatives as well as the resolution of land and property disputes, increasing and protecting access to land and land tenure security for vulnerable populations in rural and urban settings.

(Deliverable 2) We will promote durable solutions for displaced populations and host communities.

In line with IOM's framework for Progressive Resolution of Displacement Situations, we will continue to facilitate transition away from crisis and aid dependence in areas impacted by displacement. This includes empowering affected individuals to define and drive their own solutions to displacement and working at the community level to strengthen the resilience of societies to withstand destabilizing influences, whilst also ensuring sustainable access to services and livelihoods and a more conducive legal, material and physical protection environment. Recognizing that the attainment of durable solutions to displacement can only be achieved through multi-stakeholder coordination and cooperation, we will continue to strengthen partnerships with development actors, including multilateral finance institutions, to ensure foundations for solutions are integrated into longer-term development programmes and financing. We will advocate for durable solutions in collective outcomes in line with the HPDN as well as aligning transition, recovery and development responses to crisis with

national and local development plans and pursuing effective partnerships with host governments and international financial institutions. In the specific context of health, we will explore UHC financing for migrants with WHO and the World Bank, as well as how the Global Fund's Challenging Operating Environments policy and Gavi's¹⁴ Fragility, emergencies and refugees policy can be leveraged to meet needed resource allocations for promoting the health of migrants. Resettlement gives a chance to begin life anew to many who would otherwise have neither home nor country to call their own. We will continue to provide comprehensive resettlement activities in close partnership with governments, with the Office of the High Commissioner for Refugees (UNHCR) and non-governmental organizations to enable durable solutions for refugees and migrants.

(Deliverable 3) We will harness migrants' economic and social capitals for broad based development.

IOM has a large body of work around diaspora engagement and will mobilize efforts to harness the economic and skills contributions of transnational communities to their countries of origin, including in times of crises. Particular attention will be given to tapping into new opportunities to engage with diaspora using innovative means of communication and technology such as digital communication platforms and crowdsourcing and crowdfunding, as envisaged through the iDiaspora platform and the Diaspora Engagement in the Era of Digitalization initiative. We will elaborate strategic approaches to skills partnerships, focusing on their development, transfer, retention and recognition, working closely with partners such as ILO and UNESCO in the context of the Global Skills Partnership. We will deliver innovative pre-departure and post-arrival programming to prepare migrants to realize their full potential early in the migration process and expand efforts that link the two, building on initiatives that are currently being piloted. We will also, as part of the development of an operational framework on diversity, inclusion and social cohesion, strengthen the capacities of receiving communities and settlement and integration systems. We will deepen our collaboration with UN Conference on Trade and Development (UNCTAD) and UNHCR to assist policymakers and practitioners to promote migrant and refugee entrepreneurship within broader support to entrepreneurial ecosystems. We will advocate for the improvement of access to duly regulated, reliable and efficient financial services and products and for financial literacy opportunities to help migrants and their families improve their financial well-being. This includes ensuring that migrants and related population groups have equal access to digital education and services, recognizing that in a few years up to half of international money transfers will be in the form of digital remittances. In line with the framework for Assisted Voluntary Return and

¹⁴ The Vaccine Alliance.

Reintegration (2018) IOM will continue to promote an integrated approach to return and sustainable reintegration that addresses returnees needs and harnesses their skills, while also taking into account broader community issues. This will be achieved through supporting the implementation of adequate policies and public services for returnees and communities alike, in partnership with government and non-governmental actors. We will also explore within IOM how return and sustainable reintegration and other thematic areas that share similar goals and/or operational approaches can be brought closer together to achieve greater development impact.

3. Migration is increasingly well governed

IOM will promote whole-of-government and whole-of-society approaches that bring together different sectors and levels of government, as well as involving non-state actors such as civil society, the private sector, academia and migrant groups.

(Deliverable 1) We will strengthen institutions and systems to institute good migration governance.

