

This step involves identifying or establishing an institutional framework to manage the process, and raising awareness by engaging government and non-government stakeholders on migration in the Sustainable Development Goals (SDGs).



Stakeholders may be engaged in this step:

- as recipients of and partners in public awareness-raising
- as advocates
- by having an active role in knowledge sharing

1 Identifying Stakeholders

Implementing bodies should engage early with diverse stakeholders to gain perspectives on migration priorities and actions. One of the first steps for implementing bodies is to identify a range of stakeholders to include in their implementation.

Civil Society Organizations (CSOs), in particular migrant organizations, as well as migrants, including diaspora members, migrants in the local or national area, and representative organizations

These stakeholders will usually be closest to migrant and diaspora communities. Representing a direct voice for migrants, they can be best positioned to put forward the views and interests of certain migrant groups and can act as mediators between these groups and government. Engaging them inclusively and proactively, for example by including migrant women's associations, may enable other individuals to be reached who would otherwise not be represented, thereby helping to empower migrants in the SDG process.

Civil Society Organizations can play a key role in awareness-raising on migration and development. They often have valuable experience in advocacy around migration and development, as well as important outreach and coordination functions that can be tapped. Having valuable front-line experience of migration and development issues means they can share knowledge and insights with practitioners, assisting with technical capacity-building.

Given their close contact with migrants and potential service delivery role, these can assist with prioritization and needs analyses, so they can offer their unique view of migrant needs in specific territories.

As many organizations are also direct service providers, they can play a key role in the implementation of migration interventions as needed. These interventions often provide direct assistance to migrants, particularly at the local level, for example by providing shelter, protection services, or (re)integration assistance.³ The capabilities of CSOs should thus be evaluated and considered when planning migration interventions. Further, given any service provision functions, CSOs should be considered potential data sources and potential partners when formulating SDG monitoring and reporting mechanisms.

Local and regional authorities
(if not a locally led SDG process)

Local and regional authorities are recognized as ‘first responders to migration’ (New York Declaration). Coordination with and involvement of local and regional authorities will ensure policies are realistic and responsive to real needs at the territorial level. It also ensures local and regional authorities’ buy-in and ownership over implementation of national policies at the local level.

Private sector, including businesses and business leaders in the local or national area, and recruitment agencies

Private sector actors can be useful partners, particularly on labour migration issues. Apart from being involved in job creation, the private sector can also be linked to migrant or diaspora entrepreneurship and investment efforts. Larger organizations who may be involved in global labour supply chains are also relevant, particularly in the area of labour rights (e.g. trade unions). Private sector actors can also be useful partners in implementing certain interventions, as some may include SDG-related actions as part of Corporate Social Responsibility (CSR) initiatives. Therefore, private sector partners should be actively included in prioritization and implementation stages of the SDG process. Recruitment agencies should also be engaged regarding labour migration, human trafficking and other topics.

Academia, including universities and research centres

These institutions can offer significant thematic and technical expertise across migration topics and can provide guidance on approaches and specific interventions. They can also assist with data collection, analysis and general research.

Development cooperation partners, including bilateral and multilateral donors, regional or international cooperation agencies and other bodies

Development cooperation partners are key collaborators that shape intervention funding and implementation; they may be more likely to support SDG-related migration and development interventions if they are engaged early in the process.

Regional and international bodies can also help share lessons learned and practices related to migration and development with other member states, regions or territories, as well as assist in setting any guidelines and promoting capacity-building.



2 Deciding on Institutional Set-up

Deciding on an institutional set-up is a necessary first step for all Sustainable Development Goal implementation activity and will determine how the process is carried out. Choosing or identifying an institutional set-up involves considering any existing relevant SDG implementations or development planning processes and how they relate, as well as assessing the capacities of stakeholders who could take a leading role if the processes occur in parallel. Institutional arrangements for migration-SDG implementation will depend on local or national context. This guide refers to the institutional set-up as the ‘implementing body’.

