



INTEGRATING MIGRATION INTO URBAN DEVELOPMENT INTERVENTIONS



A TOOLKIT FOR INTERNATIONAL
COOPERATION AND DEVELOPMENT
ACTORS

Funded by



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Cover photo: Bhola slum, Dhaka, started to be built by migrants affected by river erosion, many of them lost their land to the river. Nowadays the population of the slum is a mixture of economical and climate change migrants. Bangladesh, Southern Asia. © IOM 2016/ Amanda Nero.

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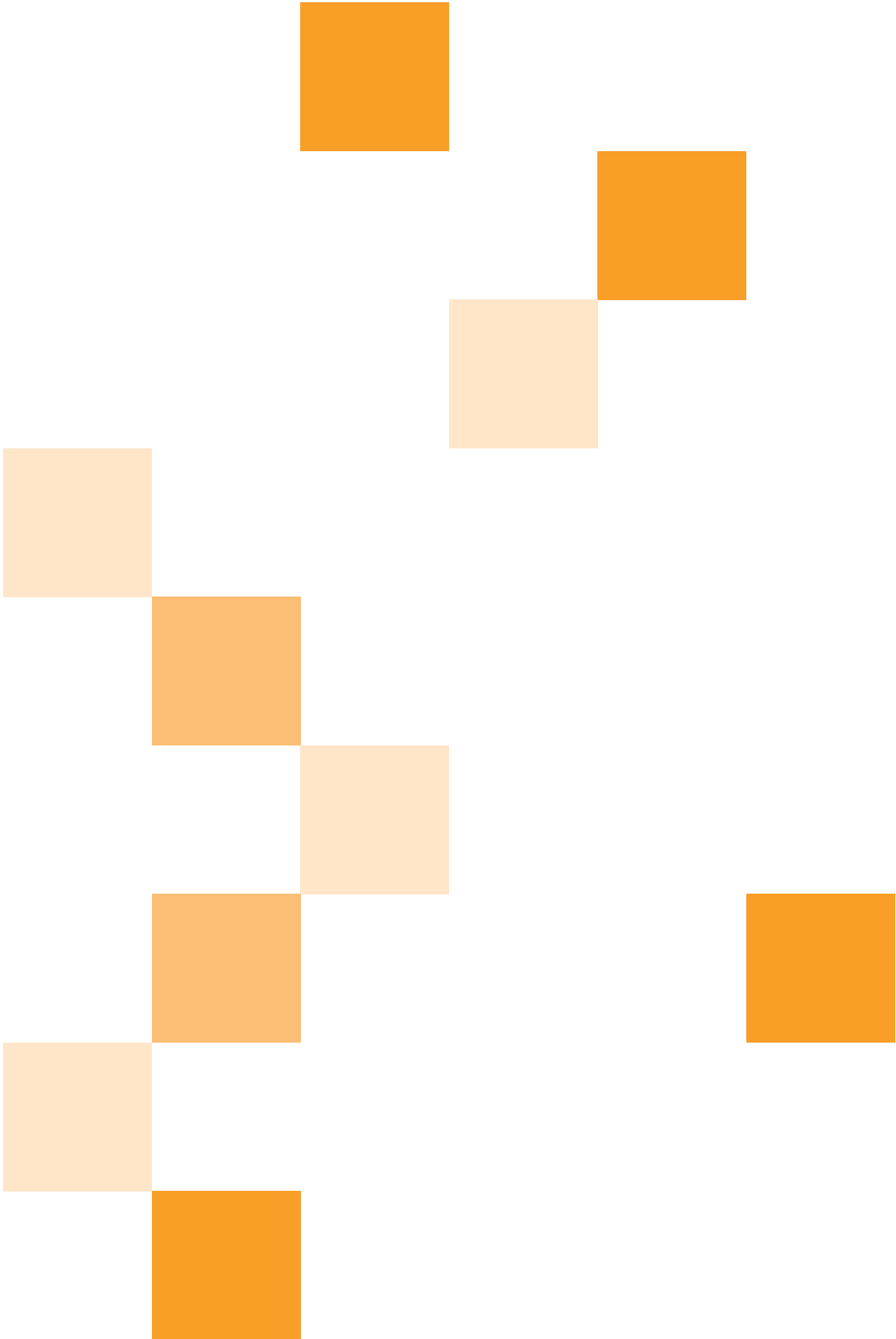


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ACRONYMS

CSO	Civil Society Organization
DAC	Development Assistance Committee
DESA	United Nations Department of Economic and Social Affairs
DRR	Disaster Risk Reduction
DTM	Displacement Tracking Matrix
EC	European Commission
EU	European Union
GUO	Global Urban Observatory
IDPs	Internally Displaced Persons
ICPD	International Conference on Population and Development
IOM	International Organization for Migration
ITC-ILO	International Training Centre of the International Labour Organization
ILO	International Labour Organization
JMDI	UN Joint Migration and Development Initiative
MMICD	Mainstreaming Migration into International Cooperation and Development
NGO	Non-Governmental Organization
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goal
SuRe®	Standard for Sustainable and Resilient Infrastructure
UN	United Nations
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UN-Habitat	United Nations Human Settlements Programme
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women

GLOSSARY OF TERMS¹

A note on terminology: In this Toolkit, the term *migration* refers to any movement of persons away from their place of usual residence. Migration can take many forms and includes immigration, emigration, displacement, etc. The term *migrants* is inclusive of regular and irregular migrants, international and internal migrants, and displaced persons, among others.

This is the common terminology used throughout the Toolkit. However, given the specificities of different types of migration (e.g. displacement) and categories of migrants (e.g. displaced persons), distinct references are made to these terms in certain sections of the Toolkit, where relevant. See the Glossary of Terms below for more information on specific migration-related terminology used.

Bilateral labour arrangements: All forms of bilateral arrangements between States, regions and public institutions that provide for the recruitment and employment of foreign short- or long-term labour.

Border management: The administration of measures related to authorized movement of persons (regular migration) and goods, whilst preventing unauthorized movement of persons (irregular migration) and goods, detecting those responsible for smuggling, trafficking and related crimes and identifying the victims of such crimes or any other person in need of immediate or longer-term assistance and/or (international) protection.

Circular migration: A form of migration in which people repeatedly move back and forth between two or more countries.

Country of destination: In the migration context, a country that is the destination for a person or a group of persons, irrespective of whether they migrate regularly or irregularly.

Country of origin: In the migration context, a country of nationality or of former habitual residence of a person or group of persons who have migrated abroad, irrespective of whether they migrate regularly or irregularly.

Country of transit: In the migration context, the country through which a person or a group of persons pass on any journey to the country of destination or from the country of destination to the country of origin or the country of habitual residence.

Cross-border displacement: The movements of persons who have been forced or obliged to leave their homes or places of habitual residence and move across international borders.

Diaspora: Migrants or descendants of migrants whose identity and sense of belonging, either real or symbolic, have been shaped by their migration experience and background. They maintain links with their homelands, and to each other, based on a shared sense of history, identity, or mutual experiences in the destination country.

Disaster risk reduction: Policy objective to prevent new and reduce existing disaster risk and managing residual risk, all of which contribute to strengthening resilience and therefore to the achievement of sustainable development.

Displacement: The movement of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-induced disasters.

Early warning system (disaster): An integrated system of hazard monitoring, forecasting and prediction, disaster risk assessment, communication and preparedness activities systems and processes that enables individuals, communities, governments, businesses and others to take timely action to reduce disaster risks in advance of hazardous events.

1. Unless otherwise stated, the terms in this glossary are drawn from the IOM Glossary on Migration (2019a).

Environmental migration: A person or group(s) of persons who, predominantly for reasons of sudden or progressive changes in the environment that adversely affect their lives or living conditions, are forced to leave their places of habitual residence, or choose to do so, either temporarily or permanently, and who move within or outside their country of origin or habitual residence.²

Integration: The two-way process of mutual adaptation between migrants and the societies in which they live, whereby migrants are incorporated into the social, economic, cultural and political life of the receiving community. It entails a set of joint responsibilities for migrants and communities and incorporates other related notions such as social inclusion and social cohesion.

Internal migrant: Any person who is moving or has moved within a State for the purpose of establishing new temporary or permanent residence or because of displacement.

Internally displaced persons: Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-induced disasters, and who have not crossed an internationally recognized State border.

Irregular migration: Movement of persons that takes place outside the laws, regulations, or international agreements governing the entry into or exit from the State of origin, transit or destination.

Labour migration: Movement of persons from one State to another, or within their own country of residence, for the purpose of employment.

Migrant: An umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons. The term includes a number of well-defined legal categories of people, such as migrant workers; persons whose particular types of movements are legally defined, such as smuggled migrants; as well as those whose status or means of movement are not specifically defined under international law, such as international students.

Migrants in vulnerable situations: Migrants who are unable to effectively enjoy their human rights, are at increased risk of violations and abuse and who, accordingly, are entitled to call on a duty bearer's heightened duty of care.

Migration: The movement of persons away from their place of usual residence, either across an international border or within a State.

Protracted displacement: A situation in which displaced persons, internally displaced persons (IDPs) and/or other displaced persons have been unable to return to their habitual residence for three years or more, and where the process for finding durable solutions, such as repatriation, integration in host communities, settlement in third locations or other mobility opportunities, has stalled.

Reintegration: A process which enables individuals to re-establish the economic, social and psychosocial relationships needed to maintain life, livelihood and dignity and inclusion in civic life.

Remittances (migrant): Personal monetary transfers, cross-border or within the same country, made by migrants to individuals or communities with whom the migrant has links.

2. There is no international agreement on a term to be used to describe persons or groups of persons that move for environment related reasons. This definition of environmental migrant is not meant to create any new legal categories. It is a working definition aimed at describing all the various situations in which people move in the context of environmental factors.

Resilience: In the context of humanitarian, development, peacebuilding, and security policies and operations, the ability of individuals, households, communities, cities, institutions, systems, and societies to prevent, resist, absorb, adapt, respond and recover positively, efficiently, and effectively when faced with a wide range of risks, while maintaining an acceptable level of functioning and without compromising long-term prospects for sustainable development, peace and security, human rights and well-being for all.

Return migration: In the context of international migration, the movement of persons returning to their country of origin after having moved away from their place of habitual residence and crossed an international border. In the context of internal migration, the movement of persons returning to their place of habitual residence after having moved away from it.

Rural–urban migration: The movement of people from a rural to an urban area for the purpose of establishing a new residence.

Social remittances: The transfer of ideas, behaviours, identities and social capital from migrants to their communities of origin.

Trafficking in persons: The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs.

Urbanization: The occurrence of increasing proportion of a population that is living in urban areas.

Urban–urban migration: The movement of people from one urban area to another urban area for the purpose of establishing a new residence.

Vulnerability: Within a migration context, vulnerability is the limited capacity to avoid, resist, cope with, or recover from harm. This limited capacity is the result of the unique interaction of individual, household, community, and structural characteristics and conditions.

Vulnerable group: Depending on the context, any group or sector of society (such as children, the elderly, persons with disabilities, ethnic or religious minorities, migrants, particularly those who are in an irregular situation, or persons of diverse sex, sexual orientation and gender identity (SSOGI)) that is at higher risk of being subjected to discriminatory practices, violence, social disadvantage, or economic hardship than other groups within the State. These groups are also at higher risk in periods of conflict, crisis or disaster.

To learn more, see [IOM's Glossary on Migration \(2019a\)](#).

INTRODUCTION

The *Toolkit on Integrating Migration into Urban Development Interventions* is part of a series of tools developed under the Mainstreaming Migration into International Cooperation and Development (MMICD) project, funded by the European Union (EU) and implemented by the International Organization for Migration (IOM). It complements the MMICD's core Guidelines on *Mainstreaming Migration into International Cooperation and Development* and is one of its practical Toolkits³ for putting migration mainstreaming into practice. This Toolkit was developed in partnership with the United Nations Human Settlement Programme (UN-Habitat).

Purpose: This Toolkit is intended to provide concise, operational, and user-friendly information and tools to support partners to understand how migration can be reflected in the design, implementation, monitoring and evaluation of development cooperation interventions (i.e. projects or programmes) that have an urban development focus. Although there is no one size fits all approach for integrating migration into urban development interventions, the tools can be adapted to various contexts to make development cooperation more coherent and effective by harnessing the development potential of migration and ensuring that any related challenges and/or opportunities are fully assessed.

Sub-sectors: Most of the content of the Toolkit is categorized into four “sub-sectors”, which capture the main connections between migration and urban development (although non-exhaustive).⁶ The sub-sectors highlighted in this Toolkit include:



**URBAN LEGISLATION
AND GOVERNANCE**



**URBAN PLANNING,
HOUSING AND BASIC
SERVICES**



**URBAN ECONOMY
AND FINANCE**



**URBAN
RESILIENCE**

Audience: This Toolkit has been designed to be used by international cooperation and development actors⁴ working in, or with, the urban development sector. While the specific target audience are international cooperation and development actors, it can also be useful for other partners who are engaged in designing, implementing, and/or evaluating interventions.

Structure: The Toolkit is divided into the following sections:

1. **Background:** The first section includes a brief overview of the linkages between migration and the urban development sector to provide a general understanding of the ways in which both interact.
2. **Tools:** The second section includes a set of user-friendly tools to support international cooperation and development actors with the integration of migration into urban development interventions, focusing on different phases of the intervention cycle.⁵

Following Section 2, there are a series of Annexes, including key global frameworks and commitments, EU development cooperation in this sector, other sector-specific guidelines and tools, guiding principles, data sources, examples of relevant Sustainable Development Goal (SDG) targets, and the continuation of the indicator bank.

3. This Toolkit is one of eleven other Toolkits that complement the Guidelines on Mainstreaming Migration into International Cooperation and Development. Other Toolkits include: Standard Toolkit, COVID-19 Toolkit, and nine sector toolkits on (i) health, (ii) environment and climate change, (iii) employment, (iv) governance, (v) private sector development and trade, (vi) rural development, (vii) security, (viii) urban development, (ix) education.
4. Specifically, EU institutions and EU delegations, EU member States, development partners, government authorities in partner countries and other donors (including traditional (bilateral and multilateral) and non-traditional (private sector, foundations, etc.).
5. The intervention cycle in this Toolkit is informed by the phases used by the European Commission in its development cooperation efforts.
6. The sub-sectors addressed in this Sector Toolkit are aligned with the 2016 [New Urban Agenda](#) and priority areas of EU development cooperation in the field of urbanization, considering the conceptualizations of the 2017 [European Consensus for Development](#), the European Commission's 2017 [Urban Development Regional Policy Statement](#).



SECTION 1

BACKGROUND



Over half of the world's population lives in cities, and almost all population growth in the foreseeable future is expected to occur in urban areas (DESA, 2018). Around half of this urban growth is projected to happen through migration, mostly regional or internal migration rather than international migration across borders. Displacement is also increasingly urban as most displaced persons and internally displaced persons (IDPs) now reside in urban settings rather than camps (ODI, 2015). The movement of people from rural⁷ areas to urban areas, between urban settlements of various sizes, and from one country to the other, will continue to affect urban population growth, as well as the distribution of people within urban areas. Acknowledging and strengthening the social and economic linkages between urban and rural areas can support integrated territorial development and impact migration patterns.