We will build the capacities of governments to develop and/or improve policy, legislation, institutional structures, operational systems and the human resource base and migration data systems and statistics. Policies can have a strong impact on the development outcomes of migration. We will strengthen capacity to ensure that policies are well-evidenced, adopt a long-term perspective and are not at cross-purposes with broader development objectives, recognizing that States have the sovereign right to determine their national migration policy. We will also provide support to evaluate migration policies, assisting governments to address gaps and areas for improvement, which will be crucial to the follow-up and review of the SDGs and the Global Compact for Migration. The Migration Governance Indicators aligned with the SDGs will be a valuable tool in this regard.

(Deliverable 2) We will advocate for policy coherence to harness the linkages between migration and development.

We will build the evidence base to better understand how different governance areas are interrelated and affected by migration and to what extent sectoral policies in areas such as health, labour, education, social protection, and trade can facilitate or impede the contribution of migration to sustainable development. Policy coherence is crucial to achieving all 17 SDGs, and the integrated nature of the 2030 Agenda enables us to consider how to connect migration with other related policies. We will mobilize governments to mainstream migration into national and local development planning

as an effective measure to ensure policy coherence, including providing assistance to amend or develop new laws, policies and frameworks that consider the needs of and challenges faced by migrants. These efforts are a core area of the joint work between IOM and the UN Development Programme (UNDP) and we will capitalize on this collective experience to move towards a whole-of-UN approach.

(Deliverable 3) We will empower decentralized levels of governance 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.

We will continue efforts to enhance migration governance for development and humanitarian response at the local level in collaboration with UN partners such as UN-Habitat and UNDP and by engaging with and mobilizing civil society organizations and the private sector who are essential actors at local level. Decentralized levels of governance are uniquely placed to articulate migration and development realities as they have direct experience in development planning, service provision and responding to mobility dimensions of crisis. They are also conduits between local realities and national priorities, implementing national-level migration and development related policies. We will strengthen the capacities of municipalities to promote full inclusion and social cohesion, recognizing that cities and secondary cities in the Global South especially, are destinations of choice for many migrants. Applying the lessons that we have learnt through our work on integration in the Global North will be valuable in this regard.

Cross-cutting Issues

We have identified three cross-cutting issues that are integral to maximizing the potential of migration to achieve sustainable development outcomes. We will mainstream these across our approach, building on existing initiatives that are already underway.

Migration is a highly visible reflection of global **inequalities** whether in terms of wages, labour market opportunities or lifestyles.¹⁵ Many decide to move on the notion that a better life can be had elsewhere and that migrating can reduce the disparities that exist between their circumstances and those in comparatively more affluent places. But the ability to move is also not equally shared. Individual characteristics and resources such as citizenship, financial means, access to the internet, and language skills all determine people's ability to migrate. Inequalities can also arise from migration. Those who migrate may face unequal access to rights and social resources, including the right to seek protection in cases of those fleeing conflict, violence and persecution.¹⁶ As there are

¹⁵ World Bank (2006), World Development Report: Equity and Development.

¹⁶ OECD (2018), Why understanding the relationship between migration and inequality may be the key to Africa's development.

often persisting development inequalities combined with distinct migration patterns within countries and communities themselves, there also needs to be consideration of whether and how migration contributes or counter-balances the concentration of people and resources in certain areas of a country or region. The central reference to migration being through Goal 10 – Reduced Inequalities provides an opportunity to understand better the relationship between migration and inequality at all levels. Across our approach we will adopt an equality lens to understand the circumstances under which migration might exacerbate inequalities and the barriers that can restrict the potential of migration to be a tool to address inequalities.