Ideally, any migration-SDGs activity, whether a one-off project or wider mainstreaming exercise, should be linked directly to broader Goal implementation and development planning efforts. Actors must assess and map any existing SDG implementation efforts in the local or national area. Where another SDG process is taking place, actors must evaluate how best to integrate into or coordinate with this process. Further, actors should consider how to relate to any relevant development planning processes, for example annual development planning. It is important to coordinate and cohere with other SDG and development strategies, including those initiated by other government actors or the United Nations.

Given this is the first time migration is so saliently recognized as a global development topic, it is important to ensure migration is integrated with other SDG efforts to set a precedent and improve policy coherence. Ensuring integration can also help increase political buy-in for migration policy and programming, as governments and development cooperation partners are interested in seeing how interventions that relate to migration can contribute towards wider efforts on the Goals of the 2030 Agenda. This might also help to attract additional resources.

For example, United Nations country team (UNCT) countries develop a results framework for development: a UN Development Assistance Framework (UNDAF). In these cases, actors should try to ensure that migration is included as a priority topic in the framework by taking part in relevant consultations. This would enable more United Nations programming to consider migration and could help attract resources and funding.

MAINSTREAMING, ACCELERATION AND POLICY SUPPORT (MAPS)

Mainstreaming, Acceleration and Policy Support (MAPS) was adopted by the United Nations Development Group as a common approach to its support of 2030 Agenda implementation at the country level. The MAPS approach includes the following core components:

- Mainstreaming work to raise public awareness on the 2030 Agenda and to ensure the principles and goals of sustainable development found in the 2030 Agenda are fully integrated into national and subnational policy formulation, planning and budgetary processes.
- Analytical work that informs policymakers of the drivers and bottlenecks to sustainable development at the country level, and that contributes to the design of policy interventions that can accelerate progress towards achieving SDGs nationally by 2030.
- Policy support, in terms of coordinated approaches that will enable the United Nations to deploy technical expertise and advice to Member States in support of SDG implementation in a coherent and integrated way.⁴

National actors should decide how their objectives and activities will relate to MAPS missions in their countries. It would be beneficial to engage proactively with these missions, as forging partnerships in SDG implementation is key and there may be possible synergies across activities. Implementing bodies may consider how to engage with each stage of the mission. Possible ways to do this include ensuring migration is considered when taking stock of the national development agenda and prioritizing policy areas to help ensure that migration priorities are recognized and reflected in resulting country roadmaps (note that where a United Nations Development Assistance Framework already includes migration topics this provides an easy entry point). It could also involve considering migration as a potential accelerator for development,⁵ helping develop migration-related interventions, specialized training or capacity-building sessions, or improving disaggregation by migratory status in relevant monitoring frameworks. In doing this, it is a good idea to work with the United Nations country team or directly with the MAPS mission, or the International Organization for Migration when they are included in the MAPS activities.

Integration into SDG implementation and/or development planning cycles may not always be possible. There may not be relevant SDG efforts in place, local or national development planning cycles may not sync up, or for other reasons it may not be realistic or advisable to integrate into these efforts. In these cases, the process may be carried out separately and actors may design a separate institutional set-up. This set-up will depend on factors such as institutional capacities and overall aims of the SDG process. Possible options for the institutional set-up include:

One government ministry, institution or body leads the process.

At the national level, this may be the migration, statistical, national development planning, or other ministry. The ministry with the most responsibilities regarding migration issues could be beneficial as it would bring in higher technical expertise across migration areas, and use existing relationships and its convening power with migration stakeholders to facilitate collaboration. This may, for example, be appropriate if countries have fairly clear ideas of where targeted migration legislation, policy and programming should be strengthened. The national statistical office or ministry leading could be beneficial to ensure strong monitoring and evaluation functions and/or where a known objective is to



build longer-term migration data capacity. The development planning ministry leading would be beneficial if countries wish to focus predominantly on mainstreaming migration across development planning in different sectors. Countries may also choose to have two ministries lead together. This could strengthen the process by adding greater expertise in certain activities and strengthening horizontal coherence. For example, the migration ministry and national statistical office may choose to jointly manage, clearly delineating roles and responsibilities for each activity: the migration ministry leading the prioritization and intervention design process and the national statistical office leading the monitoring and evaluation. At the local level, this may be the local government unit or body responsible in the relevant area. The decision of who will lead at the local level depends on context, including institutional capacity and objectives of the SDG process. Whether this approach is taken at the local or national level, the leading body must take care to engage horizontally with other ministries, agencies and government units throughout the process, both to increase coherence and help boost awareness, engagement and political buy-in.