Cities are often at the frontline for integrating migrants and facilitating their social and economic inclusion, responsible for developing and implementing urban programmes and the management of service delivery systems (JMIDI). City and local governments, in many contexts, directly deal with the practical realities of managing and providing for the education, health, housing, and social service needs of migrants, as well as documentation and legal identification processes (IOM, 2014). While migration policies are often national level responsibilities, cities can and often integrate migration concerns and respond to the needs of migrants at city level to foster social cohesion.

COVID-19 pandemic: The COVID-19 pandemic is profoundly impacting migrants and their communities, as well as migration at local and global level. COVID-19 highlights the critical role local governments play as front-line responders in crisis response, recovery and rebuilding. However, there remains an urgent need to transform cities to respond to the reality of COVID-19 and potential future pandemics, and to recover better, by building more resilient, inclusive and sustainable cities. In recognition of the interlinkages between migration and COVID-19, IOM has developed a [Toolkit on Integrating Migration into COVID-19 Socioeconomic Response](#) (2020).

In order to explain the main connections between migration and urban development, the content of this Toolkit is divided into the following sub-sectors:



**URBAN LEGISLATION
AND GOVERNANCE**



**URBAN PLANNING,
HOUSING AND BASIC
SERVICES**



**URBAN ECONOMY
AND FINANCE**



**URBAN
RESILIENCE**

7. Refer to the [Toolkit for Integrating Migration into Rural Development Interventions](#) for more information.

I URBAN LEGISLATION⁸ AND GOVERNANCE⁹

Urban governance structures are cross-cutting by nature, with strong linkages across sectors such as housing, service provision, infrastructure, or employment.¹⁰ Such governance structures identify institutions responsible for coordination and oversight, which define and impact the needs, interests, rights, and responsibilities of migrants. Effective and coherent legal, institutional and governance frameworks that are inclusive of migrants, including displaced persons, are essential for ensuring rights-based approaches and the equitable management of resources. These are core prerequisites to improve social cohesion and effectively integrate migration into urban development plans, policies, and programmes.

Although migration related policies are traditionally regulated at national level, local authorities are often required to formulate and implement policies related to migration and exchange knowledge and information

with other levels of government. With the growing complexity of policies being formulated at various levels and competencies of governments, whole-of-government approaches can improve coordination and coherence. Local authorities, in particular, have a unique capacity to bring urban actors and different (urban) stakeholders together to respond to the needs and experiences of different types of migrants.

To better include migration dynamics into urban legislation and public decision-making, it is crucial to have data on migration that is disaggregated and includes information at local level.¹¹ Another integral component of governance is local representation and engagement. For strong urban governance structures, all relevant urban stakeholders – including migrants¹² – need to be included in decision-making and implementation processes.

II URBAN PLANNING, HOUSING AND BASIC SERVICES

Inclusive, sustainable, and evidence-based urban planning can help ensure that urban services and infrastructure¹³ are developed in line with a vision for integrated territorial development that considers urban growth due to migration. By mainstreaming migration data with cross-sectoral spatial data, cities can prepare for urban growth by developing scenarios and allocating areas¹⁴ in master plans or zoning laws for extension, densification or renovation to accommodate such movements. Failure to plan for growing urban populations can put pressure on urban services; increase competition on housing and land; and amplify existing disfunctions in urban systems. This can contribute to xenophobia and social tensions; create new informal settlements; exacerbate urban poverty; and increase vulnerability to gender-based violence and exploitation.

These compounded pressures are acutely witnessed in the housing sector in cities, where migrants tend to face difficulties in affording adequate housing and greater obstacles in accessing public housing and housing benefits. As a consequence, migrants are often prone to poor and overcrowded living conditions, and – in private rental housing – migrants can easily be discriminated against, especially when they are uninformed of their rights. Migrants are also more vulnerable to forced evictions and homelessness, which can be attributed to a lack of awareness of their rights in destination countries or precarious employment situations.

Inadequate planning, combined with sudden and unpredictable human mobility, contributes to long-term social and spatial segregation in cities. The lack, or limited

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8. Urban legislation defines conditions for access to land, infrastructure, housing, basic services; lays out rules for planning and decision-making; and guides the improvement of livelihoods and living conditions by setting requirements for urban development initiatives. It also sets the context and rules of the game within which urban authorities, local governments and communities are expected to fulfil their mandate and react to emerging challenges in a manner that is transparent, participatory, inclusive and responsive.
 9. Governance is about how power is distributed and shared, how policies are formulated, priorities set, and stakeholders made accountable. It encompasses a diverse range of actors in decision-making processes as well as the formal and informal structures that have been set in place to arrive at, and implement, decisions. In the urban context, it is the process by which governments and stakeholders collectively decide how to plan, finance and manage urban areas.
 10. For example, a given city may have policies to ensure that all children have access to schooling regardless of migration status, yet health officials may not provide services to migrants and therefore migrant children who may need a vaccination card in order to be enrolled in school will not be able to attend.
 11. This often means overcoming challenges of accessing relevant data, especially when dealing with irregular migration or internal rural-urban migration.
 12. In the case of displaced persons, this means understanding their views towards durable solutions so that city and local-level policies ensure adequate protection and respect their personal agency. For more information see: UN-Habitat and UNHCR (2020), *Guidance for Responding to Displacement in Urban Contexts*.
 13. References to infrastructure in this guide relate to waste management, access to sustainable energy options, water and sanitation, amenities, transport, health and educational facilities.
 14. Those areas should be planned while taking into account the principles for urban sustainability – including adequate compactness, social inclusion, mix-use, connectivity and resilience to climate change and other shocks.

availability of sanitation, overcrowded living conditions, reduced habitability of the housing conditions, as well as a lack of services such as waste management, health, education, and safe public spaces, make living conditions inadequate. When basic human rights such as housing and sanitation for migrants are not considered in urban

planning, migrants' livelihoods and participation in the community can be negatively impacted. Centralized coordination and management mechanisms in urban areas can help to ensure that resources are mobilized in a way that optimizes migrants' well-being and provides clear and coherent pathways for inclusion.¹⁵

III URBAN ECONOMY AND FINANCE

Moving to urban areas can be a strategy for poverty reduction for migrants, their families and/or communities. Urban areas offer numerous social and economic benefits, including employment and education opportunities and services that may not be available in rural settings. Business start-ups, access to jobs, existing networks and support systems and more training courses can also improve livelihoods for migrants in urban areas, as well as for those that stayed behind and are receiving remittances. When migrants are able to access these opportunities, they can more seamlessly contribute to the social, cultural and economic capital of their communities.

Migrants can play an important role in urban economies. They can add to the labour force, serve as investors and contribute to the city's tax revenue through personal taxes, licensing (e.g. business permits) and user fees (parking, markets, water, sewage, etc.). This additional income for cities can then be used to increase service provision in cities (including specific services important for migrants' inclusion). Well-maintained city facilities and a good level of (administrative and social) service provision will support attracting further investments and business opportunities and build trust in governments. In places of origin, government entities can also maintain formal and informal links with cities of destination, diaspora, or return migrants, who can be a source of training, mentoring and commerce.

IV URBAN RESILIENCE¹⁶

In an increasingly urban world, many cities have been or are exploring how to prepare for, and respond to, population growth and related pressures, including environmental degradation and the impacts of climate change, water scarcity, and food insecurity. Migration can be a powerful opportunity for building urban resilience, contributing to economic growth as well as mitigation, preparedness, response, and recovery in situations of crisis. However, when resilience building efforts are limited, migration may be viewed as a challenge to overcome and migrants may be categorically referred to only as a "vulnerable" group.

To build urban resilience, local authorities need to have the necessary capacity, knowledge and resources to

respond and plan for migration, including displacement. An enhanced understanding of the shocks (e.g. floods and droughts, disease outbreak, conflict) and stressors (e.g. inefficient transport systems, poor urban planning, poor or under-resourced health services) experienced in the urban area is required in order to improve its development trajectory and resilience. Other externalities, such as developments in rural areas, can also impact urban communities' resilience. To ensure that urban resilience strategies are inclusive, context-relevant, and holistic, relevant authorities should integrate migration into resilience plans through a systems approach, including the integration of migrants in contingency planning and "building back better" processes.

15. UN-Habitat (2018) *Mayoral Forum on Migration and Development, Housing Policy Brief*, Marrakech.

16. Urban resilience can be defined as "the measurable ability of any urban system, with its inhabitants, to maintain continuity through all shocks and stresses, while positively adapting and transforming toward sustainability." (UN-Habitat, 2022).



SECTION 2

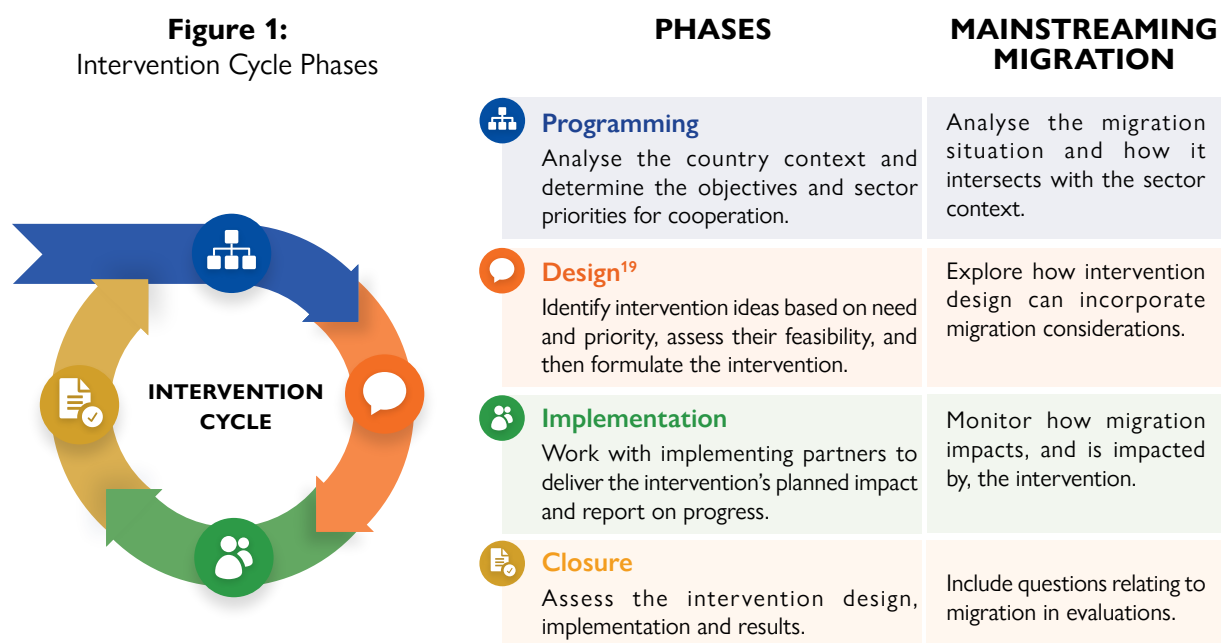
TOOLS

WHY USE THESE TOOLS?

With the support of the tools in this Toolkit, international cooperation and development actors can operationalize a migration mainstreaming approach. This means understanding how migration – in all its forms¹⁷ – can be integrated in the design, implementation, and/or evaluation of urban development interventions, based on the context. Integrating migration into urban development interventions not only supports the inclusion of migrants, but also enhances development cooperation interventions by making them more coherent and effective.

WHEN AND HOW TO USE THE TOOLS?

The tools are intended to be used at the various phases of the intervention cycle.¹⁸ They include guiding questions, checklists, and examples of project interventions to help users explore the concepts and connections with migration. The tools are designed to be adapted and used, regardless of region, country, and/or other contextual factors. They are not intended to be prescriptive, but rather guide or inform the mainstreaming of migration throughout the intervention cycle:



17. See the [Glossary of Terms](#) for more information.

18. The above intervention cycle phases are those used by the European Commission in its international cooperation and development work. However, different organizations use different language to describe the phases of the project or programme cycle. Despite the differences in language, in general most organizations and agencies follow a similar approach to planning, management, monitoring and evaluation of their development cooperation interventions, and therefore the approach used in this Toolkit should still be applicable.

19. According to DG INTPA guidance, identification (early design) and formulation (final design) phases could be merged into a single design phase, considering pragmatically that an intervention might not be fully identified until it is formulated.

Figure 2:
Breakdown of the Tools

Tool 1: Quick Diagnostic

Provides an entry point for mainstreaming migration.



Tool 2: Situation Analysis

Gathers information and evidence to inform a more nuanced understanding of the connection between migration and urban development in a given context.



Tool 3: Policy Checklist

Explores the governance environment in relation to migration and urban development in a given context.



Tool 4: Stakeholder Analysis

Identifies which stakeholders should be consulted during programming and, as well as those who may be suitable partners and/or beneficiaries (direct and indirect) in an intervention.



Tool 5: Problem Analysis

Unpacks barriers or bottlenecks, from a migration perspective, and arrives at potential interventions to address them.



Tool 6: Risk Analysis

Highlights potential migration-related risks to an intervention, as well as measures to mitigate these.



Tool 7: Theory of Change

Helps with the formulation of the results logic of an intervention, including ensuring that it incorporates and responds to migration-related factors identified.



Tool 8: Indicator Bank

Provides a comprehensive set of indicators (aligned with the Sustainable Development Goals (SDGs), as far as possible) that can be integrated, or adapted for, an intervention.



Tool 9: Project Design Checklist

Offers a quick reference tool to ensure that migration has broadly been mainstreamed into project design.



Tool 10: Project Monitoring Checklist

Provides a quick reference tool to identify the extent to which migration has been integrated into project activities.



Tool 11: Project Evaluation Checklist

Offers a quick reference tool to evaluate how well migration was mainstreamed in an intervention.



TOOL 1: QUICK DIAGNOSTIC

Why use this tool?

The Quick Diagnostic is intended to be a “starting point” to mainstream migration within an urban development intervention. It can help to identify areas where migration could be integrated within the Programming Document or Action Document²⁰ and provide a foundation to further explore the subsequent tools.

When to use this tool?

This Tool should be the first point of reference for mainstreaming migration into an intervention. However, it can be used at any, or all, phases of the cycle.



How to use this tool?²¹

The user can reflect on the questions to explore the different areas (e.g. justification, stakeholders, results) within a Programming Document or Action Document where migration could be (or was) mainstreamed. The Guiding Principles in Annex IV should also be kept in mind when using this tool. Depending on the need, other tools can be consulted to better understand and address the areas requiring further attention.

