



Migration Multi-Partner Trust Fund

**START-UP FUND FOR SAFE, ORDERLY
AND REGULAR MIGRATION**

Operations Manual

Revision March 2023

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ACRONYMS AND ABBREVIATIONS

AA	Administrative Agent
CA	Convening Agent
CSO	Civil Society Organization
UN DCO	United Nations Development Coordination Office
FMU	Fund Management Unit
GCM	Global Compact for Safe, Orderly and Regular Migration
IMRF	International Migration Review Forum
IP	Implementing Partner
JP(s)	Joint Programme(s)
KM	Knowledge Management
Migration MPTF	Migration Multi-Partner Trust Fund
M&E	Monitoring and Evaluation
PUNO	Participating United Nations Organization
REC	Regional Economic Commission
RBM	Results Based Management
SDGs	Sustainable Development Goals
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
UNNM	United Nations Network on Migration
UNRC / RCO	United Nations Resident Coordinator / Resident Coordinators Office
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group
USD	United States Dollars

1. OVERVIEW

1.1 Rationale of the Fund

The establishment of the “Start-up Fund for Safe, Orderly and Regular Migration” (hereinafter “Migration MPTF” or “the Fund”) was called for by Member States through the adoption of the Global Compact for Safe, Orderly and Regular Migration (GCM) and is a key component of the GCM Capacity Building Mechanism. It is established as a United Nations pooled fund by the United Nations Network on Migration (Network), a collaborative community of United Nations entities with a focus on migration, under the strategic guidance and direction of an Executive Committee and with IOM serving as Coordinator and Secretariat.

The recognition in the GCM of the need for the Fund is an acknowledgement that as the first ever global United Nations cooperative framework on international migration, it would benefit from support by a financing mechanism to assist Member States in the way that best meets their own national objectives, while upholding international law. In situating this call in a resolution of the General Assembly, Member States recognize both the importance of this Migration MPTF and afford it the strongest possible foundations.

The Migration MPTF will contribute to ensuring robust, coordinated, inclusive and coherent United Nations system-wide support to Member States in their implementation, follow-up and review of the GCM, while avoiding fragmentation in delivering on the GCM’s 23 objectives. It is fully aligned with the guiding principles of the GCM.

The Migration MPTF is both an initial and complementary source of support, open to a multitude of partners to provide contributions. The Fund seeks synergies and will collaborate with bilateral funding instruments, as well as other pooled funding mechanisms to help realize the intrinsic link between the GCM and the realization of all seventeen SDGs and particularly with respect to target 10.7 which calls on States to “facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”. Heeding the call of the GCM to be implemented at local, national, regional and global levels, the Migration MPTF supports initiatives in all tiers of GCM implementation.

The Migration MPTF will foster joint programming in order to strengthen the coherence and increase the impact of UN-system programming, reduce fragmentation and fill critical gaps. The governance mechanism allows all partners to collectively agree on strategies and priorities.

1.2 Programmatic Scope

The Migration MPTF clusters the 23 objectives of the GCM under five thematic areas to facilitate adherence to the GCM's 360-degree approach. The thematic areas and corresponding GCM objectives are as follows:

Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy and planning.

- Objective 1: Collect and utilize accurate and disaggregated data as a basis for evidence-based policies.
- Objective 3: Provide adequate and timely information at all stages of migration.
- Objective 17: Eliminate all forms of discrimination and promote evidence-based public discourse to shape perceptions of migration.
- Objective 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration.

Thematic Area 2: Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration.

- Objective 2: Minimize the adverse drivers and structural factors that compel people to leave their country of origin.
- Objective 7: Address and reduce vulnerabilities in migration.
- Objective 8: Save lives and establish coordinated international efforts on missing migrants.
- Objective 12: Strengthen certainty and predictability in migration procedures for appropriate screening, assessment and referral.
- Objective 13: Use migration detention only as a measure of last resort and work towards alternatives
- Objective 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration.

Thematic Area 3: Addressing irregular migration including through managing borders and combatting transnational crime.

- Objective 9: Strengthen the transnational response to smuggling of migrants.
- Objective 10: Prevent, combat and eradicate trafficking in persons in the context of international migration.
- Objective 11: Manage borders in an integrated, secure and coordinated manner.
- Objective 14: Enhance consular protection, assistance and cooperation throughout the migration cycle.
- Objective 21: Cooperate in facilitating safe and dignified return and readmission, as well as sustainable reintegration.
- Objective 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration.

Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility.

- Objective 5: Enhance availability and flexibility of pathways for regular migration.
- Objective 6: Facilitate fair and ethical recruitment and safeguard conditions that ensure decent work.
- Objective 18: Invest in skills development and facilitate mutual recognition of skills, qualifications and competences.
- Objective 19: Create conditions for migrants and diasporas to fully contribute to sustainable development in all countries.
- Objective 20: Promote faster, safer and cheaper transfer of remittances and foster financial inclusion of migrants.
- Objective 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration.

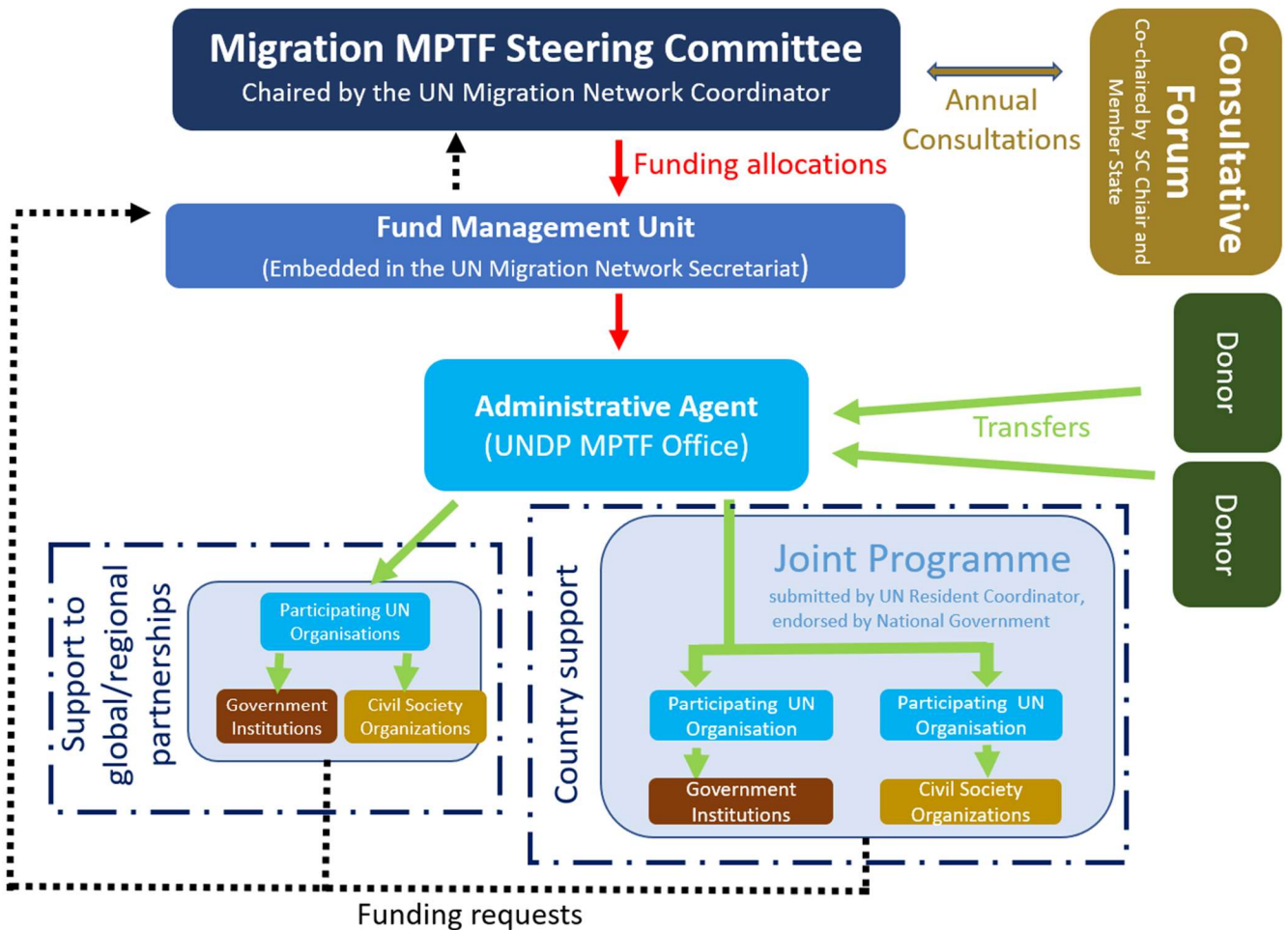
Thematic Area 5: Improving the social inclusion and integration of migrants.

- Objective 4: Ensure that all migrants have proof of legal identity and adequate documentation.
- Objective 16: Empower migrants and societies to realize full inclusion and social cohesion.
- Objective 15: Provide access to basic services for migrants.
- Objective 22: Establish mechanisms for the portability of social security entitlements and earned benefits.
- Objective 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration.

In addition, the Migration MPTF will provide support to the GCM follow-up and review processes outlined under articles 48, 49 and 50 of the General Assembly resolution 73/195. This support will be provided through a separate funding window specifically dedicated to this purpose (the “GCM Follow Up and Review Window”). The activities undertaken through the GCM Follow Up and Review Window will focus primarily on supporting the travel and participation of representatives from developing countries, in particular the least developed countries, and relevant stakeholders as well as the activities related to the preparations of the regional reviews and the International Migration Review Forum (IMRF).

2. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The chart below provides an overview of the governance structure of the Migration MPTF (as described in the narrative section on the Steering Committee, the governance structure will be slightly different for the GCM Follow Up and Review Window).



2.1 Steering Committee

The Steering Committee is the guiding, decision-making and supervisory body for Fund activities. It shall set strategic guidelines, approve Joint Programme (JP) proposals, and monitor the Fund's overall performance.

Composition

The Steering Committee, chaired by the Director General of IOM in his/her capacity as the UN Network on Migration Coordinator, comprises the following twelve members:

- Three members of the Network;
- Three donors;
- Three countries of origin, transit and destination; and,
- Three stakeholders.¹

The Steering Committee members will be appointed by the Chair for a two-year period and will rotate on a staggered basis: one third of the members (4) rotating every year (one Network member, one donor, one countries of origin, transit and destination and one stakeholder).

The Administrative Agent is an ex-officio member of the Steering Committee in an observer capacity. The Fund Management Unit (FMU) is also an ex-officio member and serves as secretary of the Steering Committee in the capacity of rapporteur.

A Technical Group, composed of technical experts drawn from each Steering Committee member, will support the high-level members of the Steering Committee in carrying their responsibilities.

Responsibilities

Individually, Steering Committee members have the responsibility to dedicate sufficient time and resources to enable the efficient functioning of the committee. Members need to come prepared to make decisions. They are expected to adopt constructive positions in the Steering Committee deliberations, guided by the principle of partnership of the GCM. Steering Committee members are expected to advocate in favour of the Fund whenever appropriate and actively support the resource mobilization efforts.

In order to fulfil its mandate successfully, the Steering Committee shall have the following specific duties:

- Provide general oversight and exercise overall accountability of the Fund.
- Provide policy and strategic guidance.
- Approve the strategic direction of the Fund and provide strategic guidance.
- Approve revisions of the Terms of Reference (TOR) of the Fund when deemed necessary.

¹ Stakeholders are understood as those listed in the Global Compact for Safe, Orderly and Regular Migration Resolution (A/RES/73/195) paragraph 15 (j), under the *Whole of Society approach*: “The Global Compact promotes broad multi-stakeholder partnerships to address migration in all its dimensions by including migrants, diasporas, local communities, civil society, academia, the private sector, parliamentarians, trade unions, national human rights institutions, the media and other relevant stakeholders in migration governance.”

- *Any revision of the Terms of Reference shall be of a substantive nature and shall only be carried out on the basis of a decision of the Steering Committee. The Fund Management Unit (FMU) will be responsible for carrying out the review, in consultation with relevant stakeholders, which will then be submitted to the Steering Committee for validation.*
- Approve the Fund's Operations Manual and update it as necessary (e.g. to incorporate lessons learned or adapt it to operational requirements).
 - *The Steering Committee will review and validate the Fund's Operations Manual. If there is a need to incorporate a substantive change (i.e. change in the scope of the Fund, new implementing entities, etc.), it will request the FMU to advise on the revision of the Operations Manual. When the Steering Committee is called upon to decide on a procedural aspect not contemplated in the manual, such a decision will be taken as a precedent and the Operations Manual will be amended accordingly. Non-substantive changes of the Operations Manual will be incorporated by the FMU and the Steering Committee will be informed accordingly.*
- Review the status and implementation of the Fund, assess performance based on the results framework and oversee progress.
- Approve the Fund risk management strategy and periodically review risk monitoring.
- Review concept notes after being screened by the FMU, ensuring their conformity with the requirements of the Migration MPTF, and decide on their inclusion in the Migration MPTF pipeline of Joint Programmes (JPs).
- Adopt and revise every four years the Investment Plan of the Fund
- Request the submission of JP proposals (from concept notes included in the Fund pipeline of JPs)
- Review and approve JP documents after screening by the FMU to ensure that they meet the requirements of the Migration MPTF, are consistent with the concept notes submitted for inclusion in the pipeline of JPs and are aligned with the strategic objectives of the Migration MPTF.
- Instruct the Administrative Agent to transfer the Fund resources to the Participating UN Organizations (hereinafter 'PUNO' for singular, and 'PUNOs' for plural).
- Approve direct costs related to the Fund operations support by the FMU, including the staff costs.
 - *The FMU shall prepare and submit to the Steering Committee for approval, in the form of project document, the proposed direct costs to the Fund. The organigram and its related budget will be annually reviewed and adjusted by the Steering Committee as per needs and budget availability.*
- Review annual/final progress reports (programmatic and financial) consolidated by the FMU and the Administrative Agent, based on the progress reports submitted by the PUNOs.
- Request, as necessary, the FMU to commission independent evaluations, reviews and "lessons learned" reports on the performance of the Fund.
- Decide on Fund extensions.
 - *Based on consultations with relevant partners, the FMU will prepare a proposal for the Fund extension and will submit to the Steering Committee for a final decision.*
- Guide the formulation and implementation of the resource mobilization strategy.

Meetings

The FMU, on instruction from the Chair, will convene the meetings of the Steering Committee by sending a communication to the members and ex-officio members of the committee at least 20 working days before the date of the meeting or, in the event of an unanticipated meeting, as soon as practical. The agenda, supporting documents and minutes of the previous meeting will be sent at least ten working days before the meeting (or in the case of an unanticipated meeting, as soon as practical).

Extensive preparations with the Technical Group will be coordinated by the FMU upon submission of the supporting documents ahead of the meetings. No later than 7 working days prior to a planned Steering Committee meeting, and possibly earlier, the FMU will convene a meeting of the Technical Group to prepare the Steering Committee discussion and, to the extent possible, agree on a joint technical suggestion on the various agenda items. If necessary, additional preparatory meetings may be convened.

The Steering Committee will meet at least twice a year in person. Additional meetings may be called by the Chair if necessary, in particular in the set-up phase of the Fund.

In order to avoid unnecessary delays due to the low frequency of meetings, some decisions can be taken by circulation of documents accompanied by detailed explanations. This will in particular be possible for the approval of a JP proposal (and the subsequent allocation decision) provided that the concept note was reviewed and discussed by the committee prior to inclusion in the pipeline of JPs.

Summary of the meeting providing a record of all decisions taken by the Steering Committee will be circulated within 10 working days after the meeting.

Quorum and Decision

The Migration MPTF Steering Committee embodies the global partnership in support of the GCM. In its deliberations, it will strive to uphold this spirit of cooperation. At all times, the Steering Committee members are expected to take a collaborative and constructive approach and make compromises necessary to adopt decisions agreeable by all.

Evidence gathered from years of experience managing UNDG Multi-Partner Trust Funds in various contexts and dealing with a wide range of issues show that an overwhelming majority of decisions have been taken by consensus amongst the members of the governing bodies of the funds.

Guided by the partnership spirit and the positive lessons learned from managing UN pooled funds, the decisions of the Migration MPTF Steering Committee are made by consensus and can only be taken when a quorum of the Chair and seven members amongst which at least one representative of each category of members is present. In case the Steering Committee cannot physically meet, the decisions will be taken virtually, through email, and the same norms of consensus and quorum will apply. The FMU will coordinate the communications with the Steering Committee members making all reasonable efforts to share information and obtain feedback.

Should the absence of consensus result in a deadlock where critical decisions cannot be taken, a decision can exceptionally be taken by the Chair supported by a majority of at least two third of the Members (rule on quorum applies). In such an event, the disagreement of individual members will be explicitly noted in the minutes of the Steering Committee and the decision-making process will be duly reviewed as part of ongoing evaluations of the Fund.

Specific Arrangements for GCM Follow Up and Review Window

For the GCM Follow Up and Review Window, the Migration MPTF Steering Committee's function will be of an advisory nature. Oversight and accountability as well as allocation decisions under this specific funding window rests with the Chair of the Steering Committee. At each Steering Committee, the Chair will provide Steering Committee members with an update on any decision taken regarding the GCM Follow Up and Review Window and will offer all members the opportunity to make recommendations.

2.2 Consultative Forum

From 2020 onwards, a Consultative Forum will be annually convened, bringing together the Executive Committee of the Network and its broader membership together with Member States and stakeholders, to discuss the Migration MPTF, its current operations and future direction.

With the support of the FMU, the Chair of the Steering Committee will provide an update on the status of the Fund, adoption or revision of the investment plan, allocation decisions taken during the course of the year, key achievements and main challenges faced.

Key concerns/recommendations/suggestions expressed by Member States and stakeholders during the Consultative Forum will be brought to the attention of the Steering Committee by the Chair of the Steering Committee with the support of the FMU during the following meeting of the Steering Committee.

2.3 Fund Management Unit

The Fund Management Unit (FMU) is the entity responsible for the operational functioning of the Migration MPTF and for providing management support to the Steering Committee. It draws upon the technical expertise and capacities of other components of the Network, through the Secretariat, as appropriate. The FMU serves as the point of liaison with the Administrative Agent.

RESPONSIBILITIES

In order to successfully support the Steering Committee, the FMU, reporting directly to the Chair, shall have the following specific duties:

- Coordinate and execute all management functions of the Migration MPTF, including the implementation of decisions made by the Steering Committee.
- Plan and prepare meetings of the Steering Committee and maintain records of decisions taken.
- Convene and facilitate preparatory meetings of the Technical Group ahead of the Steering Committee meetings.
- Organize calls for proposals and/or liaise with United Nations Country Teams to provide guidance on the submission of Joint Programme (JP) proposals in support of the implementation of the GCM.
- Draw on Network support, through the Network Secretariat, to review, analyse and vet concept notes and JP proposals received from PUNOs based on criteria set by the Steering Committee and outlined in the Operations Manual (sections 4.2 and 4.7).
- In liaison with the secretariat of the UN Network on Migration, submit project documents to and advise the Chair of the Steering Committee on funding allocations under the GCM Follow Up and Review Window;
- Share with the Steering Committee information on all concept notes and JP proposals received and, where applicable, provide explanations as to why some JP proposals were rejected at the concept note stage before submission to the Steering Committee.
- With the support of the Administrative Agent, develop an Operations Manual, in accordance with signed legal agreements, and ensure compliance with it.
- Periodically review the Terms of Reference of the Fund and its Operations Manual and, where appropriate, recommend changes or revisions for the consideration of the Steering Committee.

- Develop and implement the Fund resource mobilization strategy under the guidance of the Steering Committee.
- Coordinate the development of the Fund risk-management strategy and monitor risks accordingly.
- Submit Fund Transfer Requests, signed by the Chair of the Steering Committee, to the Administrative Agent.
- Support Monitoring and Evaluation (M&E) of JP implementation.
- Consolidate the narrative of annual and final reports submitted by PUNOs and present reports to the Administrative Agent for consolidation of narrative and financial reports.
- Manage and support communication, public information and visibility as regards the Fund and its activities.
- Liaise with the Administrative Agent on Fund administration issues, including issues related to JP/ Fund extension and JP/ Fund closure.
- Support coordination efforts with relevant global, regional or national initiatives to foster synergies and avoid overlap or duplication.
- Provide regular updates to the Executive Committee of the Network on the use of the Fund.
- With the support of the Executive Committee of the Network, elaborate and subsequently propose revisions (if necessary) of the Fund's results-matrix.
- Ensure that data is adequately gathered to monitor the indicators of the Fund's results-matrix and present regular results-matrix updates to the Steering Committee.

COMPOSITION AND COST

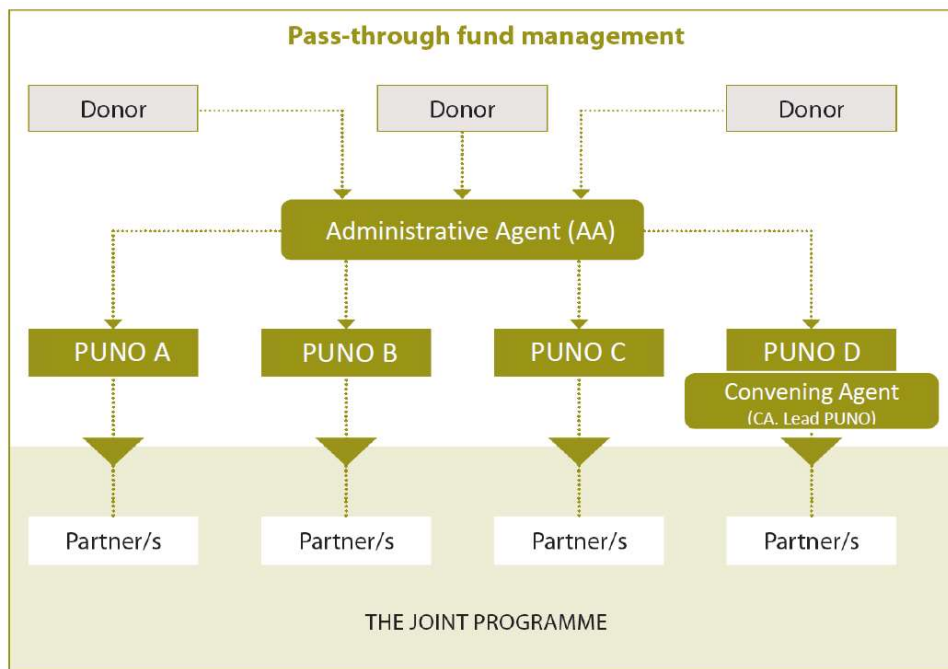
Embedded within the UN Network on Migration Secretariat, the FMU is housed at IOM's Headquarters in Geneva.

During the start-up phase of the Fund (2019-2021), the core cost of the FMU is covered by IOM as a de facto contribution to the Fund. While this arrangement is in place, the Steering Committee may decide to charge some additional costs (additional staffing or operational costs) to the Fund as direct costs. Upon the end of this temporary arrangement, the operating costs of the FMU will be charged to the Fund as direct costs gradually transferred to the Fund as direct costs.

When charged as a direct cost to the Fund, the FMU staffing structure will be adjusted by the Steering Committee as per needs and budget availability. In order to limit the cost of the FMU and to maximize the synergies between the work of the Migration MPTF and the UN Network on Migration, the FMU will benefit from the technical support of the Network Secretariat and, through it, from the expertise of other components of the Network. To further reinforce the FMU without excessively drawing on resources, secondments from PUNOs or direct staffing support from Member States (such as JPOs) are encouraged, maintaining a premium on qualifications, experience and geographical and gender balance of staffing.

2.4 Administrative Agent

The Migration MPTF will use the pass-through funding modality, where donors and PUNOs agree to channel funding through one UN organization, referred to as the Administrative Agent. The Agent is the appointed interface between the PUNOs and the donors for administrative matters.



Reference: "Guidance Note on a New Generation of Joint Programmes (October 2022)";
Annex D3 Pass-Through Fund Management Modality
[UNSDG | Annexes: Guidance Note on a New Generation of Joint Programmes](#)

The UNDP MPTF Office has been appointed by the Migration MPTF PUNOs to act as the Administrative Agent for the Fund. The MPTF Office performs the Administrative Agent functions in accordance with the UNDG 'Protocol on the Administrative Agent for Multi Donor Trust Funds, Joint Programmes and One UN Funds'.²

RESPONSIBILITIES

The Fund's Administrative Agent services include support to the design of the Migration MPTF (Terms of Reference, Operations Manual), development of legal instruments and administration of the Fund. In administering the Fund, the Administrative Agent is responsible for the following functions:

- Signing a Memorandum of Understanding (MOU) with PUNOs.
- Signing Standard Administrative Agreements (SAA) with donors.

² See: <https://unsdg.un.org/resources/protocol-administrative-agent-multi-donor-trust-funds>

- Receiving contributions from donors and administering funds in accordance with regulations, rules, policies and procedures of the United Nation Development Programme, as well as the MOU, TOR and SAA, including provisions relating to closure of the Fund account.
- Investing and reinvesting the Fund's resources according to investment policies, practices and procedures. Any investment income will be added to the Fund's resources and will not be credited to the contributions of a particular donor.
- Providing updated information to the Steering Committee regarding the regular resource availability; -
- Transferring funds to PUNOs in accordance with Steering Committee decisions.
- Consolidating the annual or final narrative report submitted by the FMU with the annual or final financial reports submitted by the PUNOs and presenting the consolidated report to the Steering Committee as well as to each of the Migration MPTF's contributors.
- Preparing the Fund's final financial report including its closure notice.
- Releasing funds as direct costs for the running of the FMU, based on Steering Committee's decisions. The Administrative Agent will annually notify the Steering Committee about the amounts used to that end.
- Releasing funds for additional expenses that the Steering Committee may decide to allocate.
- Providing tools for fund management to ensure transparency and accountability.

The MPTFO through its GATEWAY (<http://mptf.undp.org/>) offers a web-based service portal, which provides real-time financial data generated directly from its accounting system. It provides all partners and the general public with the ability to track information on contributions, transfers and expenditures.

COSTS

The costs of the Administrative Agent's functions comprise 1% of the contributions received and are charged when the contribution is received. The Administrative Agent shall be entitled to charge the Fund a direct cost charge to cover the cost of continuing to perform the duties of Administrative Agent, provided that the Fund is extended beyond the date of termination and no more contributions are received.

2.5 Recipient Organizations/ Institutions

PARTICIPATING UN ORGANIZATIONS (PUNOs)

Resources will be allocated to PUNOs, i.e. members of the United Nations Network on Migration that have signed the Memorandum of Understanding with the Administrative Agent. Each PUNO will assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Such funds will be administered by each PUNO in accordance with its own regulations, rules, directives and procedures. The indirect costs of the PUNOs recovered through programme support costs will be harmonized at seven percent (7%).

For each Joint Programme (JP) funded by the Migration MPTF, the PUNO will have identified amongst themselves a lead PUNO, which will serve as the **Convening Agent (CA)**. The CA provides coordination and programmatic leadership of the JP team, and will prepare the consolidated narrative report on the programme (consolidation of the financial report will be done by the Administrative Agent). Additional costs related to performing the CA functions can be included in the JP budget.

GOVERNMENT AND STAKEHOLDERS

Government institutions and stakeholders can receive funding from the Migration MPTF through PUNOs. The Fund requires that all proposals have the endorsement of the relevant national government. The Fund strongly encourages the participation of government institutions, including at the local level, and stakeholders both at the design and implementation phases of proposed JPs seeking Migration MPTF support. The extent to which consultation with partners has taken place in the design phase as well as the expected level of partners' involvement in programme implementation will be important factors in assessing the viability of the proposed JP under the Fund. Please refer to the Migration MPTF Guidance Note on Civil Society Engagement (see separate Annex D: Guidance Notes) for further information.

Each PUNO will transfer funds to partners in line with its own financial regulations and rules and will retain full financial and programmatic accountability vis-à-vis the Fund and its contributors.

Should a mechanism allowing for direct transfer by the Administrative Agent to non-United Nations entities be adopted by the United Nations Sustainable Development Group and the donors to United Nations pooled funding instruments, the Administrative Agent would bring without delay such development to the attention of the Migration MPTF Steering Committee so as to integrate the new mechanism in the design of the Fund and define under which conditions direct access to non-United Nations entities could be granted.

3. ADMINISTRATION OF THE FUND

3.1 Contributions

With support from the FMU, the Steering Committee establishes a resource mobilization strategy (agreeing on annual funding targets and identifying main potential donors). The first such strategy will be approved during the course of 2020. It will be subsequently updated/ revised on an annual basis.

