



Migration MPTF JOINT PROGRAMME DOCUMENT

PROJECT INFORMATION	
Joint Programme Title:	Evidence-based migration policy planning and discourse in North Macedonia
Country(ies)/Region (or indicate if a global initiative):	North Macedonia
Convening UN Organization:	International Organization for Migration – IOM
Participating UN Organization(s):	United Nations Population Fund – UNFPA United Nations High Commissioner for Refugees – UNHCR
Implementing Partners	Ministry of Interior; State Statistical Office; Ministry of Labor and Social Policy; Cabinet of the Minister without Portfolio (Minister for Diaspora), Ministry of Information Society and Public Administration, National Bank of the Republic of North Macedonia and Ministry of Foreign Affairs
Migration MPTF Thematic Area (choose one)	Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy and planning
Primary GCM objectives	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
Relevant SDG Target	SDG Targets 3, 5, 10.7, 10c, 16.B and 17.18
Expected Project Commencement Date Period of Implementation (in months):	01 October 2020 30 months
Requested Budget: Indicate budget per PUNO and total	IOM 653,628 USD UNHCR 474,010 USD UNFPA 372,362 USD Total 1,500,000 USD
Project Description (Max 400 characters, including blank space)	The project aims to support policy makers in North Macedonia to effectively manage demographic and migration dynamics through development of evidence-based migration policies based on improved systemic data collection and analysis and enhanced inter-institutional data exchange; and improve the perception of the general public and policy makers about immigrants and refugees.
Project Gender Marker Score (1, 2, 3 or N/A):	Score 2

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Migration Multi-Partner Trust Fund

SIGNATURE PAGE

UN Resident Coordinator ¹	Representative of the National Authority ²
Country: Republic of North Macedonia	Name of institution
Name: Rossana Dudziak	Name of representative
Date 28/8/2020	Date
Signature [Redacted]	Signature [Redacted]

Participating UN Organizations (PUNO)	
Name of Convening UN Organization: International Organization for Migration - IOM	Name of Participating UN Organization United Nations High Commissioner for Refugees-UNHCR
Name of Representative: Sonja Bozinovska Petrushevskva, Head of Office	Name of Representative: Monica Sandri, UNHCR Representative
Date 27.08.2020	Date
Signature [Redacted]	Signature [Redacted]
Name of Participating UN Organization: United Nations Population Fund – UNFPA	
Name of Representative: John Kennedy Mosoti, Country Director	
Date	
Signature [Redacted]	

Chair of the Migration MPTF Steering Committee
Name
Date
Signature

¹ Not applicable for regional or global initiatives.
² Not applicable for regional or global initiatives.


Government of the Republic of North Macedonia

P R E S I D E N T

FULL POWERS

I, **Zoran Zaev**, President of the Government of the Republic of North Macedonia

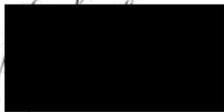
HEREBY AUTHORISE Nikola Dimitrov, Deputy President of the Government of the Republic of North Macedonia in charge of European Affairs, to sign, on behalf of the Government of the Republic of North Macedonia

Joint Programme Document "Evidence-based migration policy planning and discourse in North Macedonia"

IN WITNESS WHEREOF this Full Powers is issued to **Nikola Dimitrov**

Done in Skopje, No: 08-1543/2

on 18.09.2020

Zoran Zaev




Government of the Republic of North Macedonia

- SECRETARIAT FOR EUROPEAN AFFAIRS -

10.07 . 2020

Archive number: 09-157/28

Subject: Migration data and policy project proposal

Dear Ms. Dudziak,

On behalf of the Government of the Republic of North Macedonia and myself as National Aid Coordinator, I would like to express utmost gratitude for the extended support that UN agencies continuously provide to our country.

I would hereby like to revert to your recent letter and thank you for sharing the joint programme *Institutional support to enhance fact-based and data-driven migration discourse, policy and planning concept note*.