Areas	Questions
Analysis and Justification	Has an analysis been conducted on the migration-related situation (e.g. rural to urban migration flows, migrant integration in urban areas, migrant access to services in urban areas)? <i>For support, go to the Situation Analysis Tool</i>
Stakeholders and Participation	Are migration-related groups, associations, or other relevant stakeholders involved in the design, implementation, and evaluation of the action? <i>For support, go to the Stakeholder Analysis Tool</i>
Policy Dialogue	Has the specific situation of migrants and their communities affected by migration been raised in discussion with public authorities? <i>For support, go to the Policy Checklist Tool</i>
Results Framework	Are the outcomes, outputs and activities designed to reflect the different needs and contributions of migrants and their communities? <i>For support, go to the Theory of Change Tool</i>
Data and Statistics	Has data and indicators for the intervention been disaggregated by migration status where appropriate and applicable? <i>For support, go to the Indicator Bank Tool</i>

20. These documents are those used by the European Commission in its international cooperation and development indicative programming and formulation of interventions. However, different organizations use different language to describe project documents. Despite the differences in language, in general most organizations and agencies follow a similar approach.

21. This tool can be used irrespective of the sub-sectors of interest or in focus.

Budget	Have adequate financial resources been allocated for effective mainstreaming actions (vis-à-vis % of total budget)?
Guiding Principles	Have some of the guiding principles been incorporated in the intervention? <i>For support, go to Annex IV: Guiding Principles</i>

 Based on your context, take note of the areas where migration could be mainstreamed.

TOOL 2: SITUATION ANALYSIS

Why use this tool?

The Situation Analysis can be used to help gather information and evidence to inform a more nuanced understanding of the connections between migration and urban development in the country or region in focus.

When to use this tool?

The tool can be used at the start of the programming phase or as part of the context analysis in the design phase.²²















How to use this tool?

The user can use this as a stand-alone situation analysis, or as a complement to one traditionally conducted for urban development interventions, to ensure that the intervention is sensitive to migration dimensions. The questions are organized by different types of migration (see the [Glossary of Terms](#) for related definitions). The data sources provided in [Annex V](#) can be referenced when responding to the questions.

Type of migration ²³	Questions
Migration and urbanization <i>Relevant sub-sectors:</i> 	<ol style="list-style-type: none"> 1. What proportion of the population in an urban area are migrants? What are their demographics (sex, age, place of origin, duration of stay, migration status)? 2. In which areas of a city do migrants reside? What is their shelter status (camp, settlement, rent, host family, unfinished building, school, religious building, etc.)? How is their access to public and social housing markets and (in case of displacement or crisis), how is their shelter status? 3. What is the rate of rural-to-urban migration, urban-to-urban migration, and rural–urban–international flows? Are there any other mobility dynamics exist? 4. What factors contribute to rural–urban or urban–rural migration? 5. What are the main causes of displacement? (e.g. natural or human-induced disasters, conflict, etc.) 6. Are there systems in place at local level to monitor and plan for internal and international migration in the country, including rural-to-urban migration? <p> Note whether any of these migration situations are relevant to your context.</p> <div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div>

22. During the design phase, context analysis, policy analysis and stakeholder analysis are not performed in a sequential manner: they are iterative processes and feed into one other.
 23. Please refer to the [Glossary of Terms](#) for definitions of the migration types.

Type of migration	Questions
<p>Emigration, remittances, and diaspora</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. What are the impacts of remittances sent to or from urban areas on both the household and community level? 2. What are the barriers/constraints to diaspora's engagement or investment in urban development (e.g. infrastructure, quality of social service delivery, trust of local authorities, finance and investment tools)? 3. Are there partnerships and/or mechanisms in place to facilitate knowledge and skills transfers between places of origin and cities of destination? 4. Are diaspora communities engaged in participatory processes (e.g. urban planning) in the cities where they live or are from? What mechanisms are in place to facilitate this? <p> Note whether any of these migration situations are relevant to your context.</p> <div data-bbox="434 705 1327 795" style="border: 1px solid #ccc; height: 40px;"></div>
<p>Labour migration</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. Do migrants work, invest, and operate businesses/small enterprises? 2. To what extent do cities use, or rely on, migrant workers? What are the migrants' profiles (internal/international, seasonal/permanent, formal/informal, gender, age, specific skill sets, etc.)? 3. Which industries employ large numbers of migrants in urban areas? Are there particular concerns for female workers? 4. Are areas where migrants live connected to, or detached from, employment opportunities in urban areas, including via transportation and access to services? 5. Are accessibility barriers higher because of social exclusion and/or marginalization? <p> Note whether any of these migration situations are relevant to your context.</p> <div data-bbox="434 1265 1327 1355" style="border: 1px solid #ccc; height: 40px;"></div>
<p>Return migration</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. Are there bilateral agreements or arrangements between cities of origin and destination that help prepare migrants for their assisted or voluntary return? 2. What reintegration challenges do return migrants experience (e.g. land, housing and property rights, portability of social security benefits)? 3. What skills and knowledge are return migrants bringing to urban areas? How are they being recognized and utilized to meet labour demand? <p> Note whether any of these migration situations are relevant to your context.</p> <div data-bbox="434 1736 1327 1825" style="border: 1px solid #ccc; height: 40px;"></div>

Type of migration	Questions
<p>Displacement</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. Is the urban area affected by displacement? To which areas of the city do displaced people move to? 2. Who is being displaced, why are they being displaced, and what are their sociodemographic characteristics (sex, age, nationality, ethnicity)? 3. What are the capacities of urban communities to host displaced persons? Is there a scarcity of land, water, safe and affordable housing, or other basic services? 4. What are the living conditions of displaced persons in cities, for example are they residing in reception centres, informal settlements or dispersed in the community? 5. In crisis-affected urban contexts, have development considerations been integrated into analysis, planning and programming processes? <p> Note whether any of these migration situations are relevant to your context.</p> <div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div>
<p>Environmental migration</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. Are the areas where migrants and communities in vulnerable situations reside specifically at risk for climate change impacts? 2. How susceptible are urban migrants and communities to climate change impacts? 3. Are migrants living in urban areas which are specifically impacted by environmental degradation, air, water, and (other) pollution? 4. Are migrants in urban areas included in DRR programmes and planning as well as local demographic data collection? 5. Does rapid urban growth due to migration impact the environment in cities? What needs to be done to ensure environmentally protected areas (green public space, urban forests, or similar) are continuously protected? 6. Do green economy initiatives create new opportunities or risks for migrant workers? <p> Note whether any of these migration situations are relevant to your context.</p> <div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div>
<p>Migrants in vulnerable situations²⁴</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. Do services equitably reach migrants and local populations in urban areas, including those in vulnerable situations? 2. What are the main challenges and risks for migrant women and girls in urban areas, including gender-based or domestic violence, abuse, exploitation, poverty, reduced access to land/ tenure rights, etc.? 3. Are cities functioning as hubs or transit points for human trafficking and related forms of exploitation? 4. How can migration to urban areas increase women's empowerment? <p> Note whether any of these migration situations are relevant to your context.</p> <p><i>Also refer to Ch. 1, 9, 10, 11 of the ESAMG</i></p> <div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div>

24. For more information, please see IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse (IOM, 2019b).

TOOL 3: POLICY CHECKLIST

Why use this tool?

The Policy Checklist can help to explore governance environment in relation to migration and urban development in a given country or region. It can help understand the policy landscape²⁵ which could be reflected in a Programming Document or Action Documents²⁶ and/or may influence the implementation and overall impact of an intervention.



When to use this tool?

This tool can be used in the programming or design phase. It complements the analysis done in the [Situation Analysis \(Tool 2\)](#) and [Stakeholder Analysis \(Tool 4\)](#).









How to use this tool?

The user can go over the checklist to identify relevant laws and policies, reflect on whether they address the needs of migrants and their communities, and understand where there are gaps which may require further attention in the design phase. The questions are organized by sub-sector in order to align with the areas of potential interest or focus to the user. Key policy frameworks or strategies to keep in mind are referenced in [Annex I](#).

Sub-sectors	Questions	Yes	No
Urban legislation and governance 	1. Are cities able to make policies at local level to support integration efforts?		
	2. Are there mechanisms in place to coordinate responses on migration and urbanization issues between city, provincial, and national governments and across sectors (health, education, employment)?		
	3. Are there functioning fora for including representatives of migrants, civil society, private sector and other urban actors in decision-making processes?		
	4. Does the city consult with migrants when formulating policies or plans linked to urban development?		
	5. Do key urban development plans in country reflect the importance of social cohesion and inclusion?		
	6. Are there any city-to-city or decentralized cooperation partnerships between local communities of origin and destination?		
	 Note what policy considerations or gaps should be taken into account. <div style="border: 1px solid black; height: 30px; width: 100%;"></div>		

25. EU cooperation remains guided by the EU policy framework and partner countries priorities, with the 2030 Agenda, the SDGs and the new European Consensus on development at the core of the programming process. See [Annex II](#) for more information on EU development cooperation in this sector.

26. These documents are those used by the European Commission in its international cooperation and development indicative programming and formulation of interventions. However, different organizations use different language to describe project documents. Despite the differences in language, in general most organizations and agencies follow a similar approach.

Sub-sectors	Questions	Yes	No
Urban planning, housing and basic services 	<ol style="list-style-type: none"> Are there policies in place to ensure that migrants of all gender groups have access to safe and affordable housing, security of tenure, clean drinking water and sanitation? Does urban planning consider how basic and social services, and infrastructure can accommodate population growth and be accessible for migrant groups? Even if migrants' needs are integrated into urban plans, are there constraints to them accessing services (e.g. lack of information, fear of authorities, etc.)? Are representatives of migrants included in urban planning/neighbourhood planning mechanisms? <p> Note what policy considerations or gaps should be taken into account.</p> <div data-bbox="427 723 1323 813" style="border: 1px solid black; height: 40px;"></div>		
Urban economy and finance 	<ol style="list-style-type: none"> Do policies promote or reduce migrants' contributions to local tax basis in urban areas? Do policy frameworks in cities help promote and encourage the entrepreneurial activities of migrants? Do urban policies take into consideration the challenges and opportunities of migrant workers in industries such as construction, retail, manufacturing and/or domestic labour? Are there legal protections in place that ensure migrant workers of all genders are not exploited in urban areas, especially in construction, manufacturing and domestic work? Do city governments have programmes for diaspora engagement to maximise the use of remittances and other contributions, such as skill/knowledge transfer or social capital? <p> Note what policy considerations or gaps should be taken into account.</p> <div data-bbox="427 1424 1323 1514" style="border: 1px solid black; height: 40px;"></div>		
Urban resilience 	<ol style="list-style-type: none"> Do urban policies take into consideration shocks and stressors that could impact, and be impacted by migration? Are there policies in place to ensure migrants are included in preparedness, response and recovery measures? Are there policies, both in place and implemented, to relocate migrants and people in vulnerable situations who are living in areas of cities which are at heightened risk? <p> Note what policy considerations or gaps should be taken into account.</p> <div data-bbox="427 1888 1323 1977" style="border: 1px solid black; height: 40px;"></div>		

TOOL 4: STAKEHOLDER ANALYSIS

Why use this tool?

The Stakeholder Analysis can be used to identify which stakeholders should be consulted during programming, as well as those who may be suitable partners and/or beneficiaries (direct and indirect) for the intervention. This tool helps establish the potential experiences, role, and needs of the various stakeholders in a given country or region.

When to use this tool?

This tool is for use during the programming or design phase. It complements the analysis done in the [Situation Analysis \(Tool 2\)](#) and [Policy Checklist \(Tool 3\)](#).





How to use this tool?


The user can review the questions in this tool to explore the different stakeholder groups that could be engaged and how. The questions are organized by stakeholder group and provide a starting point to gather information on whether the stakeholders could:

- Provide contextual information to inform programming based on their **experience** (i.e. stakeholders to consult during programming or design);
- Be potential partners and/or implementors who can support the achievement of the intervention results based on their **roles** (i.e. stakeholders that could be an implementing partner), and/or;
- Be beneficiaries (direct or indirect) of the intervention based on their **needs**.

Users are encouraged to review the questions in each column of the stakeholder analysis to identify areas of relevance and then use the click boxes to indicate the most relevant stakeholders in each category. Prior to using the tool, it is recommended to broadly identify the stakeholders that are present in your country or region. Potential key stakeholders are referenced in table below the tool.