In line with the resource mobilization strategy and, whenever applicable, following up on initial contacts made by Steering Committee members (or other supportive stakeholders), the FMU liaises with potential contributing partners to promote the Migration MPTF and finalize negotiations on financial contributions. The FMU subsequently introduces the contributor to the Administrative Agent to finalize the contribution through a Standard Administrative Arrangement. If the contributor has special conditions, they will be discussed with the FMU and Administrative Agent.

Contributions to the Migration MPTF may be accepted from PUNOs, Governments of Member States of the United Nations or from inter-governmental or non-governmental organizations, and/or from private sources and philanthropic foundations. Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and the Business Community. Contributions from the private sector are subject to a due diligence process, coordinated by the Administrative Agent, and will only be accepted if deemed within acceptable risk. On an ad-hoc basis, the Administrative Agent and FMU may submit the conclusions of the due diligence process to the Steering Committee for their concurrence to accept the contribution.

In support of the overarching aim of the Migration MPTF, and in order to ensure maximum flexibility and adaptation to priorities, donors to the Fund are encouraged to contribute with multi-year pooled/un-earmarked resources. However, if this is not possible, earmarking at the thematic area level will be accepted.

For private sector entities, and only for such entities, the Migration MPTF provides for earmarking at the Joint Programme level under the following rules designed to avoid excessive transaction costs and, most importantly, safeguard the pooled nature of the Migration MPTF and the decision-making role of the Steering Committee:

- 1) The Joint Programme selected for an earmarked contribution must be amongst the priority pipeline identified by the Steering Committee (see section 4.4).
- 2) If financing of the Joint Programme involves the use of additional resources (i.e., if the earmarked contribution does not cover the full cost of the Joint Programme), Steering Committee authorization must be sought prior to signing the contribution agreement. Accordingly, prior to introducing the contributor to the Administrative Agent to finalize the contribution through a Standard Administrative Agreement, the FMU will seek the Steering Committee's explicit authorisation by circulation of documents.
- 3) Earmarking at the Joint Programme level will only be allowed for private sector contributions above a minimum threshold of USD 100,000.
- 4) Total funding mobilized from private sector entities and earmarked at the Joint Programme level cannot exceed 20% of total resources mobilised.

Donors can also earmark contributions towards the GCM Follow Up and Review Window. Unearmarked contributions will be used exclusively to finance programmes under one of the five thematic areas or direct costs linked to Fund operations. Only contributions explicitly earmarked towards the GCM Follow Up and Review Window

will be programmed for activities related to the GCM follow-up and review processes by the Chair of the Steering Committee.

Contributions to the Migration MPTF will be accepted in fully convertible currency. Such contributions shall be deposited in the bank accounts designated by the Administrative Agent. The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. The Administrative Agent will be entitled to allocate an administrative fee of one percent (1%) of the amount contributed by each donor, to meet the costs of performing the Administrative Agent's standard functions as described in the Memorandum of Understanding and the Standard Administrative Arrangement.

3.2 Investment Plan

At the end of 2020 and, subsequently, following each International Migration Review Forum, the Steering Committee will adopt an Investment Plan leading to the next International Review Forum. Every two years, midway through to the next IMRF, the Steering Committee will review the status of the Investment Plan and amend or update it, if required.

The investment plan is a short document that will complement the pipeline of Joint Programmes (JPs). In a concise manner, it will provide the following information:

- Resource Mobilization target for the following year (and subsequent years to be updated/revised annually based on results achieved and priorities identified);
- Indicative desired allocation of resources broken down by thematic areas (taking into account the Fund commitment to the 360-degree approach, prior year allocations, needs identified, donor earmarking, etc.); and,
- Indicative geographic priorities.

3.3 Financial Thresholds

As underlined by the UNSDG Guidance Note on both Joint Programmes and Multi-Donor Trust Funds,³ thresholds are an important internal control mechanism that helps stakeholders to “collectively manage risks, whether political/strategic, programmatic or financial, in their common programming”. Financial thresholds for budgets are also an important tool to remind all Migration MPTF stakeholders that the Fund is not a small grant mechanism.

- In order to ensure efficiency, the minimum total budget of any JP to be funded shall equal at least USD 500,000 times the number of PUNOs, with each PUNO expected to receive at least USD 100,000. (For instance, if three organizations participate, the budget of the JP needs to be at least USD 1.5 million, while one organization can receive as little as USD 100,000, if the other two receive a combined total of at least USD 1.4 million).

³ See: [UNSDG | Guidance Note on a New Generation of Joint Programmes](#) and [UNSDG | UNDG Guidance on Establishing, Managing and Closing Multi Donor Trust Funds](#)

- Similarly, in line with the MPTF Office policy on reducing transaction costs, no transfer from the Administrative Agent to any PUNO during the course of a JP shall be of a value below USD 100,000.

It is to be noted that the threshold mentioned above (minimum budget and minimum transfer amount) apply to PUNOs only. The Migration MPTF does not impose rules on PUNOs regarding their collaboration with implementing partners. The relationship with implementing partners will be strictly governed by the relevant policy, rules and regulations of each PUNO.

It is also to be noted that exceptions to the thresholds mentioned above can be made for the GCM Follow Up and Review Window to allow for the maximum flexibility in providing support mostly of a logistical nature to Member States.

3.4 Migration MPTF as a “Feeder Fund”

Consistent with its objective of supporting the UN reform agenda and strengthening UN coherence, the Migration MPTF will endeavour to avoid creating parallel funding streams in countries where the UN Country Team has established a joint funding mechanism. Whenever possible, the Migration MPTF will therefore make use of and reinforce country-level inter-agency pooled funds, where support to the implementation of the GCM is well integrated in the national development priorities and the UN Sustainable Development Framework.

The reasons for the Migration MPTF to act as a ‘feeder fund’ to a country or regional trust fund which deals with migration related priorities include but are not limited to:

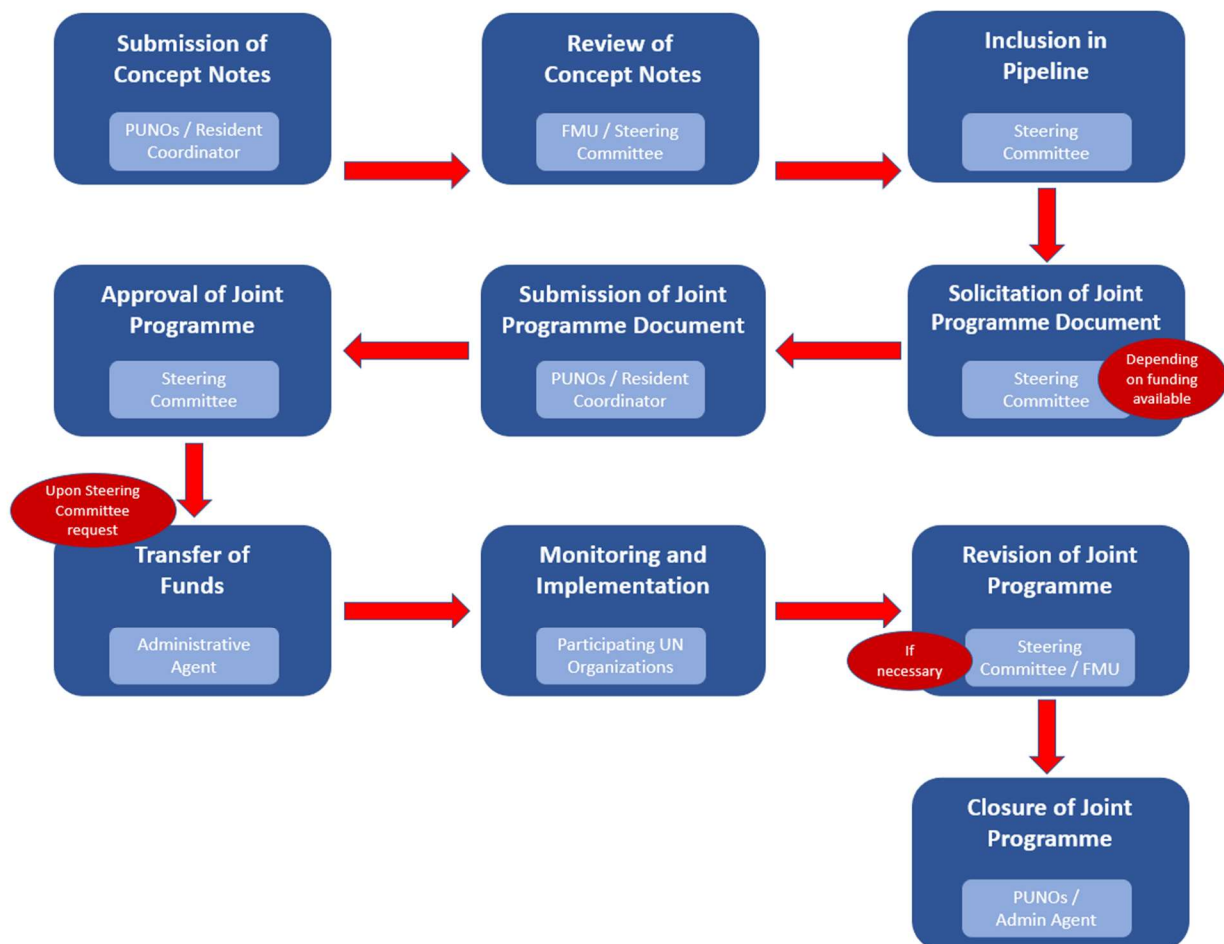
- Playing a catalytic role to leverage other funds in support of GCM implementation, as the
- Migration MPTF may be among the first donors contributing to the Trust Fund;
- Funding a particularly innovative component of a Trust Fund strategy;
- Further strengthening coordination and coherence in implementing the GCM.

In such cases, upon approval of the “feeder fund approach” by the Steering Committee, the Migration MPTF will enter into a funding agreement with the relevant Trust Fund, which then becomes the Migration MPTF direct funding recipient. Such agreements imply that both Funds’ allocation, disbursement and reporting processes will be aligned, and to do so, a short guidance note will be developed on a case-by-case basis. The note will outline/describe the specific requirements along the JP life cycle processes. Furthermore, on a case-by-case basis, the Migration MPTF FMU may require that it be a member of the other Trust Fund’s Steering Committee.

The Migration MPTF will enter into such agreements only upon the condition that no additional administrative agent or other indirect cost will be charged to its contribution. The cost structure of the Migration MPTF shall not be affected.

4. PROGRAMMING CYCLE

This section outlines the programming cycle of the Migration MPTF from the submission of initial concept notes to the final reporting and closure (as summarized in the graph below).



4.1 Submission of Concept Notes

Concept notes will be prepared using the template provided in a separate document titled Operations Manual Annex C: Templates.

Concept notes will be considered on a rolling basis and can therefore be submitted at any point of time. However, in order to allow sufficient time for the review process, concept notes will need to be submitted at least six weeks prior to a Steering Committee meeting to be taken into consideration at said meeting. Concept notes submitted closer to the meeting date will still be accepted and reviewed but may be presented to the Steering Committee at its subsequent meeting if the review process could not be completed on time.

The Migration MPTF Steering Committee may identify priority countries/regions or migration topic and invite the submission of concept notes. However, the Migration MPTF will also accept and consider unsolicited submissions.

In countries with a UN Resident Coordinator, concept notes will be submitted by the Resident Coordinator (or Resident Coordinators, in case of cross-border, multi-country or sub-regional initiatives) to ensure effective strengthening of the coherence of the UN system. When this is not applicable (countries without Resident Coordinator or initiatives of a global/regional nature), concept notes submitted directly and jointly by at least two PUNOs will be accepted.

In cases of regional initiatives, while the requirement to have signatures of all Resident Coordinators is waived, it is encouraged to include a strong justification for the framework and how it remains the expression of a national priority by the various states of the region/sub-region. If an initiative is aligned to a Regional Economic Commission or similar regional entity, such entity will also be encouraged to include information on the proposal's alignment to its own strategic priorities.

To be eligible, concept notes will need to meet the following criteria:

- Proposed Joint Programmes (JPs) need to involve two or more PUNOs. Although exceptions will be considered, the recommended number of PUNOs is not more than five, with a preference of from two to four. The final selection of the PUNOs will rest with the UN Resident Coordinator.
- Proposed JP needs to be supported by the national government, and as much as possible, aligned to the UN Sustainable Development Cooperation Framework (UNSDCF).
- Proposed JP duration must not exceed three years.
- Proposed budget needs to meet the thresholds described above (section 3.2).
- Proposed JP must be clearly linked to one thematic area of the Migration MPTF, to the specific GCM objective(s) under the thematic area selected. and to relevant SDG targets.⁴
- Proposed JP should include a variety of implementing partners, taking into account the GCM whole-of-government and whole-of-society guiding principles.
- Proposed JP needs to result from a broad consultative process and a thorough mapping of existing initiatives related to the objective.
- Proposed JP must be fully aligned with the Guiding Principles of the GCM.
- Proposed JP will need to clearly define the Convening Agent in charge of supporting the project coordination.

Aligning Joint Programmes to the UN Sustainable Development Cooperation Framework (UNSDCF)

The UNSDCF (formerly named UN Development Assistance Framework) is an agreement between the UN and the host government, and the most important instrument for planning and implementation of the UN development activities at country level. It guides the entire UN country team programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda.

To the extent possible, joint programmes should be anchored in the UNSDCF theory of change, results (SDG indicators) and accountability mechanisms.

Ref: [UNSDG | Guidance Note on a New Generation of Joint Programmes](#)

⁴ Please note that for purposes of tracking alignment to the GCM 360-degree approach and contribution earmarking, all joint programmes shall primarily relate to only one of the five Migration MPTF thematic areas. This “primary thematic area” must be clearly identified on the cover page of the concept note (as required by the concept note template itself). However, any joint programme can contribute to some GCM objectives outside the primary area and therefore have a positive “secondary” impact on other thematic areas. These positive effects should be spelled out in the narrative part of the concept note (in particular under sections 2 and 3 on expected results and theory of change).

- Concept notes will need to be submitted using the Migration MPTF concept note template.

This recommendation is based on joint programming lessons learned and is fully aligned with current UNSDG guidance on the matter.⁵

While it cannot be translated into a clear cut eligibility criteria as the breadth or partnership and nature of partners may vary depending on the implementation context and the nature of the JP itself, it is important to note that JPs should include a variety of implementing partners. Please refer to the Guidance Note on Engagement with Civil Society, Migrants and Communities in Annex D.

4.2 Review of Concept Notes

The Fund Management Unit (FMU) will review the concept notes submitted in order to (1) ensure that they meet the basic eligibility criteria listed above; and (2) assess their relevance to the Fund with a specific focus on the following aspects:

- Adherence to the following key principles:
 - people-centred
 - human rights dimension
 - gender-responsive
 - child-sensitive
- Alignment with national priorities as outlined in key documents such as National Development Plans, National GCM Implementation Plans, UN Sustainable Development Framework, pledges to the IMRF, findings of voluntary national reports on GCM implementation, etc.
- Quality of the consultative process leading to the JP design and complementarity with existing initiatives/programmes
- Strength and breadth of the partnerships envisaged in implementation of the JP (whole-of-government and whole-of-society approach)
- Innovative value of the initiative
- Sustainability of results

To ensure the full transparency of the process, the FMU will prepare a short summary (one page) of its assessment that it will share with the Steering Committee, together with the concept note. The FMU will also inform the Steering Committee of all concept notes that have been assessed as ineligible and provide explanations as to why they were rejected.

4.3 Constitution and Updating of Pipeline of Joint Programmes

After reviewing the concept notes and the assessment summary provided by the FMU, the Steering Committee will decide whether the concept notes should potentially be funded by the Migration MPTF. All concept notes approved

⁵ See: [UNSDG | Guidance Note on a New Generation of Joint Programmes](#)

by the Steering Committee will be included in a pipeline of Joint Programmes (JPs) which will include all approved concept notes under each of the five thematic areas of the Fund. The pipeline document will be publicly available and posted on the relevant website (MPTFO Gateway, <https://mptf.undp.org/fund/mig00> and the Migration MPTF section of the UN Network on Migration website <https://migrationnetwork.un.org/mptf>).

The pipeline of JPs will be updated on an annual basis by the FMU. The Steering Committee will be given the opportunity to withdraw a JP from the pipeline if it feels that it no longer matches the priority of the Fund.

On an annual basis, for all JPs in the pipeline, the FMU will contact the relevant Resident Coordinator to confirm that:

- The project idea continues to be relevant;
- The host government continues to be committed to the project;
- The project continues to be aligned to the UNSDCF (if applicable); and
- There are no recent events/developments that may impact on the theory of change.

If the Steering Committee decides to withdraw a JP from the pipeline, the PUNOs will be informed through an official communication from the Chair of the Steering Committee to the Resident Coordinator.

4.4 Solicitation of Joint Programme Document

On the basis of funding available and identified priorities (as outlined in the investment plan), the Steering Committee will solicit the submission of fully developed JP document(s) corresponding to one or more of the pipeline JP concept notes. Joint Programmes for which a joint programme document has been solicited will constitute the “priority pipeline”.

The solicitation of a JP document does not correspond to a firm commitment of resources by the Steering Committee so “availability of funding” should not be interpreted as “funds in the bank” but should on the contrary take into account the expected upcoming income of the Fund (confirmed or likely). While the Steering Committee needs to remain mindful of the work involved in turning a concept note into a JP document, unnecessary delays in the programming process will be avoided by being proactive rather than reactive in requesting the submission of JP documents.

Following the Steering Committee decision, the FMU will contact the relevant Resident Coordinator / Convening Agent to inform them about the Steering Committee request. To the extent possible, it will offer support and guidance in the development of the Joint Programme document and will liaise with the Network focal points of the joint programme PUNOs to ensure that the submission meets the expected quality standard.

4.5 Submission of Joint Programme Document

Within three months of the notification by the FMU, the PUNOs – through the Resident Coordinator, whenever applicable - will submit the JP document to the FMU, using the Migration MPTF template for JP documents (see separate Annex C). All JP proposals submitted will require the formal endorsement of the Government (the document will include the signature of a senior Government official).

For regional JPs, a signature from a senior official of the partner regional entity (e.g. Regional Economic Commission) would be required, in lieu of a signature from a senior Government official.

The JP document will provide additional information (detailed budget, results framework, risk management plan, workplan, etc.) but will need to remain closely aligned with the original concept note.

Quality Standards

JP documents are expected to meet quality standards based on those for the UN Sustainable Development Cooperation Framework, and the common management features in the Funding Compact.⁶ Attention should be placed on the programmatic rationale and the comparative advantages of PUNOs to achieve expected JP results. The below excerpt of quality standards from the UNSDG Guidance Note on a New Generation of Joint Programmes (October 2022) should be taken into account.

⁶ [Funding Compact 14](#): (1) A well-articulated strategy, including innovation, (2) a theory change, (3) a solid RBM system, (4) well-functioning governance bodies, (5) a supportive secretariat, (6) quality assurance on issues that concern UN norms and values; (7) risk management systems and strategies; (8) operational effectiveness; (9) effective [results-based] reporting; (10) increased visibility; (11) increased transparency standards; and (12) planning and funding for joint and system-wide evaluations that meet UNEG norms and standards.

<p>1. Programmatic rationale and relevance: The extent to which the JP is relevant and strategic, builds upon the comparative advantages of PUNOs, and makes clear, causal links to the identified CF outcome(s), country priorities, and related SDG targets.</p>
<p>2. Clearly defined results and strategies: The extent to which JP results are SMART²² with well-articulated strategies, and a theory of change, anchored in the CF and related JWP. The JP design should draw on the CCA with concept draws on the CCA with robust disaggregated data and evidence.</p>
<p>3. Engagement and ownership of JP partners: The extent to which the JP design was done in consultation with government and key partners and was inclusive of all interested UNOs, regardless of location.</p>
<p>4. Integration of guiding principles: The extent to which the design of the JP adequately integrates the guiding principles and applies markers. Important tools for the quality of results and indicators are: Gender equality, human rights, and peace markers; UNCT-SWAP Gender equality scorecard; UNCT Gender Equality Marker Guidance Note; UNCT accountability scorecards on disability inclusion and the participation and engagement with young people, Youth 2030.</p>
<p>5. Incorporation of substantive areas of focus from the CF: The extent to which the design of the JP is likely to effectively support: (1) social and economic transformation; (2) environment and climate change action; and/ or (3) disaster risk reduction and the promotion of peaceful societies (<i>as appropriate to the identified CF outcome(s), country policy priorities, and related SDG targets</i>).</p>
<p>6. Designed to mitigate risks and sustain results: The extent to which the design of the JP: (1) identifies critical risks with risk mitigation; and (2) includes a sustainability plan and exit strategy to strengthen national systems and scale-up results.</p>
<p>7. Governance and management arrangements: The extent to which the design of the JP offers well-defined governance and management arrangements, including secretariat functions, aligned with section 2.3 of the JP guidance and standard TORs.</p>
<p>8. Monitoring, learning, reporting and evaluation: The extent to which the design of the JP offers effective arrangements for result-based monitoring, learning, and reporting and for evaluation.</p>
<p>9. Well written and presented: The extent to which the JP document is well written, in line with the guidance, with effective arrangements for communications and for visibility of PUNOs and for government, donors, IPs, and non-UN partners (<i>as applicable</i>).</p>

*Reference: "Guidance Note on a New Generation of Joint Programmes (October 2022)";
Annex B: Quality standards and due diligence*

[UNSDG | Annexes: Guidance Note on a New Generation of Joint Programmes](#)

Note that for quality standard #4 "Integration of guiding principles", specific focus will be given to the GCM guiding principles, notably, people-centred, human rights, gender-responsive, child sensitive, whole-of-government approach and whole-of-society approach will also be required.

4.6 Approval of Joint Programme

The FMU, drawing on Network support through the Network Secretariat, will review the JP document to ensure (1) consistency with the concept note approved by the Steering Committee, and (2) quality of the JP design., with specific attention to soundness of budget, strength and coherence of the results framework, and risk management strategy.

Should the FMU have concerns regarding aspects of the JP document, it will liaise with the Convening Agent with a view to address these concerns prior to submission to the Steering Committee. Submission of JP documents in draft form prior to finalization and signature by officials will be encouraged in order to reduce delays resulting from the review and potential revision process.

Upon finalization of the review process, the FMU will submit the JP document to the Steering Committee for approval. The decision of the Steering Committee will consist of the following three options:

- (i) approval;
- (ii) approval with recommendations; or
- (iii) non-approval.

For approved JPs with recommendations, the submission of a new JP document may be required. The FMU must ensure that the PUNOs receive and acknowledge such recommendation before requesting the Administrative Agent to proceed with the transfer of funds.

In order to avoid delaying the programming process due to the low frequency of meetings, the decision to approve a JP document can be taken by circulation of documents provided that this procedure was agreed upon by the Steering Committee at the time the submission of the JP document was requested. Steering Committee members will provide feedback on the documents circulated within ten working days of their submission by the FMU. Based on feedback received, the Steering Committee Chair with the support of the FMU will propose a decision for endorsement by the Steering Committee. Decisions will be deemed endorsed by the Steering Committee on a non-objection basis within a week of submission.

4.7 Transfer and Receipt of Funds

Upon approval of a JP (and if applicable, acknowledgement of the Steering Committee recommendations by the PUNO), the FMU will request disbursement of the authorized amount to the PUNOs, subject to the availability of funds.

For the initial transfer of funds (first tranche), the following documents will be compiled by the FMU and submitted to the Administrative Agent:

- Fund Transfer Request Form submitted to the Administrative Agent.
- Approved JP document duly signed by all PUNOs and endorsed by the Resident Coordinator (when applicable) and a senior official of the national government. The approved JP Document will include the budget broken down by PUNO, per country if applicable, and in UNDG harmonized budget categories.
- Minutes of the Steering Committee meeting which include the allocation decision (or, in case, the decision was taken through an ad-hoc “circulation process”, a note for the record outlining the process and its outcome).

In order to introduce a performance-based element to the fund allocation, the Migration MPTF will follow a tranche approach to funding for all JPs of a duration above 18 months. The budget of those JPs will be divided in two tranches (70/30), unless the JP is considered high risk in which case the first tranche may be lower or more tranches may be required. It is important to note that only the first tranche is considered fully committed by the Migration MPTF. Subsequent tranches will depend on meeting transfer conditions (listed below) and availability of funds.

Payment of the second tranche (or subsequent tranches) will not require a formal Steering Committee decision (provided that it is fully in line with the budget originally approved). It will follow the submission of a request for release of funds by the Convening Agent and it will be subject to the confirmation by the FMU that the following criteria have been met:

- The JP has committed 75% of the previous tranche(s) (if this is not reflected in the regular financial report, an ad-hoc interim uncertified report may need to be submitted by the PUNOs); and
- The JP has satisfied all financial and narrative reporting requirements.

The Administrative Agent will disburse the authorized amounts to the relevant PUNOs within three to five business days after receiving the duly signed Fund Transfer Request form with all the required supporting documentation. The date of the initial transfer of the funds shall then be adopted as the JP start date.

The minimum amount of the transfer to a PUNO will be USD 100,000.

4.8 Joint Programme Revision

Through regular monitoring and learning, the Joint Programme (JP) team may agree to make adjustments and revisions to the JP throughout the project implementation cycle.

Revision Types

There are three types of revisions with differing approval processes. Only types 2 and 3 - revisions requiring FMU approval and those requiring Steering Committee (SC) approval - require submission of revision request forms.

1) Revisions that do not require FMU or SC approval

Programmatic (results framework or workplan) and budget adjustments that do not apply to those requiring SC approval (see point 3 below), may be approved by the JP Steering Committee and carried out by each PUNO according to its programming policies, procedures, financial regulations and rules.

Such revisions may include, inter alia, changes in activities and outputs (include indicators and targets) that do not impact on the expected outcome; changes in workplan at activities and output levels; and budget adjustments between activities or outputs within the same outcome.

à PUNOs are required to include a summary and rationale of the changes in subsequent annual or mid-year reports to the Fund.

2) Revisions that require FMU approval

The following revision requires approval by the FMU:

- No-cost extension shorter than twelve (12) months.

à PUNOs are required to submit a revision request form (see Annex C Templates; C3. Joint Programme Revision Request Form Template) for review and approval by the FMU.

3) Revisions that require SC approval

The following revision require approval by the Steering Committee.

- Programmatic revisions that include any modification of an expected outcome or intervention area.
- Budget revisions that (a) increase the total budget costs; or (b) change budget allocation among PUNOs.
- Re-allocation between budget lines that fall under the following: i) introduce variations between the different UNDG budget categories or outcome level budget by more than 20%; and ii) the variance amount is greater than 2% of the total JP budget.
- No-cost extension longer than twelve (12) months.

à PUNOs are required to submit a revision request form (see Annex C Templates; C3. Joint Programme Revision Request Form Template) to the FMU for processing. The FMU will make a recommendation to the Steering Committee, which will make the final decision.

Budget Revision Guidance: Reallocation of budget between budget lines

To determine whether a budget reallocation between existing budget lines require submission of a revision request for SC approval, there are three criteria to consider.

- 1) Budget line: Is the budget reallocation between Results Based outcome level and/or between UNDG categories budget lines?
- 2) Percentage change or variance: Does the reallocation introduce variations by more than 20%?
- 3) Proportion to the overall budget: Is the change (reallocation amount) more than 2% of the total Joint Programme budget?

If the answer is yes to ALL of the above, please submit a revision request for consideration (and subsequent approval) by the Steering Committee.

Example:

Joint Programme total budget USD 2,000,000; Reallocate USD 200,000 from Outcome 1 to Outcome 2 budget line, under the Results Based Budget.

Budget line	Original budget	Revised budget	Difference	Calculation (difference divided by original)	Variance
Outcome 1	600,000	400,000	-200,000	200,000/600,000	-33%
Outcome 2	300,000	500,000	+200,000	200,000/300,000	+66%

The percentage change (or variance) is more than 20%; and the amount (USD 200,000) is 10% of total JP budget.

- ➔ The revision requires submission of Revision Request Form and will await Steering Committee decision.

Revision Request and Process

The revision requests for types 2 and 3 use the same Revision Request Form (see Annex C Templates; C3. Joint Programme Revision Request Form Template). In addition, programmatic and budget revisions requiring SC approval, should be supported by a revised Joint Programme document, signed by the RC (if applicable) and all

PUNOs. All revision requests should also be accompanied by Joint Programme Steering Committee minutes or decisions document, outlining the agreement by all parties on the revision.

For all types of revisions, once the decision is made, the FMU will inform the PUNOs and the Administrative Agent (AA) for any subsequent actions. For decisions delegated to the FMU, the Steering Committee (SC) will be informed at the following meeting.

Upon approval by the MMPTF Steering Committee, or the FMU, the Revision Request Form and supporting documents will be submitted to the AA for any necessary action.

4.9 Joint Programme Closure

Operational closure provides for cost-effective and timely closure and reporting following the end of programmatic activities. Delays in closure result in increased risk, cost accrual, and reduced credibility for the United Nations System as an efficient fund manager.