Following internal assessment, the Secretariat for European Affairs unequivocally confirms that the project proposal is well-elaborated and designed and can be an added value in defining the migration country profile and in the systematic collection, analysis and exchange of statistical data among participating institutions in view of developing sound migration policies and mechanisms. The project is complementary to field activities that are currently being pursued under IPA 2, recommendations on the necessity to develop fact-based and data-driven migration discourse and contingency-planning made at the last SAA Subcommittee on Justice, Freedom and Security, as well as NPAA planning under Chapter 24 on the evaluation of the present and development of new Migration Policy Resolution.

While there are minor details to be further discussed and referenced, especially in program management and overall coordination, I hereby endorse the joint programme, confirming the Secretariat for European Affairs' commitment to this process.

Please accept, Ms. Dudziak, the assurance of my highest consideration.

Sin

Dr. Bujar Osmani

Deputy Prime Minister in charge of EU Affairs



JOINT PROGRAMME PROPOSAL NARRATIVE

1. Migration³ Context and Rationale

North Macedonia is characterised by various traditional and more recent migration patterns. There has been a tradition of permanent emigration, with more than 700,000 citizens estimated to live and work abroad. Seasonal and temporary labour migration is also characteristic, with citizens traditionally emigrating for work to Italy, Germany, Switzerland, Malta, Croatia, Greece, Montenegro⁴ and other European countries. In terms of more recent trends, the country is located on one of the main sub-routes of the Western Balkans Route, and was affected by the increased mixed migration movements in 2015/2016. The transitory migration flows still continues and during the 2019 approximately 35,000 migrants and refugees were assisted in North Macedonia⁵. The majority of them are coming from Pakistan, Afghanistan, Bangladesh, India, Syria, Algeria, Iran, Iraq and other countries.

The lack of data for evidenced-based policy making is one of the main challenges in maximizing the development effect of migration and ensuring an effective migration policy. Reliable data on the exact extent of the aforementioned migration movements is lacking, in part due to absence of regular census data, limited and outdated inter- and intra- institutional information exchange and insufficient collection of data on emigration and returnees. Furthermore, lack of sufficiently disaggregated data on migration and of relevant data on remittances hamper the possibility to determine the particularities of these migratory movements. The collection of data on migration is essential for adequate migration governance, policy-making and planning. In this regard, the country lacks a **country-specific migration profile**, which would include disaggregated data on all migration-relevant aspects in a national context.

Population trends and dynamics play a powerful role in development and **must therefore be factored into migration planning and policy decisions**. Population size and structure impact the country's economy as well as its ability to provide social protection services and access to health care, education, housing, sanitation, clean water and air, food and energy. Since 2000 onwards, North Macedonia follows Eastern European population trends - shrinking workforce, low birth rates and high emigration⁶ with remittances contributing with 2.3 percent (2014) to 1.6 percent (2020) of the GDP⁷. This relates to the projected global demographic change up to 2030, with serious implications for the development and the progress towards achievement of the SDGs. In order to develop evidence-based migration and other relevant policies, decision makers need timely, reliable, accessible and comparable data on the demographic flows that will help prevent misperceptions about the scale of emigration and its effects and devise appropriate policies.

The country's candidacy and path to EU accession enforce the need of alignment with relevant EU standards related to migration and international protection ensuring exchange of migration statistics among the relevant institutional stakeholders on migration management. Therefore the, country needs **support in introducing a migration module in the labor force survey** conducted by the State Statistical Office (SSO) since 1996. The information about economically active population, employment and

³ For the purposes of this document, 'migration' is defined as "the movement of persons away from their place of usual residence, either across an international border or within a state" (IOM Glossary on Migration 2019, pg.135)

⁴ "Resolution on the Migration Policy of the Republic of Macedonia 2015-2020": <https://north-macedonia.iom.int/sites/nomace/files/documents/Resolution-on-Migration-Policy.pdf>

⁵ According to the "Yearly Report of the Red Cross 2019"

⁶ World Bank publication on Migration and Remittances

⁷ Western Balkans Regular Economic Report, The Country Notes, no. 17, Spring, 2020, Economic and Social Impact of Covid-19



unemployment are the basic statistical data that are indispensable for monitoring the changes on the labour market.