Stakeholders	Questions		
	Experience	Roles	Needs
<p>Migrants (of all migration types, genders, ages and categories)</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. Why do people migrate to and from this specific urban area (e.g climate change impacts, poverty, inequality, conflict, opportunities, lack of services, etc.)? 2. Do migrants encounter any difficulties in accessing services in urban areas? If so, what are they (for example, housing)? 3. Are the experiences and perspectives of migrants feeding into urban plans or projects? 4. Are there established partnerships with diaspora communities to help fill or identified gaps in urban service delivery? 	<ol style="list-style-type: none"> 1. Are migrants involved in urban development plans or projects? 2. How are migrants, either independently or through their associations, involved and/or consulted in decision-making processes so that their needs and experience are accounted for in urban planning processes, including DRR and DRM, in a consultative and participatory manner? 3. Do migrants have adequate capacity, and are they empowered, to participate in decision-making processes that potentially affect their lives? 4. Is there scope to engage migrants of different genders and ages as implementers - for example as urban planners or service providers? 	<ol style="list-style-type: none"> 1. Are migrant's needs and experience accounted for to improve delivery of and access to disaster risk reduction, climate adaptation and basic services? 2. Is migrants' access to urban services or housing restricted? How has this impacted different gender and age groups?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Stakeholders	Questions		
	Experience	Roles	Needs
<p>Communities impacted by migration</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. How is migration impacting urban service delivery in the host community? 2. What are community perceptions of migration/migrants? 3. What spaces/locations in cities can be used to accommodate additional population in situations of slow and rapid onset? 	<ol style="list-style-type: none"> 1. What role do communities play in the integration of migrants in urban areas? 2. Is there scope to engage communities affected by migration as beneficiaries or agents for change? 	<ol style="list-style-type: none"> 1. What additional resources or capacities would be needed to better manage impacts of rapid urban population growth at local level? 2. Do communities have the capacity to host displaced persons? Is there a scarcity of land, energy, water, safe and affordable housing, services, or jobs? 3. Are communities affected by migration benefitting from area-based adaptation and resilience building approaches? 4. Is there a cross-sectoral, spatial analysis tool in place, data available and recommendations ready at city level to prepare for urban population growth, increase resilience and ensure the social and economic inclusion of migrants?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Stakeholders	Questions		
	Experience	Roles	Needs
<p>National governments (including institutions in charge of migration governance, development planning, sector policies, and national–local dialogue)</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> To what extent do relevant national government stakeholders understand migration and its links with urban development? How extensive is the capacity of public sector and State institutions to capture relevant migration related data in urban areas? How are different ministries working together on migration and urban development? 	<ol style="list-style-type: none"> Which are the key national government entities concerned with urban development and migration? What is the role of national government entities in implementation and decision-making related to urban development plans or projects? Have budget allocations to local or regional authorities been adjusted to actual population numbers (including migrants)? Do national government entities responsible for urban development consider migration in their plans or projects? Are public authorities channelling the resources needed to integrate migration into urban development plans or projects? 	<ol style="list-style-type: none"> Do national governments have sufficient capacities to integrate migration into urban development policies, plans or programmes? Does the National Office responsible for Statistics disaggregate data by migration status?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Stakeholders	Questions		
	Experience	Roles	Needs
<p>Subnational governments (Including municipalities, city authorities and district/ regional councils)</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. What is subnational government entities' understanding of, and policies towards, migration? 2. How does that understanding affect the extent to which urban development plans, policies, and projects can benefit migrants of all genders and ages? 3. Is coordination between relevant subnational administrations responsible for migration and urban development? 	<ol style="list-style-type: none"> 1. What is the role of subnational government entities in implementation and decision-making related to urban development plans or projects? 2. To what extent do subnational government support the (re) integration of migrants and the hosting of displaced persons in urban areas? 3. What level of autonomy do city administrations have in implementing and formulating interventions related to migration and urban development? 4. Are subnational actors actively engaging in coordination mechanisms on migration and urban development? 	<ol style="list-style-type: none"> 1. Is coordination between relevant subnational administrations responsible for migration and urban development? 2. Are subnational governments stakeholders aware of the specific needs and experiences of migrants in the context of urbanization and urban development?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:
<p>Civil society (including academic institutions, training institutions, NGOs, faith-based organizations, the media, and religious and traditional leaders)</p> <p><i>Relevant sub-sectors:</i></p> 	<ol style="list-style-type: none"> 1. Which civil society stakeholders have experience or expertise working on migration in an urban setting? 2. Are there any barriers for civil society organizations to represent migrants effectively? 3. Have migrant and diaspora associations representing all genders and ages been engaged as a means of ensuring that migrants are included as beneficiaries and/or implementers in urban areas? 4. How are universities and other research institutes mobilized to provide data and evidence on migration in urban areas? 	<ol style="list-style-type: none"> 1. Are there civil society organizations representing migrants? If so, what is their role? 2. What role do media stakeholders play in influencing public perceptions of migration in urban areas? 	<ol style="list-style-type: none"> 1. Do civil society organization have the resources, tools, and know-how to represent migrants effectively? 2. Are academic institutions conducting research or data collection on the linkages between migration, climate change and the environment in urban contexts?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Stakeholders	Questions		
	Experience	Roles	Needs
Private sector (including industry and employer associations) Relevant sub-sectors: 	<ol style="list-style-type: none"> How are migrants in urban areas working in, and contributing to, the private sector – including as entrepreneurs? Is the private sector involved in efforts to ensure that urban infrastructure (including energy, tele-communication and transportation services) are inclusive and consider migrants' needs? Is the private sector providing loans or microcredits to various groups of urban migrants? 	<ol style="list-style-type: none"> Are employers providing decent work to migrants in urban areas? Is the private sector interested in supporting or implementing migration and urban development programmes? 	<ol style="list-style-type: none"> Does the private sector need support in understanding how to provide learning and training opportunities for all workers (including migrants) as part of the green transition?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:
International organizations Relevant sub-sectors: 	<ol style="list-style-type: none"> To what extent are international organizations mobilized as sources of data and expertise in this area? How are international organizations sharing migration-related data, experiences, and other resources for migration and urban development programming? 	<ol style="list-style-type: none"> Are international organizations, particularly IOM, UN-Habitat and other UN organizations active on migration-related topics, being engaged as technical partners or implementing agencies? To what extent are international organizations mobilized as sources of data and expertise in this area? 	<ol style="list-style-type: none"> Are mechanisms supported by international organizations drawn on to exchange information and build partnerships on migration and environment and climate change in urban contexts?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:
Other development cooperation agencies Relevant sub-sectors: 	<ol style="list-style-type: none"> Do development cooperation agencies have past, ongoing, or upcoming interventions on migration in the context of urban development? 	<ol style="list-style-type: none"> Is there an active participation in one mechanism on the migration and urban development in place (such as the Mayoral Forum)? 	<ol style="list-style-type: none"> How are agencies sharing migration-related data, experiences, and other resources of use for urban development programming?
	Click if should be consulted:	Click if should be a partner:	Click if should be a beneficiary:

Quick reference to potential stakeholders		<i>Click if relevant</i>
Key UN partner(s)	IOM, UN-Habitat, UNDRR, UNHCR, UN-Women, UNDP	
Key government partners	Entity responsible for lands, housing, urban planning/development	
	Entity responsible for education	
	Entity responsible for health	
	Entity responsible for home affairs	
	Entity responsible for labour/employment and social services	
	Entity responsible for mobility/transport	
	Entity responsible for environment	
	Entity responsible for economy/finance	
	Entity responsible for local economic development	
	Local governments	
Other potential partners	Academia	
	Migrant Associations	
	Employers	
	Private and public sector firms (including service providers)	
	Civil society organizations and religious leaders	
	Chambers of Commerce	
	Banks and microfinancing institutes	

TOOL 5: PROBLEM ANALYSIS

Why use this tool?

The Problem Analysis is useful to unpack barriers or bottlenecks, from a migration perspective, that may have been identified during the programming phase and to arrive at potential urban development interventions to address them.


When to use this tool?

This tool can be used during the design phase of the cycle.







How to use this tool?

The user can review the examples provided of potential problems linked to migration and urban development in the various sub-sectors of interest or in focus. Based on which problems are most relevant to the given context, the user can then consult the list of possible interventions (i.e. priority areas for support) to respond to the problem(s) that were identified. When conducting a problem analysis, it is important to consider problems facing different socioeconomic groups, including gender and age differences, as well as the needs of persons with disabilities and migrants in vulnerable situations.

Sub-sectors	Examples of problems identified	Potential interventions
Urban legislation and governance²⁷ 	Lack of legislative effectiveness, coherence and implementation undermines the rights and protection of migrants in urban areas.	<ol style="list-style-type: none"> 1. Assess the strengths and weaknesses of the legal framework to understand the extent of rights and legal protections afforded to migrants at all levels of governance. 2. Promote compatibility of domestic legal frameworks with international human rights, refugee and humanitarian law and related standards. 3. Identify areas for legislative reform and durable solutions.
	Lack of policy coordination negatively impacts the extent to which migrants can contribute to development in urban areas.	<ol style="list-style-type: none"> 1. Assess coherence between local, subnational, national, and international urban development and migration policies. 2. Promote vertical policy coherence and cooperation between local, subnational, and national governments in relation to urban development and migration policies, encouraging decentralized approaches that reflect realities at local level. 3. Improve understanding at local and national levels of migration and urban development by creating mechanisms and/or platforms for dialogue.

27. Refer to the Toolkit for Integrating Migration into Governance Interventions for more information.


Sub-sectors	Examples of problems identified	Potential interventions
...	<p>Excluding migrants from local decision-making processes constrains the development of migrant-inclusive local policies as well as hampering social cohesion and sustainable development.</p>	<ol style="list-style-type: none"> 1. Build capacities of the department responsible for planning and/or local development to include migrants in local development plans. 2. Support processes that enable and empower migrants all gender groups, particularly women, to participate in urban decision-making. 3. Develop evidence-based communication (based on communications for change methodologies) and projects that foster social cohesion.
	<p>Limited understanding or knowledge of existing practices on how to mainstream migration into urban development.</p>	<ol style="list-style-type: none"> 1. Support international, national, and subnational exchanges for all levels of governments, including local authorities on migration and urban development. 2. Develop and/or disseminate guidance documents or institute knowledge sharing mechanisms that integrate migration into urban development projects or programmes.
<p> Note any potential interventions that should be considered.</p> <div data-bbox="215 943 1370 1032" style="border: 1px solid #ccc; height: 40px;"></div>		
<p>Urban planning, housing and basic services</p> 	<p>Migrants live in informal or underserved areas of cities.</p>	<ol style="list-style-type: none"> 1. Support local authorities (including physical planning authorities across sectors and administrative boundaries) to develop or implement urban master plans including densification, urban regeneration and/or planned city extension strategies. 2. Work with government authorities and the private sector to develop innovative, low-cost housing options for migrants and/or communities, including temporary housing. 3. Work with local authorities to reduce urban inequality through “legalizing” informal settlements (including housing, land, and property rights), supporting slum upgrading activities, and/or offering additional access to services (WASH, education, health, social services).
	<p>Exclusive urban spaces can negatively impact the way communities and migrants interact.</p>	<ol style="list-style-type: none"> 1. Promote opportunities and public spaces for positive intercultural exchange to showcase migrants’ diversity and integration and create spaces for interaction. 2. Improve the accessibility of public spaces – especially green spaces – to all community members. 3. Promote socially inclusive and mixed neighbourhoods. 4. Enable encounters in public spaces as well as sports and recreation activities.

Sub-sectors	Examples of problems identified	Potential interventions
...	Migrants face reduced access to basic services and safe, adequate housing. ²⁸	<ol style="list-style-type: none"> 1. Support the design and implementation of national and/or local urban policies that develop a vision for how inclusive urban development should occur. 2. Improve access to adequate housing, energy, water and sanitation, and tenure security to all community members applying an area-based approach. 3. Support programmes to establish “firewalls” between immigration services and service providers for migrants seeking health care, education, legal support and other types of assistance.
	People are displaced due to forced evictions in urban areas.	<ol style="list-style-type: none"> 1. Ensure safeguards are in place for all infrastructure projects supported by development cooperation in line with SuRe®. 2. Support legal and administrative processes such as registration, adjudication, conveyance and transfer of land rights to guarantee long-term predictability and security from forced evictions. 3. Promote an understanding among responsible institutions on the continuum of land rights and the range of relationships including renting, squatting or other recognized forms of land rights – including for migrants.
<p> Note any potential interventions that should be considered.</p> <div data-bbox="215 1191 1369 1279" style="border: 1px solid #ccc; height: 39px;"></div>		
Urban economy and financing 	Local economic development initiatives do not reach migrants in urban areas.	<ol style="list-style-type: none"> 1. Adapt poverty reduction and local economic development initiatives in urban areas to include migrants in the formulation, monitoring and evaluation. 2. Ensure that migrant women in urban areas are included in employment projects and develop strategies to enable this (e.g. affordable childcare).
	Migration to urban areas can leave family members remaining behind vulnerable (particularly in urban areas).	<ol style="list-style-type: none"> 1. Support integrated territorial development to reduce spatial inequalities and reduce drivers of migration. 2. Support the creation of legal pathways such as circular migration schemes to address labour shortages in key sectors.

28. Refer to the Toolkit for Integrating Migration into Health Interventions or Toolkit for Integrating Migration into Education Interventions for more information.

Sub-sectors	Examples of problems identified	Potential interventions
...	Unethical recruitment or poor working conditions of migrant workers in urban areas.	<ol style="list-style-type: none"> 1. Support programmes which regulate and monitor Private Employment Agencies to ensure that they adhere to ethical recruitment practices. 2. Facilitate fair and ethical recruitment through recruitment-related management systems, procedures, codes of conduct, social sustainability initiatives, or ethical certification programmes that draw on the International Recruitment Integrity System (IRIS). 3. Support partner countries to adopt legislation/policy frameworks ensuring decent working conditions of migrant workers and promote equality of treatment for migrant workers in urban areas.

 Note any potential interventions that should be considered.

Urban resilience²⁹ 	Migrants live in urban areas that are vulnerable to disaster.	<ol style="list-style-type: none"> 1. Enhance accessibility of adequate and affordable housing so that the urban poor and migrants do not need to live in unsuitable or unsafe, risk prone areas. 2. Build capacity of local governments to ensure multi-hazards and vulnerability data (including cross-sectoral and spatial data collection and analysis) underpins all infrastructure and urban planning decisions to reduce disaster-related displacement in urban areas. 3. Advocate for safeguards to ensure disaster risk reduction measures consider potential displacement impacts.
	Migrants are not included in resilience building activities.	<ol style="list-style-type: none"> 1. Increase the capacities of local authorities to include migrants in mitigation, preparedness, response, and recovery strategies and plans. 2. Support partner governments to address language and cultural barriers in disaster-risk reduction and emergency communications. 3. Conduct a mapping or an assessment with municipal departments, the private sector, and civil society stakeholders, and migrant communities on barriers for the inclusion of migrants in resilience building activities. 4. Use innovative digital solutions for increasing access to disaster reduction interventions and resilience activities.

29. Refer to the [Toolkit for Integrating Migration into Environment and Climate Change Interventions](#) for more information.

Sub-sectors	Examples of problems identified	Potential interventions
...	<p>Lack of investment in climate proofing in vulnerable areas of a city can lead to increased risk of disaster.</p>	<ol style="list-style-type: none"> 1. Support “climate- and disaster-proof” critical infrastructure and services (e.g. water, health, education, energy, biomass, housing, waste management, food, and telecommunications) that are accessible to all. 2. Facilitate access to sustainable energy options for urban communities, including those where migrants and their families reside. 3. Develop safeguards that are inclusive of all so that any investments for upgrading infrastructure in urban areas do not lead to human rights abuses, including for migrants.
	<p>Risks of human trafficking, gender-based violence, and other forms of exploitation can increase during and after disasters.</p>	<ol style="list-style-type: none"> 1. Build capacity of all levels of government, especially local and civil society actors, to identify and address human trafficking and smuggling during and after disasters and other emergencies. 2. Build capacity of local governments and civil society actors to identify and address gender-based violence during disasters and other emergencies, including adequate psychosocial support systems.



Note any potential interventions that should be considered.

TOOL 6: RISK ANALYSIS

Why use this tool?

The Risk Analysis is useful for identifying potential risks³⁰ to urban development interventions with a migration dimension (i.e. risks to the achievement of the intervention), as well as measures to manage and/or mitigate these risks. Identifying potential risks during the design phase helps ensure that measures are in place during implementation to address them.

When to use this tool?

This tool can be used during the design phase.



How to use this tool?³¹

The user can review the examples of possible migration-related risks to an intervention and the possible consequences of these. The potential risks should be contextualized based on the country or region in focus and the dynamics at play. Based on the context, users can identify whether it is a high, medium, or low risk. Once potential risks are identified, the tool provides sample measures that can be built into programming to address the risk factors.