JPs should complete all activities by the operational end date indicated in the document approved by the Steering Committee. By that date, the JPs must have completed all programmatic activities. The PUNOs are encouraged to submit to the Convening Agent their inputs for the final narrative reports on the operational closure date, when JP personnel have not yet moved on to other assignments. This timing must be taken into account when preparing final narrative reports, which should be submitted to the FMU within three months of operational closure of the JP.

Upon receipt, final narrative reports will be uploaded to the MPTF Office Gateway to reflect fully closed JPs.

To enable the financial closure of the JP, each PUNO must provide a certified financial report for its portion of the JP to the MPTF Office no later than 30 June of the year following the operational closure of the JP.

4.10 Specific Procedure for the GCM Follow Up and Review Window

Submission of project proposal

Jointly or separately, the PUNOs will submit project proposals in support of the follow-up and review processes of the Global Compact as outlined under articles 48 to 50 of General Assembly resolution 73/195 to the secretariat of the UN Network on Migration. After reviewing and vetting the project documents, consulting as necessary the Executive Committee of UN Network on Migration, the secretariat of the UN Network on Migration will submit the funding requests to the Chair of the Migration MPTF through the FMU.

Allocation Decisions

The allocation decision is made by the Chair of the Steering Committee, using exclusively funds strictly earmarked by donors towards the GCM Follow Up and Review Window. Depending on funding available, the Chair may decide to fully or only partially fund the project documents submitted by the Participating Organizations.

Transfer to PUNOs

The FMU will prepare a fund transfer request for fund allocation which will be signed by the Chair of the Steering Committee. The Administrative Agent will process the approved fund allocations and transfer the corresponding from the funds earmarked towards the GCM Follow Up and Review Window to the PUNOs within five business days following the receipt of the transfer request. As soon as the fund transfer has been processed, the Administrative Agent will notify by email both the Representative(s) of the PUNO(s) receiving the funds and the FMU.

Project closure

All project activities should be completed by the operational end date indicated in the document approved by the Chair of the Steering Committee and final narrative reports should be submitted to the FMU within two months of operational closure of the project.

Upon receipt, final narrative reports will be uploaded to the MPTF Office Gateway to reflect fully closed projects.

To enable the financial closure of the JP, the PUNO must provide a certified financial report no later than 30 June of the year following the operational closure of the JP.

5. MONITORING, EVALUATION AND REPORTING

5.1 Monitoring

The monitoring and quality assessment of the Migration MPTF will be undertaken by the Steering Committee, with the support of the Fund Management Unit (FMU). The Fund will adopt a Results-Based Management (RBM) approach which will be used for monitoring programmes to achieve results, improve performance and integrate lessons learned into the Steering Committee's decisions and actions on performance.

At the fund-level, the monitoring of the Migration MPTF will be based on achievements in relation to results expressed in the Fund's Result Framework (see Annex A)⁷. The Migration MPTF Results Framework is based on the objectives and purpose of the Fund as stated in its Terms of Reference, as well as the Guiding Principles articulated in the GCM.

At the Joint Programme (JP) level, monitoring is essential to report on performance, facilitate learning and support accountability. It is a continuous management function that provides the JP team, partners and the JP SC with regular feedback about performance and lessons. Evidence from monitoring serves as a critical input to make adjustments, produce evidence-based reports, and for evaluation. The JP team, under the leadership of Convening Agent, monitors implementation and results in accordance with the JP results framework, work plan, budget and risk management plan. Monitoring by the JP team involves: (a) tracking performance through the collection of appropriate and credible data and other evidence; (b) analysing evidence to improve effectiveness and efficiency, and to adjust JP results and strategy, as needed; and (c) checking assumptions and risks, including review of the sustainability plan and exit strategy.

JP PUNOs are responsible for continuous monitoring in accordance with the detailed results framework, workplan, budget and risk management strategy included in the JP document (see separate Annex C). In so doing, it is important to ensure alignment with any UNSDCF results monitoring.

The FMU oversees the process and, with the support of the Network Secretariat, provides advice on proper performance indicators and methods of data collection and analysis. At the May 2022 IMRF, Member States requested for identification of a limited set of indicators to assist in conducting inclusive reviews of progress related to the implementation of the GCM, as well as to include a comprehensive strategy for improving disaggregated migration data at the local, national, regional and global levels. Once these indicators are endorsed by Member States, the Fund will endeavour to align its performance indicators accordingly, to the extent possible.⁸

In addition to annual reporting, the PUNOs will provide mid-year results and budget monitoring updates to the FMU.

The evaluation of the performance against each output indicator will take external factors into account as well as the pre-identified assumptions and risks.

⁷ Due to the very specific nature of the GCM Follow Up and Review Window (mainly dedicated to provide support of a logistics nature to the IMRF process, the Fund Results Framework will not be applied to monitor the use of resources earmarked for this purpose.

⁸ See paragraph 70 of the IMRF Progress Declaration:

https://migrationnetwork.un.org/system/files/resources_files/Final-%20IMRF%20Progress%20Declaration-%20English.pdf

5.2 Evaluation

At the joint programme level:

All JPs funded by the Migration MPTF will be subject to a joint final independent evaluation within six months of operational completion. These end-of-JP/summative evaluations will assess the degree to which the JPs met the objectives as outlined in the JP documents, with particular emphasis on the criteria of relevance, efficiency, effectiveness, impact and sustainability⁹. The evaluation will follow the guidance as outlined in the UN Evaluation Group's 'Norms and Standards for Evaluation 2017 Guidance' (see <http://www.uneval.org/document/detail/1914>) and the 'UNEG, Resource Pack on Joint Evaluations, 2014' (see <http://www.uneval.org/document/detail/1620>).

It will be managed jointly by the PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation manager(s). The management and implementation of the joint evaluation will have due regard to the evaluation policies of the PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from the PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Of note engagement and inclusion of civil society, migrants and communities in the evaluation process is strongly recommended.

Guidance on Joint Programme Evaluations

It is important to ensure that the evaluation assess the extent and nature of the **JP's alignment to the GCM guiding principles**, notably human rights, gender-responsive, and child sensitive (markers); as well as the whole-of-government, whole-of-society and people-centred approaches. Specific evaluation questions related to this should be included in the Terms of Reference of the evaluation. Please see below some suggested questions:

- **Human Rights / Gender responsive / Child Sensitive:** To what extent were the principles incorporated into the project cycle (design, implementation, monitoring and reporting)? What was the impact of the JP on: the enjoyment of human rights by impacted rights-holders; the advancement of gender equality and empowerment of women and girls; and the advancement of children's rights and meeting their needs?
- **Whole of Government / Whole of Society / People-Centered:** To what extent did the JP project cycle (design, implementation, monitoring and reporting) and management structure reflect and align with these GCM guiding principles? Are there lessons learned or good practices that can be identified?

In addition, the evaluation should include assessment on the **extent to which the JP contributed to the relevant UN Sustainable Development Cooperation Framework**, and/or relevant regional frameworks.

⁹ Please also refer to OECD-DAC evaluation criteria definitions: <https://www.oecd.org/dac/evaluation/>

The cost of these evaluations will be included in the budget of the JP.

In order to ensure that expenditures can be made towards the evaluation after the JP end-date, upon request, a 3-months no-cost-extension may be granted by the FMU. The request should be made to the FMU using the JP revision request form (see Annex C Templates).

The FMU will review and analyse the final independent evaluations and, on an annual basis, provide the Steering Committee with a summary of relevant recommendations and lessons learned.

At the Migration MPTF level:

Independent evaluations of the Migration MPTF will be commissioned by the Steering Committee to assess the overall performance of the initiative, inclusive of its design, management and overall performance against global objectives. These evaluations will provide specific recommendations to the Steering Committee to guide any revisions to the results framework, the governance arrangements, and/or the programming cycles.

All evaluations undertaken by the Fund will be made available on the website of the United Nations Evaluation Group of the UNSDG, as well as the websites of the Administrative Agent and the UN Network on Migration.

The costs of these evaluations will be charged as direct costs to the Fund. The FMU will present a project document including a work plan (with schedule) and a budget, which must be approved by the Steering Committee.

5.3 Reporting

5.3.1 Joint programmes narrative reports (annual and final)

Each PUNO will provide the Convening Agent with the required inputs for the narrative report of the JP, according to a timeline and a format to be adopted by the participants to the JP. Timelines and formats agreed upon by the JP partners will need to enable the Convening Agent to prepare the consolidated JP report in a timely and adequate manner.

The Convening Agent will compile the information received from the PUNOs and submit a consolidated report to the FMU, with copy to the Resident Coordinator, using the Migration MPTF report template (see separate Annex C). Consolidated JP reports will be submitted by the deadlines below:

- Annual narrative progress reports within a maximum of three months of the end of the calendar year (by 31 March)
- Final narrative report within three months of operational closure of the JP. The final narrative report can be combined with any annual report which may overlap.

In case of single-agency projects funded through the GCM Follow Up and Review Window, the PUNO will submit the annual and final narrative progress reports directly to the FMU at the deadline mentioned above for the submission to the FMU by the Convening Agent.

The consolidated JP narrative reports and GCM Follow Up and Review Window projects will be made publicly available through the MPTF Office Gateway.

5.3.2 Joint programmes financial reports

PUNOs at headquarters level will provide the Administrative Agent with annual and final financial reports and certified financial statements broken down by the UNDG budget categories through the UNEX portal as per the timelines specified in the Memorandum of Understanding:

- Annual financial reports as of 31 December within a maximum of four months (30 April) after the end of the calendar year; and
- Certified final financial statements and final financial reports within a maximum of five months (31 May) after the end of the calendar year in which the financial closure occurred.

5.3.3 Joint programmes updates (mid-year and final)

In addition to the reports listed above, the Convening Agent will submit to the FMU a short mid-year (as of 30 June) update on implementation progress, using the template provided in annex (see separate Annex C). These updates will cover the period up to June, and will be submitted by 15 August. They will be brief (maximum one page of narrative) and will simply consist of the following:

- Update on milestones reached and key achievements to date;
- Update on budget commitments at outcome level; and,
- Flagging of any significant challenge or problems faced.

These updates will not be considered as official reports and financial information will remain uncertified. Unlike the annual and final reports, these documents or the information they contain will not be made public. They are to be used as a monitoring tool by the FMU in support of the Steering Committee, allowing the Migration MPTF to react in a timely manner in case of unexpected challenges or delays.

5.3.4 Migration MPTF reports

Based on the narrative reports submitted by the Convening Agents as well as the end of JP independent evaluations and/or any other evaluation commissioned by the Steering Committee, the FMU will prepare one annual (or final) narrative progress report, which will be submitted to the Administrative Agent by 21 May.

The narrative report will include lessons learned and highlight both challenges and achievements from the implementation of the initiatives supported by the Fund, as well as the functioning of the Fund. Reports will include important findings and recommendations from analysing the JP portfolio and results in relation to the objectives of the GCM. The report will also describe how the Fund contributes to reducing fragmentation of initiatives and financing efforts, facilitating scale and partnerships, providing incentives for pursuing collectively identified priorities and increasing coherence in implementing the GCM.

Based on the financial reports submitted by the PUNOs, the Administrative Agent will prepare a consolidated financial annual (or final) report which will provide the following information:

- General financial overview;
- Contributions by donors;
- Net amount of financing by thematic area;
- Net amount of financing by JP;

- Net amount of financing by PUNO;
- Total expenditure figures and financial implementation rate by UNDG budget category;
- Expenditure figures and financial implementation rate by thematic area;
- Expenditure figures and financial implementation rate by JP; and,
- Expenditure figures and financial implementation rate by participating organization.

The Administrative Agent will consolidate its financial report with the narrative report prepared by the FMU and will submit the Migration MPTF consolidated narrative and financial report to the donors and the Steering Committee by the deadlines specified in the Standard Administrative Arrangement:

- Annual consolidated narrative and financial report as of 31 December no later than five months (31 May) after the end of the calendar year;
- Final narrative and annual financial report as of 31 December no later than six months (30 June) after the end of the calendar year in which the operational closure of the Migration MPTF occurred; and,
- Final financial report no later than five months (31 May) after end of the calendar year in which the financial closure of the Fund occurred.

In addition to the above-mentioned reports, the Administrative Agent will provide the donors and the Steering Committee with the following statements on its activities as Administrative Agent:

- Certified annual financial statement (“Source and Use of Funds” as defined by UNSDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and,
- Certified final financial statement (“Source and Use of Funds”) to be provided no later than seven months (31 July) of the year following the financial closing of the Fund.

The consolidated reports and related documents will be posted on the websites of the United Nations Network on Migration (<https://migrationnetwork.un.org/mptf>) and the MPTFO Partners Gateway (<http://mptf.undp.org/factsheet/fund/MIG00>).

5.4 Knowledge Management

The Fund and its JPs will embed knowledge management (KM) throughout its work, facilitating collaboration, learning, and information sharing among partners and beyond.

Programming

Joint Programmes should include provisions for learning and knowledge management throughout the project cycle (please see section 5.1). Lessons learned and good practices identified via Monitoring & Evaluation of JPs can be used not only by those engaged in the JP itself, but also for policy advocacy and future programming by others.

Knowledge Platform

The good practices and lessons learned will be shared for wider dissemination via the **Migration Network Hub or “the Hub”**, the UN Network on Migration’s knowledge management and capacity building platform, as envisioned by the GCM (see GCM paragraph 43 on capacity building mechanisms). The Hub hosts online discussion spaces, a library of user-submitted resources, an expert database, and a repository of practices. In time, it is expected that lessons learned and good practices identified from JP M&E will be shared via the Hub. As of 2022, the Hub is hosted



by IOM's Global Migration Data Analysis Center (GMDAC). For more information, see <https://migrationnetwork.un.org/migration-network-hub>.

6. RISK MANAGEMENT

The design and implementation of a solid risk management strategy is an integral feature of all pooled funds. In this context, the Steering Committee of the Migration MPTF endorsed a risk management strategy, to enable its mission of supporting safe, orderly and regular migration, in line with the GCM principles and objectives.

The objectives of the risk management strategy are to:

- Inform decision-making at all levels of the Fund and increase the impact of such decisions;
- Protect the Migration MPTF, its stakeholders and its beneficiaries; and
- Build capacity, through information sharing and guidance to all Migration MPTF stakeholders on risk management

The Migration MPTF's risk management is designed to address the factors and events that may undermine or otherwise affect the realization of the Fund's objectives, as outlined in its Terms of Reference. As of November 2020, the Steering Committee identified the following risks, and agreed to monitor and manage these risks:

- Fund governance and decision-making undermine effectiveness, and undermine the principles of the GCM.
- Fund operations undermine effectiveness of the Fund, leading to disengagement from key actors.
- Investments fail to show results / do harm (including through fraud), undermining GCM agenda and trust in the Fund.
- A gap is created between expectations and ability to support GC implementation, which undermines credibility of the Fund, support and willingness to engage with the Fund (from UNCT, host governments, donors).

The full risk management strategy and corresponding register can be found in Annex B.

7. FUND CLOSURE

The Migration MPTF was established for an initial duration through the first IMRF in 2022. The Fund's duration was subsequently extended through the second IMRF in 2026, by approval of the Steering Committee in June 2022. It may be extended further based on approval by the Steering Committee, provided that the Fund capitalization levels remained above the thresholds outlined in the 2015 "UNDG Guidance on Establishing, Managing and Closing Multi Donor Trust Funds"¹⁰ (or any updated version).

If the Fund is not further extended beyond IMRF 2026, the last date to transfer funds to the PUNOs will be 30 June 2026. Completion of all operational activities will be 31 December 2026. The Terms of Reference of the Fund will be amended to reflect these new dates.

All PUNOs will provide certified final financial reports on financially closed JPs by 31 May 2028, or no later than five months (31 May) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs, or according to the period specified in the financial regulations and rules of the PUNO in question, whichever is earlier. The dissemination of the certified final financial statement 20 ("Source and Use of Funds") is to be provided no later than 31 May 2029; that is, five months (31 May) after the end of the calendar year in which the financial closing of the Fund occurs.

Notwithstanding the completion of the initiatives financed from the Fund, any unutilized balances will continue to be held in the Fund account until all commitments and liabilities incurred in implementation of the programmes have been satisfied and programme activities have been brought to an orderly conclusion.

As per the standard MOU and SAA, any balance remaining in the Fund account upon completion of the Fund will be used for a purpose mutually agreed upon or returned to the Donor in proportion to its contribution to the Fund as decided upon by the Donor and the Steering Committee.

The closing of the Fund is carried out by the Administrative Agent and it encompasses the following steps:

1. Verify that all JPs have been financially closed;
2. Verify that all fund direct costs projects have been financially closed;
3. Verify that all interests have been received;
4. Refund to donors the balance of the account (including interest);
5. Issue the certified final report of the activities of the AA; and,
6. Proceed with closure of the Fund in the system.

¹⁰ See: <https://unsdg.un.org/resources/undg-guidance-establishing-managing-and-closing-multi-donor-trust-funds>

8. COMMUNICATION AND PUBLIC DISCLOSURE

8.1 Communication

The Migration MPTF offers the PUNOs and their partners a significant opportunity to launch collaborative initiatives, promote integrated approaches, and adopt innovative strategies to support the implementation of the GCM. Communicating aims, progress, challenges, and good practices is integral to the success of the Migration MPTF initiative.

Joint Programmes (JPs) funded by the Migration MPTF will require a communication strategy for their implementation, including, whenever possible, integrating communication activities into the work plan and costs of those activities in the JP budget. In communicating processes and results, the tools, instruments, and materials will vary according to country context. PUNOs should agree on and include a communication strategy relevant to the local context in their JP proposals.

PUNOs and their partners must comply with Migration MPTF Visibility Requirements, which include information on donor visibility requirements. The Visibility Requirements can be found in Annex D: Guidance Notes.

8.2 Public disclosure

Each PUNO will take appropriate measures to publicize the Migration MPTF and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the media or Migration MPTF beneficiaries, will acknowledge the role of the Government(s), donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each PUNO and partners in all external communications related to the Migration MPTF.

The Administrative Agent (AA), in consultation with the PUNOs, will ensure that periodic reports on the progress of implementation of the Fund, or associated external evaluations are posted, where appropriate, for public information on the Migration MPTF webpage (<http://mptf.undp.org/factsheet/fund/MIG00>) of the website of the AA (<http://mptf.undp.org/>). Such reports and documents may include approved programmes and programmes awaiting approval, funding levels, annual financial and progress reports, and external evaluations, as appropriate. Transparency of the Fund will be ensured by its inclusion in the MPTFO's online Gateway which can be publicly accessed.

9. AMENDMENT OF THE OPERATIONS MANUAL

The Migration MPTF Steering Committee may approve a revision of the Operations Manual when circumstances require an adjustment of procedures, provided such amendments are consistent with the mandates, policies, and procedures of the United Nations, as well as with the provisions of the Memorandum of Understanding and the Standard Administrative Arrangement.

10. ANNEXES

Annex A: Results Framework

Annex B: Risk Management Strategy

Annex C: Templates

- C1. Concept Note Template
- C2. Joint Programme Document Template
- C3. Joint Programme Revision Request Form Template
- C4. Annual / Final Report Template
- C5. Joint Programme Update Template

Annex D: Guidance Notes (Separate document)

- D1. Human Rights Marker Guidance Note
- D2. Gender Marker Guidance Note
- D3. Child Sensitivity Marker Guidance Note
- D4. Guidance Note on Engagement with Civil Society, Migrants and Communities
- D5. Visibility Requirements

Annex A: Results Framework

Migration MPTF Results Framework

The Results Framework for the Migration MPTF is based on the objectives and purpose of the Fund as articulated in the TOR, as well as the Guiding Principles articulated in the Global Compact for Safe, Orderly and Regular Migration (the Global Compact). It encompasses the following three elements:

- 1) Alignment with the Sustainable Development Goals (SDGs);
- 2) Programmatic alignment to the Global Compact Guiding Principles, sustainability and partnerships; and
- 3) Operational effectiveness and performance.

The underlying premise and the approach taken are:

- The Migration MPTF results will focus on outcomes and outputs related to alignment with key Global Compact Guiding Principles of funded Joint Programmes. Programmatic/ thematic results will be reflected in the respective Joint Programme results frameworks. In addition, country-level results will be complemented by narratives / stories on how these results were achieved.
- The operational aspects of the Migration MPTF will be assessed through specific performance indicators.
- A corresponding Monitoring Framework with Means of Verification, Data Source, baselines and targets (where applicable) will be developed to complement the monitoring of the Results Framework. The elements of the Monitoring Framework may be adjusted as and when deemed necessary.
- At the May 2022 IMRF, Member States requested for identification of a limited set of indicators to assist in conducting inclusive reviews of progress related to the implementation of the GCM, as well as to include a comprehensive strategy for improving disaggregated migration data at the local, national, regional and global levels. Once these indicators are endorsed by Member States, the Fund will endeavour to align programmatic indicators accordingly.
- At the end of 2026, the Results Framework will be reviewed and adjusted to capture lessons learned from the 2023-2026 operationalization of the Migration MPTF.

Alignment with the Sustainable Development Goals (SDGs)

The Global Compact is rooted in the 2030 Agenda for Sustainable Development and aims to leverage the potential of migration for the achievement of all Sustainable Development Goals (SDGs), as well as the impact this achievement will have on migration in the future. As such, it is imperative that all Migration MPTF funded joint programmes are firmly aligned to the SDGs.

As a programmatic framework, the Migration MPTF clusters the Global Compact's 23 objectives under 5 thematic areas, and all Joint Programmes funded by the Migration MPTF will implement under one of these thematic areas. In addition, in order to be funded, every project will be required to contribute towards a relevant SDG target. The Migration MPTF Fund Management Unit (FMU) will thus track and analyse the funding allocations to these thematic areas, as well as to the relevant SDG targets.

The key linkages between each thematic area and SDG targets are listed below. Please note that these linkages will be revisited annually, based on Migration MPTF Steering Committee and UN Network on Migration inputs and programmatic lessons learned, as necessary.



Programmatic alignment to the Global Compact Guiding Principles, Sustainability and Partnerships

The Global Compact lays out cross-cutting and interdependent guiding principles as follows: (a) People-centred; (b) International cooperation; (c) National sovereignty; (d) Rule of law and due process; (e) Sustainable development / 2030 Agenda; (f) Human rights; (g) Gender-responsive; (h) Child-sensitive; (i) Whole-of-government approach; and (j) Whole-of-society approach.

Guiding Principle (e) on Sustainable Development will be ensured via the funding allocation requirement as outlined above. Guiding Principles (b), (c) and (d) are inherent in the nature of the Migration MPTF objectives and funding criteria, and as such adherence will be ensured through the Joint Programme proposal submission and selection process, as well as ongoing programmatic monitoring of funded programmes:

(b) International cooperation: The Global Compact expresses the global collective commitment to improving cooperation on international migration. As outlined in the Introduction of its Terms of Reference,

the establishment of the Migration MPTF was premised under this tenet, and as such all Joint Programmes, by its very association with the Migration MPTF adheres to this principle.

(c) National sovereignty: Also outlined in its TOR, the Migration MPTF will adhere to the Global Compact's key principle of national sovereignty, that Member States will determine their own tailored policies and plans to support their implementation of the Global Compact according to their unique migratory and contexts. The Fund will support alignment of national objectives in implementing the Global Compact, and all country-based project proposals will require the formal endorsement of the national government.

(d) Rule of law and due process: The Migration MPTF recognizes that respect for the rule of law, due process and access to justice are fundamental to all aspects of migration governance. All funding allocations will be premised on this tenet, and all recipient and implementing partners will be accountable to laws that are publicly promulgated, equally enforced and independently adjudicated, and are consistent with international law.

In order to ensure that Guiding Principles (a), (f), (g), (h), (i) and (j) are observed, the following results and indicators are incorporated in the Results Framework (see Results Area 1, 1.1 to 1.6 below). Moreover, the Migration MPTF will monitor the joint programme achievement of results and their sustainability, as well as complementarity of its interventions (see Results Area 2, 2.1 to 2.2 below).

RESULT AREA 1: The Joint Programmes funded by the Migration MPTF is aligned to key Global Compact Guiding Principles.

1.1: Joint Programmes funded by the Migration MPTF are people-centred	
Indicator	
1.1.1	% of joint programmes that consulted with, and explicitly reflect the needs and concerns of migrants and/or communities in its design
1.2: Joint Programmes funded by the Migration MPTF are founded on international human rights law and its principles, and take a rights-based approach to programming	
Indicators	
1.2.1	% of joint programmes that self-report as: <ul style="list-style-type: none"> a) The Human Rights Marker has largely been achieved; b) The Human Rights Marker shows significant integration of human rights in the joint programme but some challenges remain; or c) The Human Rights Marker shows a very partial integration of human rights in the joint programme. <i>Reference: Migration MPTF Human Rights Marker Guidance Note (Annex D1)</i>
1.3: Joint Programmes funded by the Migration MPTF are gender-responsive	
Indicators	
1.3.1	% of joint programmes that: <ul style="list-style-type: none"> a) Have gender equality and women’s empowerment (GEWE) as the primary objective; b) Significantly contribute to gender equality and women’s empowerment (GEWE); or c) Make a marginal contribution to gender equality and women’s empowerment (GEWE), but not significantly. <i>Reference: Migration MPTF Gender Marker Guidance Note (Annex D2)</i>
1.4: Joint Programmes funded by the Migration MPTF are child-sensitive	
Indicators	
1.4.1	% of joint programmes that: <ul style="list-style-type: none"> a) Have advancing children's rights and meeting children's needs as the primary objective; or b) Significantly contribute to advancing children's rights and meeting children's needs; or c) Make a marginal contribution to advancing children's rights and meeting children's needs, but not significantly. <i>Reference: Migration MPTF Child Sensitivity Marker Guidance Note (Annex D3)</i>
1.5: Joint Programmes funded by the Migration MPTF take a whole-of-government approach.	
Indicators	
1.5.1	% of joint programmes that include as partners more than one government line entity <i>Note: To disaggregate government line ministries/departments/sectors as necessary</i>
1.5.2	% of joint programmes that enter into implementation agreements (financial or other) with local government and related entities (e.g. provincial, municipal, district agencies). <i>Note: To disaggregate by type of agreement</i>

1.6: Joint Programmes funded by the Migration MPTF take a whole-of-society approach.

Indicators	
1.6.1	% of joint programmes that include non-UN and non-governmental stakeholders in its programme management and coordination mechanisms <i>Note: To disaggregate by type of stakeholder as per the Global Compact definition</i>
1.6.2	% of joint programmes that enter into implementation agreements with non-governmental stakeholders <i>Note: To disaggregate by type of partners as per the Global Compact definition.</i>

RESULT AREA 2: The Joint Programmes funded by the Migration MPTF are sustainable and complementary to other development initiatives.

2.1: Expected results of the Joint Programmes funded by the Migration MPTF have been achieved and are sustainable

Indicators	
2.1.1	% of outcomes (of completed joint programmes) achieved. <i>(annual, non-cumulative targets)</i>
2.1.2	% of joint programmes that are positively evaluated by an independent external evaluation, as achieving sustainable results <i>(annual, non-cumulative targets)</i>

2.2: The Joint Programmes funded by the Migration MPTF contributed to the relevant UN Sustainable Development Cooperation Framework, and/or relevant regional frameworks.

Indicators	
2.2.2	% of joint programmes that are positively evaluated by an independent external evaluation, as having contributed to UNSDCF and/or relevant regional frameworks. <i>(annual, non-cumulative targets)</i>

Operational Effectiveness and Performance

To ensure the Migration MPTF is managed and operationalised in an effective manner, the following performance related result and indicators will be incorporated in this Results Framework.

RESULT AREA 3: The Migration MPTF is managed efficiently, coherently, and consistently.

3.1: Financial resource mobilisation and utilisation	
Indicators	
3.1.1	Volume of resources mobilised annually (in million USD)
3.1.2a	% of total contributions that are earmarked (cumulative targets)
3.1.2b	% of total contributions earmarked to a specific thematic area (TA) (cumulative targets)
3.1.3	% of resources allocated to each thematic area (cumulative targets)
3.2: Approval process of joint programmes are facilitated in an efficient and consistent manner.	
Indicators	
3.2.1	% of Concept Notes and joint programme documents submitted to the Migration MPTF that are reviewed per transparent criteria, and assessed in a timely manner as defined by the Operations Manual.
3.2.2	% of Joint Programmes that initiate implementation within 20 working days of approval of the final proposal by the Steering Committee <i>Note: Implementation is deemed to be initiated when the AA transfers the funds to the PUNOs</i>
3.3: Implementation of joint programmes are monitored	
Indicators	
3.3.1	% of annual Joint Programme reports and mid-year updates submitted on time, or within 10 working days of the deadline.
3.3.2	% of joint programmes that complete joint final independent evaluations within 6 months of completion of project activities.
3.4: Decisions made by the Steering Committee are implemented in a timely and comprehensive manner	
Indicators	
3.4.1	Number of Steering Committee Meetings organised as planned in the Migration MPTF Operations Manual, with participation of the quorum of members
3.4.2	Annual Consultative Forum organized
3.4.3	% of Steering Committee decisions implemented within the agreed timelines
3.4.4	Number of Migration MPTF annual consolidated narrative and financial reports submitted to the Steering Committee and donors by agreed deadlines
3.5: Risks related to the management of the Migration MPTF are monitored and managed.	
Indicators	
3.5.1	Migration MPTF Risk Management Strategy in place and reviewed annually.