The country needs support in development of a **systematic Migration Policy** that defines the country's strategic approach on migration. The current migration policy – the Resolution on Migration Policy 2015-2020⁹ - expires at the end of 2020, warranting a process of development of a new five-year strategy and policy dialogue on the countries' migration approaches and perspectives.

The country has implemented limited actions on **public perceptions on migration** and on awareness raising and educational activities for the policy makers to ensure fact-based perception on migrants and refugees and combat false narratives. It is important to provide the public with accurate and truthful information on the challenges faced by the refugees and migrants, their struggles and fears as well as the positive development potential of migration in an effort to address the false perceptions on migration in the country at large.

The **proposed project is in line with the following strategic documents**: i) the Resolution on Migration Policy; ii) the National Strategy for Cooperation with the Diaspora and corresponding Action Plan⁹; iii) the National Strategy for Combating Trafficking in Human Beings and Illegal Migration in North Macedonia and corresponding Action Plan¹⁰; iv) the Strategic Plan of the State Statistical Office¹¹; v) SDG Targets 3, 5, 10 c, 10.7, 10.7.1, 16.B and 17.18; vii) IOM's Migration Governance Framework - MiGOF¹², Principle 2 and the IOM institutional Strategy for Migration and Sustainable Development – Objective 3, Deliverable 1; viii) the Strategy and action plan for refugee and migrant health in the WHO European Region; ix) the Global Action Plan, noted by the World Health Assembly in May 2019¹³; x) GCM Objective 1,3 and 17, Collect and utilize accurate and disaggregated data as a basis for evidence-based policies” and the xi) indicators of the Programme of Action of the International Conference on Population and Development (ICPD). The project will address the recommendations for improvement of the country data management system noted in the evaluation of the achievements of the 2016-2020 United Nations Partnership for Sustainable Development (PSD). It will also be aligned with the UN Sustainable Development Cooperation Framework (UNSDCF) 2021-2025, Outcome 4 “By 2025, people in North Macedonia benefit from improved rule of law; evidence-based, anticipatory and gender-responsive policies; greater social cohesion; and effective service delivery by transparent, accountable and responsive institutions” while assuring full engagement of the governmental and non-governmental partners in the project design and implementation.

The consultation process included relevant government and state institutions i.e. the Secretariat for European Affairs, the Ministry of Interior, the Ministry of Labour and Social Policy, Ministry of Information Society and Public Administration, Ministry of Foreign Affairs, the Cabinet of the Minister without Portfolio (Minister for Diaspora), the State Statistical Office, the National Bank of the Republic of North

⁹ National Strategy of the Republic of North Macedonia for cooperation with the diaspora and corresponding Action Plan (2019 – 2023) <https://www.diaspora.gov.mk/?q=mk/node/139>

¹⁰ National Strategy for Combating Trafficking in Human Beings and Illegal Migration in Republic of North Macedonia 2017-2020 and corresponding Action Plan <http://nacionalnakomisija.gov.mk/wp-content/uploads/2016/12/Nacionalna-strategija-i-akciski-plan-za-borba-protiv-trgovija-so-lugie.pdf>

¹¹ Strategic Plan of the State Statistical Office 2020-2022 <http://www.stat.gov.mk/pdf/StrateskiPlan/StrateskiPlan19-21mk.pdf>

¹² https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf

¹³ Strategy and action plan for refugee and migrant health in the WHO European Region

http://www.euro.who.int/__data/assets/pdf_file/0004/314725/66wd08e_MigrantHealthStrategyActionPlan_160424.pdf?ua=1
https://apps.who.int/gb/ebwha/pdf_files/WHA72/A72_25-en.pdf



Macedonia and the Migration, Asylum, Refugees Regional Initiative (MARRI) and civil society organizations working with refugees, migrants and media i.e. EPI, Helsinki Committee for Human Rights, Centre for Human Rights and Conflict Resolution (CHRCR), Subversive Front, Multus, Y-PEER, Macedonian Anti-Poverty Platform (MAPP), Association of Journalists of Macedonia, ADRA Macedonia, CED, and NDI). Views of refugees and migrants were taken into consideration during project design and development through the IOM's Displacement Tracking Matrix (DTM) surveys. The Government and the relevant stakeholders expressed their support towards the development and implementation of actions included in the Joint Programme as well as contributed to the design of the same.