Examples of risks	Indicate risk level (Low (L), Medium (M), High (H))			Potential mitigation measures
	L	M	H	
Inaccurate or missing data on urban migration on urban structures in general (e.g. absence of masterplan, neighbourhood level spatial plans, etc.).				<p>Consult with stakeholders who may have alternative data, including local governments, academic institutions, NGOs and international organizations (both humanitarian and development actors).</p> <p>Spatialize data and merge spatialized information from different sectors to foster area-based approaches.</p> <p>Use GIS data combined with community consultations to get real-time overview of existing settlements that may not yet be on the official maps.</p> <p>Propose independent mapping of mobility dynamics of beneficiaries in target areas, especially to identify migrants.</p>

30. The risks may relate to economic, political, social, environmental, climate-related, security-related factors.

31. This tool can be used irrespective of the sub-sectors of interest or in focus.

Examples of risks	Indicate risk level			Potential mitigation measures
	(Low (L), Medium (M), High (H))			
	L	M	H	
Lack of political will to ensure access to services and upgrade informal settlements.				<p>Raise awareness of risks of spatial inequality and incentivize upgrading informal settlements (applying human rights-based approaches).</p> <p>Promote education and training opportunities for government officials to increase understandings of migration and urban development, including through context tailored capacity-building activities and peer exchanges through regional and global platforms.</p> <p>Initiate exchange of successful practices between local authorities at national or regional level.</p> <p>Partner with CSOs as mediators to work with communities and support advocacy to local and national governments.</p> <p>Review how migrants are designated as a “vulnerable” or “at-risk” group, as this can increase stigma.</p> <p>Ensure that the intervention’s benefits are provided on the basis of need (area-based approaches) rather than group membership.</p> <p>Ensure that interventions benefit both communities of destination and migrant communities in order to increase political will for such interventions and reduce tensions between communities.</p>
Low levels of consultation with migrants in urban planning process.				<p>Engage with migrant representatives or associations in urban planning processes in a participatory manner.</p> <p>Advocate the positive contributions of migrants of all genders and ages, including the benefits of drawing on their skills, knowledge and remittances.</p>
Misalignment between local, city and national policies relating to urban development and migration.				<p>Support decentralization processes and engage inter-institutional mechanisms relating to urban development and/ or migration in the formulation or monitoring of the intervention.</p> <p>Foster dialogue across governance levels, sectors and administrative boundaries.</p> <p>Raise awareness of the social and political risks stemming from ineffective or poorly resourced local government policies or implementation capacity.</p>

Examples of risks	Indicate risk level (Low (L), Medium (M), High (H))			Potential mitigation measures
	L	M	H	
	...			
Unexpected increase in migration or displacement to urban areas.				<p>Promote multi-stakeholder dialogue which includes new migrants and displaced persons.</p> <p>Ensure that systems are put in place for migrants' documentation and qualifications to be recognized in an effort to facilitate their integration.</p>
Onset of conflict or other humanitarian crisis reduces capacity to identify and provide protection and services.				<p>Map protection and assistance mechanisms in place to identify alternative avenues for referral and opportunities to strengthen resilience of relevant protection and assistance providers.</p> <p>Assess the project methodology or selection criteria so that new arrivals, who may be in need of targeted support, can be included.</p> <p>Mobilize resources based on evolving needs and through partnerships with partners, CSOs, traditional leaders and community groups which are representative of migrants and displaced persons.</p> <p>Ensure there is increased coordination between different government levels and sectors.</p> <p>Advocate that budget allocations from national governments take into considerations real population numbers (including newly arrivals).</p> <p>Understand rapid (spatial) analysis to prepare for temporary accommodation and longer-term solutions for additional populations (including housing sector and services).</p>

TOOL 7: THEORY OF CHANGE

Why use this tool?

The Theory of Change provides support in formulating the logic of an urban development intervention. It provides standard results that can help to ensure that the intervention incorporates and responds to the migration-related factors identified. The results in the tool are all in line with, and contribute to, the achievement of the SDGs.

When to use this tool?

This Tool should primarily be used in the design phase, when the overall logic of an intervention is elaborated. The logic of the intervention will be informed by the analysis conducted in the programming phase as well as the Problem Analysis (Tool 5).



How to use this tool?

The user can draw on the generic set of results (at various levels) in the tool based on the sub-sector in focus in order to formulate the logic of an intervention. Many of the results reference migrants, displaced persons, and/or communities³² in order to keep it open for the user to choose which term or stakeholder they want to target. The formulation of the results can be adapted and/or extracted from the tool to align with the specific needs in the country or region. The boxes below each result can be used to note which results are relevant and how they could be tailored to fit the logic of the intervention. To see where the results align with SDG targets, see the relevant footnotes in the [Indicator Bank \(Tool 8\)](#) and [Annex VI: Examples of Relevant SDG Targets](#).

32. When mentioning community with this tool, it could be the community of origin, destination, transit, or return depending on the country or region in focus.



CHANGE IN QUALITY OF LIFE

By 2030, urban laws and policies reflect the needs of migrants, displaced persons and communities in a non-discriminatory and inclusive manner.

By 2030, ensure migrants, displaced persons, and communities are included in urban planning and have equitable access to quality housing and basic services.

By 2030, ensure that migrants, displaced persons, and communities in urban areas achieve decent work and sustained income.

By 2030, migrants, displaced persons, and communities in urban areas are resilient to shocks, disaster and crisis.

Add inputs based on your context

SPECIFIC OBJECTIVES

INSTITUTIONAL AND BEHAVIOURAL CHANGE

1.1: Migrants, displaced persons, and/or communities are consulted and actively participate in urban legislative and policy processes.

1.2: Policymakers develop targeted approaches and spaces for migrants, displaced persons, and/or communities to participate in relevant urban decision-making processes.

2.1: Migrants, displaced persons, and communities are included in participatory urban planning processes.

2.2: Local governments and service providers deliver and coordinate the provision of equitable and quality services and public spaces to migrants, displaced persons, and/or communities in underserved urban areas.

3.1: Migrants, displaced persons and/or communities enjoy equal access to full and productive employment and financial systems (incl. as tax payers) in urban areas.

3.2: Employers and recruitment agencies protect labour rights and promote safe and secure working environments for people in vulnerable situations, including urban migrants.

4.1: Migrants, displaced persons, and/or communities actively participate in and contribute to risk reduction, response, and recovery activities.

4.2: Policymakers develop inclusive plans and strategies for disaster risk reduction, response, and recovery, which recognize safe, orderly and regular migration as a means of adaptation in the context of shocks, disaster and crisis.

Assumption
There is a political commitment for change and migrants do not face any barriers to engage

Add inputs based on your context

EXPECTED RESULTS

CHANGE IN KNOWLEDGE AND CAPACITY

1.1.1: Migrants displaced persons, and/or communities know their rights and feel empowered to claim them.

1.1.2: Migrants, displaced persons, and/or communities have the know-how to take part in decision-making processes.

1.1.3: Community-based associations have the capacity to represent migrants', displaced persons' and/or communities' needs in relevant legislation and policy processes.

1.2.1: Policymakers provide migrant associations with the space and resources to participate in relevant legislation and policy processes.

1.2.2: Policymakers have the skills and tools to include migrants, displaced persons, and/or communities in relevant legislation and policy processes.

1.2.3: Policymakers have functioning multi-level coordination mechanisms to facilitate migrants', displaced persons', and communities' participation.

2.1.1: Migrants, displaced persons, and/or communities have the know-how and feel empowered to take part in urban planning processes.

2.1.2: Community-based associations have the capacity to inclusively represent community needs in urban planning.

2.2.1: Local governments have functioning coordination mechanisms on migration and displacement in place.

2.2.2: Service providers are coordinated across sectors and have accurate data, know-how and understanding to provide equitable and quality services.

2.2.3: Local governments have authority and are empowered with human and financial resources.

3.1.1: Migrants, displaced persons and/or communities have improved or developed skills and capacities that meet labour market demands.

3.1.2: Private/ public employment and financial services (incl. opportunities) are accessible to migrants in urban areas in line with legal regulations.

3.1.3: Local governments understand how to remove spatial, discriminatory, and legal barriers that impede migrants', displaced persons' and/or communities' access to jobs and livelihood opportunities.

3.2.1: Employers and recruitment agencies have the accurate data and know-how to provide safe and ethical working conditions (in line with relevant international frameworks).

3.2.2: Government agencies responsible for labour standards have effective and inclusive compliance mechanisms in place.

4.1.1: Migrants, displaced persons, and/or communities are empowered to contribute to risk reduction, response, and recovery.

4.1.2: Local governments understand the importance of including migrants, displaced persons, and/or communities in disaster risk reduction plans, simulations, and exercises.

4.1.3: Local governments have the data and tools to include migrants, displaced persons, and/or communities in disaster risk reduction plans, simulations, and exercises.

4.2.1: Policymakers understand the relevance and importance of migration as an adaptation strategy.

4.2.2: Policymakers have access to functioning cooperation and coordination mechanisms to facilitate migration as an adaptation strategy.

Assumption
Changes in capacity lead to changes in behaviour.

Add inputs based on your context

Activities

Training, development of tools, partnerships, direct assistance, coordination mechanisms, policy dialogue, community development, etc.

TOOL 8: INDICATOR BANK

Why use this tool?

The Indicator Bank provides a comprehensive set of indicators (aligned to the extent possible with the SDGs) that can be integrated, or adapted, in an urban development intervention.³³

When to use this tool?


This Tool complements the *Theory of Change* (Tool 7) and can be used during the design stage.



How to use this tool?

The user can draw on the generic set of indicators in the tool based on the sub-sector in focus in order to formulate the logic of an intervention that responds to the relevant needs in the country or region. This tool should be used in conjunction with the *Theory of Change*. The indicators related to the specific objectives can be found below.

For indicators related to the expected results, see *Annex VII: Indicator Bank (Expected Results)*. The indicators can be selected or adapted based on formulated results of the intervention. Where appropriate, relevant indicators should be disaggregated by sex, gender, age, and migration status, and other vulnerabilities.³⁴

Sub-sector	Specific objectives	Indicators
Urban legislation and governance  SDG Objectives: 11, 16, 17 Global Compact for Migration Objectives: 1, 3, 15, 16, 17	1.1: Migrants, displaced persons, and/or communities are consulted and participate in urban decision-making processes. ³⁵	1.1.a: Percentage of positions (by sex, age, persons with disabilities and migration status) in public urban decision-making institutions, legislation and processes (national and local legislatures, public service, and judiciary) compared to national distributions. ³⁶ 1.1.b: Percentage of population who believe urban decision-making is inclusive and responsive, by sex, age, disability and population group. ³⁷


33. These indicators have been contextualized within the *Sustainable Development Goals*. Where there is a direct alignment with SDG indicator or target (i.e. the indicator provided is language verbatim as the SDG indicator or target), it has been referenced “Directly contributing to existing SDG Target/Indicator XXX”. Language of specific targets can be found in Annex V: Examples of Relevant SDG Targets.

34. This is in reference to SDG target 17.18 which calls for “availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.”

35. In line with and contributing to existing SDG Target 11.3 and Target 16.7.

36. **Directly contributing to existing SDG Indicator 16.7.1.**

37. **Directly contributing to existing SDG Indicator 16.7.2.**

Sub-sector	Specific objectives	Indicators
...		<p>1.1.c: Percentage of migrants and communities report to feel satisfied with the level of participation (disaggregated by age and sex).³⁸</p> <p>1.1.d: Percentage of targeted migrants and communities report being consulted in urban decision-making processes (disaggregated by age and sex).</p> <p>1.1.e: Percentage of migrants and communities report to feel satisfied with the level of consultation (disaggregated by age and sex).</p> <p>1.2: Policymakers develop targeted approaches and spaces for migrants, displaced persons, and/or communities to participate in relevant urban legislation and policy processes.³⁹</p> <p>1.2.a: Number of mechanisms and/or initiatives put in place by policymakers to enable the participation of migrants, displaced persons, and their communities in urban legislation and policy processes.</p>
<p>Urban planning, housing and basic services</p>  <p>SDG Objectives: 1, 3, 5, 6, 11, 16</p> <p>Global Compact for Migration Objectives: 1, 2, 3, 15, 16, 17, 23</p>	<p>2.1: Migrants, displaced persons, and/or communities are included in participatory urban planning processes at different planning levels.⁴⁰</p>	<p>2.1.a: Number of direct participation structures in place for migrants, displaced persons, and/or communities in urban planning and management that operate regularly and democratically.⁴¹</p> <p>2.1.b: Percentage of populations participating in urban planning (disaggregated by age, sex and migration status).</p> <p>2.1.c: Percentage of population feel satisfied with the level of participation in urban planning (disaggregated by age, sex and migration status).</p>

38. In line with and contributing to existing SDG Indicator 16.6.2.

39. In line with and contributing to existing SDG Target 11.3 and 16.7.

40. In line with and contributing to existing SDG Target 11.3.

41. In line with and contributing to existing SDG Indicator 11.3.1.

Sub-sector	Specific objectives	Indicators
...	<p>2.2: Local governments and service providers deliver and coordinate the provision of equitable and quality services and public spaces to migrants, displaced persons, and/or communities in underserved urban areas.⁴²</p>	<p>2.2.a: Percentage of population living in households with access to basic services (disaggregated by age, sex and migration status).⁴³</p> <p>2.2.b: Percentage of urban population living in slums, informal settlements or inadequate housing (disaggregated by sex, age and migration status).⁴⁴</p> <p>2.2.c: Number of local government officials and service providers report delivering quality and equitable services to migrants and communities in underserved urban areas.</p> <p>2.2.d: Percentage of targeted migrants, displaced persons, and/or community members feel satisfied with the availability and accessibility of public spaces.⁴⁵</p> <p>2.2.e: Number of migrants, displaced persons, and/or community members who feel they are able to express their needs and define priorities for service delivery.</p>
<p>Urban economy and finance</p>  <p>SDG Objectives: 8</p> <p>Global Compact for Migration Objectives: 1, 3, 5, 6, 15, 16, 17, 18</p>	<p>3.1: Migrants, displaced persons, and/or communities enjoy equal access to full and productive employment and financial systems (including as tax payers) in urban areas.⁴⁶</p>	<p>3.1.a: Labour force participation rate of migrants, displaced persons, and/or community members (disaggregated by sex, age and migration status).</p> <p>3.1.b: Unemployment rate (disaggregated by age, sex and migration status).⁴⁷</p> <p>3.1.c: Percentage of targeted migrants, displaced persons, and/or community members satisfied with their labour force participation (disaggregated by sex, age and migration status).</p> <p>3.1.d: Number of migrants, displaced persons, and/or community members using or being included in financial systems in urban areas (disaggregated by sex, age and migration status; disaggregated by financial products).</p> <p>3.1.e: Percentage of targeted migrants, displaced persons, and/or community members are satisfied with their participation in financial systems (disaggregated by sex, age and migration status; disaggregated by financial products).</p>

42. In line with and contributing to existing SDG Target 1.4, Target 3.7 and 3.8, Target 5.a, Target 6.1 and 6.2, Target 11.1 and Target 16.6.