Annex B: Risk Management Strategy

Migration MPTF Risk Management Strategy

I. Introduction

The design and implementation of a solid risk management strategy is now an expected standard feature of all pooled funds. In the Funding Compact endorsed by ECOSOC in July 2019¹¹, the Member States committed, inter alia, to double their support to the UN through pooled funds while the UN committed, inter alia, to improving the management of pooled funds, including through the design and implementation of risk management systems and strategies.

In this context, the Steering Committee of the Migration Multi Partner Trust Fund (the ‘Migration MPTF’) has endorsed this risk management strategy, to enable its mission of supporting safe, orderly and regular migration., in line with the GCM principles and objectives.

II. Objectives

The objectives of the risk management strategy are to:

- Inform decision-making at all levels of the Fund and increase the impact of such decisions
- Protect the Migration MPTF, its stakeholders and its beneficiaries
- Build capacity, through information sharing and guidance to all Migration MPTF stakeholders on risk management

III. Key principles and Approach

In line with the international risk management standard ISO 31000 and OECD guidance on risk management, the Migration MPTF’s risk management strategy is based on the following principles:

- Risk management is integral to all aspects of the Fund’s management and operations
- Risk management should follow the principle of subsidiarity, respectful of country and implementing entity level responsibilities, rules and procedures
- As such, in addition to global level risks emanating, inter alia, from the Fund’s governance and operations, the strategy includes only those project level risks that, if they were to materialize, would impact the entire Fund.
- Every Migration MPTF stakeholder is a source of risk and has a role to play in managing risks: from Fund contributors to Steering Committee members, UN entities, the FMU, host governments and implementing partners

¹¹<https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/SGR2019-Add%201%20-%20Funding%20Compact%20-%2018%20April%202019.pdf>

In addition, the approach taken in this strategy reflects the following design considerations:

- *Humility*, by recognizing uncertainty (and especially knowledge gaps which can never be fully filled), and accepting trade-offs (between risks & their mitigation measures)
- *Proportionality*, to align the strategy (including the number of risks and the risk management processes involved) with the Fund’s size and needs, stakeholder capacities, and transaction/opportunity costs
- *Simplicity*, with a priority given to enabling a shared *concrete* understanding of risks, how they materialize and what to do about them, over formal categories and labels

IV. Fund risk register

The Migration Fund’s risk management is designed to address the factors and events that may undermine or otherwise affect the realization of the Fund’s objectives, which are (*as articulated in the Terms of Reference and Operations Manual*)

1. *“To assist Member States in the way that best meets their own national objectives, while upholding international law”;*
2. *“To contribute to ensuring robust, coordinated, inclusive and coherent United Nations system-wide support to Member States in their implementation, follow-up and review of the GCM, while avoiding fragmentation in delivering on the GCM’s 23 objectives”;*
3. *“To help realize the intrinsic link between the GCM and the realization of all seventeen SDGs and particularly with respect to target 10.7 which calls on States to “facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”;*
and,
4. *“To facilitate adherence to the GCM’s 360-degree approach”;* *and,*
5. *“To support collective action on migration and ensure that such trust, determination and solidarity amongst States and with other stakeholders can be fostered to ensure safe, orderly and regular migration.”*

The risk register (see table below) is based on the definition of risk as the effect of uncertainty on the objectives. Risks are therefore framed as a possibility (with a likelihood and an impact), which leads to an outcome that affects the Fund’s objectives as presented above.

In addition the risk register includes the following elements:

- *Risk indicators and frequency*, to understand if and when the risk is materializing and how often such analysis must be conducted;
- *Risk levels*, with result from an analysis of likelihood and impact, for which trends over successive periods of analysis must be recorded
- *Risk drivers* (or factors), which constitute the source of the risk. A risk driver can generate more than one risk. A risk driver can be contextual/external, or come from within (e.g. governance and structures, Steering Committee decisions, project performance, etc.)
- *Risk treatment measures*, focused on the drivers/factors, or sources as well as the risks (in order to mitigate the likelihood or the impact of the risk);
- *Risk treatment owners*, who will be response for implementing the measures;
- *Risk treatment monitoring*, to account for the possibility of second order risks emanating from the implementation of treatment measures.

V. Treatment measures and monitoring

The Migration MPTF's risk management strategy includes a number of potential treatment measures for each risk. When agreeing on implementation of such measures, the Steering Committee will consider the following elements:

- The cost of the measure(s)
- The effectiveness of measure(s)
- The second order risks (i.e. the risks that implementing a measure may generate)

Updates to treatment measures will be proposed by the Fund Management Unit, on the basis of the risk analysis, consultations with UN entities implementing Fund joint programmes, and exchanges with other Funds on best practices. Such updates will be considered by the recently established Fund's Technical Group and submitted to the Steering Committee for endorsement.

The process for endorsement (electronic or in person meeting) will be decided by the Chair of the Steering Committee.

The FMU will present a status report on the implementation of the strategy to the Steering Committee on a semi-annual basis, which will include

- The risk analysis, based on the agreed frequency presented in the risk register
- The monitoring of second order risks as relevant
- Any other risk related development requiring Steering Committee consideration of decision

VI. Institutional Arrangements

Considering the size of the Fund and existing capacities, institutional arrangements to implement the strategy in a way that adds value will rely on existing structures. As such:

The Steering Committee provides the oversight for the risk management strategy. In particular the Steering Committee:

- Approves the risk management strategy and any subsequent updates
- Approves, as required, specific treatment measures
- Reviews implementation of the strategy, on the basis of regular updates to the risk register as part of its agenda

The Steering Committee's technical group:

- Reviews and considers any updates to the risk management strategy and proposals for treatment measures as required before approval by the Steering Committee, as well as guidance to the UN country teams
- Discusses and shares information on risk systems and approaches as well as to live risk management cases as appropriate, with a view to inform updates to the risk management strategy and to the guidance to UN country teams

The Fund Management Unit:

- Manages the day to day implementation of the risk management strategy, including the consolidation of

- updates to the risk analysis and to guidance to UN country teams
- Directly engages with the Participating UN Organizations (PUNO) on the ground, through the RC offices, on project level risk management issues as required (including for projects with regional or sub regional dimensions where consultations will also include UN agencies at HQ and/or regional levels)
- Proposes updates to the risk management strategy overall and more specifically to treatment measures for consideration by the Technical Group and decision by the Steering Committee
- Supports the Steering Committee, the Technical Group and PUNOs with their risk management responsibilities

Participating UN Organizations:

- Manage project level risks according to their respective rules, regulations and systems
- Ensure the design and monitoring of high quality project level risk register
- Contribute, as required and possible, to the Fund's risk management strategy's objective of capacity building notably by providing inputs into the risk management guidance developed by the FMU and by participating in Fund level risk management discussions and analysis when called for by the FMU

Risk analysis

With a view to strengthening buy-in for the strategy, and in line with the principle of mutual accountability, the analysis of risks is a share responsibility amongst members of the Steering Committee. As such, different actors are responsible for monitoring specific risks at the agreed frequency (see risk register). The FMU will consolidate the results of the risk analysis for the regular updates to the Steering Committee.

VII. Operational instruments

In support of implementation, the strategy includes three operational tools:

1. The **risk register** (attached), which constitutes the main reference for risk management related discussions and decisions
2. **Guidance to UN country teams**. The non-prescriptive guidance will include common risks faced by PUNOs and other actors in migration related programming (including common risks at regional level) and potential treatment measures. It will be based on experience from the Fund's current and future portfolio, as well as practices collected from related interventions and other Funds; as such it will be regularly updated and shared by the FMU (*note: first iteration to be developed by December 2020*);
3. A set of **confidentiality and information-sharing protocols** to ensure that all actors can work together in trust and address risks effectively and collectively, while ensuring the Fund's transparency (*note: first iteration to be discussed in 2021*)

VIII. Conclusion

The implementation of the risk management strategy requires a balance between the principles of efficacy in meeting its objectives stated in section II and proportionality. The extent to which the strategy achieves such balance will be reviewed at regular intervals. It will also constitute a core dimension of the Fund's evaluation.

The success of the strategy will also require collective adherence to the following best practices:

- A continual updating and improvement of analysis of context

- A portfolio-based approach to risk diversification
- Timely and usable feedback on risks
- Capacity for adaptability - based on new information
- A common acceptance of risks that can't be mitigated and instead have to be accepted
- A common agreement on trade-offs between risks

Finally, the Steering Committee acknowledges that any risk management strategy can only take the Fund to the last mile: beyond what the risk management process yields, additional contextual, political and ethical decisions will be required, to which the Steering Committee commits, in full dedication to the objectives and principles of the Global Compact on Migration.

Migration MPTF Risk Register

As of November, 2020 (revised June 2021 and June 2022)

Risk statement and outcome 1: Fund governance and decision-making undermine effectiveness, and undermine the principles of the GCM

Indicators	Frequency	Responsible entity for analysis	Likelihood	Impact	Level (with trend)	Risk Drivers	Treatment measures (existing and/or potential)	Owner	Treatment measure monitoring
1a) Difficulty and/or delays in reaching consensus (e.g. number of decisions postponed)	Based on SC meeting	FMU				Politicization of decision making / conflict of interests	Transparency of decisions made; diversity of SC composition; Consensus based decision making; Active individual SC member engagement in review process, including through use of relevant respective expertise as required	Steering Committee (herein after SC), for all SC related governance mechanisms; SC members	
1b) Variance between actual portfolio versus established Investment targets	After each funding decision/ cycle		SC strategic differences on objectives/ approaches/ roles	Formalization of Technical Group as forum for consensus building	Technical Group				
			Capacity differences between SC members	Dedicated FMU support; Consideration of capacity in selection of SC members	FMU; Chair of SC				
			Rotation mechanism	Staggered rotation; Observatory status of incoming members before formal inclusion	SC (for all SC related governance mechanisms)				
		Earmarking decisions	Agreed earmarking thresholds/ceilings per thematic area; Earmarking at thematic area level only	Individual donors and SC (for all SC related governance mechanisms)					

Risk statement and outcome 2: Fund operations undermine effectiveness of the Fund, leading to disengagement from key actors

Indicators	Frequency	Responsible entity for analysis	Likelihood	Impact	Level (with trend)	Risk Drivers	Treatment measures (existing and/or potential)	Owner	Treatment measure monitoring
2a) Delays in agreed processes (e.g. # days based on agreed timelines in Operations Manual)	After each funding decision/ cycle	FMU				FMU capacities to provide adequate support	Additional staffing in line with size of portfolio; Increased support from MPTFO; best practice sharing with other Funds	Donors and SC members; MPTFO; FMU	

2b) Stakeholder feedback	Semi-annual					Heavy transaction costs; including timeframes/targets	External check/review of procedures by pooled fund expert; Adherence to agreed timelines for submission review documents by FMU; Reduction in number of project received in line with funding available	FMU	
						Inadequate review process	Timely submission of proposals and FMU analysis to SC; Active engagement of SC members in review according to agreed timelines; RC leadership role in ensuring adequate consultation within UNCT and UN migration network at country level (MAF)	FMU; SC members; RC	
						Insufficient or untimely reporting	Review of reporting procedures and requirements by pooled fund expert	FMU	
Risk statement and outcome 3: Investments fail to show results / do harm (including through fraud), undermining GC agenda and trust in the Fund									
Indicators	Frequency	Responsible entity for analysis	Likelihood	Impact	Level (with trend)	Risk Drivers	Treatment measures (existing and/or potential)	Owner	Treatment measure monitoring
3a) Project Implementation rate	Semi-annual	FMU				Weaknesses in project design, including with regards to consultation process with national authorities and sustainability and exit strategies	Regular review of selection criteria and project template requirements based on lessons learned; Dedicated project design support from network focal points	ALL; Migration Network	
						Insufficient resources for project and portfolio impact	Coordinated / syndicated investments with other funds	FMU	
3b) Project level risk incidence (e.g. aggregate # of risks increasing/materializing)	Semi-annual					COVID related changes to evidence/ programming requirements	Regular exchanges between UNCTs; Expert outreach; Increased focus on data as project requirement	FMU	
						Weak risk management capacities against fiduciary risks at project level	Strengthened risk management requirements in project submission; RC/entity leadership; FMU risk management support	PUNOS; RC; FMU	
						Insufficient SEAH safeguards at project level	Specific SEAH safeguards to be made explicit in project review and approval; Dedicated SEAH reporting included in reporting	PUNOS; FMU	

3c) Project output and outcome achievement rate	Mid term / annual					Insufficient project level implementation capacity	Tranche funding based on implementation rate; Enhanced implementation capacity evidence prior to approval	SC (for all SC related governance mechanisms); FMU	
						Inadequate review process	Timely submission of proposals and FMU analysis to SC; Active engagement of SC members in review according to agreed timelines	FMU; SC members	
						Operational obstacles	Operational contingency plans as project requirements	FMU	
						Lack of coordination with other funding mechanism	Analysis of funding options/mechanisms at CN and project design phase; Coordinated / syndicated investments with other funding mechanisms where possible	FMU; SC members	
						Change in Government willingness/ readiness to implement the funded joint programme (driver added in June 2021)	High level government endorsement of the joint programme; Alignment to national priorities; Early detection by PUNOs and FMU (FMU conducts monitoring calls with PUNOs at least twice a year); Timely alert to SC; Clarification of exit strategy for joint programme implementation.	FMU, SC members	
					Significant change in national and/or regional political, economic, and/or security context. (driver added in June 2022)	Clarification of exceptional circumstances when national ownership cannot be obtained and/or is not desirable; Clarification of exit strategies	FMU, SC members		
Risk statement and outcome 4: A gap is created between expectations and ability to support GC implementation, which undermines credibility of the Fund, support and willingness to engage with the Fund (from UNCT, host governments, donors)									
Indicators	Frequency	Responsible entity for analysis	Likelihood	Impact	Level (with trend)	Risk Drivers	Treatment measures (existing and/or potential)	Owner	Treatment measure monitoring
4a) Difference between capitalization and Funding requests (e.g. aggregate funding in pipeline)	Semi-annual	FMU				Insufficient donor support	Increased advocacy by all SC members; Syndicated investments with other funding mechanisms where possible; SC to review fund objectives and scale back or increase ambition, including number of projects, as necessary	SC; FMU	

4b) Stakeholder feedback	Annual				Lack of understanding of thematic cluster approach	Increased guidance from SC members and FMU, including through UN Migration Network channels	FMU; SC members	
					Inadequate communication and/or miscommunication, including on submission process (e.g. rolling basis)	Calibration of outreach effort with capitalization; agreed communication messages developed	FMU	

Annex C: Templates

C1. Concept Note Template

C2. Joint Programme Document Template

C3. Joint Programme Revision Request Form Template

C4. Annual / Final Report Template

C5. Joint Programme Update Template

C1. Concept Note Template

Migration MPTF

Concept Note

- Please refer to Operations Manual Section 4.1 Submission of concept notes
- All submissions should be in the English language. Please use “Calibri” font size 11 (apply “Normal” style)
- Maximum Length: 6 pages not including the Signature page
- Please delete the instructions (in blue) in the final submission

JOINT PROGRAMME INFORMATION	
Joint Programme Title:	
Country(ies)/Region (or indicate if a global initiative):	
Convening Agent (Lead PUNO):	
PUNO(s) (PUNOs):	
Implementing Partners	<i>List key governmental and non-governmental partners</i>
Migration MPTF Thematic Area <i>(select one and delete others)</i>	<input type="checkbox"/> Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy and planning <input type="checkbox"/> Thematic Area 2: Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration <input type="checkbox"/> Thematic Area 3: Addressing irregular migration including through managing borders and combatting transnational crime <input type="checkbox"/> Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility <input type="checkbox"/> Thematic Area 5: Improving the social inclusion and integration of migrants
Primary GCM Objectives	<i>List key GCM objectives to which the Joint Programme contributes</i>
Relevant SDG Target	<i>List up to three SDG targets to which the Joint Programme contributes. Please refer to Annex C1: List of Global Compact Objectives per Thematic area and Key SDG Targets.</i>
Expected Duration of Implementation (in months):	
Estimated Total Budget:	

PROPOSAL

1. Context and Rationale

- *What is the overall objective of the Joint Programme?*
- *Describe the core problems that the Joint Programme aims to address, including the needs of all intended beneficiaries.*
- *Describe the consultative process leading to the identification of the issues and the proposed initiative. The consultative process should include migrants and/or migration affected communities.*
- *Indicate linkages to relevant national (or regional) strategic priorities, including the UN Sustainable Development Cooperation Framework (UNSDCF), National Development Plans or GCM Implementation Plans, pledges to the International Migration Review Forum, findings of voluntary national reports on GCM implementation, etc.*
- *Demonstrate complementarity and additionality: Does the Joint Programme complement existing initiatives in country or, if applicable, region? Will the expected development results not be reached otherwise? Why is the implementation of this Joint Programme timely?*

2. Expected Results

- *Provide a summary of the expected results at outcome and output levels, in a succinct bullet point format. If the Concept Note is approved and funding is available, this will be the basis for the Results Framework of the full Joint Programme document.*

3. Theory of Change

- *Explain the main elements and the underlying assumptions of the Theory of Change.*
- *Explain how the Theory of Change was applied to the proposed Joint Programme.*

4. Innovation, Sustainability and Exit Strategy

- *Indicate how the Joint Programme is innovative and potentially catalytic. For example, does the Joint Programme have potential for: a) a multiplier effect; b) scaling/replicating the solutions and results across issues and sectors, and/or across geographies; and c) leveraging additional financing?*
- *Briefly explain how this Joint Programme builds on what has been done or is currently being done by the UN and other actors in county/region.*
- *Indicate how you plan to ensure the sustainability of results after the end of the Joint Programme, and briefly outline the exit strategy.*

5. Partnerships

- *Outline the people-centred, whole-of-government and whole-of-society approach underlying the Joint Programme by elaborating on the below:*
- *Were migrants and/or migration affected communities consulted during the design of this proposal? Does the proposal explicitly reflect the needs and concerns of migrants and/or migration affected communities?*
- *Will the Joint Programme propose to work with more than one government line entity, and/or with local government(s) and/or related entities?*
- *Does the Joint Programme propose to incorporate multi-stakeholder partnerships approach throughout the design and implementation? Does this partnership involve the transfer of funds to civil society and other*

stakeholders? Please name the various stakeholders and their respective interests, capacities and roles/ functions in the steering and implementation of the programme.¹²

6. Cross-Cutting Principles

6a) First, please provide a self-assessment of the below markers:

Marker Questions ¹³	
<p>Human Rights Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following human rights marker applies to your proposal?</p> <p>A: The Human Rights Marker has largely been achieved.</p> <p>B: The Human Rights Marker shows significant integration of human rights in the Joint Programme (JP) but some challenges remain.</p> <p>C: The Human Rights Marker shows a very partial integration of human rights in the JP.</p> <p><i>Please refer to the Migration MPTF Human Rights Marker Guidance Note</i></p>	
<p>Gender Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following gender marker applies to your proposal?</p> <p>A: Projects that have gender equality and women’s empowerment (GEWE) as the primary objective.</p> <p>B: Projects that significantly contribute to GEWE.</p> <p>C: Projects that make a marginal contribution to GEWE, but not significantly.</p> <p>N/A: Projects that are not expected to make a noticeable contribution to advancing GEWE.</p> <p><i>Please refer to the Migration MPTF Gender Marker Guidance Note</i></p>	
<p>Child Sensitivity Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following child sensitivity marker applies to your proposal?</p> <p>A. The Joint Programme (JP) have advancing children's rights and meeting children's needs as the primary objective.</p> <p>B. The JP significantly contribute to advancing children's rights and meeting children's needs.</p> <p>C. The JP makes a marginal contribution to advancing children's rights and meeting children's needs, but not significantly.</p> <p>N/A. The JP is not expected to make a noticeable contribution to advancing children's rights and meeting children's needs, but has considered impacts on children and ensured that there are no negative impacts on them.</p> <p><i>Please refer to the Migration MPTF Child Sensitivity Marker Guidance Note</i></p>	

¹² Please refer to the Migration MPTF Guidance Note on Engagement with Civil Society, Migrants and Communities available in separate PDF document Annex D4. For a full list of stakeholders, please refer to paras 15j and 44 of the GCM.

¹³ Please refer to the Migration MPTF Guidance Notes on the Human Rights Marker, Gender Marker, and Child Sensitivity Marker, available in Annex D.

6b) Then, please elaborate on how the following cross-cutting principles will be mainstreamed, and how that will contribute to overall results of the Joint Programme.

- *Human rights: Ensure effective respect for and protection and fulfilment of the human rights of all migrants, regardless of their migration status, across all stages of the migration cycle. In addition, commit to eliminate all forms of discrimination, including racism, xenophobia and intolerance, against migrants and their families.*
- *Gender Responsive: Mainstream a gender perspective and promotes gender equality and the empowerment of all women and girls, recognizing their independence, agency and leadership in order to move away from addressing migrant women primarily through a lens of victimhood.*
- *Child-sensitive. Uphold the principle of the best interests of the child at all times, as a primary consideration in all situations concerning children in the context of international migration, including unaccompanied and separated children.*

7. Programme Management and Coordination

- *Summarise the proposed Joint Programme management and coordination mechanism. Please ensure to align with whole-of-government and whole-of-society GCM guiding principles.*
- *How will the Joint Programme ensure national ownership, and coordination among PUNOs and other stakeholders and implementing partners?*
- *Is there an existing country-level Migration Network, relevant UNSDCF Results Group, or similar coordination mechanism? If yes, what will be the role of the existing mechanism in the coordination of the Joint Programme?*

8. Budget

- *Please provide an indicative breakdown by PUNO (note the minimum amount per agency is US\$100,000)*
- *Indicate the % of the budget to be allocated to gender equality and women's empowerment.*
- *Indicate, if applicable, the amount and source/s of cost sharing.*

SIGNATURE PAGE

This template should first be adjusted depending on who the partners are (and if they are confirmed).

Title of the proposed Joint Programme	
Country(ies)/ Region (or indicate if a global initiative)	
Proposed funding request (in USD)	
<i>Please confirm that the Joint Programme proposal has the support from and ownership by the national government(s)</i>	Yes / No (if no, please provide an explanation)
<i>Please confirm that if selected, the PUNO(s) will develop the full proposal within 3 months of notification.</i>	Yes / No (if no, please provide an explanation)

Resident Coordinator¹⁴	Signature:
Name:	Date:
Convening Agent (Lead PUNO):	Signature:
Name and title:	Date:
PUNO:	Signature:
Name and title:	Date:
PUNO:	Signature:
Name and title:	Date:

¹⁴ Not applicable for regional projects or global projects.

Annex: List of Global Compact Objectives per Thematic area and Key SDG Targets

Migration MPTF Thematic Areas

<p>Thematic Area 1</p> <p>SDM Objectives</p>	<p>1 Promoting fact-based and data-driven migration discourse, policy and planning</p>	  
<p>Thematic Area 2</p> <p>SDM Objectives</p>	<p>2 Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration</p>	    
<p>Thematic Area 3</p> <p>SDM Objectives</p>	<p>3 Addressing irregular migration including through managing borders and combatting transnational crime</p>	    
<p>Thematic Area 4</p> <p>SDM Objectives</p>	<p>4 Facilitating regular migration, decent work and enhancing the positive development effects of human mobility</p>	    
<p>Thematic Area 5</p> <p>SDM Objectives</p>	<p>5 Improving the social inclusion and integration of migrants</p>	   
<p>Cross-Cutting</p> <p>SDM Objectives</p>	<p>Applicable to all thematic areas</p>	

C2. Joint Programme Document Template

Migration MPTF Joint Programme Document

- Please refer to Operations Manual Section 4.5 Submission of Joint Programme document
- All submissions should be in the English language. Please use “Calibri” font size 11 (apply “Normal” style)
- Please delete the instructions (in blue) in the final submission

PROJECT INFORMATION	
Joint Programme Title:	
Country(ies)/ Region (or indicate if a global initiative):	
Convening Agent (Lead PUNO)	
PUNO(s):	
Implementing Partners	<i>List key governmental and non-governmental partners</i>
Migration MPTF Thematic Area <i>(select one and delete others)</i>	<input type="checkbox"/> Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy and planning <input type="checkbox"/> Thematic Area 2: Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration <input type="checkbox"/> Thematic Area 3: Addressing irregular migration including through managing borders and combatting transnational crime <input type="checkbox"/> Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility <input type="checkbox"/> Thematic Area 5: Improving the social inclusion and integration of migrants
Primary GCM objectives	<i>List key GCM objectives to which the Joint Programme contributes</i>
Relevant SDGs and Targets¹⁵	<i>List up to three SDGs and corresponding targets to which the Joint Programme contributes.</i> <i>Please indicate approximate % of overall budget that contributes towards these SDGs.¹⁶</i>

¹⁵ Please refer to Annex D5: List of Global Compact Objectives per Thematic area and Key SDG Targets.

¹⁶ Please note the % is a rough estimate of the extent the Joint Programme contribute towards the identified SDGs. There is no need to submit a detailed budget breakdown.

Expected Project Commencement Date¹⁷ / Period of Implementation (months):	
Requested Budget:	<i>Indicate total budget, and budget per PUNO</i>
Project Description	<i>Max 400 characters, including blank space</i>

Marker Questions¹⁸	
<p>Human Rights Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following human rights marker applies to your proposal?</p> <p>A: The Human Rights Marker has largely been achieved.</p> <p>B: The Human Rights Marker shows significant integration of human rights in the Joint Programme (JP) but some challenges remain.</p> <p>C: The Human Rights Marker shows a very partial integration of human rights in the JP.</p> <p><i>Please refer to the Migration MPTF Human Rights Marker Guidance Note</i></p>	
<p>Gender Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following gender marker applies to your proposal?</p> <p>A: Projects that have gender equality and women’s empowerment (GEWE) as the primary objective.</p> <p>B: Projects that significantly contribute to GEWE.</p> <p>C: Projects that make a marginal contribution to GEWE, but not significantly.</p> <p>N/A: Projects that are not expected to make a noticeable contribution to advancing GEWE.</p> <p><i>Please refer to the Migration MPTF Gender Marker Guidance Note</i></p>	
<p>Child Sensitivity Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following child sensitivity marker applies to your proposal?</p> <p>A. The Joint Programme (JP) have advancing children's rights and meeting children's needs as the primary objective.</p> <p>B. The JP significantly contribute to advancing children's rights and meeting children's needs.</p> <p>C. The JP makes a marginal contribution to advancing children's rights and meeting children's needs, but not significantly.</p> <p>N/A. The JP is not expected to make a noticeable contribution to advancing children's rights and meeting children's needs, but has considered impacts on children and ensured that there are no negative impacts on them.</p> <p><i>Please refer to the Migration MPTF Child Sensitivity Marker Guidance Note</i></p>	

¹⁷ Note: actual commencement date will be the date of first funds transfer.

¹⁸ Please refer to the Migration MPTF Guidance Notes on the Human Rights Marker, Gender Marker, and Child Sensitivity Marker, available in Annex D.

SIGNATURE PAGE

UN Resident Coordinator¹⁹	Representative of the National Authority²⁰
<i>Country</i>	<i>Name of institution</i>
<i>Name</i>	<i>Name of representative</i>
<i>Date</i>	<i>Date</i>
<i>Signature</i>	<i>Signature and seal</i>

PUNOs (PUNO)	
<i>Name of Convening Agent (Lead PUNO)</i>	<i>Name of PUNO</i>
<i>Name of Representative</i>	<i>Name of Representative</i>
<i>Date</i>	<i>Date</i>
<i>Signature</i>	<i>Signature</i>
<i>Name of PUNO</i>	<i>Name of PUNO</i>
<i>Name of Representative</i>	<i>Name of Representative</i>
<i>Date</i>	<i>Date</i>
<i>Signature</i>	<i>Signature</i>

¹⁹ Not applicable for regional or global initiatives.

²⁰ Not applicable for regional or global initiatives. For regional initiatives, please provide signature from the relevant regional entity partner (e.g. Regional Economic Commission)

LEGAL BASIS FOR THE JOINT PROGRAMME

Please choose one of the two texts below, inserting relevant information per country (UNSDCF years and name of country)

Mandatory text: The legal basis for the Joint Programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework (UNSDCF) xx – xx [insert years]. It refers to the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Government of [insert name of country] and each Participating UN Organization (PUNO).

