

**STANDING COMMITTEE ON PROGRAMMES AND FINANCE**

**Twenty-fifth Session**

**SUMMARY OF THE IOM INSTITUTIONAL STRATEGY ON MIGRATION AND  
SUSTAINABLE DEVELOPMENT 2019–2023**



## **SUMMARY OF THE IOM INSTITUTIONAL STRATEGY ON MIGRATION AND SUSTAINABLE DEVELOPMENT 2019–2023**

### **The opportunity**

1. The inclusion of migration in the 2030 Agenda for Sustainable Development presents a momentous opportunity for IOM and its partners to assess and actively focus on the impact of migration on a range of development issues and to better understand how development can affect migration and migrants. The Sustainable Development Goals (SDGs) – and the commitment to leave no one behind and to reach the furthest behind – will not be achieved without due consideration of migration. The entry of IOM into the United Nations system brought the Organization into the United Nations Sustainable Development Group. 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 global discussions on migration and sustainable development.

2. In addition, the reform of the United Nations development system brings substantial changes to the way the United Nations operates in-country, with the 2030 Agenda now positioned as the central and overarching framework guiding United Nations development activities. In this new context, IOM must harness the opportunity that the reform brings and work in partnership across the United Nations development system and beyond to maximize the potential of migration for the achievement of sustainable development outcomes.

3. IOM also has a responsibility to respond to the “New way of working”, which aims to enhance collaboration between the humanitarian and development spheres. 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 crises and displacement.

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

### **The migration and sustainable development nexus**

5. 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 itself is also affected by development. For example, development can encourage migration, while migration can also be a consequence of development deficiencies and crises. The development contexts in which people live, where they move to and the places through which they travel can all shape the resources and opportunities available to, and aspirations and motivations of, migrants and communities affected by migration. The relationship between migration and sustainable development is complex and context-specific and the impacts can be both positive and negative.

6. Both development-focused and migration-specific interventions should be better designed, coordinated and evaluated to maximize the benefits of the migration and sustainable development nexus. Successful cooperation should be anchored in mutually agreed goals and priorities, balancing

development and migration objectives, as well as in realistic expectations about likely outcomes and the expected results timeline. 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 to devise evidence-based policies.

### **IOM's approach**

7. The Strategy will guide IOM's approach to supporting the implementation of the 2030 Agenda and other relevant multilateral development frameworks, such as the Addis Ababa Action Agenda, the Paris Agreement, the Sendai Framework for Disaster Risk Reduction 2015–2030, the New Urban Agenda, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Global Compact for Safe, Orderly and Regular Migration, taking into account national policies and priorities and the approach defined in the IOM Strategic Vision.

8. The Strategy is aligned with the Migration Governance Framework, the Migration Crisis Operational Framework and other operational frameworks and is underpinned by a rights-based approach. It is complementary to – and aims to identify further synergies with – the IOM Principles for Humanitarian Action and existing commitments to advancing the humanitarian, development and peace nexus, noting that IOM is furthering its approach in this regard.

9. The realization of this will rest on three outcomes with corresponding deliverables that are defined below. These flow from the IOM Strategic Vision and cut across each of the strategic priorities identified therein: resilience, mobility and governance. The Strategy outlines a whole-of-organization approach to more comprehensively integrating migration and development policymaking and programming within IOM's activities.

10. To achieve this, three main outcomes with corresponding deliverables have been identified:

(a) **Human mobility is increasingly a choice.**

- (i) IOM will assist governments and work with other partners to assess and address the drivers and structural factors that compel people to move.
- (ii) IOM will support governments in enhancing pathways for safe and regular migration.

(b) **Migrants and their families are empowered as development actors.**

- (i) IOM will uphold and protect the rights of migrants and displaced populations.
- (ii) IOM will promote durable solutions for displaced populations and host communities.
- (iii) IOM will harness migrants' economic and social capital for broad-based development.