43. Directly contributing to existing SDG Indicator 1.4.1.

44. Directly contributing to existing SDG Indicator 11.1.1.

45. In line with and contributing to existing SDG Indicator 16.6.2.

46. In line with and contributing to existing SDG Target 8.5.

47. Directly contributing to existing SDG Indicator 8.5.2.

Sub-sector	Specific objectives	Indicators
...	<p>3.2: Employers and recruitment agencies protect labour rights and promote safe and secure working environments for people in vulnerable situations, including urban migrants.⁴⁸</p>	<p>3.2.a: Frequency rates of fatal and non-fatal occupational injuries (disaggregated by sex, and migrant status).⁴⁹</p> <p>3.2.b: Number of employers and recruitment agencies putting in place protection mechanisms for migrants' labour rights.</p> <p>3.2.c: Percentage of employed migrants and community members feel satisfied with their labour rights protection put in place by their employer.</p> <p>3.2.d: Number of employers and recruitment agencies putting in place mechanisms to promote safe and secure working environments for migrants.</p> <p>3.2.e: Percentage of employed migrants and community members feel satisfied with the safe and secure working environment put in place by their employer.</p>
<p>Urban resilience</p>  <p>SDG Objectives: 10, 11, 13</p> <p>Global Compact for Migration Objectives: 1, 2, 3, 5, 15, 16, 17</p>	<p>4.1: Migrants, displaced persons, and/or communities actively participate in and contribute to risk reduction, response, and recovery activities.⁵⁰</p> <p>4.2: Policymakers develop inclusive plans and strategies for urban disaster risk reduction, response, and recovery, which recognize safe, orderly and regular migration as a means of adaptation in the context of shocks, disaster and crisis.⁵¹</p>	<p>4.1.a: Number of migrants, displaced persons, and/or community members participating in risk reduction, response, and recovery activities (disaggregated by sex and migration status).</p> <p>4.1.b: Percentage of targeted migrants, displaced persons, and/or communities report to feel satisfied with the level of participation in risk reduction, response, and recovery activities.</p> <p>4.1.c: Number of migrants, displaced persons, and/or community members contributing to risk reduction, response, and recovery activities.</p> <p>4.1.d: Percentage of targeted migrants, displaced persons, and/or community members feel satisfied with opportunities to contribute to risk reduction, response, and recovery activities.</p> <p>4.2.a: Number of policies, plans, and programmes which reflect migration as a means to build resilience to shocks, disasters, and crisis in cities.</p> <p>4.2.b: Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies.⁵²</p> <p>4.2.c: Number of well-managed migration policies set which take into account environment and climate change.⁵³</p>

48. In line with and contributing to existing SDG Target 8.8.

49. **Directly contributing to existing SDG Indicator 8.8.1.**

50. In line with and contributing to existing SDG Target 11.b and Target 13.1.

51. In line with and contributing to existing SDG Target 10.7, Target 13.1 and Target 17.14.

52. **Directly contributing to existing SDG Indicator 13.1.3.**

53. In line with and contributing to existing SDG Indicator 10.7.2.

TOOL 9: PROJECT DESIGN CHECKLIST⁵⁴

Why use this tool?

The Project Design Checklist is a quick reference tool to review the various components of an urban development intervention to ensure that migration has broadly been mainstreamed into project design, as well as to identify any gaps prior to the finalization of its design.

When to use this tool?

This tool should ideally be used towards the end of the design phase. It can be used once the design of the main components of an intervention is complete, but prior to its formal signoff and finalization.



How to use this tool?⁵⁵

The user can refer to the questions in this tool to reflect on whether migration has been mainstreamed in the project design. The questions are ordered based on considerations that could be made along the programming and design phases. If the answer to any of the questions is no, then explore whether it would be possible to still factor it in if feasible. There is also an option to mark not applicable (N/A) if the question is not relevant in the given context or type of intervention.

Questions	Yes	No	N/A
1. Will data be disaggregated by migration status, sex and age?			
2. Have migrants contributed to the design of the intervention?			
3. Have migrants been included as beneficiaries or implementers?			
4. Has an area-based approach been considered?			
5. Will the project likely have a positive impact on social cohesion in the urban area?			
6. Have national and local authorities been included in the project design phase (including need assessment, stakeholder management, etc.)?			
7. Are migrants of any gender or age likely to face legal or other (e.g. practical) barriers to benefiting from the intervention?			
8. Are beneficiaries referred to as “residents” or “citizens”? Will this be a barrier for any groups of migrants?			
9. Is there a possibility that partner country stakeholders to the intervention might oppose the inclusion of migrants? How can this risk be mitigated?			
10. Have the needs of different categories of migrants been considered and have activities been adapted accordingly?			

54. This Checklist is the same as the one in the Standard Toolkit.

55. This tool can be used irrespective of the sub-sectors of interest or in focus.

Questions	Yes	No	N/A
11. Does migration status (regular or irregular) affect the extent to which migrants can benefit from or contribute to the intervention?			
12. Are there any differences in how different migrants, particularly migrants in vulnerable situations, will be affected by or benefit from the intervention?			
13. Have opportunities to more effectively channel remittances been considered?			
14. Have opportunities for the intervention to benefit returning migrants' reintegration been considered?			
15. Has building of local capacity been taken into account?			
16. Have potential negative impacts on the rights of migrants of different genders and ages been assessed?			
17. Have the effects of the intervention on partner country authorities' inclusion/exclusion of migrants in policies been considered?			



Note what needs to be addressed before finalizing the project design to make sure that migration is effectively mainstreamed.

TOOL 10: PROJECT MONITORING CHECKLIST

Why use this tool?

The Project Monitoring Checklist is a quick reference tool to review the extent to which migration has been integrated into project activities and identify the extent to which it can be improved. Using the tool can help to identify any implementation gaps and trigger thinking of potential adjustments to the activities in the workplan, in consultation with the relevant partners.

When to use this tool?

This tool should be used during the implementation phase. It could feature as part of a monitoring and evaluation plan and can either be used as part of on-going or periodic monitoring.



How to use this tool?⁵⁶

The user can refer to the questions in this tool to reflect on whether areas of migration mainstreaming are being effectively applied during implementation. If the answer to any of the questions is no, then explore whether it is possible to modify project activities. There is also an option to mark not applicable (N/A) if the question is not relevant in the given context or type of intervention.

Questions	Yes	No	N/A
1. Is migration considered in the implementation of this intervention (either directly or indirectly)?			
2. Are migrants being reached and engaged through the intervention (especially migrants in vulnerable situations, women, children, irregular migrants)?			
3. Are migrants benefiting from this intervention (including vulnerable groups of migrants mentioned above)?			
4. Are communities affected by migration – for example families back home, or host communities – benefiting from this intervention?			
5. Do the project indicators disaggregate information based on migration status to ensure that the migrants are being reached (as appropriate)?			
6. Have changing mobility dynamics impacted the implementation of project activities?			
7. Are there any emerging migration-related challenges and opportunities due to changes in the migration situation?			
8. Are there benefits of the intervention that have supported efforts to harness the development potential of migration?			
9. Have there been barriers to convince partners and stakeholders of the central role that migrants play in improving sustainable development outcomes?			

56. This tool can be used irrespective of the sub-sectors of interest or in focus.

Questions	Yes	No	N/A
10. Do any activities need to be adapted or mitigation measures put in place due to unforeseen challenges or recent developments?			
11. How can changing political will, reduced stability or similar challenges be mitigated during the project implementation phase?			
12. Are good practices and lessons learned from similar interventions informing project implementation? And is such knowledge from this project also being captured and shared (at national, regional and global level)?			

 Note the extent to which migration is integrated within the implementation of the intervention and potential areas for improvement.

TOOL 11: PROJECT EVALUATION⁵⁷ CHECKLIST

Why use this tool?

The Project Evaluation Checklist is a quick reference tool to review the extent to which migration was integrated into a project’s design and implementation. Using the tool helps to evaluate how well migration was mainstreamed in an urban development intervention and whether doing so has contributed to the achievement of the project’s results.

When to use this tool?

This tool should be used towards the end of an intervention or following its completion (as part of an ex-ante evaluation), during the closure phase of the intervention cycle. As with the [Project Monitoring Checklist \(Tool 10\)](#), this tool could feature as part of an intervention’s monitoring and evaluation plan.




How to use this tool?⁵⁸

The user can refer to the questions in this tool to see to what extent migration was mainstreamed during the implementation of an intervention. The questions are structured around OECD Development Assistance Committee (DAC) criteria for evaluating development assistance. The answers generated from this tool can help to inform the project evaluation and/or future interventions.

Questions		Yes	No	N/A
Relevance	1. Did the intervention consider the needs or constraints of different types of migrants, including displaced persons, or return migrants?			
	2. Were the project results aligned with migration-related aspects of development policies and goals (bilateral or multilateral)? For example, SDG Targets and the objectives of the Global Compact for Migration or the Global Compact on Refugees.			
	3. Were migrants of different categories, gender and age groups sufficiently considered when assessing the intervention?			
Coherence	1. Was the intervention consistent with relevant international norms and standards as well as national development plans and other relevant policies and frameworks?			
	2. Does the intervention contribute to the achievement of Nationally Determined Contribution (NDC) or National Adaptation Plan (NAP)?			
	3. Is the intervention aligned with relevant sector policies – for example rural development or employment?			

57. Evaluation is defined in relation to the [DAC Criteria for Evaluating Development Assistance](#) of the Organisation for Economic Co-operation and Development’s (OECD) Development Assistance Committee (DAC): relevance, coherence, effectiveness, efficiency, impact, sustainability.
 58. This tool can be used irrespective of the sub-sectors of interest or in focus.

Questions		Yes	No	N/A
...	4. Was this intervention coordinated with relevant coordination groups, including urban development sector groups?			
	5. Were efforts taken to ensure that the intervention did not duplicate similar efforts?			
Effectiveness	1. Were the needs, problems, and challenges of migrants effectively addressed?			
	2. Did the intervention contribute to a comprehensive and protection-sensitive migration management approach?			
	3. How did migration – including displacement – influence the achievement of the results?			
Efficiency	1. How did the inclusion of migrants in the project design impact the cost effectiveness of the intervention?			
	2. Were the results equitably allocated and received for migrants as well as communities?			
Impact	1. Did the intervention contribute to the enjoyment of fundamental rights for migrants of different gender and age groups?			
	2. Did the intervention contribute to more equitable inclusion of migrants in the governance sector?			
	3. Did the intervention contribute to enhanced societal acceptance of migrants of different gender and age groups?			
Sustainability	1. Were migrant and non-migrant beneficiaries able to exercise ownership of the project results?			
	2. Was the sustainability of the intervention enhanced by integrating migration during the project design?			
	3. Has the intervention contributed to building capacity for integrating migration into the governance sector?			
	4. Will the intervention continue to be implemented in some form beyond the project end date?			

 Note the extent to which migration was integrated within the intervention and lessons learned to be applied to future interventions.



ANNEXES

ANNEX I: KEY GLOBAL FRAMEWORKS AND COMMITMENTS

This Annex reflects the main international frameworks and commitments that guide countries of origin, transit, or destination's approaches to migration and urban development. Individual commitments will need to be considered in line with their adoption, ratification, reservations, etc.

- The 1948 [Universal Declaration of Human Rights](#) states that everyone has the right to a standard of housing adequate for the health and well-being of themselves and their family. Ensuring migrants have adequate access to housing is critical to achieving the universal aspect of the commitment.
- The 1951 [Refugee Convention and its 1967 Protocol](#) define the term “refugee” and outlines the rights of displaced persons, as well as the legal obligations of States to protect them. The core principle is non-refoulement, which asserts that a refugee should not be returned to a country where they face serious threats to their life or freedom. This is now considered a rule of customary international law. The [New York Declaration for Refugees and Migrants](#), concluded in 2016, recognizes local authorities as key stakeholders and first receivers of migrants. It also highlights how 60 per cent of displaced persons are living in urban settings rather than camps.
- The 1966 [International Covenant on Economic, Social and Cultural Rights](#) recognizes everyone's right to an adequate standard of living for themselves and their family, including adequate food, clothing and housing, and to the continuous improvement of living conditions.
- The 1979 [Elimination of All Forms of Discrimination against Women](#) states that all genders should hold the same rights in regards property ownership, acquisition and management, should have equal access to services and should be able to participate equally in the elaboration and implementation of development planning at all levels.
- The 1998 [Guiding Principles on Internal Displacement](#) are 30 standards that outline the protections available to internally displaced people (IDPs). They detail the rights and guarantees relevant to the protection of IDPs from forced displacement to their protection and assistance during displacement up to the achievement of durable solutions.
- The third [United Nations Conference on Housing and Sustainable Urban Development “Habitat III”](#), in 2016, presented the [New Urban Agenda](#), a framework for sustainable management of cities. In the New Urban Agenda, States commit to combating discrimination faced by many urban residents, including displaced persons, returnees, internally displaced persons and migrants, regardless of their migration status. It recognizes the significant cultural, social and economic contributions of migrants and calls for local authorities to support migrant participation in cities. *Please find a reference to specific paragraphs of the New Urban relevant to migration in the box below.*
- The [Standard for Sustainable and Resilient Infrastructure \(SuRe®\)](#), presented at Habitat III, is a global voluntary standard which integrates sustainability and resilience components into the life cycle of infrastructure developments and upgrades. The SuRe® includes a commitment to minimum labour rights and working conditions for all workers, including migrants. The standard also requires Environmental and Social Management systems to be in place to ensure communities affected by infrastructure projects are not negatively affected or displaced.
- The [Sendai Framework for Disaster Risk Reduction 2015-2030](#) identifies rapid urbanization as an underlying disaster risk driver and highlights migrants' specific vulnerabilities in disasters. It promotes the integration of disaster risk reduction into urban planning. It commits States to consulting with migrants as relevant stakeholders who can improve the effectiveness of risk reduction measures. Priority 2 highlights the need to empower local authorities through regulatory and financial means to work and coordinate with civil society, communities and indigenous peoples and migrants in disaster risk management at the local level.

References to migration in The New Urban Agenda

- **Paragraph 20:** We recognize the need to give particular attention to addressing multiple forms of discrimination faced by,...., displaced persons, returnees, internally displaced persons and migrants, regardless of their migration status.
 - **Paragraph 28:** We commit ourselves to ensuring full respect for the human rights of displaced persons, internally displaced persons and migrants, regardless of their migration status, and support their host cities in the spirit of international cooperation, taking into account national circumstances and recognizing that, although the movement of large populations into towns and cities poses a variety of challenges, it can also bring significant social, economic and cultural contributions to urban life. We further commit ourselves to strengthening synergies between international migration and development at the global, regional, national, subnational and local levels by ensuring safe, orderly regular migration through planned and well-managed migration policies, and to supporting local authorities in establishing frameworks that enable the positive contribution of migrants to cities and strengthened urban–rural linkages.
 - **Paragraph 42:** We support subnational and local governments, as appropriate, in fulfilling their key role in strengthening the interface among all relevant stakeholders, offering opportunities for dialogue, including through age- and gender-responsive approaches, and with particular attention to potential contributions from all segments of society, including men and women, children and youth, older persons and persons with disabilities, indigenous peoples and local communities, displaced persons, internally displaced persons and migrants, regardless of their migration status, without discrimination based on race, religion, ethnicity or socioeconomic status.
 - **Paragraph 159:** We will support the role and enhanced capacity of national, subnational and local governments in data collection, mapping, analysis and dissemination and in promoting evidence-based governance, building on a shared knowledge base using both globally comparable as well as locally generated data, including through censuses, household surveys, population registers, community-based monitoring processes and other relevant sources, disaggregated by income, sex, age, race, ethnicity, migration status, disability, geographic location and other characteristics relevant in national, subnational and local contexts.
-
- The [Agenda for the Protection of Cross-Border Displaced Persons in the Context of Disasters](#), endorsed by 109 States in 2015 and which emerged from the [Nansen Initiative](#), recognizes that poor urban planning in rapidly expanding cities contributes to disaster-related displacement and migration, as it further weakens resilience and exacerbates the impacts of natural hazards, environmental degradation and climate change. The work of the Nansen Initiative is continued by its successor the [Platform on Disaster Displacement](#).
 - The [Programme of Action of the 1994 International Conference on Population and Development \(ICPD\)](#) recognized urbanization and internal migration as integrally related to development, while noting some concerns about possible negative consequences associated with rapid urban growth and excessive concentration of the population in large cities.
 - In the [Mayoral Declarations from the Mayoral Forum on Human Mobility, Migration, and Development](#), mayors from around the world affirm their commitment to uphold the principals and objectives of both the [Global Compact for Safe, Regular, and Orderly Migration](#) and the [Global Compact on Refugees](#).
 - The [Global Compact for Safe, Orderly and Regular Migration](#) is the first intergovernmentally negotiated and non-binding agreement that covers all dimensions of international migration in a holistic and comprehensive manner. The [Global Compact for Migration](#) calls on governments to integrate migration into different sectors of governance in order to overcome associated challenges and maximize the contributions that migration can bring to sustainable development. Relating to urban development, the [Global Compact for Migration](#) recognizes that its rests on

other relevant frameworks such as the New Urban Agenda and notes that urban development can be a way to address adverse drivers and structural factors that compel people to migrate.