In countries without a UNSDCF: The legal basis for the Joint Programme comprises the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Government of [insert name of country] and each PUNO.

JOINT PROGRAMME PROPOSAL NARRATIVE

1. Migration Context and Rationale

(2 pages max)

1a) The Migration Context and Needs Analysis: Summarize the migration context and dynamics as they relate to the proposal, focusing on the thematic areas and issues that the Joint Programme aims to address; Describe the core problems to be addressed, with focus on the needs of migrants and migration affected communities; and describe the consultative process leading to the identification of the issues and the proposed initiative. The consultative process should include migrants and/or migration affected communities. All analysis must be gender- and age-sensitive

1b) Complementarity and Additionality: Provide a mapping of key stakeholders and existing initiatives, and indicate how the Joint Programme is complementary, necessary (without the Joint Programme, the results will not be achieved) and timely.

1c) Alignment to the GCM, SDGs, UNSDCF and Relevant Frameworks: Describe how the Joint Programme aligns with/ supports the GCM objectives, SDGs, UN Sustainable Development Cooperation Framework (UNSDCF) and relevant existing Governmental priorities. The description should include an analysis on how the Joint Programme will ensure national ownership and sustainability, and how it complements/ builds on any other relevant interventions in this area.

2. Results Framework and Theory of Change

(2 pages max plus Results Framework in Annex D1)

2a) Results Framework: Indicate the overall objective of the Joint Programme and articulate how the Joint Programme aims to address the migration issues outlined previously, and how the expected results will bring about changes for the beneficiaries (must be gender- and age- sensitive). In the narrative section, provide a short summary of the main components of the Joint Programme (per outcome area) and expected results to be achieved. In Annex D1, provide a comprehensive Results Framework outlining all Joint Programme results/outcomes, outputs and activities with corresponding indicators, baselines and targets (must be gender- and age- sensitive).

2b) Theory of change: Illustrate how and why a desired change is expected to happen in the context outlined above. Focus on articulating the 'hypotheses' explaining why it is thought that the implementation of the Joint Programme activities will lead to the desired results (e.g. outputs and outcomes). Specify if there are significant risks or key assumptions related to the achievement of the desired results.

3. Project Implementation Strategy

(2 pages max)

3a) Joint Programme Implementation Strategy: Explain how the Joint Programme will undertake the activities to ensure most effective and efficient achievement of results, including justification for geographic zones, criteria for beneficiary selection, timing among various activities, coherence between results and any other information on implementation approach (must be gender- and age-sensitive). There is no need to repeat all outputs and activities from the Result Framework.

3b) Cross-Cutting Principles: Elaborate on how the following cross-cutting principles of human rights, gender-responsive and child sensitive approach, will be mainstreamed, and how this will contribute to overall results of the Joint Programme. Reference the marker you have chosen for each and justify, using the criteria outlined in the relevant guidelines.

4. Partnerships

(2 pages max)

4a) Stakeholder Mapping: Map all relevant stakeholders / stakeholder groups and briefly explain their expertise and engagement in the area addressed by the Joint Programme. Ensure to include migrants and migration affected communities in the mapping and analysis.

4b) Partnerships: Explain and justify: i) role of the Government(s); ii) strategic contributions from local government(s) and civil society if applicable; and iii) the ways in which other stakeholders (in particular, migrants and migration affected communities) will be involved, including methods for participatory dialogue, co-design, and co-delivery.

If co-implementation of components/activities with implementing partners are envisaged, please ensure to adequately reflect this in the budget allocation under the UNDG category “6. Transfers and Grants to Counterparts” whenever applicable. Please also refer to the Migration MPTF Guidance Note on Engagement with Civil Society, Migrants and Communities available in separate PDF document Annex D4.

Please note that the Joint Programme should take a people-centred, whole-of-government and whole-of-society approach.²¹

5. Innovation, Sustainability and Exit Strategy

(2 pages max)

5a) Innovation: Indicate the innovative approach of the Joint Programme, as well as catalytic potential (e.g. multiplier effect, scaling/replication potential, leveraging additional financing). Describe how the envisioned lessons learned from the Joint Programme will be used for future interventions.

5b) Sustainability and Exit Strategy:

Provide a description of how expected JP results will be sustained beyond the timeline of the JP, with a focus on: (1) Community sustainability, (2) Financial sustainability, and (3) Institutional sustainability. Explain the project’s exit strategy, including any plans to seek follow-up funding. If support from other donors is expected, explain what the Joint Programme will do to try to ensure this support from the start. As part of the plan, it is strongly encouraged that the JP Steering Committee and JP team remain operational for a minimum of three months after operational closure of the JP to offer advice, and support transition efforts and capacity development.

²¹ Please reference the Guiding Principles of the GCM.

6. Project Management and Coordination

(2 pages max)

6a) PUNOs (PUNOs) and Implementing Partners: List all PUNOs and their implementing partners if any, specifying the Convening Agent, which will coordinate the Joint Programme. Provide a brief justification for the choices, based on mandate, experience, local know-how and existing capacity.

6b) Joint Programme Management and Coordination: Explain the Joint Programme coordination and oversight arrangements, taking into consideration the importance of ensuring national ownership and reinforcing the coordinating role of the Resident Coordinators. Please also indicate if there is a country-level UN Network on Migration (UNNM), or similar migration coordination mechanism. Please refer to section 2.3 of the [UNSDG | Guidance Note on a New Generation of Joint Programmes](#); and Annex C of the [UNSDG | Annexes: Guidance Note on a New Generation of Joint Programmes](#). While not mandatory, any deviation from the below should be justified.

6c) Risk Management: Identify potential risks for the Joint Programme's success and assess its likelihood and impact. Provide a list of major project specific risks and how they will be managed, including the approach to updating risks and making adjustments. Please use the Risk Management Plan in Annex D2 to identify, assess and plan for mitigation of the risks.

6d) Joint Programme Monitoring and Knowledge Management: Indicate how the Joint Programme will be monitored in respect to operations, results, risks and budget. Indicate any risks (e.g. data availability, remote monitoring, etc.) and corresponding mitigation plans. In addition, explain how the JP will undertake knowledge management (KM), including how it will collect, analyse and use evidence and lessons from its various components, for operational efficiency and effectiveness. Indicate how the JP will include provisions for learning and KM in its activities, budget and workplan. Please also refer to Operations Manual Section 5.4 Knowledge Management

6e) Evaluation: Indicate the objective, timing and intended use of Joint Programme evaluations. The Migration MPTF requires, at the minimum, an end-of-project/summative Joint Programme evaluation to assess the degree to which the project met its objectives, with particular emphasis on the criteria of relevance, efficiency, effectiveness, impact and sustainability.²² In line with the Migration MPTF TOR, a minimum of 3% needs to be set aside for Joint Programme monitoring and evaluation.

7. Project Budget and Workplan

(2 pages max)

7a) Budget: Please provide a brief justification for the proposed budget, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. Please note that the proposed budget must include funds for an independent end-of-project summative evaluation.

In addition, please indicate the % of the total budget to be allocated to gender equality and women's empowerment, and provide a brief description of the main provisions made for this purpose.

If applicable, indicate the amount and source/s of cost sharing.

²² Reference: UN Evaluation Group, 'Norms and Standards for Evaluation' 2017. See <http://www.uneval.org/document/detail/1914>

Using the tables provided in Annex D3, provide a budget breakdown by outcome/output/activity as well as by UNDG budget category.

Please note that it is not necessary to include the UN 1% Coordination Levy.

b) Workplan: *Using the table provided in Annex D4, complete a basic workplan.*

Annex 1: Results Framework

RESULTS	INDICATORS	Data Source and Collection Method	Baseline	Targets	ASSUMPTIONS
Overall Objective Statement:					
Outcome 1	Outcome Indicator 1a				
	Outcome Indicator 1b				
Output 1.1	Output Indicator 1.1a				
	Output Indicator 1.1b				
<i>List activities under Output 1.1</i>					
1.1.1					
1.1.2 ...etc.					
Output 1.2	Output Indicator 1.2a				
	Output Indicator 1.2b				
<i>List activities under Output 1.2</i>					
1.2.1 ...etc.					
Outcome 2	Outcome Indicator 2a				
	Outcome Indicator 2b				
Output 2.1	Output Indicator 2.1a				
	Output Indicator 2.1b				
<i>List activities under Output 2.1</i>					
2.1.1 ...etc.					
Output 2.2	Output Indicator 2.2a				
	Output Indicator 2.2b				
<i>List activities under Output 2.2</i>					
2.2.1 ...etc.					

Note: Use the same numbering and formatting for any additional outcomes, outputs, activities

REFERENCE: Definition of Key Terms (Reference: UNDG Results Based Management Handbook 2012 ²³)

Results based management (RBM): A management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the desired results (outputs, outcomes, overall objective) and use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting.

Results: Changes in a state or condition that derive from a cause-and-effect relationship. There are three types of such changes - outputs, outcomes and impact - that can be set in motion by a development intervention. The changes can be intended or unintended, positive and/ or negative.

Results chain: The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired results – beginning with inputs, moving through activities and outputs, and culminating in individual outcomes and those that influence outcomes for the community, goal/impacts and feedback. It is based on a theory of change, including underlying assumptions.

Impact: Impact implies changes in people’s lives. This might include changes in knowledge, skill, behaviour, health or living conditions for children, adults, families or communities. Such changes are positive or negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types. Positive impacts should have some relationship to the Millennium Development Goals (MDGs)²⁴, internationally-agreed development goals, national development goals (as well as human rights as enshrined in constitutions), and national commitments to international conventions and treaties.

Goal (same as Overall Objective): A specific end result desired or expected to occur as a consequence, at least in part, of an intervention or activity. It is the higher order objective that will assure national capacity building to which a development intervention is intended to contribute.

Outcome: Outcomes represent changes in the institutional and behavioural capacities for development conditions that occur between the completion of outputs and the achievement of goals.

Outputs: Outputs are changes in skills or abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of activities within a development intervention within the control of the organization. They are achieved with the resources provided and within the time period specified.

²³ See: <https://undg.org/wp-content/uploads/2016/10/UNDG-RBM-Handbook-2012.pdf>

²⁴ Please note that the MDGs should be replaced with the Sustainable Development Goals (SDGs).

Annex 2: Risk Management Plan

The Risk Management Plan should identify potential risks, assess their impact and likelihood, and design mitigation measures. The Risk Level is a number derived by multiplying the Likelihood and the Impact numbers. The Plan must be monitored on a regular basis, with provisions for review and revisions as necessary. Please complete the table below, referencing the photo below to determine the likelihood, impact and risk level.

Risks	Risk Level (Number: Likelihood times Impact)	Likelihood Certain: 5 Likely: 4 Possible: 3 Unlikely: 2 Rare: 1	Impact Essential: 5 Major: 4 Moderate: 3 Minor: 2 Insignificant: 1	Mitigation measures	Responsible PUNO
i)					
ii)					
iii)					
iv)					
v)					
vi)					

Note: Please use the descriptions given below as a general guidance on risk level, likelihood and impact:

LIKELIHOOD	Occurrence	Frequency
5: Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently
4: Likely	The event will probably occur in most circumstances	Once every two months or more frequently
3: Possibly	The event might occur at some time	Once a year or more frequently
2: Unlikely	The event could occur at some time	Once every three years or more frequently
1: Rare	The event may occur in exceptional circumstances	Over every seven years or more frequently

IMPACT	Result
5: Essential	An event leading to massive or irreparable damage or disruption
4: Major	An event leading to critical damage or disruption
3: Moderate	An event leading to serious damage or disruption
2: Minor	An event leading to some degree of damage or disruption
1: Insignificant	An event leading to limited damage or disruption

	IMPACT				
LIKELIHOOD	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very Likely ((5)	Medium (5)	High (19)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

Level of Risk	Results
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or impact. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or impact. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/treatment options are undertaken to reduce likelihood and/or impact. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Mitigation activities/treatment options are recommended to reduce likelihood and/or impact. Implementation of monitoring strategy by risk owner is recommended.

Annex 3a: Budget Template – Results Based Budget

Migration MPTF: Joint Programme Budget (Results-Based Budget)

NOTES:

- 1) Please use the Migration MPTF excel file (formulas included).
- 2) Please insert a new "PUNO" column for each PUNO. If this is a multi-country programme, please ensure to have separate columns for each office - e.g. PUNO 1 (name of country); PUNO 1 (name of country), etc.
- 3) Please insert or delete activity/output/outcome lines as needed to match the Joint Programme
- 4) For a budget revision, keep original budget columns and insert extra columns for the proposed revision

	Outcome/ output/ activity formulation:	PUNO 1 Budget by recipient organization	PUNO 2 Budget by recipient organization	PUNO 3 Budget by recipient organization	PUNO 4 Budget by recipient organization	TOTAL (all PUNOs)	Budget amount reserved for gender equality and women’s empowerment (GEWE) (indicative)
PROGRAMMATIC BUDGET							
OUTCOME 1:							
Output 1.1:		\$	\$	\$	\$	\$	\$
Activity 1.1.1:						\$	\$
Activity 1.1.2:						\$	\$
Activity 1.1.3:						\$	\$
Output 1.2:		\$	\$	\$	\$	\$	\$
Activity 1.2.1:						\$	\$
Activity 1.2.2:						\$	\$
Activity 1.2.3:						\$	\$
Output 1.3:		\$	\$	\$	\$	\$	\$
Activity 1.3.1:						\$	\$
Activity 1.3.2:						\$	\$
Activity 1.3.3:						\$	\$

Total for Outcome 1 (Outputs 1.1 + 1.2 + 1.3...etc.)	\$	\$	\$	\$	\$	\$
OUTCOME 2:						
Output 2.1:	\$	\$	\$	\$	\$	\$
Activity 2.1.1:					\$	\$
Activity 2.1.2:					\$	\$
Activity 2.1.3:					\$	\$
Output 2.2:	\$	\$	\$	\$	\$	\$
Activity 2.2.1:					\$	\$
Activity 2.2.2:					\$	\$
Activity 2.2.3:					\$	\$
Output 2.3:	\$	\$	\$	\$	\$	\$
Activity 2.3.1:					\$	\$
Activity 2.3.2:					\$	\$
Activity 2.3.3:					\$	\$
Total for Outcome 2 (Outputs 2.1 + 2.2 + 2.3...etc.)	\$	\$	\$	\$	\$	\$
OUTCOME 3:						
Output 3.1:	\$	\$	\$	\$	\$	\$
Activity 3.1.1:					\$	\$
Activity 3.1.2:					\$	\$
Activity 3.1.3:					\$	\$
Output 3.2:	\$	\$	\$	\$	\$	\$
Activity 3.2.1:					\$	\$
Activity 3.2.2:					\$	\$
Activity 3.2.3:					\$	\$
Output 3.3:	\$	\$	\$	\$	\$	\$
Activity 3.3.1:					\$	\$

Activity 3.3.2:						\$	\$
Activity 3.3.3:						\$	\$
Total for Outcome 3 (Outputs 3.1 + 3.2 + 3.3...etc.)	\$	\$	\$	\$	\$	\$	\$
TOTAL PROGRAMMATIC BUDGET: (Outcomes 1 + 2 + 3...)	\$	\$	\$	\$	\$	\$	\$
PERSONNEL, OPERATIONAL, M&E BUDGET							
Personnel costs if not included in activities above <i>Note: The FMU may require further information on the breakdown of this budget line</i>	\$	\$	\$	\$	\$	\$	\$
Operational costs if not included in activities above	\$	\$	\$	\$	\$	\$	\$
Monitoring and evaluation (must include provision for final evaluation) - minimum 3% of total budget	\$	\$	\$	\$	\$	\$	\$
TOTAL PERSONNEL, OPERATIONAL, M&E BUDGET:	\$	\$	\$	\$	\$	\$	\$
SUB-TOTAL PROJECT BUDGET: (Programmatic + Personnel, Operational and M&E)	\$	\$	\$	\$	\$	\$	\$
Indirect support costs (7%):	\$	\$	\$	\$	\$	\$	\$
TOTAL PROJECT BUDGET:	\$	\$	\$	\$	\$	\$	\$
GENDER BUDGET: % of total budget reserved for GEWE (indicative) <i>Please calculate Total budget reserved for GEWE divided by Total Project Budget (%)</i>							%

Annex 3b: Budget Template – UNDG Budget Categories

Migration MPTF: Joint Programme Budget (by UNDG budget categories)

NOTES:

- 1) Please use the Migration MPTF excel file (formulas included)
- 2) Please insert a new "PUNO" column for each PUNO. If this is a multi-country programme, please ensure to have separate columns for each office - e.g. PUNO 1 (name of country); PUNO 1 (name of country), etc.
- 3) For a budget revision, keep original budget columns and insert extra columns for the proposed revision

CATEGORIES	PUNO 1	PUNO 2	PUNO 3	PUNO 4	JOINT PROGRAMME TOTAL
1. Staff and other personnel					
2. Supplies, Commodities, Materials					
3. Equipment, Vehicles, and Furniture (including Depreciation)					
4. Contractual services					
5. Travel					
6. Transfers and Grants to Counterparts					
7. General Operating and other Direct Costs					
Sub-Total Project Costs					
8. Indirect Support Costs (must be 7%)					
TOTAL					
First Tranche (70%)					
Second Tranche (30%)					

Annex 4: Workplan

Activities	Responsible Party	Timeframe											
		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Instructions:

- *Put an x in the quarter where activities are expected to be implemented.*
- *Please reference the activities # from the Results Framework in a parenthesis, as applicable.*

Annex 5: List of Global Compact Objectives per Thematic area and Key SDG Targets

Migration MPTF Thematic Areas

<p>Thematic Area 1</p> <p>GCM Objectives</p>	<p>Promoting fact-based and data-driven migration discourse, policy and planning</p>	  
<p>Thematic Area 2</p> <p>GCM Objectives</p>	<p>Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration</p>	    
<p>Thematic Area 3</p> <p>GCM Objectives</p>	<p>Addressing irregular migration including through managing borders and combating transnational crime</p>	    
<p>Thematic Area 4</p> <p>GCM Objectives</p>	<p>Facilitating regular migration, decent work and enhancing the positive development effects of human mobility</p>	    
<p>Thematic Area 5</p> <p>GCM Objectives</p>	<p>Improving the social inclusion and integration of migrants</p>	   
<p>Cross-Cutting</p> <p>GCM Objectives</p>	<p>Applicable to all thematic areas</p>	

Annex 6: Human Rights Marker and Child Sensitivity Marker Self-Assessment Matrices

Please refer to the separate Human Rights Marker and Child Sensitivity Marker Guidance Notes, complete the Self-Assessment Matrices and include here.

Human Rights Marker Self-Assessment Matrix

To support participating UN organizations (PUNOs) in assessing their compliance with the Human Rights marker, the following Self-Assessment Matrix has been designed to be completed **at the joint programme submission phase**. This self-assessment should be completed by PUNOs together with implementing partners. The reason for the choice of yes, no, or not applicable should be briefly explained in the final column of the matrix.

Element of an HRBA	Yes/ No/ Not Applicable	Justification
1. A human rights-based situational analysis has been conducted to identify: <ul style="list-style-type: none"> a) the key human rights obligations of the State(s) in which you work/whose government's) you are supporting; and b) the key human rights issues of relevance to your intended target group, including a particular attention to migrants most vulnerable to human rights violations and abuses and/or most at risk of being left behind. 		
2. Staff are aware of the human rights obligations of the government they are supporting.		
3. Measures have been identified to mitigate any unintended negative human rights impacts identified in the situational analysis and their monitoring has been integrated in the project's Monitoring and Evaluation processes.		
4. Monitoring processes are in place and evaluation processes are contemplated that make specific reference to relevant human rights and other relevant standards.		
5. Migrants, civil society, national human rights institutions and other stakeholders have been meaningfully engaged in the design and development of the Joint Programme.		
6. A plan to ensure a meaningful consultation processes with all relevant stakeholders is in place and will be maintained throughout the duration of the Joint Programme and in the evaluation phase.		
7. Appropriate due diligence will be exercised throughout the duration of the joint programme, regarding partnerships with or support to State, non-State, civil society, employers' and workers' organizations and corporate actors.		

8. A plan is in place to ensure that Joint Programme staffing is gender-balanced and staff are equipped to respond effectively to stakeholder and target group needs.		
9. Transparency and access to information by the intended target group and relevant stakeholders, including cultural, linguistic, and age-appropriate access, will be maintained throughout the duration of the joint programme.		
10. Measures, including an effective complaint and remedy mechanism, will be put in place in order to provide redress for negative human rights impacts.		

Note: Migration MPTF Scoring: A “yes” response should be given a score of 1. A “no” response or a “not applicable” responses should be given a score of 0.

A	8-10	The Human Rights Marker has largely been achieved.
B	4-7	The Human Rights Marker shows significant integration of human rights in the joint programme but some challenges remain.
C	1-3	The Human Rights Marker shows a very partial integration of human rights in the joint programme.

Child Sensitivity Marker Self-Assessment Matrix

To support participating UN organizations (PUNOs) in assessing their compliance with the Child Sensitivity marker, the following matrix should be completed and submitted as an Annex **at the joint programme document phase** (please note that this is not necessary for the concept note stage). This self-assessment should be completed by PUNOs together with implementing partners. The reason for the choice of yes, no, or not applicable should be briefly explained in the final column of the matrix.

Self-Assessment Questions	Answer	Justification / Additional Info
1. Has a child rights impact assessment been conducted to identify potential positive and negative impacts of the project on children, whether intended or unintended?	Yes / No	
2. Do PUNOs and implementing partners have safeguarding policies and practices in place, and will all staff and non-staff personnel working with children receive training on safeguarding prior to commencement of joint programme implementation?	Yes / No	
3. Please provide an estimated percentage of the programme budget allocated towards advancing children's rights and meeting children's needs. If not 100%, explain your rationale/the formula you used for reaching this percentage.	%	
4. Do you have a plan to establish and maintain a meaningful consultation process with children throughout the duration of the Joint Programme, including the evaluation phase?	Yes / No	
5. Does the joint programme include capacity-building for children on their rights?	Yes / No	
6. Will all staff and non-staff personnel of PUNOs and implementing partners working with children in the joint programme be trained on engaging with children and on children's rights and needs , including on children's participation, prior to commencement of joint programme implementation?	Yes / No	
7. For any joint programme expected results (outcomes, outputs) that involve children, will all data collected be disaggregated by age, sex, and where possible by other identities, e.g. migration status, disability, LGBTQ+, taking into account data protection principles?	Yes / No	

<p>8. Please choose one of the following below or choose N/A if not applicable.</p> <p>A: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is the overall/primary objective of the joint programme. All outcomes and outputs contribute towards, and all indicators measure change in terms of children’s rights and needs.</p> <p>B: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is a significant component of the joint programme. At least one outcome contributes towards, and related output-level indicator(s) measure change in terms of children’s rights and needs.</p> <p>C: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is a minor component of the joint programme. At least one output contributes towards, and related indicator(s) measure change in terms of children’s rights and needs.</p>	<p>A, B, C or N/A</p>	
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C3. Joint Programme Revision Request Form Template

Migration MPTF Joint Programme Revision Request

- *Please refer to Operations Manual Section 4.8 Joint Programme revision*
- *All submissions should be in the English language. Please use “Calibri” font size 11 (apply “Normal” style)*
- *Please delete the instructions (in blue) in the final submission*

Part A) Joint Programme Information	
Joint Programme Title:	
Country / Countries / Region:	
Project Identification Number (MPTFO Project ID number available here):	
Convening Agent (Lead PUNO):	
Participating UN Organizations (PUNOs):	
Total approved budget (USD)	USD
Total duration	
Start and End Dates	

Part B) Revision Request	
Date of request submission:	
Focal point name/ agency/ contact details:	
Nature of revision (tick all that applies):	<i>Please tick next to the relevant revision and provide short note on the revision requested</i>
1) PROGRAMME OUTCOME, SCOPE, PUNOs	
1.1) Change in scope and/or expected outcome(s)	<input type="checkbox"/>
1.2) Change in PUNOs (withdrawal, addition)	<input type="checkbox"/>
2) BUDGET	
2.1) Additional funding request	<input type="checkbox"/>
2.2) Change of budget allocation among PUNOs	<input type="checkbox"/>
2.3) Budget line reallocation (within a PUNO) that:	<input type="checkbox"/>

<ul style="list-style-type: none"> Exceeds 20% variance (percentage change) between outcomes or UNDG budget categories <p>AND</p> <ul style="list-style-type: none"> Budget line reallocation amount is more than 2% of the total Joint Programme budget 	
3) DURATION	
3.1) No cost extension beyond 12 months	<input type="checkbox"/>
3.2) No cost extension up to 12 months	<input type="checkbox"/>

Part C) Justification

Please provide a brief justification for the changes requested.

For budget revision requests, please include a summary table that clearly shows the changes to be made, with information on before/after amounts, percentage change (variance) and % total JP budget.

Part D) Supporting Documents

<p>Revised Joint Programme document (signed by the RC, if applicable, and all PUNOs)</p> <p><i>Please either clearly indicate the changes made in the justification section above, or provide a track-change version.</i></p>	<input type="checkbox"/>
<p>Revised budget</p> <p><i>Please provide two versions – one revised budget and one that clearly indicates the changes requested using before (original) and after (revised) columns, as well as variance.</i></p>	<input type="checkbox"/>
<p>Joint Programme Steering Committee document</p> <p><i>Please submit the Joint Programme Steering Committee decisions document or minutes to confirm Steering Committee approval of the proposed revisions.</i></p>	<input type="checkbox"/>
<p>Other documents</p> <p><i>Please specify.</i></p>	<input type="checkbox"/>

Part E) Signatures – submitters	
<i>Resident Coordinator</i>	<i>Name of Convening Agent</i>
<i>Name of Resident Coordinator</i>	<i>Name of Representative</i>
<i>Date</i>	<i>Date</i>
<i>Signature</i>	<i>Signature</i>
<i>Name of PUNO</i>	<i>Name of PUNO</i>
<i>Name of Representative</i>	<i>Name of Representative</i>
<i>Date</i>	<i>Date</i>
<i>Signature</i>	<i>Signature</i>
<i>Name of PUNO</i>	<i>Name of PUNO</i>
<i>Name of Representative</i>	<i>Name of Representative</i>
<i>Date</i>	<i>Date</i>
<i>Signature</i>	<i>Signature</i>

Below to be completed by the Fund Management Unit (FMU):

Part F) Review	
FMU Comments and Recommendations:	
Part G) Decision	
Decision:	<input type="checkbox"/> Approve <input type="checkbox"/> Approve with modifications / conditions (to specify) <input type="checkbox"/> Not approve
Comments (if any):	
Signatures:	
Migration MPTF Steering Committee Chair:	Head of FMU:
<i>Date</i>	<i>Date</i>
<i>Signature</i>	<i>Signature</i>

C4. Annual / Final Report Template

Migration MPTF Annual / Final Report

- Please refer to Operations Manual Section 5.3 Reporting
- All submissions should be in the English language.
- In all narrative inputs, please use "Calibri" font size 11 (apply "Normal" style)
- Please delete the instructions (in blue) in the final submission

PROJECT INFORMATION	
Joint Programme Title:	
Country(ies)/Region (or indicate if a global initiative):	
Project Identification Number:	
Start and Planned End Dates	Start: End:
Convening Agent (Lead PUNO):	
PUNO(s) (PUNOs):	
Key Partners: <i>(include Implementing Partner)</i>	
Project Period (Start – End Dates):	
Reporting Period:	
Total Approved Migration MPTF Budget: (breakdown by PUNO)	PUNO 1: PUNO 2: PUNO 3: Total:
Total Funds Received To Date: <i>(breakdown by PUNO)</i>	PUNO 1: PUNO 2: PUNO 3: Total:
Report Submission Date:	
Report Prepared by: <i>(Name, title, email)</i>	

Executive Summary

Summarize the key results achieved during the reporting period, and any other relevant developments, including challenges. This is a summary of the most important achievements of the JP during the reporting period. Please highlight: (1) major results achieved and contributions to the UNSDCF outcome(s), country priorities, and/or related SDG targets, and (2) tangible benefits or changes for targeted vulnerable groups. The Executive Summary should serve as a stand-alone summary of the Joint Programme's results for the reporting period.

Annual (or End-of Project) Progress

1. Summary and Context

Provide a brief introduction to the Joint Programme and indicate whether implementation is on track. Capture any new developments that took place during the reporting period (especially those that were not anticipated/expected) that have had a bearing on the implementation of the Joint Programme, either positive or otherwise.

2. Results

In narrative format, provide a succinct description about the actual results that have been achieved based upon the JP results framework and theory of change. Please include key data and make reference to national policy priorities, the roles of partners and any new or innovative partnerships, and national or local implementation capacities that were developed or used.