2. Results Framework and Theory of Change

The **overall objective** of the project is to contribute to good migration^[1] governance in North Macedonia through **enhanced evidence-based and data-driven migration discourse and policy development**.

This will be achieved through the following set of actions:

1. Development of evidence-based migration policies based on:
 - a. Improved systemic data collection and analysis of migration dynamics;
 - b. Enhanced institutional data exchange mechanisms and collaboration;
2. Collective engagement of broad range of partners aimed to increase the positive perception of the general public for effective management of immigrants and refugees.

These actions will be grouped around the following expected results:

Outcome 1: Policy makers and institutional stakeholders design and implement evidence-based and coordinated migration policies. Under this outcome, the project will support the development of the new Migration Policy, the improvement of systemic data collection and analysis of migration dynamics and enhancement of of institutional data exchange mechanisms and collaboration. The following outputs are foreseen under this outcome:

- Support to the development of the new **comprehensive and anticipatory North Macedonia Migration Policy 2021 – 2025**¹⁴. The policy will be developed in a participatory process coordinated by the multi-sectoral working body, consisting of key technical level representatives of key government institutions active on migration that will be established by the Government, and led by the Ministry of Interior. The process of development of the policy will be based on evidence collected through improved processes of data collection with the development of the new 1) country Migration Profile, 2) the Migration Governance Index, 3) migration module in the Labor Force Survey (state statistics), and 4) enhanced collaboration among all the stakeholders involved in the country migration management, through strengthening of the multi-sectoral working body on migration and need-based capacity building activities. In addition, innovative data collection and analysis methods, based on big data and remittances, will be explored and

¹⁴ The abbreviated name "Migration Policy 2021-2025" refers to the "Resolution on Migration Policy 2021-2025.". The same applies to all references to Migration Policy 2021-2025 throughout the text of this document.



developed, to allow for a more comprehensive and disaggregated insights in migration stocks and flows.

- Development of a **country migration profile**¹⁵, a statistical report that helps all relevant national stakeholders to bring together existing migration-related information from different sources in a structured manner, including a range of migration-related indicators and policy-relevant information. The main purpose of this tool is to facilitate the national policy development. The preparation of the migration profile will allow a more structured collection of data and overview of migration information for the Ministry of Interior, Ministry of Labor and Social Policy, the State Statistical Office, the Cabinet of the Minister without Portfolio (Minister for Diaspora) and other stakeholders, enabling them to build a more solid background for programming and national policy making in the area of migration.
- The State Statistical Office will be supported to incorporate a **standard migration module in the labor force survey (LFS)** and to pilot the survey. **This activity will help obtain** accurate data on labor migration in the country. Introducing this module into the regular LFS will secure data on the situation of non-migrants in migrant and in non-migrant households and will allow statistical study of the factors affecting migration vs. non-migration decisions, and consequences for the migrants and their households. Considering the country's EU accession path, support will be also provided in the implementation of the **EU and international standards** related to statistics on migration and international protection through advisory support and capacity building activities. The migration module in the labour force survey will **support evidence-based policy making and mainstreaming into other policies and serve as a potential investment in local development**, educational attainment and future employment endeavors of other household members.
- **Migration Governance Index** will be calculated to provide a consolidated framework and guidance for the country-specific migration governance structures and will serve to inform the implementation of the migration-related SDGs. The index will be calculated based on the Migration Governance Indicators (MGI) methodology¹⁶. The MGI will offer insights on policy levers that the country can use to develop the migration governance. The MGI is a framework to help the country in the assessment of the comprehensiveness of its migration policies, as well as to identify gaps and areas that could be strengthened. The MGI aims to advance conversations on migration governance by clarifying what "well-governed migration" might look like in the context of SDG Target 10.7.
- **Usage of innovative data collection and analysis methods** will be piloted, especially on estimating migration stocks and flows. These activities will aim to collect and analyze data from traditional and non-traditional sources, which will be triangulated to calculate migration estimates. Granular temporally disaggregated estimates of migration movements based on a cross-reference of foreign-currency **remittances data**, community statistics on migration and international protection capture data on migration, and migration estimates collected through bilateral and international cooperative arrangements in the field of statistics (mirror statistics) will be examined. Furthermore, use of so-called **big data**, for example geo-spatial data, which have potential to provide nearly real-time estimates regarding the migration stocks and migration flows will be explored. Given the great potential of the use of big data, the joint program will facilitate a partnership among South Hampton