- The [Global Compact on Refugees](#) is a framework for more predictable and equitable responsibility-sharing to improve responses to refugee situations so that host communities get the support they need and that displaced persons can lead productive lives. Relating to urban development, the Global Compact on Refugees calls for “a multi-stakeholder and partnership approach” that includes local actors in urban settings as well as networks of cities. Moreover, the Global Compact on Refugees recognizes that displaced persons

increasingly find themselves in urban settings beyond camps which requires the sustainable management of accommodation, water and sanitation, and infrastructure.

- [2030 Agenda for Sustainable Development](#) is a plan of action for people, planet and prosperity, providing an overarching framework to address the complex and dynamic relationship between migration and development. Promoting sustainable cities and communities is an integral component of the 2030 Agenda and its Sustainable Development Goals (SDGs), as seen in SDG 11 and as relevant for the achievement of other SDG targets.

Global Compact for Migration Objectives: Migration and Urban Development

- Commits to addressing poor urban development acting as an adverse driver of migration and promotes investment in country of origin infrastructure, resilience and disaster risk reduction, climate change mitigation and adaptation, and sustainable urban development to combat this driver (under Objective 2).
- Commits to ensuring that all migrants, regardless of their migration status, can exercise their human rights through safe access to basic services. (Objective 15).
- Commits to foster inclusive and cohesive societies by empowering migrants to become active members of society by (Objective 16).

ANNEX II: EUROPEAN UNION DEVELOPMENT COOPERATION IN THIS SECTOR

This Annex reflects the EU's primary development cooperation and commitments that guide the EU's approach to the governance of migration and urban development.

The EU's (2017) [European Consensus on Development](#) recognizes the relationship between urbanization, sustainable development and climate change, and seeks to boost the potential of cities as hubs for sustainable and inclusive growth, and innovation. It aims to address urban inequality, including for those living in informal settlements and slums, taking into account the relationships between urban and rural communities.

In line with the [New Urban Agenda](#), the European Commission articulates four broad areas of future urban development work: (1) the social dimension of sustainable urban development; (2) green and resilient cities; (3) prosperous and innovative cities; and (4) good urban governance (EC, 2016). [The European Commission's urban development projects](#) focus on nine key areas: (1) urban planning and local governance; (2) basic infrastructure; (3) supporting participatory slum upgrading; (4) sustainable urbanization; (5) improving disaster risk reduction and prevention; (6) low emission development strategies; (7) urban reconstruction; (8) water supply and sanitation; and (9) solid waste management projects. The European Commission also considers migrants, displaced persons and urban mobility as a priority target group for urban development interventions (EC, 2017).

The EU's [Strategic Approach to Resilience](#) and [2013-2020 Resilience Action Plan](#) calls for properly designed migration policies. It reiterates the need to boost resilience in rapidly growing urban areas where populations compete for resources, access to housing and basic services. It highlights how climate change, disasters and economic pressures combine with urbanization leading migrants to congregate in informal settlements in cities.

ANNEX III: OTHER SECTOR-SPECIFIC GUIDELINES AND TOOLS

This Annex includes sector-specific tools and guidelines that complement the approaches reflected in this Toolkit. These can be referenced for more detailed and comprehensive guidance on specific elements of the integration of migration into development cooperation interventions.

Title	Organization	Description
<i>Building Urban Resilience in the Face of Crisis</i>	Global Alliance for Urban Crises	Presents five priorities for building resilient urban systems and people before, during and after a naturally triggered or human-induced crisis.
<i>Contributions and Counting: Guidance on Measuring the Economic Impact of your Diaspora beyond Remittances</i>	IOM	Provides guidance for governments and national authorities looking to understand and measure the economic contributions made by their diaspora to their country of origin.
<i>Global Migration. Resilient Cities at the Forefront</i>	100 Resilient Cities	Offers case studies on successful examples of how to turn migration challenges into opportunities to build resilience which can be replicated in other cities
<i>Guidance Note: Integrating Housing, Land and Property Issues into Key Humanitarian, Transitional, and Development Planning Processes</i>	IOM	Identifies possible entry points for integrating HLP issues into key planning processes across the humanitarian, transitional and development phases and thereby facilitate due consideration of HLP issues in responses.
<i>Guidelines on Integrating Migration into Decentralised Cooperation</i>	JMDI (UNDP, IOM, ITC-ILO, UNHCR, UNFPA, UNITAR and UN-Women)	Outlines the added value of migration-related decentralized cooperation and then describe, with examples of good practices, how to harness the development potential of migration within such partnerships.
<i>Handbook on Housing and Property Restitution for Refugees and Displaced Persons (Implementing the ‘Pinheiro Principles’)</i>	UN-Habitat, FAO, NRC, OHCHR, UNHCR, OCHA/IDD	Provides important and practical guidance to all those working on housing and property restitution issues. It aims at promoting durable solutions for internally displaced persons and displaced persons, including the right to return to the homes and properties from which they fled or were forced to leave due to armed conflict and human rights violations.
<i>iDiaspora: User Guide for Supervisors</i>	IOM	Provides a global engagement and knowledge exchange hub for diaspora communities and those looking to engage with them. iDiaspora is set up with the objective of empowering transnational communities around the world to engage as development actors.

Title	Organization	Description
<i>International Guidelines on Decentralization and Access to Basic Services for all</i>	UN-Habitat	Supports policy reforms and legislative action at the country level.
<i>Joint Migration and Development Initiative (JMDI) Toolbox, “My JMDI Toolbox”</i>	JMDI (UNDP, IOM, ITC-ILO, UNHCR, UNFPA, UNITAR and UN-Women)	Offers guidance to mainstream migration into local development planning to harness the development potential of migration, including five training modules and supplementary materials.
<i>Local Inclusion of Migrants and Refugees - A Gateway to existing ideas, resources and capacities for cities across the world</i>	UN-Habitat, UNICEF, UNESCO, UNCTAD, OECD, CMI, WHO, Mayors Mechanism (MM)	Provides cities with field-tested guidance to proactively shape their local inclusion measures; showcases the contribution cities across the world are providing to the implementation of the SDGs, the Global Compact for Migration and Global Compact on Refugees; taps into cutting-edge existing support on the key dimensions contributing to local inclusion.
<i>Mainstreaming migration in urban policies</i>	UN-Habitat	This guidance document is forthcoming.
<i>Mainstreaming Migration into Local Development Planning</i>	JMDI (UNDP, IOM, ITC-ILO, UNHCR, UNFPA, UNITAR and UN-Women)	Assists local and regional authorities mainstream migration into all governance areas for enhanced policy coherence in migration and development.
<i>Migrants in Disaster Risk Reduction - Practices for Inclusion</i>	IOM	Compiles good practices for migrant-inclusive disaster risk reduction, including how to extend services to urban migrants (such as through the establishment of Pavement Dweller Centres in Bangladesh).
<i>Migration and Inclusive Cities: A Guide for Arab City Leaders</i>	UN-Habitat	Offers practical guidance to better understand both the pattern and causes of migration impacting the Arab region and how they can positively contribute to the development of the respective urban areas.

Title	Organization	Description
<i>Migration and the 2030 Agenda: A guide for practitioners</i>	IOM	Helps policymakers integrate migration into local or national development planning, by designing and implementing interventions that relate to migration in the context of the SDGs.
<i>Planning Law Assessment Framework</i>	UN-Habitat	Provides a quick self-assessment tool that aims to identify the strengths and weaknesses of an urban planning law. It uses two sets of indicators. The first is related to the functional effectiveness of law. The second set of indicators is technical in nature; they are related to the core areas of planning (land, public space, plotting, development rights and land-based financing).
<i>Slum Upgrading Legal Assessment Tool</i>	UN-Habitat (finalized, soon to be published)	Provides urban managers and other stakeholders with a framework to understand whether and the extent to which their regulatory and institutional frameworks support participatory city-wide slum upgrading.
<i>Success Stories: A collection of good practices and lessons learnt by local actors harnessing the development potential of migration</i>	JMDI (UNDP, IOM, ITC-ILO, UNHCR, UNFPA, UNITAR and UN-Women)	Offers analysis of migration and development good practices for local authorities relating to social and economic inclusion, diaspora engagement, local development planning, and partnerships.
<i>Toolbox of migration-related elements for the city resilience strategy</i>	IOM	Provides recommendations and operational guidelines about how to integrate migration-related actions to strengthen city resilience.
<i>The New Urban Agenda Illustrated</i>	UN-Habitat	Serves as the base for the New Urban Agenda online crash course. The self-paced course is available for free and accessible at any time. The course further breaks down the contents of the New Urban Agenda in an interactive and engaging format. An official UN-Habitat certificate is awarded on completion of the course.
<i>United Nations system-wide strategy on sustainable urban development</i>	UN	Highlights migration as an area where the development potential of sustainable urbanization can be advanced. The Strategy recognizes the importance to further explore the nexus between key issues such as urbanization and migration, calling for enhanced collaboration on data, integrated policy support, partnerships and financing.
<i>Urban Displacement from Different Perspectives</i>	Global Alliance for Urban Crises	Outlines the main activities conducted by stakeholders working within urban systems and their respective roles.

Title	Organization	Description
<i>Urban Resilience Hub</i>	UN-Habitat	Provides a space for knowledge, best practice and innovation on urban resilience to flourish.
<i>Migration and the 2030 Agenda for Sustainable Development</i>	ODI	Offers synthesis of evidence on the impact of internal migration on migrants' livelihoods, host cities' development and poverty reduction, including recommendations at city and national levels for how to achieve urbanization-related SDGs.
<i>White Paper: Mainstreaming Migration into Local Development Planning and Beyond</i>	IOM and JMDI	Provides analysis of migration mainstreaming practices at the local level, including lessons learned and policy recommendations for future mainstreaming exercises.
<i>World Migration Report 2015 – Migrants and Cities: New Partnerships to Manage Mobility</i>	IOM	Compiles evidence on how migration is shaping cities and explores how migration and urbanization policies can be better designed for the benefit of cities and migrants.

ANNEX IV: GUIDING PRINCIPLES

The Annex outlines guiding principles that should be considered when using the Toolkit. Adhering to these interdependent principles can help to ensure that the intervention leaves no one behind and contributes to wider sustainable development outcomes.⁵⁹ These should also help to ensure that interventions are mindful of indigenous communities, and persons of all genders, ages, and abilities.

RIGHTS-BASED APPROACH

Adopting a rights-based approach when using this Toolkit entails considering rights principles at all phases of the intervention cycle and across the tools. This includes ensuring that interventions are in conformity with international human rights frameworks and standards, and with particular consideration for migrants' rights.

DO-NO-HARM

The “do no harm” principle emphasizes the importance of ensuring that the protection needs of migrants (particularly those in vulnerable situations) are considered. This also requires recognizing the potential for harm at any stage of an intervention and ensuring that this is addressed from the outset.

NON-DISCRIMINATION

The principle of non-discrimination is fundamental to basic human rights and has relevance across all migration-related interventions. Migrants are particularly vulnerable to discrimination and therefore, particular care should be taken to ensure that interventions are inclusive and non-discriminatory, regardless of migration status, sex, age, gender, sexuality, religion, race or any other factor.

PEOPLE-CENTRED

Interventions that integrate migration have a human dimension that includes migrants and/or displaced persons, communities or origin, transit, destination and/or return. Social cohesion is strengthened and/or reinforced by targeting community members equally, while considering their respective needs. Therefore, the needs and experiences of “people” should be at the centre of any intervention.

GENDER-SENSITIVE AND CHILD-CENTRED APPROACHES

Gender is a central component of an individual's migration experience. The roles, expectations, and power dynamics associated with being a man, woman, boy or girl, exposes individuals to different types of vulnerabilities and risks. Therefore, gender should be taken into consideration at all phases of an intervention. Additionally, any interventions involving children should follow a child rights approach, with the best interest of the child at the centre.

WHOLE-OF-GOVERNMENT, WHOLE-OF-SOCIETY

The role and responsibility of governments is critical in responding to the multi-dimensional realities of migration. This typically requires horizontal and vertical engagement, across all sectors and levels of government. Similarly, governments cannot respond to migration realities alone. Engaging with a range of actors, across society, including (but not limited to) migrants, diaspora, civil society organizations, academia, the private sector, among others, contributes to ensuring a holistic response.

59. These guiding principles are broadly guided by the universal values of the 2030 Agenda and the guiding principles in the Global Compact for Migration. For more information, see Annex I: Key Global Frameworks and Commitments.

ANNEX V: DATA SOURCES

This Annex complements the [Situation Analysis \(Tool 2\)](#) and includes sector-specific data sources. These can be referenced when responding to the questions in that tool.

Key Data Sources

[Migration Data Portal](#) provides information on trends and data sources that focus uniquely on migration and urbanization. Data can be used to urban planning and delivery of public services, as well as help measure progress toward Sustainable Development Goals (SDGs) related to cities and migration.

[Global Urban Observatory \(GUO\)](#) provides statistical data for global monitoring of the New Urban Agenda, as well as the SDGs (especially SDG 11). In addition to their Global Urban Indicator database, GUO supports urban monitoring and reporting, and data collection for urban indicators at national and local levels.

[UN Statistics Division](#) and [DESA](#) collects, compiles and disseminates official demographic and social statistics on a number of topics.

[Displacement Tracking Matrix \(DTM\)](#) is a system that tracks and monitors population mobility, particularly forced displacement. The system flags urgent concerns such as sanitation problems, access to health care, etc. to relevant agencies for follow up. This tool can be extremely useful for urban planning based on near real-time population data.

[Migration and Remittances Data](#) provides latest statistics on immigration, emigration, skilled emigration, and remittance flows.





[City Prosperity Index](#) is a practical and flexible framework that has been applied to evaluate urban performance in 539 cities in 54 countries spread across all world regions, with most of these cities using the information generated for data-driven and informed decision-making processes.

[SDG 11 Progress Report](#) discusses the elaboration of targets, baselines and overall progress for selected indicators, placing special emphasis on partnership arrangement and opportunities for financing and scaling up activities and programmes.




[New Urban Agenda Platform](#) contains monitoring updates on the implementation of the New Urban Agenda.