» Outputs: Provide a summary of progress toward the outputs, with reference to changes in indicators (as available) Explain any variance between planned and actual outputs during the reporting period. Describe tangible benefits or changes for beneficiaries, especially vulnerable groups. Where possible, provide a percentage of outputs or sub-outputs that are on-track or achieved and the number and type of beneficiaries.

» Outcomes: Based on achievement of outputs, provide a summary of major contributions toward the JP outcomes, referencing, where applicable, UNSDCF outcomes, country priorities, and/or related SDG targets. Please refer to changes in indicators (as available).

» Overall Objective: For final report (end of project), provide a summary of the Joint Programme's contribution towards the JP overall objective.

Results Stories: Provide a brief story (or stories) about how the JP is making a difference. It can be at the institutional and policy level or at a local, human level. Please include photos, graphics, and news items as appropriate.

- The problem or challenge - In plain language, describe the specific problem or challenge faced by the subject of your story.
- Action through the JP - How was the problem or challenged addressed through the JP by the JP team?
- Result - Describe the observable change that occurred. How did conditions change at the family or community level or how did institutions perform better to address the problem?
- Lessons - What did the JP partners learn from the experience; how will it be used to strengthen the JP?

Using the Results Reporting Framework below, provide updates for all Outcome and Output indicators approved under the Joint Programme that have made progress during the reporting period.

Results Reporting Framework						
INDICATORS	Baseline	Results achieved for the reporting period (only provide data for the specified year)			Cumulative Results <i>Note: For Y1 report, this will be the same; For Y2 report, it will be Y1+Y2; and for Y3 report, it will be Y1+Y2+Y3</i>	Notes
		Y1	Y2	Y3		
OUTCOME 1						
Indicator 1a						
Indicator 1b						
OUTPUT 1.1						
Indicator 1.1a						
Indicator 1.1b						
OUTPUT 1.2						
Indicator 1.2a						
Indicator 1.2b						
OUTCOME 2						
Indicator 2a						
Indicator 2b						
OUTPUT 2.1						
Indicator 2.1a						
Indicator 2.1b						
OUTPUT 2.2						
Indicator 2.2a						
Indicator 2.2b						

3. Partnerships

Provide information on key partnerships established under the Joint Programme, expanding on: i) Role of the government; ii) Strategic contributions from local government and civil society if applicable; and iii) the ways in which other stakeholders (in particular, migrants and migration affected communities) are involved, including methods for participatory dialogue, co-design, and co-delivery.²⁵

Please provide the following information, using the table below:

Has the Joint Programme entered into implementation agreements (financial or other) with local government and/or related entities (e.g. provincial, municipal, district agencies)? Please provide details (name and type of partner, nature of agreement, etc.).

Has the Joint Programme entered into implementation agreements with non-governmental stakeholder? Implementation agreements are interpreted broadly to include coordination and collaboration partnerships, entailing financial support, or not. Please provide details (name and type of stakeholder, nature of agreement/partnerships, etc.).

Implementation Agreements			
Name & Type of Partner	Type of implementation agreement (please specify if any MOU or agreement was formally entered)	Relevant outcome and/or output; PUNO counterpart	Financial value (if any)
Local government and/or related entities			
Name of partner Type of partner			
Name of partner Type of partner			
Non-governmental stakeholders			
Name of partner Type of partner			
Name of partner Type of partner			

²⁵ Please refer to the Guidance Note on Engagement with Civil Society, Migrants and Communities in Annex D4 (separate PDF document).

4. Cross-Cutting Issues

Elaborate on how the cross-cutting principles of human rights, gender-responsive and child sensitive approaches, have been mainstreamed, and how this contributed to overall results of the Joint Programme.

5. Constraints, Adjustments, Lessons and Good Practices

Explain constraints that were encountered and any adjustments that were made to strengthen the relevance and effectiveness of the JP and the coherence and coordination of UN system support.

Describe lessons and good practices and as needed, update information about assumptions and risks, risk mitigation measures and the sustainability plan and exit strategy. Please include experiences of failure, which are a rich source of lessons.

Conclusion and Next Steps

Assess the overall achievement of the Joint Programme and include brief information on the next steps, specifically as they relate to the next reporting period.

For FINAL REPORTING: Elaborate how the Joint Programme has ensured sustainability of results after its conclusion. Explain the project's exit strategy, including any follow-up funding, support from other donors, etc.

ANNEX

Include the following in the Annex, as relevant:

- **Stories from the Field:** *Provide stories (maximum 3 stories per outcome area) from the field that demonstrate the success of this Joint Programme. This could include stories from migrants, migration affected communities, government partners, and others who have participated in and benefited either directly or indirectly as a result of the Joint Programme. Each story should provide the context and background of the individual and the lead into the interaction with the Joint Programme, followed by the resulting success.*
- **Testimonials:** *Please include testimonials from key programme partners obtained during the reporting period. Testimonials are short, succinct quotes from individuals who have engaged with the Joint Programme at any level that capture their experiences in memorable ways. Please make efforts to secure testimonials from all programme partners (civil society, government, donors, media, academia, private sector, etc.) at all levels (heads of state, ministers, line officers, heads of CSOs, migrants, women and girls). Workshops, trainings, consultations, meetings, field visits, etc., should all be used as opportunities to capture testimonials at all stages of programme implementation.*
- **Communications and Visibility:** *Please include highlights of all communications and visibility efforts and initiatives supported by the Joint Programme during the reporting period.*
- **Key Project Deliverables:** *You may want to include in the Annex some key relevant documents (e.g. reports, publications, studies, etc.) produced by the Joint Programme during the reporting period*

C5. Joint Programme Update Template

Migration MPTF Joint Programme Update

This update will not be considered as an official report and financial information will remain purely indicative and uncertified. Unlike the annual and final progress reports, the Joint Programme updates and the information they contain are not made publicly available.

- *Please refer to Operations Manual Section 5.3 Reporting*
- *All submissions should be in the English language. Please use “Calibri” font size 11 (apply “Normal” style)*
- *Please delete the instructions (in blue) in the final submission*

PROJECT INFORMATION	
Joint Programme Title:	
Country(ies)/Region (or indicate if a global initiative):	
Project Identification Number:	
Convening Agent (Lead PUNO):	
PUNO(s) (PUNOs):	
Key Partners: <i>(include Implementing Partner)</i>	
Project Period (Start – End Dates):	
Update as of:	
Total Approved Migration MPTF Budget: <i>(breakdown by PUNO)</i>	<i>PUNO 1:</i> <i>PUNO 2:</i> <i>PUNO 3:</i> <i>Total:</i>
Total Funds Received To Date: <i>(breakdown by PUNO)</i>	<i>PUNO 1:</i> <i>PUNO 2:</i> <i>PUNO 3:</i> <i>Total:</i>
Update Submission Date:	
Update Prepared by: <i>(Name, title, email)</i>	

Progress Summary

- Highlight in bullet point format (and in maximum one page) the milestones reached by the Joint Programme and the key achievements to date.
- If applicable, flag any significant challenge or problems faced and notify in case the Joint Programme is unlikely to be completed by agreed end date or is unlikely to reach expected results.

Indicative Financial Progress

- table below, please provide information on the level of expenditures/commitments to date. The amounts provided below are only indicative and will not be used by the Migration MPTF Fund Management Unit for any other purpose than monitoring progress and, if applicable, requesting the release of the second tranche.

	PUNO 1		PUNO 2		TOTAL (all PUNOs)	
	Budget	Expenditures / commitments	Budget	Expenditures / commitments	Budget	Expenditures / commitments
Outcome 1						
Outcome 2						
Outcome 3						
Other costs (*)						
TOTAL						

(*) Other costs include all costs not budgeted for specific outcomes in the Joint Programme budget, i.e. monitoring and evaluation costs, indirect support costs as well as personnel costs and operational costs if not included in activities.

- Please state what US\$ amount was planned to be allocated to activities focussed on gender equality and women empowerment and how much has been actually spent/ committed to date:
- Is the payment of the second tranche required: Yes / No
 - If yes, what is the percentage of consumption of the first tranche (more than 75% must be spent or committed).
 - If no, when do you expect to seek payment of the second tranche?

Annex D: Guidance Notes

D1. Human Rights Marker Guidance Note

D2. Gender Marker Guidance Note

D3. Child Sensitivity Marker Guidance Note

D4. Guidance Note on Engagement with Civil Society, Migrants and Communities

D5. Visibility Requirements

D1. Human Rights Marker Guidance Note

This guidance forms an integral part of the Migration MPTF Operations Manual. It was prepared under the leadership of the Office of the United Nations High Commissioner for Human Rights (OHCHR) with support from the UN Network on Migration and the Migration MPTF Fund Management Unit. It has been reviewed by the Migration MPTF Steering Committee and endorsed on 17 December 2020.

1. Introduction

The [UN Network on Migration](#) was established to ensure effective, timely and coordinated system-wide support to the implementation of the Global Compact for Safe, Orderly and Regular Migration (GCM). In carrying out its mandate, the Network is committed to prioritizing the rights and wellbeing of migrants and their communities. In all its actions the Network will respect the principles of the GCM and promote the application of relevant international and regional norms and standards to respect, protect, and fulfil the human rights of all migrants, especially those in the most vulnerable situations.²⁶

The [Global Compact for Safe, Orderly and Regular Migration](#) rests on the purposes and principles of the UN Charter, the Universal Declaration of Human Rights, and the nine core international human rights treaties (paras 1-2). States have acknowledged their obligation to respect, protect and fulfil the human rights of all migrants, regardless of their migration status, and committed to fulfil the objectives and commitments outlined in the GCM, in line with its vision and guiding principles, and to implement the GCM in a manner that is consistent with rights and obligations under international law (paras 11 and 41). The GCM is based on a set of cross-cutting and interdependent guiding principles, including a guiding principle on human rights:

Human rights: The Global Compact is based on international human rights law and upholds the principles of non-regression and non-discrimination. By implementing the Global Compact, we ensure effective respect, protection and fulfilment of the human rights of all migrants, regardless of their migration status, across all stages of the migration cycle. We also reaffirm the commitment to eliminate all forms of discrimination, including racism, xenophobia and intolerance against migrants and their families (para. 15).

This Guidance Note serves as a reference for the UN system to integrate a human rights marker in the project cycle of Joint Programmes implemented with support from the [Migration Multi-Partner Trust Fund](#) (Migration MPTF), consistent with the GCM vision and guiding principles, and international human rights law and standards. It is intended to provide direction for all Participating UN Organisations (PUNOs) and other stakeholders developing or implementing Migration MPTF Joint Programmes, or seeking to improve their human rights marker systems.

This human rights marker will help track and report on allocations and expenditures for ensuring human rights are upheld in all Migration MPTF Joint Programmes. It will guide the development of an effective and coherent approach for tracking resources to support human rights-based results.

2. What are Human Rights?

Human rights are universal legal entitlements protecting individuals and groups (rights holders) against actions and omissions by States or other actors (duty bearers) that interfere with fundamental freedoms. Human rights

²⁶ UN Network on Migration, [Terms of Reference](#).

are inherent to all human beings and are founded on respect for the dignity and equality of each person without discrimination. These rights are all interrelated, interdependent and indivisible.

Human rights entail both rights and obligations. States assume obligations and duties under international law to respect, to protect and to fulfil human rights. The obligation **to respect** means that States must refrain from interfering with or curtailing the enjoyment of human rights. The obligation **to protect** requires States to prevent private actors or third parties from committing human rights abuses. The obligation **to fulfil** means that States must take positive actions to ensure all people are able to realize their human rights.

Human rights have been a central pillar of the United Nations from its inception in 1945 with the adoption of the Charter of the United Nations. Human rights have been enshrined in the Universal Declaration of Human Rights and codified in a series of international human rights treaties ratified by States, as well as in other international and regional instruments that include human rights norms and standards. There are also regional human rights instruments, and most States have adopted constitutions and other laws that protect human rights and freedoms at the national level. Together with customary law, these instruments form the backbone of international human rights law.

Human rights include all economic, social, cultural, civil and political rights. International human rights law applies to all individuals, including all migrants, without discrimination. The human rights of migrants are also protected by the obligations and standards that arise from other bodies of international law, including international labour standards (or law), humanitarian and refugee law, the law of the sea and international criminal law.

Other non-binding instruments such as declarations, guidelines and principles adopted at the international level contribute to the understanding, implementation and development of human rights law and standards.

See: [UN, The foundation of International Human Rights Law](#)
[OHCHR, What are human rights?](#)
[ILO, International labour standards on labour migration](#)
[ILO, OHCHR, IPU, Migration, human rights and governance](#)

A. Cross-cutting principles

The international human rights framework is based on a number of cross-cutting human rights norms or principles, such as equality and non-discrimination, participation, access to information, access to remedy, accountability and the rule of law. These cross-cutting principles are expected to guide States and other duty bearers in their implementation of human rights treaties. (*See box: Cross-cutting human rights principles*)

B. International Human Rights Framework

Member States have a wide range of obligations to respect, protect and fulfil the human rights of all individuals within their territory or subject to their jurisdiction, including all migrants regardless of their status, and to establish domestic laws, policies and programmes reflecting those obligations. These obligations rest on the very foundation of the purposes and principles of the Charter of the United Nations, the Universal Declaration of Human Rights (UDHR), and the nine core international human rights instruments, which provide legal protection to everyone, without discrimination.

Cross-cutting human rights principles

- **Equality and non-discrimination** – All human beings are born free and equal in dignity and rights. The principle of non-discrimination prohibits distinction, exclusion, restriction or preference on the basis of a list of non-exhaustive grounds such as race, colour, descent, ethnic origin, sex, age, gender, sexual orientation, gender identity, disability, religion or belief, nationality, migration or residence status or other status. States should address direct and indirect discrimination against and unequal treatment of people in laws, policies and practices.
- **Participation and inclusion** – Everyone is entitled to active, free and meaningful participation in decisions that affect the enjoyment of their rights. All people have the right to access information, in a language and format accessible to them, regarding the decision-making processes that affect their lives and well-being.
- **Accountability and rule of law** – Everyone is entitled to claim and exercise their rights. States should ensure transparency in the design and implementation of their policies and must ensure that rights-holders have access to mechanisms of redress and to enjoy effective remedies when human rights breaches occur.

i. Charter of the United Nations

Human rights, development, and peace and security are the three interlinked pillars of the UN System. Encouraging respect for human rights is a fundamental purpose of the United Nations under its Charter. All agencies and organizations under the UN System, within their own unique mandate, are committed to the common values and purpose of the UN Charter and contribute directly and indirectly towards the realization of human rights.

In the Charter, the United Nations commits to promote and encourage respect for human rights and for fundamental freedoms for all without distinction, including:

1. higher standards of living, full employment, and conditions of economic and social progress and development;
2. solutions of international economic, social, health, and related problems; and international cultural and educational cooperation; and
3. universal respect for, and observance of, human rights and fundamental freedoms for all without distinction as to race, sex, language or religion.

See: [UN, Charter of the United Nations](#)

ii. Universal Declaration of Human Rights

The [Universal Declaration of Human Rights](#) (UDHR) was adopted by the General Assembly in 1948. In its Preamble, the UDHR asserts the “*inherent dignity and the equal and inalienable rights of all members of the human family [which] is the foundation of freedom, justice and peace in the world*”. It further affirms that “*All human beings are born free and equal in dignity and rights*” (Article 1) and that “*Everyone is entitled to all the rights and freedoms set forth in this Declaration*” (Article 2). The UDHR establishes no hierarchy between human rights; all rights are universal, inalienable, indivisible, inter- dependent and of equal importance. Human rights

law thus provides that every person, without discrimination, must have access to his or her human rights. Simply put, all human beings have all human rights, including all migrants, regardless of their migration status.

iii. UN International human rights treaties

Following the adoption of the UDHR in 1948, a series of international human rights treaties have been adopted and ratified by Member States to give legal form to the inherent human rights enshrined in the UDHR and have further expanded and developed the international human rights framework. The [nine core international human rights treaties, listed below](#), apply to everyone without discrimination:

- International Convention on the Elimination of All Forms of Racial Discrimination (1965);
- International Covenant on Civil and Political Rights (1966);
- International Covenant on Economic, Social and Cultural Rights (1966);
- Convention on the Elimination of All Forms of Discrimination against Women (1979);
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (1984);
- Convention on the Rights of the Child (1989);
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (1990);
- International Convention for the Protection of All Persons from Enforced Disappearance (2006);
- Convention on the Rights of Persons with Disabilities (2007).

Each of the nine core IHRL treaties has a corresponding [Human Rights Treaty Body](#), a committee of independent experts who monitor implementation of the treaty by its States parties, and who develop binding [jurisprudence](#) and other authoritative guidance in the form of [General Comments](#) on the specific content of the rights contained within each treaty.

See: [OHCHR, The core International Human Rights Instruments and their monitoring bodies](#)

[OHCHR, International Human Rights Law](#)

iv. A human rights-based approach

While the *human rights framework* establishes fundamental rights and principles and requires States to contemplate a range of measures in order to respect, protect and fulfil their obligations, a *human rights-based approach* provides practical guidance and concrete tools to this end.

A **human rights-based approach (HRBA)** is normatively based on international human rights law and standards and operationally directed to respecting, protecting, and fulfilling human rights. The underlying feature of an HRBA is that it identifies *rights holders*, who, by virtue of being human, have a claim to certain entitlements, and *duty bearers*, who are legally bound to respect, protect and fulfil the entitlements associated with those claims. This requires knowing which international human rights treaties have been ratified by a particular country,²⁷ as well as an understanding the content of those treaty instruments, including through the jurisprudence and guidance of the relevant Human Rights Treaty Bodies. With this knowledge at hand, government authorities, international organizations, civil society organizations and other relevant stakeholders supporting the

²⁷ To determine which human rights treaties a country has ratified, see <https://indicators.ohchr.org/>.

implementation of relevant laws, policies or practices will be equipped to ensure that such implementation works towards strengthening the capacities of rights-holders to claim their rights and of duty-bearers to meet their obligations.

Another key element of HRBA is that it seeks to analyse the inequalities that lie at the heart of policy problems and redress discriminatory practices that often result in groups of people being left behind. Thus it is necessary to identify groups or individuals that may be in situations of vulnerability, and make their protection, inclusion and empowerment a priority.

In the context of migration, an HRBA places migrants as rights-holders to the forefront of all discussion and bases programming on migration on the fundamental principles of equality and non-discrimination, participation and inclusion, and accountability and the rule of law. Importantly, an HRBA understands that the rights contained within international human rights instruments are not reserved for citizens: they apply equally, without discrimination, to everyone who is within a State's territory or within its jurisdiction, regardless of the person's nationality or migration status. Therefore, an HRBA to migration laws, policies or practices prioritizes respecting, protecting, and fulfilling all human rights for all migrants.

Adopting an **HRBA to programming** is a critical part of UN activities that can be taken to meet the responsibilities to promote the respect, protection and fulfilment of human rights. Adopting an HRBA:

- Offers a distinct human rights lens through which to analyse a situation;
- Focuses on the most marginalized groups and individuals whose rights are regularly denied or ignored or violated;
- Seeks to bring laws, policies and social practices into line with international standards, addressing structural inequalities and patterns of discrimination;
- Encourages governments and other actors as duty bearers to meet the obligations they have voluntarily committed to under human rights law;
- Pays attention to not only the results but also the process by applying the principles of participation, non-discrimination, empowerment, transparency and accountability;
- Provides a set of international standards that helps ensure a consistent one-UN approach to sensitive issues, with a normative grounding in international standards.

See: [OHCHR, Improving Human Rights-Based Governance of International Migration](#)
[UNDG, UN Practitioner's Portal on HRBA to Programming](#)
[UNSDG, Human Rights Working Group, The Human Rights Based Approach to Development Cooperation Towards a Common Understanding Among UN System Agencies](#)
[UNDG, Guidance Note on Human Rights for Resident Coordinators and UN Country Teams](#)

The Secretary-General’s Call to Action for Human Rights

In 2020, UN Secretary-General António Guterres issued “The Highest Aspiration,” a call to action for human rights, designed to make concrete the Secretary-General’s pledge to put human dignity at the heart of the UN’s work. One of the call to action’s guiding principles is: “Within the United Nations, human rights must be fully considered in all decision-making, operations and institutional commitments.” Thus the call to action commits to ensuring that human rights principles inform the implementation of the 2030 Agenda, and that the UN continues to enhance our organizational culture, building upon existing initiatives – including Human Rights Up Front and follow-up to the Rosenthal report – which emphasize prevention, protection and human rights in our awareness, decision-making and programming at field, regional and Headquarters levels.

See: [“The Highest Aspiration”: Call to Action for Human Rights](#)

Human Rights Up Front (HRuF) Initiative

The Human Rights Up Front (HRuF) initiative calls for collective responsibility across the whole UN system to prevent serious human rights violations, identifying risks of human rights violations at an earlier stage, leveraging the wide range of UN mandates and capacities to respond, and ensuring senior officials at the country level are supported and backed by UN Headquarters. The initiative deepens the commitment to the human rights imperative and calls for cultural, operational and political changes in the way the UN works in order to ensure that the UN does everything in its power to prevent or respond to serious violations of human rights.

See: [Overview of the Human Rights Up Front Initiative](#)

[United Nations, Human Rights Up Front \(video\)](#)

[“Rights Up Front” Detailed Action Plan](#)

3. The Human Rights Marker

To uphold the GCM’s commitment to respect, protect and fulfil the human rights of all migrants, regardless of their migration status, across all stages of the migration cycle, a **Human Rights Marker** has been developed. This Marker is designed to help Participating UN Organisations (PUNOs) and implementing partners ensure their joint programs and initiatives are consistent with international human rights law and its principles, and take a human rights-based approach to programming.

The Migration MPTF Human Rights Marker tracks the:

% of joint programmes and initiatives that are normatively based on international human rights law and standards and operationally directed to respecting, protecting, and fulfilling the human rights of migrants by strengthening the capacities of ‘rights-holders’ to claim their rights and of ‘duty-bearers’ to meet their obligations

In order to assess compliance with this marker, PUNOs, at the joint programme design phase of the programme, should conduct a self-assessment to consider whether the elements of a human rights-based approach have been incorporated into the programme design. (See Annex: Self-Assessment Matrix)

4. Using the Human Rights Marker

A. Adopting an HRBA

As a core commitment of United Nations programming, an HRBA should be adopted by all Joint Programmes seeking Migration MPTF funding, whether or not such a proposal has human rights as its primary or principal objective. An HRBA helps to ensure that all Joint Programmes are undertaken in a manner that is normatively aligned with international human rights law obligations, and thus consistently respects protects and fulfils the human rights of all migrants regardless of migration status, including the imperative to “do no harm”, which should guide the UN’s operational work at all times.

See: [UNDG, UN Practitioner’s Portal on HRBA to Programming](#)
[UNESCO, Human Rights-Based Approach to Programming](#)
[UNICEF, Human Rights-based Approach to Programming](#)

B. Integrating human rights in the Migration MPTF Joint Programmes

i. Concept note

The concept note for any Joint Programme seeking Migration MPTF funding should already specify a commitment to a human rights-based approach and reflect an understanding of the relevant human rights obligations in the country concerned, as well as an initial understanding of the potential human rights risks and impacts of the Joint Programme as conceived.

ii. Joint programme document

At the joint programme document development stage, PUNOs should identify potential human rights impacts of Joint Programmes, both positive and negative, and elaborate plans for how to monitor and evaluate human rights impacts, as well as for mitigating foreseeable negative human rights impacts, and providing access to justice and remedies in the event of unforeseen negative human rights impacts. This should be accomplished in part through a consultation process with those likely to be affected by the Joint Programme, conducted in a manner that is gender-responsive, child-sensitive, and designed to ensure meaningful participation of those in situations of vulnerability. PUNOs should also ensure staff²⁸ awareness of human rights obligations, including human rights treaties ratified (See: [human rights indicators](#)), other relevant instruments such as [ILO Conventions](#) on promoting decent work and labour migration and relevant recommendations of the human rights treaty bodies, independent experts of the UN human rights system, and the Universal Periodic Review, as well as the supervisory mechanisms of other relevant UN agencies.

iii. Joint Programme implementation

Throughout the lifetime of the Joint Programme, PUNOs should maintain consultation processes with affected individuals, communities and relevant stakeholders, and should effectively monitor the human rights impact of Joint Programmes with reference to relevant human rights and other relevant standards. Joint Programme staffing should be gender-balanced and take account of stakeholder needs. PUNOs should maintain transparency with regard to Joint Programme planning and implementation and ensure access to information for affected stakeholders.

iv. Joint Programme evaluation and reporting

At the Joint Programme evaluation stage, the independent evaluator must include, in his/her evaluation, the impacts of the Joint Programme's activities on the human rights enjoyment of impacted rights-holders. The evaluation report should also reflect on the overall adherence to human rights programming guidance and identify lessons learned. Annually, the Migration MPTF Fund Management Unit, in collaboration with OHCHR, will compile the data provided by the independent evaluation reports and capture it in its annual report and overall tracking of results.

See: [OHCHR, Human Rights Indicators: A Guide to Measurement and Implementation](#)
[ILO. The rules of the Game, An introduction to the standards-related work of the International Labour Organization, Geneva, 2019](#)

C. Exercising due diligence

Exercising a human rights due diligence approach, encouraging the respect of and promoting human rights, is critical for the UN's work with all actors, including partnerships with State, non-State, civil society and [corporate actors](#).

See: [United Nations, Guidance Note: Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces](#)
[United Nations, Guiding Principles on Business and Human Rights](#)

²⁸ Staff here is understood to mean those who are involved in the Joint Programme at the development and at the implementation phase.

[OHCHR, Benchmarking Study of Development Finance Institutions’ Safeguards and Due Diligence Frameworks against the UN Guiding Principles on Business and Human Rights](#)
[ILO General principles and operational guidelines for fair recruitment, and Definition of recruitment fees and related costs](#)

Human Rights Due Diligence Policy

The Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces (HRDDP) - including police, immigration officials, border guards, coast guards, prison or detention officials - is a particular UN system-wide policy that applies specifically to UN support to security forces that are not part of the UN—including support provided by member agencies of UN Country Teams—and in any context, whether conflict or non-conflict. It requires the UN entity to: (1) conduct risk assessments on whether the entities receiving support might commit grave violations (as defined by the policy); (2) provide support only when risks of grave violations do not exist or are mitigated through the adoption of specific measures (so-called mitigatory measures); (3) establish procedures for monitoring the conduct of recipient entities during the time support is provided; and (4) bring allegations of grave violations to the attention of national authorities with a view to bringing these to an end, should they be committed during the period of support, and, should that be ineffectual, potentially to suspend or withdraw support. The HRDDP is primarily aimed at encouraging UN entities to ensure that support to non-UN security forces is consistent with the UN’s purposes and principles. For the purposes of the HRDDP, “support” is understood broadly to refer to most forms of UN support, including financial support, training, mentoring, advisory services, capacity-and institution-building and other forms of technical cooperation.

In practice, the implementation of this policy in a variety of contexts and situations where the UN system is engaged has already led to improvements, including increasing understanding that human rights violations by support beneficiaries will not only affect the UN entities concerned but also the validity, efficiency and impact of corresponding programmes.

See: [United Nations, Guidance Note: Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces](#)

[United Nations, Guiding Principles on Business and Human Rights](#)

[OHCHR, Benchmarking Study of Development Finance Institutions’ Safeguards and Due Diligence Frameworks against the UN Guiding Principles on Business and Human Rights](#)

Annex: Self-Assessment Matrix

To support participating UN organizations (PUNOs) in assessing their compliance with the Human Rights marker, the following Self-Assessment Matrix has been designed to be completed **at the joint programme submission phase**. This self-assessment should be completed by PUNOs together with implementing partners. The reason for the choice of yes, no, or not applicable should be briefly explained in the final column of the matrix.

Element of an HRBA	Yes/No/Not Applicable	Justification
9. A human rights-based situational analysis has been conducted to identify: <ul style="list-style-type: none"> c) the key human rights obligations of the State(s) in which you work/whose government's you are supporting; and d) the key human rights issues of relevance to your intended target group, including a particular attention to migrants most vulnerable to human rights violations and abuses and/or most at risk of being left behind. 		
10. Staff are aware of the human rights obligations of the government they are supporting.		
11. Measures have been identified to mitigate any unintended negative human rights impacts identified in the situational analysis and their monitoring has been integrated in the project's Monitoring and Evaluation processes.		
12. Monitoring processes are in place and evaluation processes are contemplated that make specific reference to relevant human rights and other relevant standards.		
13. Migrants, civil society, national human rights institutions and other stakeholders have been meaningfully engaged in the design and development of the Joint Programme.		
14. A plan to ensure a meaningful consultation processes with all relevant stakeholders is in place and will be maintained throughout the duration of the Joint Programme and in the evaluation phase.		
15. Appropriate due diligence will be exercised throughout the duration of the joint programme, regarding partnerships with or support to State, non-State, civil society, employers' and workers' organizations and corporate actors.		