Environment and climate change considerations can reshape human mobility in numerous ways. Environmental degradation and climate change events account for a significant portion of migration, displacing millions of people from their homes, land and communities, temporarily or permanently. In 2018, 17.2 million people in 144 countries and territories were newly displaced in the context of sudden-onset disasters within their own country. However, migration can also be a potential adaptation strategy for communities and a way to build resilience. The SDG framework can provide a compass and be a catalyst for “greening migration governance” by ensuring that environmental considerations are mainstreamed into operations.¹⁷ IOM's forthcoming Environmental Policy aims to align IOM actions with global environmental standards and improve the environmental sustainability, resource efficiency and quality of IOM outcomes. Across our approach we will embed the key principles of this policy, including its three environmental standards (safeguards) that are in line with international best practice: (i) assessment and management of environmental risks and impacts; (ii) resource efficiency and pollution prevention and management; and (iii) biodiversity conservation and sustainable natural resource management.

Gender shapes every stage of the migration process, including reasons for which people migrate, where they go, how they get there, networks used, opportunities, resources and freedoms at destinations and risks faced along the way. Migrant women and girls can be especially vulnerable to violence, sexual abuse and exploitation when they migrate. Persons of diverse sex, sexual orientation and/or gender identity can also be particularly vulnerable to violence, abuse and exploitation. At the same time, however, it is essential to promote the positive opportunities offered by migration – such as education and economic independence – to support the empowerment of all migrants, particularly women, girls and others who might be more marginalized. IOM's Gender Equality Policy establishes a framework to ensure that the Organization's internal and external activities are both gender sensitive and gender responsive. Across

¹⁷ IOM (2017), Migration in the 2030 Agenda: Implementation of the Migration, Environment and Climate-Related Commitments of the 2030 Agenda.

our approach we will ensure that our actions recognize, respect and respond to the different needs and capacities of people of all gender groups and ages, at all stages of migration. We will continue to strengthen the Organization's commitments on gender mainstreaming in programming and gender equality results. The IOM Gender Marker that we introduced in 2018 for all IOM projects will facilitate better understanding of the experiences of people of all gender groups in migration processes, help to mainstream gender in our programmes and allow us to address the gaps that are identified.

IV. HOW WE WILL DELIVER

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IV. HOW WE WILL DELIVER

Achieving the ambition set out in this Strategy will require a whole-of-organization approach. IOM will not become a development agency, but there is a need to raise to our role as a development actor. This will require an institutional shift in how the Organization understands and frames its work in line with the 2030 Agenda for Sustainable Development. It will also necessitate more joined-up, cross-departmental activities to maximize the potential of the migration and sustainable development nexus. This includes connecting better our humanitarian and development portfolios. These efforts will strengthen rather than take away from IOM's operational nature and ensure that we have greater impact on the ground.

To deliver on this Strategy, IOM will need to build the evidence-base, deepen partnerships across the UN system and beyond, strengthen the capacity of IOM staff and our partners and deliver effective programming. These priorities are reflected in four institutional outputs.

1. Improved policy capacity on migration and sustainable development through a more robust evidence-base and enhanced knowledge management

Internally, we will capitalize on the areas of institutional investment identified in IOM's Strategic Vision – policy capacity, knowledge management and data and innovation – to improve policy capacity on migration and sustainable development. We will bring together more systematically different policy areas across the Organization to deepen policy coherence and joined up approaches to maximize impact on sustainable development. We will bolster IOM's knowledge management capacities by building on existing IOM tools to facilitate knowledge-sharing so that operational experiences and country successes filter up and successful policy interventions filter down. We will enhance the quality and consistency of IOM migration data throughout its lifecycle, as well as improve IOM's own data capacity. These are key priorities for the Organization's forthcoming Data Strategy, and will enable IOM's own operational, case-management and all other data to be used to support the evidence base on migration and sustainable development.

With our partners...