(c) **Migration is increasingly well governed.**

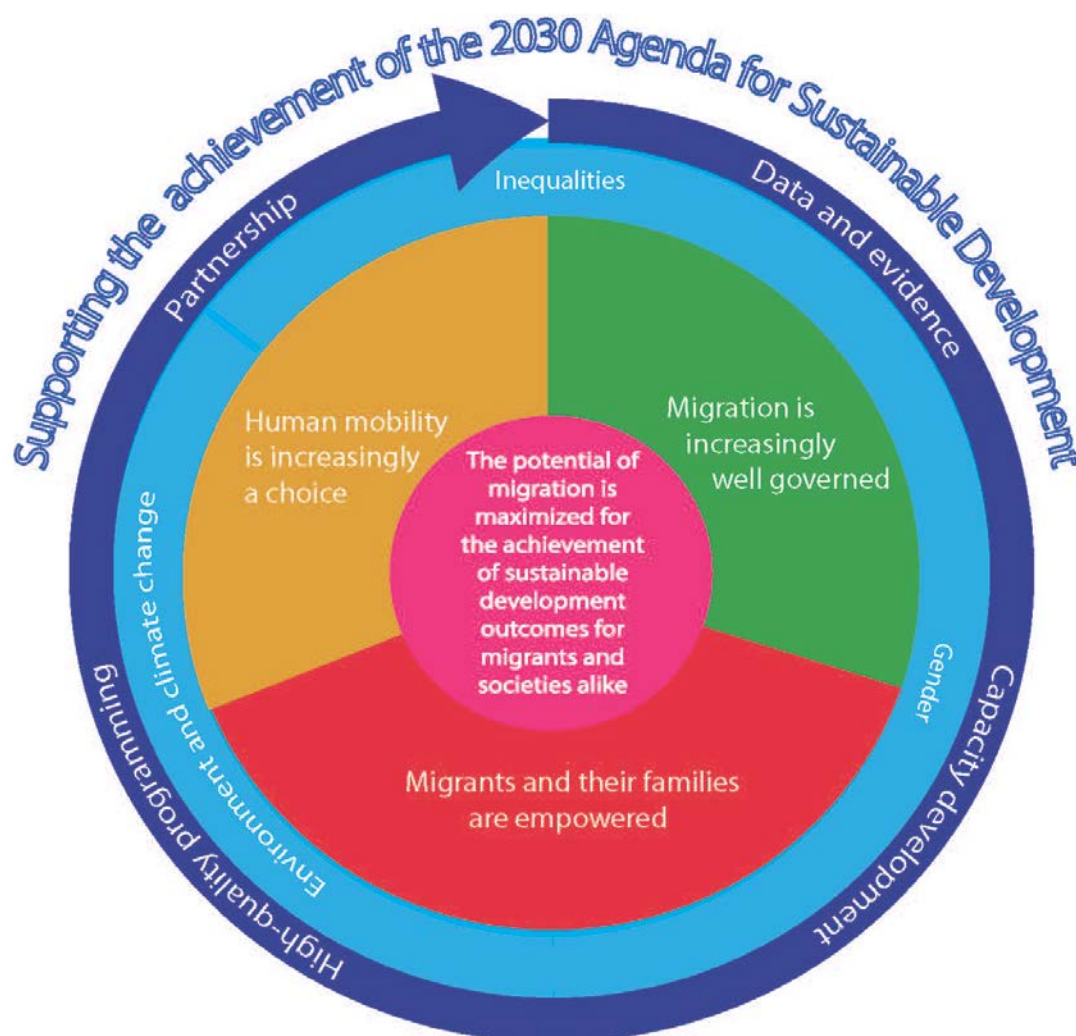
- (i) IOM will strengthen institutions and systems to institute good migration governance.
- (ii) IOM will advocate policy coherence to harness the linkages between migration and development.
- (iii) IOM will empower decentralized government structures to implement the 2030 Agenda, particularly migration aspects, in ways that are responsive to their context and the realities that they face on the ground.

11. The Strategy gives due consideration to current megatrends related to migration, such as increased transnationalism connected to the globalization of economies; demographic imbalances between regions; the digitalization of work; and the rapid urbanization of the world. These megatrends

will have a bearing on the future migration landscape and, if they are not duly considered, the contribution of migration to the achievement of sustainable development outcomes could be jeopardized.

12. The Strategy is underpinned by a rights-based approach and will also ensure that three cross-cutting issues are systematically addressed, namely: (a) inequalities; (b) the environment and climate change; and (c) gender. These cross-cutting issues are integral to maximizing the potential of migration for the achievement of sustainable development outcomes and will be mainstreamed across the Organization's approach, building on existing initiatives that are already under way.

### Theory of change for the IOM Institutional Strategy on Migration and Sustainable Development 2019–2023



#### How IOM will deliver

13. Achieving the ambitions set out in the Strategy will require an institutional shift in how the Organization understands and frames its work in line with the 2030 Agenda. It will also necessitate more joined-up, cross-departmental activities to maximize the potential of the migration and sustainable development nexus. This includes better connecting the Organization's humanitarian and

development portfolios. These efforts will strengthen – rather than take away from – IOM’s operational nature and will ensure that the Organization has greater impact on the ground.

14. It will also be necessary to build the Organization’s collaborative capacity so that it can operate successfully and efficiently within the enhanced coordination and pooled funding mechanisms that have been put in place through the reform of the United Nations development system. This will entail broadening IOM funding sources and enhancing its engagement – including in crisis situations – with key actors, such as bilateral development cooperation partners and development finance institutions (e.g. the World Bank and regional development banks).

15. To deliver the Strategy, IOM will need to build its evidence base, expand partnerships across the United Nations system and beyond, strengthen the capacity of IOM staff and partners, and deliver effective programming. The Organization will be able to capitalize on institutional investment in the areas identified in the IOM Strategic Vision – policy capacity, knowledge management and data and innovation – in order to improve its policy capacity on migration and sustainable development. A culture of collaboration will be embedded in the Organization’s activities to bolster partnerships with a broad range of actors, including with counterparts within the United Nations development system. Emphasis will be placed on strategic collaborations and operational partnerships in the field that bring together different expertise and capabilities in ways that can accelerate progress on the migration-related aspects of the SDGs. These priorities are reflected in the following four institutional outputs:

- (a) Improved policy capacity on migration and sustainable development through a more robust evidence base and enhanced knowledge management;
- (b) Stronger partnerships across the United Nations development system and beyond that harness the different expertise and capabilities of relevant actors on migration and sustainable development;
- (c) Increased capacity to integrate migration into the planning, implementation and monitoring of and reporting on activities to implement the 2030 Agenda;
- (d) High-quality migration programming that contributes to positive development outcomes.

### **Looking forward**

16. An internal delivery plan that identifies concrete actions and expected results to support the implementation of the Strategy will be drawn up. The plan will be a living document that is updated at regular intervals and 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 from Headquarters and the regional offices, will be established to oversee the implementation of the Strategy. Updates on progress will be provided periodically to the membership through the Working Group on IOM–UN Relations and Related Issues.