16. A plan is in place to ensure that Joint Programme staffing is gender-balanced and staff are equipped to respond effectively to stakeholder and target group needs.		
17. Transparency and access to information by the intended target group and relevant stakeholders, including cultural, linguistic, and age-appropriate access, will be maintained throughout the duration of the joint programme.		
18. Measures, including an effective complaint and remedy mechanism, will be put in place in order to provide redress for negative human rights impacts.		

Note: Migration MPTF Scoring: A “yes” response should be given a score of 1. A “no” response or a “not applicable” responses should be given a score of 0.

A	8-10	The Human Rights Marker has largely been achieved.
B	4-7	The Human Rights Marker shows significant integration of human rights in the joint programme but some challenges remain.
C	1-3	The Human Rights Marker shows a very partial integration of human rights in the joint programme.

D2. Gender Marker Guidance Note

December 2020

Introduction

The [Migration Multi-Partner Trust Fund](#) (Migration MPTF, or the Fund) was called for by the Global Compact for Safe, Orderly and Regular Migration (Global Compact), adopted by the General Assembly in December 2018. It is a UN financing mechanism to support Member States and regional/global entities in their implementation of the Global Compact, and is the first pooled funding instrument focusing on migration. It is a concrete demonstration of a multilateral commitment to strengthen international cooperation in the pursuit of principled and better governed international migration, placing the wellbeing of individuals at its core.

The Global Compact espouses gender-responsiveness as one of its ten guiding principles, stating as follows:

“The Global Compact ensures that the human rights of women, men, girls and boys are respected at all stages of migration, that their specific needs are properly understood and addressed and that they are empowered as agents of change. It mainstreams a gender perspective and promotes gender equality and the empowerment of all women and girls, recognizing their independence, agency and leadership in order to move away from addressing migrant women primarily through a lens of victimhood.”²⁹

In line with the Global Compact guiding principle, the Migration MPTF encourages partners to develop joint programmes that actively contribute to achieving gender equality and women’s empowerment (GEWE).³⁰ As an overall principle, and as reaffirmed in the Fund’s Results Framework, the Migration MPTF seeks to ensure that the majority of its funding is allocated to joint programmes that make significant contributions to GEWE.

Migration MPTF Gender Marker

This Note provides guidance for the UN system to advance and integrate GEWE as part of the joint programmes submitted to, and/or implemented with the financial support of the Fund. It is intended to provide guidance for all Participating UN Organisations (PUNOs) and other stakeholders developing or implementing Migration MPTF joint programmes, highlighting that the integration of gender equality considerations is a requirement for all proposal submissions. As such, the gender marker will help track and report on allocations and expenditures for ensuring GEWE are advanced and integrated in all Migration MPTF joint programmes.

The Migration MPTF Gender Marker is based on a 4-point scale, aligned with the UNDG standard:³¹

²⁹See: https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_73_195.pdf

³⁰ Please note that for the purpose of this note, women’s empowerment will include both women and girls.

³¹ Reference: United Nations Development Group: “Gender Equality Marker Guidance Note September 2013” <https://undg.org/wp-content/uploads/2017/03/UNDG-Gender-Equality-Marker-Guidance-Note-Final-Sep-2013.pdf>

Score	Description	% of programme budget reserved for gender (indicative)
A	Projects that have gender equality and women's empowerment (GEWE) as the primary objective	70%-100%
B	Projects that significantly contribute to gender equality and women's empowerment (GEWE)	25%-70%
C	Projects that make a marginal contribution to gender equality and women's empowerment (GEWE), but not significantly	5%-25%
N/A	Projects that are not expected to make a noticeable contribution to advancing gender equality and/ or the women's empowerment (GEWE)	Less than 5%

Through the Gender Marker, the Migration MPTF tracks allocation to GEWE and reports to Member States, donors and partners on its results. The Fund reviews joint programmes on the Gender Marker scale by taking into consideration the extent to which gender equality considerations and gender responsiveness is integrated into the following sections of the project proposals:

- Needs assessment and problem analysis;
- Target populations;
- Expected results and the Theory of Change;
- Results monitoring;
- Budget allocation; and
- Risk analysis.

The Fund supports projects with high-quality standards and therefore requests that all projects regardless of their Gender Marker ranking include gender equality considerations in their needs and risk analysis, and disaggregate data and indicators by sex and age.

The table below provides guidance for applicants when assigning a gender marker score to their projects. They are meant to clarify the difference between the gender markers in terms of how gender equality and women's empowerment (GEWE) are addressed and advanced in the various elements of the project. The applicant is to use this as a 'check-list' to review and compare the project against and allocate a marker or make the necessary changes to the proposal to reach the desired marker.

GENDER MARKER A:

The principle purpose of the joint programme is to advance gender equality and women’s empowerment (GEWE) in the context of migration. Gender equality is fundamental to the joint programme design and the expected results. The joint programme would not have been undertaken without the gender equality objective.

Needs Assessment	<ul style="list-style-type: none"> • Include a comprehensive gender analysis to highlight the gender dynamics (e.g. gender-specific discrimination, stigma, exclusion, and sexual and gender-based violence) and an analysis of the specific realities of women, men, girls and boys, inclusive of those identifying as LGBTIQ, and their situation, roles and responsibilities and how these affect their migration experiences. • Clearly articulate which are the key beneficiaries, and what the specific needs of women, girls, men and boys are.
Target population	<ul style="list-style-type: none"> • Does not have to target women only (gender equality includes working with men on gender norms) but can be exclusively focused on women if clearly articulated why this is the best approach to achieve GEWE and migration-related outcomes. • Is clearly identified or proposes criteria for selection (e.g. female migrants, women headed household, male border officials, etc.) • Multiple forms of discrimination, and an intersectional approach should be considered.
Expected Results and Theory of Change	<ul style="list-style-type: none"> • Achieving migration-related impact by addressing the specific needs and challenges of women and girls, and through advancing GEWE as the main objective of the project • All project outcomes and outputs directly contribute to advancing GEWE • All the activities are formulated to make an impact on GEWE outputs and outcomes and take into account an active participation, particularly of women, in designing and implementing activities and determining results • The Theory of Change clearly articulates the causal link chain that will contribute to GEWE, and improve migration outcomes.
Results monitoring	<ul style="list-style-type: none"> • All data to be disaggregated by sex and age, and other identities where possible • Most outcome and output-level indicators measure change in terms of GEWE. • The results have corresponding indicators to measure how gender equality will be advanced.
Budget	<ul style="list-style-type: none"> • 70 to 100 % of the programme budget is allocated towards GEWE results • If the activity is specifically targeting gender equality and/or empowerment 100% of the budget can be allocated to GEWE • Please note that considering UN Women’s budget allocation as the only GEWE allocation of the project is not sufficient; all project partners need to make clear allocations to advancing GEWE • Please note that staffing costs can be included in GEWE allocation. The ToR of the staff member can be used to guide financial allocation of staffing costs to GEWE.
Risk Analysis	<ul style="list-style-type: none"> • Includes an analysis of gender-specific risks and mitigation strategies. For example, will the interventions of the project address the specific needs of migrant women and girls and tackle gender-specific discrimination? Will an increase in the participation of migrant women in decision making result in negative repercussions, e.g. a backlash from traditional leaders? What steps will the project take to address and mitigate this? • Risks included in the analysis should also include the risks of not achieving sustainable results if women are not meaningfully included

GENDER MARKER B:

Advancing gender equality and women’s empowerment (GEWE) is a significant objective but not the principal reason to undertake this joint programme. It is a secondary objective expected to make a significant contribution to advancing gender equality, with corresponding indicators to measure how gender equality will be advanced. Gender equality considerations are reflected in the needs assessment, implementation/activities, the results framework and the budget. Gender is mainstreamed throughout the joint programme.

Needs Assessment	<ul style="list-style-type: none"> Includes a substantive gender analysis to highlight the gender dynamics, the key beneficiaries from a gender perspective, and assesses the different needs and challenges of women, men, girls and boys, including those identifying as LGBTIQ.
Target population	<ul style="list-style-type: none"> Men, women, boys and girls, or women and girls, are targeted by the project and their distinct needs and capacities are reflected in the project description Some activities address barriers to GEWE and ways to work towards its achievement. Efforts are made and special measures are put in place to accelerate equal representation of women and men as much as possible
Expected Results and Theory of Change	<ul style="list-style-type: none"> GEWE is a significant objective of the project Minimum one outcome and/or output directly contributes to achievement of GEWE The Theory of Change clearly articulates the causal link chain that will contribute to GEWE for the relevant outcome identifying barriers and challenges adequately.
Results monitoring	<ul style="list-style-type: none"> All data to be disaggregated by sex and age, where possible At least one outcome and/or output -level indicator aims at measuring impact on GEWE
Budget	<ul style="list-style-type: none"> 25 to 70% of the programme budget is allocated to GEWE Please note that staffing costs can be included in GEWE allocation. The ToR of the staff member can be used to guide financial allocation of staffing costs to GEWE.
Risk Analysis	<ul style="list-style-type: none"> Includes an analysis of gender-specific risks and mitigation strategies

GENDER MARKER C:

Gender equality considerations are integrated into the needs assessment with a view to ensure that the different needs and challenges of migrant women, girls, men and boys are considered and understood. Projects make a marginal contribution to advancing gender equality and/ or the empowerment of women and girls. However, gender equality and women’s empowerment (GEWE) is not a significant objective of this project.

Needs Assessment	<ul style="list-style-type: none"> • Discusses the different needs of women, girls, men and boys, but does not provide a substantive analysis of the gender dimensions of the context. • Make reference on how to ensure that the design and implementation of the project does not reinforce gender inequality, based on a gender analysis.
Target population	<ul style="list-style-type: none"> • Mentions women and girls but typically among other groups and does not identify specific criteria.
Expected Results and Theory of Change	<ul style="list-style-type: none"> • Will contribute in some way to advancing GEWE, but not significantly. • No outcome / outputs dedicated exclusively to advancing GEWE • Activities do not primarily promote GEWE
Results monitoring	<ul style="list-style-type: none"> • Indicators are disaggregated by sex and age (where possible) and there is at least one indicator referring to gender.
Budget	<ul style="list-style-type: none"> • 5 to 25% of the programme budget is allocated to advancing GEWE
Risk Analysis	<ul style="list-style-type: none"> • May include an analysis of gender-specific risks and mitigation strategies

GENDER MARKER N/A:

The project is not expected to contribute to GEWE in any noticeable way. There are no indicators that are disaggregated by sex, measure the engagement of women, girls, boys, men, etc., nor do any of the indicators show how GEWE will be advanced.

How it works & Who does what

✓ The Gender Marker is mandatory for all joint programme concept notes and proposals for the Migration MPTF. The Migration MPTF concept note and joint programme templates include specific sections for the Gender Marker (Concept note template section 6; Joint programme document template cover page). Proposals that do not include a Gender Marker will be returned.

✓ The Gender Marker score is proposed by the Participating UN Organizations (PUNOs) when submitting a proposal (concept note or joint programme document) to the Migration MPTF (self-scoring).

✓ The Migration MPTF Fund Management Unit will review the Gender Marker of all submissions before they are reviewed by the Migration MPTF Steering Committee.

✓ The Migration MPTF Steering Committee, when approving joint programmes, will review the Gender Marker and where necessary recommend changes to strengthen the integration of gender equality women’s empowerment.

References

UNCT Gender Equality Marker Guidance Note:

<https://unsdg.un.org/resources/unct-gender-equality-marker-guidance-note>

UNDG Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level:

<https://unsdg.un.org/resources/resource-book-mainstreaming-gender-un-common-programming-country-level>

UNDG Gender Equality Marker - Guidance Note:

<https://unsdg.un.org/resources/gender-equality-marker-guidance-note>

UN Women Gender mainstreaming In development programming:

<https://www.unwomen.org/en/digital-library/publications/2015/02/gender-mainstreaming-issues>

For resources related to Gender and Migration, see: <https://www.iom.int/gender-and-migration> and

<https://www.unwomen.org/en/digital-library/publications?topic=e67c3cc684ce482d812861bd59c3d054>

D3. Child Sensitivity Marker Guidance Note

This guidance forms an integral part of the Migration MPTF Operations Manual. It was prepared under the leadership of UNICEF, with support from the UN Network on Migration and the Migration MPTF Fund Management Unit. It has been reviewed by the Migration MPTF Steering Committee and endorsed on 06 February 2022.

1. Introduction

The [Migration Multi-Partner Trust Fund](#) (Migration MPTF, or the Fund) was called for by the Global Compact for Safe, Orderly and Regular Migration (Global Compact), adopted by the General Assembly in December 2018. It is a UN financing mechanism to support Member States and regional/global entities in their implementation of the Global Compact, and is the first pooled funding instrument focusing on migration. It is a concrete demonstration of a multilateral commitment to strengthen international cooperation in the pursuit of principled and better governed international migration, placing the wellbeing of individuals at its core.

The Global Compact espouses child-sensitivity as one of its ten guiding principles, stating as follows:

“The Global Compact promotes existing international legal obligations in relation to the rights of the child, and upholds the principle of the best interests of the child at all times, as a primary consideration in all situations concerning children in the context of international migration, including unaccompanied and separated children.”³²

As recognised by the UN Convention on the Rights of the Child³³: children, defined as human beings below the age of 18, are recognised internationally as a group that has its own specific rights. They are not 'just' young human beings. Because of their vulnerabilities and dependence towards adults, they are entitled to special protections by States and societies, and the provision of services and special arrangements for their consultation and participation adapted to their evolving capacities and needs. In all actions concerning children, their best interests must be a primary consideration, and therefore best interests processes are essential for assessing their needs and determining plans for their futures.

A child is a child, no matter why they leave home, where they come from, where they are, or how they got there. Every child deserves protection, care and all the support and services they need to thrive. Yet, too often migrant children face numerous risks – such as being forced into child labour or early marriage, exposure to aggravated smuggling, being subjected to human trafficking, put at risk of violence and exploitation. They often miss out on education and proper medical care, including mental health care, and lack adequate support for integration or reintegration into the communities where they are living. Unaccompanied and separated children face particular challenges; and children with families may be overlooked when decisions about their families' future are being made.

Millions of children are “left behind” by one or both parents migrating to find work, continue their studies, or seek a better life. The impact this has on a child's development, economic status, opportunities, and wellbeing can range from detrimental to beneficial. However, policies concerning whether and how children are “left behind” – including migration management and labour migration policies – often ignore the impact on children, increasing their vulnerability. The absence of a parent may impact a child's protection and may increase risks such as child labour or

³²See: https://www.un.org/en/development/desa/population/migration/generalassembly/docs/globalcompact/A_RES_73_195.pdf

³³ <https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-child>

early marriage, and their emotional and psychological development is likely to suffer if they do not have continuous contact with their parents and if they are not supported by in-country guardians and communities.

Child Rights – the UN Convention on the Rights of the Child (CRC)

The CRC is an international treaty that recognizes the human rights of children, defined as persons up to the age of 18 years. The Convention establishes in international law that States Parties must ensure that all children – without discrimination in any form – benefit from special protection measures and assistance; have access to services such as education and health care; can develop their personalities, abilities and talents to the fullest potential; grow up in an environment of happiness, love and understanding; and are informed about and participate in, achieving their rights in an accessible and active manner.

The guiding principles of the CRC are:

- non-discrimination;
- the best interests of the child as a primary consideration in all actions concerning children;
- the child’s inherent right to life, and State Parties’ obligation to ensure to the maximum extent possible the survival and development of the child; and
- the child’s right to express his or her views freely in all matters affecting the child, with those views being given due weight.

In line with the Global Compact guiding principle, the Migration MPTF encourages partners to develop joint programmes that are child-sensitive, whether or not they are focused specifically on children, and to have considered potential positive and negative impacts of the joint programme on children, whether intended or unintended.

The following section, including the tables, provide guidance on child-sensitivity of joint programmes, assisting the applicant to determine which marker score applies to their joint programme (A,B, C, or N/A). The self-assessment matrix in the Annex is an additional tool, which is only compulsory for the second stage of the application – the joint programme document development phase.

2. Migration MPTF Child-Sensitivity Marker

This Note provides guidance for the UN system to advance and integrate child-sensitivity as part of the joint programmes submitted to, and/or implemented with the financial support of the Fund. It is intended to provide guidance for all Participating UN Organisations (PUNOs) and other stakeholders developing or implementing Migration MPTF joint programmes, highlighting that consideration of child-sensitivity is a requirement for all proposal submissions, whether or not they are specifically focused on children.

For those joint programme proposals specifically focused on – or intended to contribute towards – realising the rights and meeting the needs of children affected by migration, the child-sensitivity marker will help identify the proportion of the joint programme budget dedicated to advancing children’s rights and needs.

Examples of programmes explicitly targeting children could include: improving procedures for child sensitive border management; addressing issues of justice for children affected by migration; improving implementation of best interests processes for children; supporting access to health services, nutrition, education, social protection by children affected by migration; awareness-raising and advocacy on the rights of children affected by migration, etc.

For those joint programme proposals without a component focused specifically on children, the child-sensitivity marker will help ensure that children’s protection and any inadvertent impacts on children are considered in all Migration MPTF joint programmes. Please note that scores of C or N/A would not necessarily disadvantage an application, depending on the objective and content of the submission.

The Migration MPTF Child-Sensitivity Marker is based on a 4-point scale.

Score	Description
A	Joint programmes that have advancing children's rights and meeting children's needs as the primary objective
B	Joint programmes that significantly contribute to advancing children's rights and meeting children's needs
C	Joint programmes that make a marginal contribution to advancing children's rights and meeting children's needs, but not significantly
N/A	Joint programmes that are not expected to make a noticeable contribution to advancing children's rights and meeting children's needs, but they have considered impacts on children and ensured that there are no negative impacts on them

Through the Child-Sensitivity Marker, the Migration MPTF tracks allocation of funding for protecting, respecting and fulfilling children’s rights and addressing children’s needs and reports to Member States, donors and partners on its results. The Fund reviews joint programmes on the Child-Sensitivity Marker scale by taking into consideration the extent to which children’s rights and needs, and child protection and safeguarding, are integrated into joint programme proposals:

The Fund supports joint programmes with high-quality standards and therefore requests that all joint programmes regardless of their Child-Sensitivity Marker ranking include child rights and needs and child protection and safeguarding considerations in their needs and risk analysis, and disaggregate data and indicators by age and sex.

The table below provides guidance for applicants when assigning a child-sensitivity marker score to their joint programmes – to clarify the difference between the child-sensitivity marker scores in terms of how children’s rights and needs and ensuring child protection and safeguarding are addressed and advanced in the various elements of

the joint programme. The applicant is to use this as a ‘check-list’ to review and compare the joint programme against and allocate a marker score or make necessary changes to the proposal to reach the desired marker score.

FOR ALL JOINT PROGRAMMES SUBMITTED TO THE FUND, INCLUDING THOSE SCORED AS N/A:	
Child Rights Impact Assessment (CRIA)	<ul style="list-style-type: none"> Includes a child rights impact assessment, that considers potential positive and negative impacts of the joint programme on children, whether intended or unintended (to include all children who could be affected by the joint programme, not only direct beneficiaries and not only children who are directly affected by migration)
Safeguarding	<ul style="list-style-type: none"> PUNOs and implementing partners have safeguarding policies and practices in place, including policies for prevention of sexual exploitation and abuse and other forms of harm, and standards in relation to enforcing such policies, for staff, and non-staff personnel. See Protection from Sexual Exploitation and Abuse IASC / PSEA (interagencystandingcommittee.org) All staff and non-staff personnel of PUNOs and implementing partners working with children have received training on safeguarding Disciplinary policies with regards to child protection and safeguarding are rigorously enforced, for staff and non-staff personnel.
Disaggregation of Data	<ul style="list-style-type: none"> For any joint programme elements (e.g. outcomes, outputs) that involve children, data should be disaggregated by age, sex and, where possible by other identities, e.g. migration status, disability, LGBTQ+, taking into account data protection principles. If data is not disaggregated, an explanation needs to be provided.

Child Rights Impact Assessment (CRIA) questions to consider for an MMPTF proposal:

- What existing research and data on children (aged 0 – 18) is available to inform on the topic of your MMPTF proposal?
- How do you anticipate your project will affect different groups of children, both positively and negatively? Please remember policies focused on adults can impact children too.
- What steps will you take to mitigate and/or reduce any negative effects or risks of harm to children?
- How does your proposal enhance or challenge children’s rights, as stipulated by the UN Convention on the Rights of the Child and its Optional Protocols?
- What participatory work with children have you used to inform your proposal? If you have sought children’s views on your proposal, how will you inform them of the outcome?

TO SCORE A, B or C ON THE CHILD SENSITIVITY MARKER:	
As well as having conducted Child Rights Impact Assessment and complied with requirements on child protection and safeguarding	
Budget	<p>% of total programme budget allocated towards advancing children’s rights and meeting children’s needs³⁴:</p> <ul style="list-style-type: none"> • For A: Over 70% • For B: 25 to 70% • For C: Under 25%
Meaningful Engagement of Children	<p>Elements of the joint programmes that involve children:</p> <ul style="list-style-type: none"> • For A, B and C: Children are meaningfully engaged in design, implementation, monitoring and evaluation of the programme, with special arrangements for their consultation and participation adapted to their evolving capacities, and taking their best interests into consideration.³⁵ • For A: The joint programme includes capacity-building for children on their rights
Staff Training	<p>Elements of the joint programmes that involve children:</p> <ul style="list-style-type: none"> • For A, B and C: All staff and non-staff personnel of PUNOs and implementing partners working with children in the joint programme will be trained on engaging with children and on children’s rights and needs, including on children’s participation.
Child Protection and Safeguarding	<ul style="list-style-type: none"> • For A: Includes work that promotes the protection and safeguarding of children, including prevention of sexual exploitation and abuse.
Theory of Change and Expected Results	<p><u>Theory of Change (ToC)</u></p> <ul style="list-style-type: none"> • For A, B and C: For all and any component(s) that involve children, the ToC must clearly articulate the causal link chain that will contribute to advancing the rights and meeting the needs of children affected by migration. <p><u>Results Framework and Monitoring:</u></p> <ul style="list-style-type: none"> • For A: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is the overall/primary objective of the joint programme. All outcomes and outputs contribute towards, and all indicators measure change in terms of children’s rights and needs. • For B: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is a significant component of the joint programme. At least one outcome contributes towards, and related output-level indicator(s) measure change in terms of children’s rights and needs. • For C: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is a minor component of the joint programme. At least one output contributes towards, and related indicator(s) measure change in terms of children’s rights and needs.

³⁴ Please note that staffing costs can be included in the child-sensitive budgeting allocation. The ToR of the staff member can be used to guide financial allocation of staffing costs to advancing children’s rights and meeting children’s needs.

³⁵ Consultations with children can be conducted through civil society organisations, youth-led organisations or other institutions that are specifically trained in this area.

3. How it works & Who does what

Joint programme development and review:

- ✓ The Child-Sensitivity Marker is mandatory for all joint programme concept notes and proposals for the Migration MPTF. The Migration MPTF concept note and joint programme templates include specific sections for the Child-Sensitivity Marker (Concept note template section 6; Joint programme document template cover page and section 3b). Proposals that do not include a Child-Sensitivity Marker will be returned.
- ✓ The Child-Sensitivity Marker score (self-scoring) is proposed by the Participating UN Organizations (PUNOs) when submitting a proposal (concept note or joint programme document) to the Migration MPTF. For joint programme documents, the child sensitivity self-assessment matrix must be filled out and submitted as an annex.
- ✓ The Migration MPTF Steering Committee, when approving joint programmes, will review the Child-Sensitivity Marker and where necessary recommend changes to strengthen the integration of children's rights and child-sensitivity.

Joint programme monitoring, reporting and evaluation:

- ✓ During implementation, progress towards advancing children's rights and meeting children's needs should be monitored, at both results and activities level. Results level progress should be included in the annual and mid-year update reporting to the Migration MPTF.
- ✓ At the Joint Programme evaluation stage, the independent evaluator must include, in his/her evaluation, the impacts of the Joint Programme's activities on advancing children's rights and meeting children's needs and the evaluation report should also identify lessons learned. Annually, the Migration MPTF Fund Management Unit will compile the data provided by the independent evaluation reports and capture it in its annual report and overall tracking of results.

4. References and Resources

Inter Agency Standing Committee (IASC) Accountability and Inclusion Resources Portal

[Protection from Sexual Exploitation and Abuse | IASC / PSEA \(interagencystandingcommittee.org\)](#)

International Convention on the Rights of All Migrant Workers and Members of Their Families

<https://www.ohchr.org/en/instruments-mechanisms/instruments/international-convention-protection-rights-all-migrant-workers>

Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children

<https://www.ohchr.org/en/instruments-mechanisms/instruments/protocol-prevent-suppress-and-punish-trafficking-persons>

Joint general comment No. 3 (2017) of the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families and No. 22 (2017) of the Committee on the Rights of the Child on the general principles regarding the human rights of children in the context of international migration

<https://www.refworld.org/docid/5a1293a24.html>

Joint general comment No. 4 (2017) of the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families and No. 23 (2017) of the Committee on the Rights of the Child on State obligations regarding the human rights of children in the context of international migration in countries of origin, transit, destination and return

<https://www.refworld.org/docid/5a12942a2b.html>

UN Convention on the Rights of the Child

<https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-child>

UNHCR 2021 Best Interests Procedure Guidelines: Assessing and determining the best interests of the child

<https://www.refworld.org/pdfid/5c18d7254.pdf>

Resources on Meaningful Engagement of Children

Child participation – UN Special Representative of the Secretary-General on Violence Against Children

[Child participation | UN Special Representative of the Secretary-General on Violence Against Children](#)

Child and youth participation resource guide

<https://bettercarenetwork.org/sites/default/files/Child%20and%20Youth%20Participation%20Resource%20Guide.pdf>

ENGAGED AND HEARD! Guidelines on Adolescent Participation and Civic Engagement

<https://www.unicef.org/media/73296/file/ADAP-Guidelines-for-Participation.pdf>

Guidance on Child and Adolescent Participation

[Child and Adolescent Participation in the CG Phase III. Version 1.0-Dec2021.pdf \(unicef.org\)](#)

With Us & For Us: IASC Guidelines on Working with and for Young People in Humanitarian and Protracted Crises

https://interagencystandingcommittee.org/system/files/2021-02/IASC%20Guidelines%20on%20Working%20with%20and%20for%20Young%20People%20in%20Humanitarian%20and%20Protracted%20Crises_0.pdf

Youth advocacy guide

[Youth Advocacy Guide Workbook | Voices of Youth](#)

Annex: Child Sensitivity Marker Self-Assessment Matrix

To support participating UN organizations (PUNOs) in assessing their compliance with the Child Sensitivity marker, the following matrix should be completed and submitted as an Annex **at the joint programme document phase** (please note that this is not necessary for the concept note stage). This self-assessment should be completed by PUNOs together with implementing partners. The reason for the choice of yes, no, or not applicable should be briefly explained in the final column of the matrix.

Self-Assessment Questions	Answer	Justification / Additional Info
19. Has a child rights impact assessment been conducted to identify potential positive and negative impacts of the project on children, whether intended or unintended?	Yes / No	
20. Do PUNOs and implementing partners have safeguarding policies and practices in place, and will all staff and non-staff personnel working with children receive training on safeguarding prior to commencement of joint programme implementation?	Yes / No	
21. Please provide an estimated percentage of the programme budget allocated towards advancing children's rights and meeting children's needs. If not 100%, explain your rationale/the formula you used for reaching this percentage.	%	
22. Do you have a plan to establish and maintain a meaningful consultation process with children throughout the duration of the Joint Programme, including the evaluation phase?	Yes / No	
23. Does the joint programme include capacity-building for children on their rights?	Yes / No	
24. Will all staff and non-staff personnel of PUNOs and implementing partners working with children in the joint programme be trained on engaging with children and on children's rights and needs , including on children's participation, prior to commencement of joint programme implementation?	Yes / No	
25. For any joint programme expected results (outcomes, outputs) that involve children, will all data collected be disaggregated by age, sex, and where possible by other identities, e.g. migration status, disability, LGBTQ+, taking into account data protection principles?	Yes / No	

<p>26. Please choose one of the following below or choose N/A if not applicable.</p> <p>A: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is the overall/primary objective of the joint programme. All outcomes and outputs contribute towards, and all indicators measure change in terms of children’s rights and needs.</p> <p>B: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is a significant component of the joint programme. At least one outcome contributes towards, and related output-level indicator(s) measure change in terms of children’s rights and needs.</p> <p>C: Achieving impact for children by addressing the specific needs and challenges faced by children affected by migration is a minor component of the joint programme. At least one output contributes towards, and related indicator(s) measure change in terms of children’s rights and needs.</p>	<p>A, B, C or N/A</p>	
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D4. Guidance Note on Engagement with Civil Society, Migrants and Communities

This guidance forms an integral part of the Migration MPTF Operations Manual³⁶. It was prepared in consultation with the Migration MPTF civil society Steering Committee members³⁷, and with support from the UN Network on Migration and the Migration MPTF Fund Management Unit. It has been reviewed by the Migration MPTF Steering Committee and endorsed on 6 February 2023.