ANNEX VI: EXAMPLES OF RELEVANT SDG TARGETS

This Annex complements the *Theory of Change* (Tool 7) and *Indicator Bank* (Tool 8). It can be used to identify where the Specific Objectives and Expected Results (derived through the Theory of Change) align with the relevant SDG targets.⁶⁰

Goal	Relevant targets
 <p>1 NO POVERTY</p>	<p>1.1: By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than USD1.25 a day.</p> <p>1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.</p> <p>1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p> <p>1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p> <p>3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.</p>
 <p>5 GENDER EQUALITY</p>	<p>5.1: End all forms of discrimination against all women and girls everywhere.</p> <p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.</p>
 <p>6 CLEAN WATER AND SANITATION</p>	<p>6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all.</p> <p>6.2: By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.</p>

60. More information on the links between migration and the SDGs can be found here: <https://publications.iom.int/books/migration-and-2030-agenda-guide-practitioners>.

<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>7.1: By 2030 ensure universal access to affordable, reliable, and modern energy services.</p>
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>
<p>10 REDUCED INEQUALITIES</p> 	<p>10.1: By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.</p> <p>10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.</p> <p>10.c: By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent.</p>

11 SUSTAINABLE CITIES AND COMMUNITIES



- 11.1:** By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.
- 11.2:** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
- 11.3:** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
- 11.5:** By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
- 11.6:** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management.
- 11.7:** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.
- 11.a:** Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
- 11.b:** By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.
- 11.c:** Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



- 12.2:** By 2030, achieve the sustainable management and efficient use of natural resources.

13 CLIMATE ACTION



- 13.1:** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- 13.3:** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.



16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children.

16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

16.b: Promote and enforce non-discriminatory laws and policies for sustainable development.



17.13: Enhance global macroeconomic stability, including through policy coordination and policy coherence.

17.14: Enhance policy coherence for sustainable development.


17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

17.18: By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

ANNEX VII: INDICATOR BANK

(EXPECTED RESULTS)

This Annex is a continuation of the Indicator Bank (Tool 8). It includes examples of indicators that would measure the expected results highlighted in the Theory of Change (Tool 7).

Sub-sector	Expected results	Indicators
Urban Legislation and Governance  SDG Objectives: 11, 16, 17 Global Compact for Migration Objectives: 1, 3, 15, 16, 17	1.1.1: Migrants, displaced persons, and/or communities know their rights and feel empowered to claim them. ⁶¹	1.1.1.a: Availability of accurate, timely, accessible, and transparent information on the rights of migrants, displaced persons, and/or communities, and how to claim them. 1.1.1.b: Number of migrants, displaced persons, and/or communities accessing and utilizing this information. 1.1.1.c: Percentage of migrants, displaced persons, and/or communities accessing and utilizing this information have increased knowledge of their rights and how to claim them. 1.1.1.d: Percentage of migrants, displaced persons, and/or communities report feeling empowered to claim their rights.
	1.1.2: Migrants, displaced persons, and/or communities have the know-how to take part in decision-making processes.	1.1.2.a: Availability of accurate, timely, accessible, and transparent information on the decision-making processes occurring, and how to take part in them. 1.1.2.b: Number of migrants, displaced persons, and/or communities accessing the available information on decision-making processes. 1.1.2.c: Percentage of migrants, displaced persons, and/or communities accessing the available information on decision-making processes have increased knowledge on how to take part in decision-making processes.
	1.1.3: Community-based associations have the capacity to represent migrants', displaced persons', and/or communities' needs in relevant legislation and policy processes.	1.1.3.a: Number of community-based organizations and/or migrants' associations that report having sufficient know-how, resources, and data to represent migrants', displaced persons', and/or communities' needs in legislation and policy processes. 1.1.3.b: Number of community-based associations who have tools (e.g. plans/strategies, equipment) to represent migrants', displaced persons', and/or communities' needs in relevant legislation and policy processes. 1.1.3.c: Number of community-based associations representing migrants', displaced persons', and/or communities' needs in relevant legislation and policy processes.

61. In line with and contributing to existing SDG Target 16.3.

Sub-sector	Expected results	Indicators
...	<p>1.2.1: Policymakers have the knowledge, skills, and tools to include migrants, displaced persons, and/or communities in urban legislation and policy processes.</p>	<p>1.2.1.a: Availability of accurate, timely, accessible, and transparent information on (i) the importance of including migrants, displaced persons, and/or communities in urban legislation and policy processes, and (ii) how to do so.</p> <p>1.2.1.b: Availability of accurate and disaggregated data on migration flows and demographic population data (disaggregated by age, sex and migration status).</p> <p>1.2.1.c: Number of policymakers accessing and utilizing the available data and information above.</p> <p>1.2.1.d: Percentage of policymakers accessing and utilizing the available data and information above have increased knowledge on how to include migrants, displaced persons, and/or communities in urban legislation and policy processes.</p> <p>1.2.1.e: Number of tools (e.g. plans/strategies) available to policymakers to include migrants, displaced persons, and/or communities in urban legislation and policy processes.</p>
	<p>1.2.2: Policymakers have functioning multi-level coordination mechanisms to include migrants, displaced persons, and/or communities in relevant urban legislation and policy processes.</p>	<p>1.2.2.a: Number of active coordination mechanisms on migrants', displaced persons', and/or community members' participation.</p> <p>1.2.2.b: Percentage of targeted members of the coordination mechanism feel satisfied with the level of coordination on migration.</p>
	<p>1.2.3: Policymakers in urban areas have authority and human resources to facilitate migrants', displaced persons', and/or communities' participation.</p>	<p>1.2.3.a: Number of policymakers in urban areas have the power and right to facilitate migrants', displaced persons', and/or communities' participation.</p> <p>1.2.3.b: Number of policymakers in urban areas have the human resources (e.g. personnel, staff, training of staff, etc.) to facilitate migrants', displaced persons', and/or communities' participation.</p>

Sub-sector	Expected results	Indicators
<p data-bbox="220 215 512 275">Urban planning, housing and basic services</p>  <p data-bbox="220 434 419 495">SDG Objectives: 1, 3, 5, 6, 11, 16</p> <p data-bbox="220 533 480 622">Global Compact for Migration Objectives: 1, 2, 3, 15, 16, 17, 23</p>	<p data-bbox="544 215 863 405">2.1.1: Migrants, displaced persons, and/or community members have the know-how and feel empowered to take part in urban planning processes.</p>	<p data-bbox="892 215 1390 342">2.1.1.a: Availability of accurate, timely, accessible, and transparent information on (i) the urban planning processes available, (ii) how to take part in them.</p> <p data-bbox="892 365 1390 461">2.1.1.b: Number of migrants, displaced persons, and/or community members are accessing and utilizing this information.</p> <p data-bbox="892 483 1390 640">2.1.1.c: Percentage of migrants, displaced persons, and/or community members accessing and utilizing this information have increased knowledge on how to take part in urban planning processes.</p> <p data-bbox="892 663 1390 759">2.1.1.d: Percentage of migrants, displaced persons, and/or community members who feel empowered to take part in urban planning.</p>
	<p data-bbox="544 770 863 927">2.1.2: Community-based associations have the capacity to inclusively represent community needs in urban planning.</p>	<p data-bbox="892 770 1390 898">2.1.2.a: Number of participating community-based associations supporting migrants, displaced persons, and/or communities to contribute to urban planning processes.</p> <p data-bbox="892 920 1390 1077">2.1.2.b: Number of community-based associations report having sufficient know-how, resources, and data to represent migrants, displaced persons, and/or communities needs in urban planning.</p> <p data-bbox="892 1099 1390 1227">2.1.2.c: Number of community-based associations who have tools (e.g. plans/strategies, equipment) to inclusively represent community needs in urban planning.</p>
	<p data-bbox="544 1240 863 1368">2.2.1: Local governments have functioning coordination mechanisms on migration in place.</p>	<p data-bbox="892 1240 1390 1337">2.2.1.a: Number of active coordination mechanisms and standard operating procedures (e.g. referral system).</p> <p data-bbox="892 1359 1390 1453">2.2.1.b: Percentage of targeted members of coordination mechanism report to feel satisfied with the level of coordination on migration.</p>

Sub-sector	Expected results	Indicators
...	<p>2.2.2: Service providers are coordinated across sectors and have accurate data, know-how, and understanding to provide equitable and quality services.⁶²</p>	<p>2.2.2.a: Availability of accurate, timely, accessible, and transparent information on (i) the importance of including all in equitable and quality services, and (ii) how to do so.</p> <p>2.2.2.b: Availability of accurate and disaggregated data on services available (disaggregated by type of service), and population demographics (disaggregated by sex, age, migration status and geographic location).</p> <p>2.2.2.c: Number of service providers accessing and utilizing this information and data.</p> <p>2.2.2.d: Percentage of service providers accessing and utilizing this information and data have increased knowledge on how to provide equitable and quality services.</p>
<p>Urban Economy and Finance</p>  <p>SDG Objectives: 8</p> <p>Global Compact for Migration Objectives: 1, 3, 5, 6, 15, 16, 17, 18</p>	<p>3.1.1: Migrants, displaced persons, and/or communities have improved or developed skills and capacities that meet labour market demands.⁶³</p> <p>3.1.2: Private/public employment and financial services (including opportunities) increase access for migrants in urban areas, in line with legal regulations.⁶⁴</p>	<p>3.1.1.a: Number of migrants, displaced persons, and/or community members trained in skills and capacities that meet labour market demands.</p> <p>3.1.1.b: Percentage of migrants, displaced persons, and/or community members who have increased skills and capacities that meet labour market demands.</p> <p>3.1.1.c: Number of migrants, displaced persons, and/or community members who have tools (e.g. plans/strategies, equipment) to meet labour market demands.</p> <p>3.1.3.a: Number of financial and private/public employment services are available.</p> <p>3.1.3.b: Percentage of migrants, displaced persons, and/or community members who are aware of the availability of private/public employment and financial services.</p>

62. In line with and contributing to existing [SDG Target 17.18](#).

63. In line with and contributing to existing [SDG Target 4.4](#) and [Target 8.6](#).

64. In line with and contributing to existing [SDG Target 5.a](#) and [10.2](#).

Sub-sector	Expected results	Indicators
...	<p>3.1.3: Local governments understand how to remove spatial, discriminatory, and legal barriers that impede migrants', displaced persons', and their communities' access to jobs and livelihood opportunities.</p>	<p>3.1.4.a: Availability of accurate, timely, accessible, and transparent information on the spatial, discriminatory, and legal barriers that block migrants, displaced persons, and/or community members from accessing jobs, the importance of their access, and how to overcome these barriers.</p> <p>3.1.4.b: Availability of accurate and disaggregated data on labour participation and employment rates (disaggregated by sex, age and migration status).</p> <p>3.1.4.c: Number of local government officials accessing and utilizing the available information and data.</p> <p>3.1.4.d: Percentage of local government officials accessing and utilizing the available information and data have increased knowledge on how to remove spatial, discriminatory, and legal barriers that impede migrants', displaced persons', and/or community members' access to jobs and livelihood opportunities.</p> <p>3.1.4.e: Number of local government officials trained on improving migrants', displaced persons', and/or community members' access to jobs and livelihood opportunities.</p>
	<p>3.2.1: Employers and recruitment agencies have the accurate data and know-how to provide safe and ethical working conditions (in line with relevant international frameworks).⁶⁵</p>	<p>3.2.1.a: Availability of accurate, timely, accessible, and transparent information on the relevant international frameworks on safe and ethical working conditions, the importance of providing these working conditions and how to do so.</p> <p>3.2.1.b: Availability of accurate and disaggregated demographic data on workforce (disaggregated by sex, age and migration status).</p> <p>3.2.1.c: Number of employers and recruitment agencies accessing and utilizing the available information and data.</p> <p>3.2.1.d: Percentage of employers and recruitment agencies accessing and utilizing the available information and data have increased knowledge on how to provide safe and ethical working conditions (in line with relevant international frameworks).</p> <p>3.2.1.e: Number of trainings attended by employers and recruitment agencies on the provision of safe and ethical working conditions.</p>

65. In line with and contributing to existing [SDG Target 17.18](#).

Sub-sector	Expected results	Indicators
...	<p>3.2.2: Government agencies responsible for labour standards have effective and inclusive compliance mechanisms in place.</p>	<p>3.2.2.a: Government agencies responsible for labour standards have the labour compliance mechanisms in place.</p> <p>3.2.2.b: Number of government officials trained on labour standard compliance mechanisms and tools.</p> <p>3.2.2.c: Percentage of government officials responsible for labour standards have increased knowledge of how to utilize labour standard compliance mechanisms and tools.</p>
<p>Urban Resilience</p>  <p>SDG Objectives: 10, 11, 13</p> <p>Global Compact for Migration Objectives: 1, 2, 3, 5, 15, 16, 17</p>	<p>4.1.1: Migrants, displaced persons, and/or communities have the know-how and feel empowered to contribute to risk reduction, response, and recovery.</p> <p>4.1.2: Local governments understand the importance of including migrants, displaced persons, and/or community members in disaster risk reduction plans, simulations, and exercises.</p> <p>4.1.3: Local governments have the data and tools to include migrants, displaced persons, and/or community members in disaster risk reduction plans, simulations, and exercises.</p>	<p>4.1.1.a: Availability of accurate, timely, accessible, and transparent information on how to contribute to risk reduction, response, and recovery.</p> <p>4.1.1.b: Number of migrants, displaced persons, and/or community members accessing and utilizing the available information.</p> <p>4.1.1.c: Percentage of migrants, displaced persons, and/or community members have increased knowledge on how to contribute to risk reduction, response, and recovery.</p> <p>4.1.1.d: Percentage of migrants, displaced persons, and/or community members who are empowered to contribute to risk reduction, response, and recovery.</p> <p>4.1.2.a: Number of local government officials trained in how to make DRR plans, simulations, and exercises inclusive.</p> <p>4.1.2.b: Percentage of local government officials have increased knowledge of how to include migrants, displaced persons, and/or community members in disaster risk reduction plans, simulations, and exercises.</p> <p>4.1.3.a: Number of data and, reports become available to local governments on the inclusion of migrants, displaced persons, and/or community members in DRR plans, simulations and exercises.</p> <p>4.1.3.b: Number of local government officials who have tools (e.g. plans/strategies, equipment) to include migrants, displaced persons, and/or community members in disaster risk reduction plans, simulations, and exercises.</p>

Sub-sector	Expected results	Indicators
...	<p>4.2.1: Policymakers understand the relevance and importance of migration as a means of adaptation.</p>	<p>4.2.1.a: Availability of accurate, timely, accessible, and transparent information on migration as a means of adaptation, the importance of this form of adaptation and how to implement it.</p> <p>4.2.1.b: Availability of accurate and disaggregated data on migration flows and population demographics (disaggregated by sex, age and migration status), types of environmental degradation and climate change.</p> <p>4.2.1.c: Number of policymakers utilizing and accessing the available information and data.</p> <p>4.2.1.d: Percentage of policymakers utilizing and accessing the available information and data have increased knowledge on migration as a means of adaptation.</p>
	<p>4.2.2: Policymakers have access to functioning cooperation and coordination mechanisms to facilitate migration as a means for adaptation.</p>	<p>4.2.2.a: Number of cooperation and coordination mechanisms on migration as a means for adaptation.</p>

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