A coordinating institution, council or working group leads the process.

This dedicated body could coordinate activities between relevant government actors, and can be created at both the local and national levels.⁶ If at the national level, this body should be inter-agency. In addition to coordination, this body could hold some decision-making power.

An external organization leads the process through facilitation and coordination.

One or several organizations, such as the International Organization for Migration or United Nations Development Programme, could facilitate the implementation process on behalf of either local or national government actors. Actors may also choose one of the above set-ups, and consult regularly with an external organization who provides ongoing technical guidance.

Once an institution or body is selected to lead the process, terms of reference should be drafted to formalize its composition, mandate, function and various other details.



CASE STUDY: GHANA

Terms of reference were created by the dedicated migration-SDG body in Ghana and has been included in the case study.

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Ongoing efforts should be made to remain in line with other SDG processes in the locality or country even if there is a lack of formal integration. To ensure coherence, implementing bodies should set up regular coordinating mechanisms with focal points involved in the other processes, and consider how to coordinate activities during each step and activity. Some ways to align efforts could involve ensuring activities can be explicitly related to local or national development objectives and, as far as possible, aligning certain steps directly, such as by syncing reporting cycles and platforms. Where relevant, actors should also advocate for migration to be integrated in future cycles of the local or national development or SDG planning process.



CASE STUDY: ARMENIA

Set-up led by the National Statistical Service

The National Statistical Service adopted a multi-stakeholder approach to the activities, and included many ministries and civil society actors.

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CASE STUDY: GHANA

Set-up led by an Inter-Agency Technical Working Group

The working group facilitated a regular mechanism for designated focal points from different ministries to meet. It also built on previous governance processes and working groups established for other migration activities, such as the development of Ghana's national migration profile.

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CASE STUDY: ETHIOPIA

Set-up led by a Task Force on Migration and the SDGs

The task force was chosen as it built on existing migration governance structures: Ethiopia's active interministerial task force on human trafficking. Though finalization of this set-up is ongoing as of June 2018, discussions have focused on how to adapt the task force, expand its remit and cover a wider range of migration and development topics so that it can lead the SDG-migration process. This process was facilitated by providing awareness-raising and capacity-building on migration and the SDGs to members of the task force.

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3 Awareness-raising

Awareness-raising regarding how migration is reflected in the 2030 Agenda and how migration and development affect one another is critical to successful implementation. As the inclusion of migration in the global development agenda is a new precedent, it is especially important to build an understanding of the links between migration and development so they are understood during public and political discourse. Awareness-raising is a valuable opportunity to kick-start multi-stakeholder engagement on the Sustainable Development Goals. Implementing the 2030 Agenda requires broad collaboration and inclusive dialogue, and may entail new partnerships across government, including policymakers from different sectors who may not be traditionally involved in migration, and partnerships with civil society, the private sector, academia and the public.

Awareness-raising involves horizontal and vertical engagement with different levels and sectors of government, civil society, academia and others, and sharing information tailored to stakeholders' roles and responsibilities. This should include initial activities at the start of SDG implementation, as well as some activities throughout, for example awareness-raising may be part of technical capacity-building during implementation. Note that it may be necessary to do some awareness-raising activities with selected stakeholders even before the institutional set-up is determined. Integrating with other relevant local, regional or national SDG public awareness-raising activities is recommended.

The objective of awareness-raising is to improve public and practitioner understanding and promote broad ownership of the 2030 Agenda in relation to migration.

Awareness-raising for practitioners

The objective of awareness-raising for practitioners is to sensitize policymakers on the implications of migration in the 2030 Agenda. Implementing bodies should consider who their primary target audience is. As stakeholders will have varying levels of understanding of and experience related to migration and development, implementing bodies should determine what activities would best fit the context and outline an appropriate sequence. If this process is being undertaken as part of a wider SDG implementation process, awareness-raising will need to include stakeholders from the leading body. There should also be some awareness-raising activities directed towards policymakers outside of traditional migration domains in other development sectors; the objective being to explain why migration is relevant to their particular sector and introduce them to the rationale and process of migration mainstreaming. If not already engaged in the process, the National Statistical Office should also be included, as they are responsible for SDG monitoring and reporting.