1. Introduction / Background and scope

In December 2018, UN Member States came together in Marrakech to adopt the Global Compact for Safe, Orderly and Regular Migration (Global Compact, or GCM), a “*non-legally binding, cooperation framework that ... fosters international cooperation among all relevant actors on migration, acknowledging that no State can address migration alone, and upholds the sovereignty of States and their obligations under international law.*”³⁸

The Global Compact called for the establishment of the Migration Multi-Partner Trust Fund (Migration MPTF, or the Fund), the first UN pooled funding instrument focusing on migration. The Fund aims at supporting Member States in their implementation, follow-up and review of the GCM, while avoiding fragmentation in delivering on the GCM’s 23 objectives. The Migration MPTF is fully aligned with the 10 cross-cutting and interdependent guiding principles of the GCM³⁹, including the people-centred and whole-of-society approach:

- **People-centred:** The Global Compact carries a strong human dimension, inherent to the migration experience itself. It promotes the well-being of migrants and the members of communities in countries of origin, transit and destination. As a result, the Global Compact places individuals at its core⁴⁰. In this context, all Joint Programmes supported by the Migration MPTF must also do the same, promoting the rights and well-being of migrants and their communities in countries of origin, transit and destination and placing them at the centre of all projects. Particular attention is given to ensuring involvement and engagement of migrants and communities impacted by migration throughout the project cycle, as well as in programme management mechanisms.
- **Whole-of-society approach:** The Global Compact promotes broad multistakeholder partnerships to address migration in all its dimensions by including migrants, diasporas, local communities, civil society, academia, the private sector, parliamentarians, trade unions, national human rights institutions, the media and other relevant stakeholders in migration governance⁴¹. In line with this principle, strong engagement of stakeholders throughout all the stages of the project cycle is required for all Joint Programmes funded by the Migration MPTF. Of note, implementation partnerships, financial or otherwise, with varied range of partners, from local civil society, academia to private sector, are strongly encouraged, including specifically with local grassroots organisations and migrant led organisations.

³⁶ Separate Notes have been developed on the gender marker, the human rights marker as well as the child sensitivity marker.

³⁷ Name of CSOs, SC members as of DATE

³⁸ A/RES/73/195: Global Compact for Safe, Orderly and Regular Migration / Resolution adopted by the General Assembly on 19 December 2018

³⁹ (a) People-centred; (b) International cooperation; (c) National sovereignty; (d) Rule of law and due process; (e) Sustainable development / 2030 Agenda; (f) Human rights; (g) Gender-responsive; (h) Child-sensitive; (i) Whole-of-government approach; and (j) Whole-of-society approach.

⁴⁰ Paragraph 15 of the GCM

⁴¹ Paragraph 15 of the GCM

The GCM, through its whole-of-society approach, outlines a broad array of stakeholders, including migrants, diasporas, local communities, migrant led organizations and civil society, on which this this Guidance Note is focusing. Civil society is a broad category which encompasses a wide variety of organizations with diverse missions and ideas, that could be defined as private, voluntary associations that are distinct from the public and for-profit sector, and designed to advance common interests and ideas⁴². The focus of this Guidance Note is civil society which includes, but is not limited to: local, national, regional and international non-governmental organization (NGOs) and networks; community-based and faith-based organisations; and migrant led and diaspora associations.

The Whole-of-society approach is closely related to other GCM Guiding Principles. This guidance note should be read and implemented in conjunction with existing Migration MPTF marker guidance notes on rights-based, gender responsive and child sensitive programming.

The Fund recognizes the unique and important contributions of civil society in terms of specialized expertise, operational capacity, geographical access and presence, high level of trust with migrants and communities on the ground, cost effectiveness, agency and leadership as well as technical knowledge. It also acknowledges the capacity of civil society in programme design and implementation at local, national, regional, and global levels.

The Migration MPTF actively encourages all its Joint Programmes to meaningfully engage with civil society, migrants, and communities, and to ensure they have a voice and can exercise their agency and leadership, in order to strengthen implementation and sustainability, while enabling advocacy on specific issues. Engagement with civil society and migrant communities should be based on the four UN Network stakeholder engagement principles of: 1) Transparency, 2) Inclusivity, 3) Diversity and 4) Meaningful Participation⁴³. Alignment with this Guidance Note will be part of the criteria used for evaluating the Joint Programmes applications.

Support to civil society

Financial transfers made to Implementing Partners are critical and actively encouraged. Likewise, it is crucial to provide them with capacity building¹ and meaningfully involve civil society, migrants and communities in management structure, processes and implementation of the Joint Programmes.

The Fund acknowledges that civil society is often effective but could be underfunded. It is important to recognize and compensate their time and participation in the Joint Programmes.

The Migration MPTF also encourages PUNOs to play an active role in the promotion of civic space, through inclusive, safe and meaningful civil society participation in decision-making and open civic space at the country level, including legal and policy frameworks that facilitate debate online and offline and allow civil society to organize freely.

(See: United Nations Guidance Note on Protection and Promotion of Civic Space, https://www.ohchr.org/sites/default/files/Documents/Issues/CivicSpace/UN_Guidance_Note.pdf)

Joint programmes funded by the Migration MPTF must involve and meaningfully engage with a broad range of stakeholders including civil society, migrants and communities (including migrant led organisations):

- Across all steps of the programme cycle i.e. conceptualization, development, implementation, monitoring, reporting and evaluation; and

⁴² <https://www.icvanetwork.org/uploads/2021/12/Guidance-for-Civil-Society-Organizations-on-Partnership-with-UNICEF.pdf>

⁴³ https://migrationnetwork.un.org/sites/g/files/tmzbdl416/files/docs/note_for_stakeholder_engagement_in_regional_reviews_23.07.20.pdf

- In its management structures and processes i.e. coordination/reference, management and decision-making mechanisms.

2. Objectives

This Guidance Note serves as reference for the UN system to (i) strengthen and support civil society engagement in all stages of GCM implementation, in accordance with a Whole-of-society approach and (ii) to ensure relevance, effectiveness, sustainability, ownership and accountability in the Joint Programmes supported by the Fund. It is intended to provide guidance for all Participating UN Organisations (PUNOs) and other stakeholders developing or implementing Migration MPTF Joint Programmes.

Civil society in all its dimensions plays multiple key roles in the implementation of the GCM⁴⁴: it is a crucial source of expertise, information, data collection, access, service provision and advocacy, partnering with migrants, host communities, government and other stakeholders. The Fund believes migrant communities and civil society need to have a seat at the table in order to be effective, for instance by engaging governments in policy dialogue, initiating awareness campaigns on GCM related topics, implementing programmes as well providing services, while maintaining their key role as advocates for migrant’s rights.

Partnerships are also critical to deliver results and ensure:

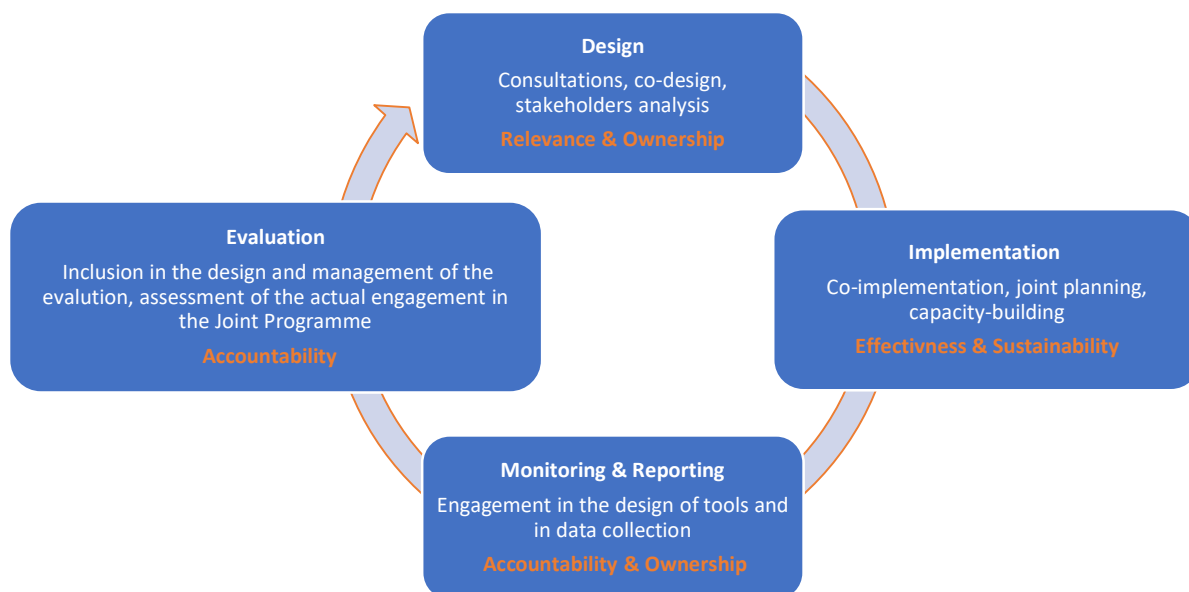
- **Relevance:** Civil society often has strong ties to the communities, allowing them to have grassroots information and deep understanding of the local context and the interests, needs and challenges of migrants. Civil society often encompass migrant led organisations and migrants themselves and are the closest actors to the ground. By engaging with civil society, the Joint Programmes will be able to benefit from their unique expertise and perspective, enabling them to develop innovative, grounded, localised and relevant solutions.
- **Effectiveness:** Civil society has strong technical knowledge and expertise on a wide range of issues. They may also have access to hard-to-reach locations and people, and benefit from strong relationships with migrant communities. Thus, they may provide up-to-date, evidence-based input and suggest concrete areas where progress is needed and where it is likely to have an impact, in specific locations and/or with communities. Partnerships with civil society will extend the reach effectiveness and impact of Joint Programmes, across sectors and geographic areas.
- **Sustainability:** Meaningful collaboration with migrant communities and civil society will strengthen capacities of local actors and communities. By working together, PUNOs, governments and civil society can jointly help to ensure the long-term sustainability and the actual impact on the ground of the Joint Programme interventions within countries and communities.
- **Ownership:** The Fund believes ownership is necessary to guarantee quality and sustainability of the Joint Programmes. Consultation, active participation and close engagement - starting at the design stage - with civil society, migrants and communities, is an effective way of ensuring interventions are community-driven and strengthen ownership. Involving migrant communities in all aspects of decision-making, promoting their agency and communicating and meaningfully engaging with them is an investment in the long-term success of the Joint Programmes and ultimately in its impact in the lives of migrants.

⁴⁴ Implementing the Global Compact for Safe, Orderly and Regular Migration Guidance for governments and all relevant stakeholders, April 2022: https://migrationnetwork.un.org/system/files/docs/Guide_Implementing%20the%20GCM.pdf

- **Accountability:** Civil society can hold governments and PUNOs accountable to their commitments and ensure the effective implementation of the Joint Programmes. By engaging with civil society, the Joint Programmes will strengthen their accountability mechanisms.

3. The Programming Cycle

The Fund specifically seeks Joint Programmes which ensure that (i) civil society, migrants and communities are meaningfully included in all phases of the programme cycle - from design to implementation and evaluation; and (ii) their needs, agency and concerns are explicitly reflected throughout.



Design

The Joint Programmes shall incorporate a multi-stakeholder partnerships approach throughout the design of the intervention, taking into consideration the transfer of funds to civil society and other stakeholders.

At the conceptualization stage, while developing the concept note, it is required that civil society, migrants and communities are consulted so that their needs and concerns are reflected, and encouraged to -design Joint Programmes.

At the development stage, while establishing the Joint Programme document, all relevant stakeholders, including migrants and communities, need to be taken into consideration in the stakeholder mapping and analysis.

This exercise will be an opportunity to detail relevant expertise and engagement in the area addressed by the Joint Programme. It will also allow elaboration of how civil society and migrant communities can strategically contribute to the intervention, while exploring ways in which migrants and communities will be meaningfully involved with implementation efforts.

The stakeholder analysis will help the Joint Programmes to:

- understand the interests, problems, expectations, and capacities of those that are affected by the project and those who are important to the project's success and its ultimate impact;
- identify potential risks, conflicts, and constraints that could affect the Joint Programme or activities being planned;
- explore and develop opportunities for meaningful partnerships;
- identify and involve groups in vulnerable, disadvantaged, or marginalized situations in order to ensure their participation and mitigate or avoid negative impacts⁴⁵.

Joint Programme in the Gambia | Addressing the drivers and causes of migration-related vulnerabilities among border communities along the Trans-Gambia transport corridor | ITC, IOM, UNDP, UNICEF.

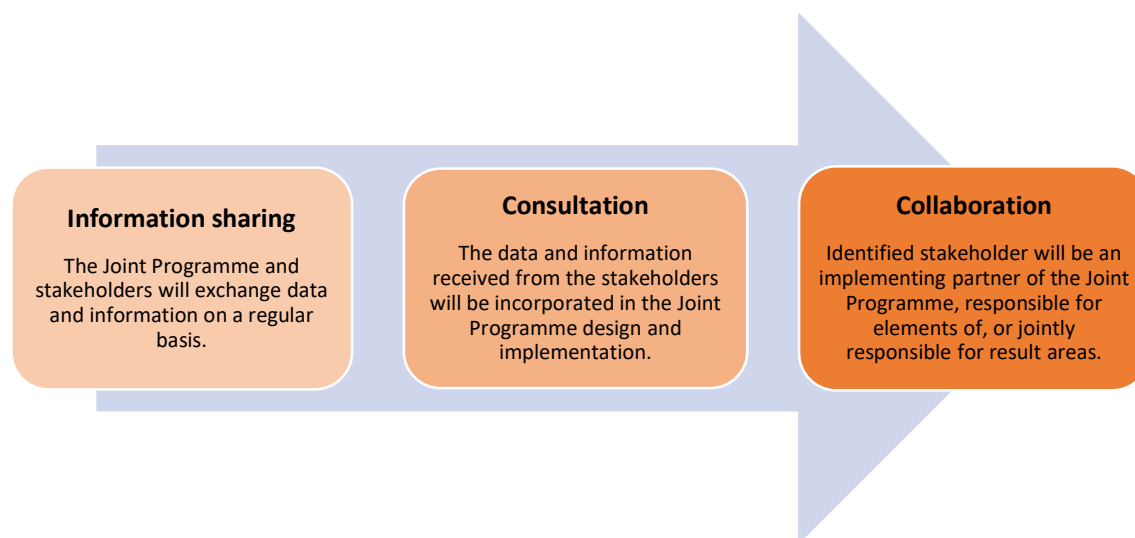
Launched in December 2021, the intervention aims to increasing safety and prosperity among women and youth in districts along the Trans-Gambia transport corridor.

This Joint Programme was developed via **broad consultations**, including with those directly affected by the Trans-Gambia bridge and transport corridor, such as communities and community leaders, youth- and women-focused civil society organizations, migrants and regular users of the borders, and victims of trafficking. Joint stakeholder consultation, site visits, and a rapid assessment through focus group discussions with youth and women in the two target regions, and 457 face-to-face interviews with small-scale cross-border traders were conducted.

These consultations allowed the Joint Programme to reflect the needs of migrants and migrant communities. Furthermore, the close engagement of community members will ensure interventions are community-driven, which will facilitate ownership and contribute to the initiative's sustainability.

⁴⁵ IOM Project Handbook Module 1, Section 1.3a Performing a Stakeholder Analysis

Once the stakeholders are identified, it is important to assess the likely level of their involvement in the Joint Programmes, which could be categorized as in the following diagram:



The Fund expects all Joint Programmes to involve the stakeholders at the collaboration level. They should carefully justify if they only engage at the consultation level. Consultation should also be the minimum level of participation for migrants and communities, otherwise the Joint Programmes may not be responsive to their needs and will not be in line with a Whole-of-society approach.

Additionally, PUNOs should not mention civil society organisations as implementing partners in Joint Programme applications unless they are aware of the programme and have explicitly agreed to be part of the submission.

Implementation

During the implementation phase, the Joint Programmes will establish formal agreements with non-governmental stakeholder, which may or may not entail financial transfers. If co-implementation of components/activities with implementing partners are envisaged, it will be necessary to adequately reflect this in the budget allocation under the UNDG category “6. Transfers and Grants to Counterparts” whenever applicable. Although this is not the only way to meaningfully engage civil society, the Migration MPTF strongly encourages such transfers whenever possible.

The Migration MPTF tracks the nature and extent of Joint Programme partnerships with non-governmental stakeholders, including civil society. All Joint Programmes are required to report on implementation agreements (financial or other) entered into with non-governmental stakeholders; then this information is consolidated into the overall results framework of the Fund, and included in the Fund annual reports.

Selection of Implementing Partners

The Fund expects the PUNOs to undertake adequate and robust due diligence processes, according to their own internal procedures, and to conduct the process of selection of Implementing Partners in an objective and transparent manner.

The due diligence exercise will provide the PUNOs with a better understanding of the risks and opportunities of engaging with a potential partner.

Furthermore, PUNOs will use their own relevant rules and regulations related to entering into agreements with Implementing Partners (with or without financial transfers), which would guide, among others, the type of agreements, responsibilities of each parties, monitoring and reporting.

Implementing a Joint Programme with civil society, will allow to have a community-based intervention and to benefit from the privileged access and trust that some local organisations have. This approach will ensure effectiveness of the action.

Joint Programmes must also pay particular attention to building capacity of stakeholders, which is key for guaranteeing the sustainability and long-term impact of the Joint Programmes. Civil society can benefit from PUNOs’ technical expertise and knowledge and vice versa, allowing partners for instance to have a better understanding of specific issues and how to identify and respond to the needs of migrants. Furthermore, capacity-building on financial and administrative related issues could allow implementing partners to strengthen their organizational and management systems. Providing civil society partners with access to new technologies is also an excellent way for PUNOS to amplify the impact of the work of CSOs and communities.

Joint Programme in Trinidad and Tobago | Access, Support, Cooperation (ASC) Programme: A Collaborative Approach to Support Survivors of Human Trafficking | IOM, UNICEF, UNFPA:

This Joint Programme aims at enhancing the wellbeing, resilience and protection of migrants, including those who are vulnerable to violence, exploitation and abuse (particularly women, children and victims of trafficking), through strengthened, modernized and integrated national and community-based systems.

The intervention includes **capacity building** among non-government and government stakeholders who are active in the fields of Trafficking in Persons, protection and empowerment, as well as health promotion and education. These stakeholders, along with the feedback of a training needs assessment, will support the development of tools and the organization of trainings for CSOs and local government stakeholders as well as frontline workers to adequately treat victims of trafficking and unaccompanied or separated children.

By strengthening the capacity of local NGOs, the Joint Programme enhances the impact of their action and ensures sustainability.

Monitoring and Reporting

It is essential to include civil society, migrants and communities in the design and implementation of monitoring activities. They should for instance be involved, in the data collection but also in the design, of the baseline and endline studies, assessments, key informant interviews, focus group discussions, lessons-learned meetings, etc. that would be conducted in the Joint Programmes. This inclusive approach will allow for better tracking of achieved results and ensure that the defined goals and targets are realistic and are met.

Regular monitoring should include the collection of feedback from project partners, civil society, migrants and communities including migrant led grassroots organisations, to be able to identify and adequately manage challenges, while ensuring smooth and proper activity implementation. Their views will be crucial when monitoring risks and contexts and adapt the interventions accordingly.

In order to ensure that activities are reaching the target population and beneficiaries, the definition and update of the workplan and M&E plan should be done in a participatory and inclusive manner. The Migration MPTF also stresses the importance of collecting inputs of partners, civil society, migrants and communities at the reporting stage, to collectively identify lessons learned, changes needed and best practices.

Joint Programme in Guinea-Liberia-Sierra Leone | Strengthening border management, social cohesion, and cross-border security in the Parrot's Beak area | IOM, UNDP, WHO, ITC:

The Joint Programme aims to strengthen integrated border management, social cohesion, and border security in the Parrot's Beak Region, and is implemented in three countries: Guinea, Liberia and Sierra Leone.

Several stakeholders including Mano River Women's Peace Network (MARWOPNET) and border communities are **contributing to identification of targets, objectives, strategies, and actions, and engage for implementation as well as monitoring and evaluation.**

A baseline study was conducted to establish data and indicators, in line with the monitoring and evaluation plan so that the activities can be efficiently monitored and evaluated. Stakeholders were invited to provide input into the design of the baseline study. Furthermore, the annual joint work plan, M&E plan, and budget are commonly established, through a participatory process.

Involving stakeholders, including civil society, migrants and communities, can ensure ownership and thus the quality and sustainability of the Joint Programme.

Regular consultations with civil society, migrants and communities – including through Complaints and feedback mechanism (CFM) - will help ensure collective accountability of the Joint Programmes to communities impacted by migration.

All Joint Programmes are expected to provide information on key partnerships established. The Joint Programmes must report on strategic contributions from civil society and the ways in which migrants and communities were involved, including methods for participatory dialogue, co-design and co-delivery. They are also required to give details about the implementation agreements (financial or other) established with non-governmental stakeholders, keeping in mind that agreements are interpreted broadly to include collaboration partnerships.

Evaluation

In order to ensure the relevance, impartiality, credibility and transparency of the evaluation, the Joint Programmes must ensure that civil society, migrants and communities are part of the management and included in the process.

A multi-stakeholders Evaluation Reference Group can be established with the objective to oversee and assist the process. Receiving feedback from stakeholders (on inception and final reports for instance) is key for making sure the evaluation is of adequate quality and addresses the right issues.

Furthermore, it is essential that the evaluation assesses the extent to which the whole-of-society and people-centered guiding principles were effectively integrated and civil society, migrants and communities meaningfully engaged throughout the Joint Programmes.

4. Joint Programme Management Mechanisms

It is critical to ensure that civil society, migrants and communities are included in coordination/reference, management and decision-making mechanisms (e.g. Management Team; Steering Committee; Technical Working Groups and other governance and management structures of the Joint Programmes.) of the Joint Programmes.

The Migration MPTF fully adheres to the Global Compact's key principle of national sovereignty and requires that all country-based Joint Programme get formal endorsement of the national government. By doing so, the Fund intends to ensure national ownership. However, the latter would be incomplete without ownership of civil society. In other words, Joint Programmes should not only be managed by PUNOs and Governments, but should open up to a broader range of stakeholders and partners.

Governance and structure of the Fund

The governance and structure of the Migration MPTF is a good example of an inclusive management mechanism. This can be reflected in the composition of the Steering Committee with various constituency representatives, and the commitment to an annual Consultative Forum.

To ensure that the Steering Committee is truly representative of the stakeholders identified by the Global Compact, it consists of three members each from the following constituents: UN Network on Migration; donors; countries of origin, transit and destination; and stakeholders. Moreover, in order to ensure wide representation, membership is rotational on a staggered basis (half the members rotate every year). The identification of stakeholders for the seats is key and aims at covering across all sectors cited in GCM.

Joint Programme in Tajikistan | Empowerment of ‘Families left behind’ for improved Migration Outcomes in Khatlon, Tajikistan | FAO, IOM, UNICEF, UN Women

This Joint Programme, launched in October 2020, aims at reducing the vulnerability of families adversely affected by migration. It focuses on protecting human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration, with specific focus on support to families left behind.

Engagement with national and local Civil Society representatives has been prioritized during the design of the joint programme.

In addition, the Joint Programme has set up a **Civil Society Reference Group (CSRG)** with representatives of leading national NGOs working in relevant project areas, to provide advice on beneficiary perspectives and field implementation via regular meetings. The objective of this group is to:

- Act as an institutional mechanism to promote civil society participation and expertise during project design;
- Play an advisory role to the project team during the project implementation.

Including civil society in such a way, strengthens relevance, ownership and effectiveness of the Joint Programme, and allows the creation of an interactive and open space for dialogue/learning with Civil Society and project beneficiaries.

5. Conclusion

Civil society and migrant communities are vital to not only the effectiveness of joint programs, but to achieving a whole-of-society sense of ownership and support for the GCM and to holding the PUNOs and programmes accountable to their ambitions. Civil society actors are essential to achieving the Sustainable Development Goals (SDGs). They form an indispensable part of the landscape of collective action.

The Fund stresses the importance of strengthening and supporting civil society in GCM implementation. The engagement with civil society, migrants and communities in the Joint Programmes, at all stages of the programming cycle as well as in the management, coordination and decision-making mechanisms, is critical to ensure relevance, effectiveness, sustainability, ownership and accountability of the Joint Programmes supported by the Migration MPTF.

D5. Visibility Requirements

October 2020

Objectives

Joint programmes funded by the Migration MPTF should be visible for transparency, accountability, and resource mobilization purposes.

To support Participating UN Organisations (PUNOs) with communications and visibility, the Fund has developed these brief guidelines to be used throughout the implementation of the joint programmes.

However, in consultation and agreement with the Fund Management Unit, exceptions can be made if, in a specific context, it is preferable to limit communications and visibility activities.

Communication and Visibility Plan

Communication occurs throughout the project cycle, and communication and visibility activities should be implemented throughout the project duration to achieve maximum impact.

For all joint programmes funded by the Migration MPTF, a brief Communication and Visibility Plan (two-pager) should be prepared and shared with the Fund Management Unit. The Plan is a document that describes the specific objectives, the audience, the tools, the timetable (how and when to reach set goals) and how the results of the visibility activities will be monitored.

Identifying the source of funds

The Fund's logo must be used on all communications and visibility products funded by or related to the Fund. Should the joint programme as a whole or a specific activity be co-funded, it is possible to associate the Fund's logo with other donors' logos.

Where appropriate, the Fund's financial contribution must be acknowledged.

- The words "Funded (or co-funded) by" or "Provided with the financial support of" can appear above the Fund's logo.
- In press notes or during media interviews, the Fund's financial contribution must be mentioned.
- PUNOs should include information about the financing of the joint programme they are implementing on their home websites or newsletters, featuring the Fund's logo prominently.
- On social media, the Fund's financial contribution must be acknowledged with the hashtag #MigrationFund.

Disclaimers

Joint programmes funded by the Migration MPTF should be visible for transparency, accountability, and resource. The Fund is not responsible for the contents of communication materials prepared by PUNOs and implementing partners, all of which must include a standard disclaimer, translated into local language where appropriate.

For publication in print or electronic format:

“This publication was produced with the financial support of the Migration Multi-Partner Trust Fund. Its contents are the sole responsibility of [name of the author/partner] and do not necessarily reflect the views of the Fund.”

For websites and social media accounts:

“This [website/account] was created and maintained with the financial support of the Migration Multi-Partner Trust Fund. Its contents are the sole responsibility of [name of the author/partner] and do not necessarily reflect the views of the Fund.”

Communications activities

Communications activities can be organized at any stage of the project implementation to highlight the project’s objectives, beneficiaries, and to stress the importance of collective action on migration-related issues. Below are some suggestions for each stage of the joint programme.

At the onset:

- A launch event gathering UN agencies, national partners (both government and civil society) and media can be organized. If not possible or deemed inappropriate, a press release or a public statement should be issued.
- Material such as brochures should be produced at an early stage of implementation.

Throughout implementation (in particular, when major milestones are reached)

- Public events (such as conferences, workshops, seminars, debates, etc.) can be organized to inform the UN system, partners and the general public on the project, and its main objectives and achievements.
- Stories of impact and photos should be collected (compliance with the PUNO’s data protection guidance must be ensured)

Upon completion:

- A press release or a more in-depth article should be issued to publicize the projects’ outcomes.

For all communication activities, please make sure that the donors to the Fund (up to date list always available at: <https://mptf.undp.org/factsheet/fund/MIG00>) are invited to participate or receive the communication material.

Reporting

Fund visibility activities (press releases, ceremonies, social media publications, and the use of other visibility material) should feature in the annual report submitted to the Fund.

The reporting template includes an annex which invites PUNOs to include stories from the field, testimonials and highlights of communication activities and provides some guidance on how to present each. The Fund Management Unit strongly encourages PUNOS to make extensive use of this annex.

Communications activities

Communications activities can be organized at any stage of the project implementation to highlight the project's objectives. The communications and visibility plan should be shared with the Fund Management Unit at an early stage of implementation and communication products should be sent to the FMU on a regular basis.

It is recommended that a communications focal point is appointed for each joint programme to:

- 1) coordinate with the PUNOs to ensure that the communication and visibility plan is implemented and monitored; and
- 2) liaise with the Strategic Communication Coordinator of the UN Migration Network secretariat.

For more information or guidance on communications, please contact Florence Kim, Strategic Communications Coordinator at the UN Network on Migration: fkim@iom.int.