¹⁵ https://www.iom.int/jahia/webdav/shared/shared/mainsite/policy_and_research/migration_profiles/ec_iom_draft_paper.pdf

¹⁶ Migration Governance Index <https://qmdac.iom.int/migration-governance-indicators>



University, an academic institution experienced in big data analysis, national academic institutions, the National Bank, Ministry of Information Society and Administration and the Ministry of Foreign Affairs., to explore the potentials of these innovative approaches and methods for using complementary data sources on migration stocks and flows. Combined and cross-checked administrative data sources, with sufficiently wide national coverage which have not been explored so far, will be innovative and valuable source of migration data in rapidly changing demographic situation in North Macedonia. The generated new estimates and data will be combined with traditional data sources, to provide a full picture on the migration stocks and flows and enable government to ensure better and more targeted migration policies and measures.

- **Relevant stakeholders' capacities** on the collection, processing, analysis and utilization of migration statistics, and their alignment with the international standards will be strengthened through series of trainings. In particular capacity building activities will aim to: enhance governmental knowledge about migration and its relationship to development; to support governments in establishing or strengthening mechanisms for regular reporting on migration-related trends; to improve the use of migration information for policy development; to foster greater inter-ministerial coordination and collaboration with respect to data collection and policy development; to assess the evolution of the migration impact on development and socioeconomic situation; and to monitor and assess the donor interventions in the area of migration.
- The project will also provide expert support to the **multi-sectoral working body** responsible for the development, coordination and monitoring of the implementation of the country's migration policy with relevant recommendations for enhancement of its work. Based on the assessment findings, the capacities of the body will be built with relevant trainings for its members in the monitoring, reporting and other identified areas and with development of relevant operational documents, such as coordination and reporting protocols, as well as monitoring methodology. All the gathered data through abovementioned mechanisms and tools that will be developed with the project support will be at body disposal to be used for their bi-annual review and enhancement of the developed migration policy.

Outcome 2: Inter and intra institutional data exchange mechanisms and collaboration among key institutions with competences on migration management are enhanced

- Under this outcome, the UN Agencies will work towards the **operationalization of the recommendations** from the country migration management' strategic and policy documents. Also, **inter and intra institutional data exchange mechanisms will be strengthened**, in line with the newly **developed migration policy**, the integrated action plan, and EU and international standards. For this, an **assessment of data exchange gaps and shortfalls will be** undertaken with the key institutions with competences on migration management. Based on the assessment's recommendations, **advisory, capacity building activities and technical support (i.e. software upgrades, equipment, and standard operating procedures - SoPs) will be** provided for key institutional stakeholders.