Strong practitioner understanding of the migration-SDG links is key to developing political commitment. Activities for practitioners should include a strong knowledge sharing component regarding good practices and lessons learned from other migration and development projects.

Awareness-raising for the public

The objective of awareness-raising for the public is to introduce migration in the context of the SDGs, and to build overall understanding of migration and development linkages and why they are relevant. Actors should design strategies to fit their context and audience, targeting audiences and using corresponding communications and media platforms as appropriate. Local and national media should be engaged in these efforts and could receive training to help strengthen informed media coverage on migration in the SDGs, and then would be able to support and contribute to public awareness-raising efforts. National government may have a broader communications reach, better access to traditional media outlets and more resources available. Local government may be well positioned to raise awareness about the relevance of migration and the SDGs to local communities and can encourage involvement of local civil society and community-based organizations.

Public awareness-raising activities should be inclusive and ensure that perspectives and participation from people of all cultures, genders and origins are included, such as women, youth, refugees and minorities. Tailored communications approaches may be needed to ensure relevant messages reach specific groups. For example, efforts should be made to include diaspora in awareness-raising activities and therefore communications planning should consider how to effectively identify and reach communities residing in other countries.

Sample Awareness-raising Activities

Briefings and sessions

Organizing thematic briefings on migration and the 2030 Agenda with representatives from various ministries at different levels, civil society, the private sector, and others. These can be on a one-on-one basis or in a group meeting. For example:

- Holding technical sessions specific to different governance and development sectors. These could be on considering how migration affects outcomes in this sector and vice versa, with a view to help design, develop and implement migration-sensitive sectoral policies that support the achievement of other development and sectoral policy objectives.
- Holding briefings with SDG focal points or champions to build awareness and strengthen technical understanding around migration aspects of the 2030 Agenda.
- Engaging with different United Nations bodies in the area to identify how migration can be incorporated in their activities. This may involve integrating specialized training sessions on migration and development into their capacity-building activities.
- Holding annual or biannual sessions on good practices and lessons learned regarding migration and development projects in different localities or countries.

Print and electronic materials	Disseminating thematic print and electronic materials on migration and the 2030 Agenda and the local, regional or national migration context to relevant audiences.
Traditional media	Reaching out to the public using traditional media, publicizing SDG implementation efforts through articles and press briefings.
Social media	Communicating information about migration and the SDGs directly to the public using social media platforms such as Twitter or Facebook.
Civil society organizations	Collaborating with relevant civil society organizations to use their outreach capacity to help disseminate communications, especially those working on migration issues, including diaspora organizations.
Cultural events	Leveraging culture to share information and raise awareness through activities such as local fairs, concerts, bike rides and radio sessions, taking care to include activities popular with certain migrant and diaspora groups, as well as to conduct these in local languages where this is relevant.
Informal education	Using informal education to reach young people, through youth groups or conferences.
Media training	Conducting media trainings to introduce migration in the SDGs to journalists and others working in media, and sensitize these as to the importance of particular migration and development linkages.

CASE STUDY: ETHIOPIA

Training sessions

As a first step in the project, a joint awareness-raising and capacity-building training was organized for government stakeholders from different ministries and was carried out in close collaboration with the National Anti-Trafficking and Smuggling Taskforce Secretariat under the Attorney General's Office. The objectives of the training were to introduce stakeholders to migration in the SDGs, sensitize them on the concept of migration mainstreaming, and build their capacity to design concrete ways to do this.

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CASE STUDY: GHANA

Capacity-building workshop

Over two days, a series of presentations and group exercises took place on thematic topics as well as operational guidance. This introduced concepts of migration and development, and discussed the linkages between migration and certain sectors, such as health, education, employment, labour rights, agriculture and others. The workshop also included the involvement of national stakeholders.

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