- ▶ We will improve national, regional and international data on migration and development. This will be done by undertaking extensive migration data capacity development with government partners, supporting monitoring of migration-related SDG targets, including by helping advance indicator methodologies (e.g. of SDG indicators 10.7.1, 10.7.2 and 16.2.2), disaggregating other relevant and available national data by migratory status, and encouraging migration to be mainstreamed into other development data initiatives.
- ▶ We will ensure that our efforts are coordinated and, where possible, aligned with other relevant actors working on migration data (e.g. OECD, ILO, UN Department of Economic and Social Affairs (UN DESA), UN Office on Drugs and Crime (UNODC), including through joint organization of the IOM-OECD-UN DESA International Forum on Migration Statistics.
- ▶ We will build the evidence base on the interrelations between migration and sectoral policies which are the building blocks of sustainable development, as well as work towards enhancing methodologies on capturing the development impact of migration.
- ▶ We will contribute to relevant knowledge-sharing platforms and mechanisms and use our communications capabilities more strategically to disseminate factual messages on the relationship between migration and sustainable development. This includes the development of a series of knowledge products to inform evidence-based policymaking. We will use this knowledge to inform and drive global debates and action on migration and sustainable development within and outside the UN.
- ▶ We will participate actively in policy dialogues, as well as processes related to data, monitoring and review of the 2030 Agenda and other multilateral development frameworks (e.g. High-Level Political Forum, Conference of Parties, International Migration Review Forum). We will also engage in relevant global and regional multilateral fora, including those convened by the World Economic Forum, the OECD, the World Bank, and the G7/G20.
- ▶ We will ensure that the UN system's collective policy expertise feeds into the capacity-building mechanism of the UN Network on Migration.

2. Stronger partnerships across the UN Development System and beyond that harness the different expertise and capabilities of relevant actors on migration and sustainable development

Internally, we will embed a culture of collaboration, in line with IOM's Strategic Vision, to bolster partnerships with a broad range of actors, including our UN Development System counterparts. We will focus our efforts on strategic collaborations and operational partnerships in the field that bring different expertise and capabilities together in ways that can accelerate progress on the migration aspects of the SDGs. We recognize that many actors are active in the migration and sustainable development space and that we will achieve greater impact by working closer together. The Global Compact for Migration has created the impetus to frame these partnerships as part of its implementation, including monitoring and review arrangements. IOM's Private Sector Strategy and the findings of an assessment of our engagement with civil society will also serve as important tools to guide our future partnerships.

With our partners...

- ▶ We will use our anchoring in the development pillar of the UN to work towards becoming a member of the United Nations Sustainable Development Core Group.
- ▶ We will identify joint programmes of work with UNDS partners (e.g. Food and Agriculture Organization (FAO), ILO, UN DESA, UNDP, UN Population Fund (UNFPA), UN-Habitat, UNHCR, UN Children's Fund (UNICEF), UNODC, UN-Women, WHO) to accelerate SDG progress in the deliverables that we have laid out.
- ▶ We will engage fully with the new generation of UN Country Teams (UNCTs) to ensure that migration issues, including displacement and other effects of crisis are reflected in Common Country Analysis (CCAs), UNSDCFs and broader UNCT priorities. This includes supporting joint UNCT trainings to integrate migration into UNSDCFs, embarking on joint UN programming taking advantage of new funding streams such as the Joint Fund for the 2030 Agenda, and engaging in Mainstreaming, Acceleration and Policy Support (MAPS) missions.

- ▶ We will use our convening power as coordinator and secretariat of the UNNM to ensure that the many ways in which migration and sustainable development interact are capitalised on in the Global Compact for Migration Implementation. We will also share thematic expertise, guidance and tools to contribute to the collective knowledge and capabilities of the UNNM.
- ▶ We will work very closely with regional and continental bodies, UN regional commissions and consultative processes on migration in order to align the implementation of the Strategy to unique regional development contexts and regional migration trends.
- ▶ We will broaden our engagement and funding, including in crisis affected situations, with key development actors. This will include bilateral development cooperation partners and development finance institutions, such as the World Bank and regional development banks.
- ▶ We will leverage opportunities offered by beefing up our capacities to engage more strategically with non-state actors and in particular with civil society organizations and the private sector and provide a platform for those actors to engage in policy action on migration and sustainable development.

3. Increased capacity to integrate migration in the planning, implementation, monitoring and reporting of the 2030 Agenda for Sustainable Development

Internally, broader institutional efforts to support staff development, in line with IOM's Strategic Vision, will be capitalized on to equip staff at global, regional and country level with the necessary knowledge and skills to support Member States to deliver on the migration-related SDGs. We will deliver dedicated trainings for IOM field missions at country and regional level on migration and its relevance to the 2030 Agenda, including on how to articulate collective outcomes relevant to migration and displacement in HDPN settings.

With our partners...

- ▶ We will continue to train and support national and local governments to implement the migration related SDGs as per the methodology contained in IOM's Migration and the 2030 Agenda: A Guide for Practitioners. This includes supporting governments to identify priorities, develop interventions and report on the migration-related SDGs through ongoing data capacity-building.

- ▶ We will expand our support to national and local governments to mainstream migration into development planning and policy processes, ensuring horizontal and vertical policy coherence so that the development impact of migration is maximized.
- ▶ We will support bilateral development cooperation partners to better integrate migration considerations in their international development policies and assistance programming.
- ▶ We will expand the set of tools that are available to support policymakers to take practical action on the SDG-migration connections, including specific sectoral guidance for key development sectors (e.g. health, education, etc.).

We will advocate for joint analysis and collective outcomes geared towards addressing drivers of displacement and to durable solutions to protracted displacements.

4. High quality migration programming that contributes to positive development outcomes

Internally, we will draw on the evidence-base and lessons learned to deliver better designed and targeted migration programming that demonstrates development impact. This will require us to provide technical guidance to regional offices and country missions on how to integrate/mainstream development objectives into IOM programming, including through the HDPN in crisis contexts. We will also need to establish ways to ensure that our own data can be used to improve our programming. IOM's Strategic Vision recognizes the need to reflect more on project experiences and to invest in evaluation capacity. We will ensure that institutional efforts in this regard also consider how IOM programming contributes to positive development outcomes.

With our partners...

- ▶ We will demonstrate the development impact of our programming by developing and defining more robust ways to measure and report on results. We will ensure that the approach we adopt is consistent with the processes and procedures that are being developed across the UNDS and aligned with collective outcomes in settings where these are developed.

- ▶ We will advocate for programming geared towards conditions more suitable to development efforts, in line with the OECD-DAC recommendation on the HPDN, and that such efforts are more systematically funded.
- ▶ We will contribute to a comparable interpretation and application of the OECD-DAC code on migration.

V. LOOKING FORWARD

This Strategy grounds IOM's approach and priority interventions to leverage migration for sustainable development outcomes. Delivering on it will involve a whole-of-organization effort.



V. LOOKING FORWARD

This Strategy grounds IOM's approach and priority interventions to leverage migration for sustainable development outcomes. Delivering on it will involve a whole-of-organization effort. The Strategy will be relevant to IOM's operations in countries at all phases of the migration process (origin, transit, destination, and return) and at all development levels, reflecting the universality of the 2030 Agenda for Sustainable Development. It is recognized, however, that implementation of the Strategy may look quite different across the globe depending on individual country contexts and in accordance with national policies and priorities.

We will draw up an internal delivery plan that identifies concrete actions and expected results to support the implementation of the Strategy. The delivery plan will be a living document that is updated at regular intervals. It will be accompanied by a resource mobilization plan that details how resources – both human and financial – will be allocated to support this work.

A Steering committee comprising Directors of IOM departments and regional offices will be established to oversee the implementation of the Strategy. It will meet quarterly to review and approve the delivery plan and to monitor overall progress.

We will update our membership periodically on progress against the Strategy and the actions in the accompanying delivery plan. The IOM–UN Working Group would be an appropriate forum to do this.



DECADE OF >>> ACTION