Outcome 3: The general public and the policy makers view migrants and refugees as development actors. The UN Agencies will implement four distinct sets of activities under this outcome – 1) a national information campaign aimed at the general public's awareness raising on positive effects of migration, 2)



targeted capacity building of key national-level stakeholders on positive approaches to migrants and refugees, 3) targeted sensitization, awareness raising and capacity building of key local-level stakeholders on positive and proactive approaches to migrants and refugees, and 4) targeted capacity building and sensitizing of journalists on refugees and migration issues. All activities are guided by the innovative approaches for targeting and engagement of stakeholders within the **Communication Strategy for Social Change**, with the last three representing part of its implementation. The beneficiary of these activities is the whole society/the country including refugees and migrants, due to the positive effects on the country's development and on social cohesion. Detailed information on the four activities under this outcome is outlined below:

- The UN Agencies will design and implement a nation-wide **awareness-raising campaign via media in order to inform and sensitize the general public regarding migrants and refugees' contribution to national development, and to prevent xenophobia and stigmatization**. With the purpose of assuring that the campaigns are based on relevant data and have tailored messages, they will be founded on inputs gathered from institutional stakeholders, CSOs and directly from the vulnerable migrants and refugees. The campaigns will be implemented by experienced marketing agencies selected through a competitive selection processes and will be guided by a Communication Strategy for Social Change, which will clearly define the identified target audience; the goal and objectives; key messages; channels and tools for communication; plan of activities; and the means to assess and measure campaigns' results as well as increase its impact. Data gathered under other Outcomes of this Project will be used to produce communication materials in order to help build fact-based debate on migration and refugee issues in the society. At a more general level, the UN agencies will use their analytical and advisory capacity, their institutional demographic intelligence and the associated information and knowledge to address population dynamics and growth, health, youth, gender, ageing, human rights, vulnerabilities and the *principle of leave no one behind*.
- In addition, the project will support the roll-out and operationalization of a **Communication Strategy for Social Change** which will be of crucial importance in identifying the key messages and narratives which are needed in order to create a positive and proactive view on migrants and refugees **among the national stakeholders**. The Strategy implementation will have three phases: 1) capacity building – of internal and external staff that will work on messaging and outreach; 2) design and production – this stage includes design of the messages, production of communication products containing those messages, and their dissemination, 3) monitoring and evaluation – this stage will include an evaluation of the strategy implementation to see whether the messages that were delivered and the way in which they were delivered had an effect, and what sort of effect they had. Targeted activities for three separate target groups will be developed: i.e.
 - Capacity building for key **national-level stakeholders** towards greater inclusion of migrants and refugees. The primary target are **key influencers** (national institutions and organizations, media, professionals, community leaders, religious group leaders) and actors **whose actions directly affect migrants** (e.g. employers, companies).
 - Sensitization of **local-level stakeholders** on proactive approaches for greater inclusion of migrants and refugees.



- Capacity building of **journalists** on migration issues. Independent, professional, ethical, and quality reporting of media outlets will be supported by sensitizing and educating media professionals on migration related issues and ethical reporting standards and through provision of grants and annual journalist story awards.

Theory of Change

The theory of change is built based on the identified contextual challenges hampering the development of comprehensive evidence-based migration policy, which are insufficient availability of comprehensive, reliable and disaggregated population and migration data and statistics, limiter inter- and intra-institutional coordination, relatively weak institutional infrastructure for integrated digital information systems and information technology, as well as limited awareness about the positive development effects on migration.

On this backdrop, the project's theory of change is the following: i) *if* data collection mechanisms are strengthened and national stakeholders' capacities on policy making and data analysis and collection are further strengthened, ii) *if* the national institutions have adequate technical resources and protocols in place to exchange migration related data in line with EU and international standards, iii) *if* the general public has access to positive narratives and perceptions towards migrants and refugees and the policy and opinion makers have the capacities to develop and support the implementation policies based on positive effects of migration on development, then the Government will be able to create and implement evidence-based policies on migration that meet EU and international standards and open space for migrants and refugees to contribute as development actors. The theory of change assumes continuous strengthening of institutional capacities and human resources of the institutions with mandates in migration policy and close collaboration and coordination among the government, academia, CSOs, etc. and with clearly pronounced specification of their inter-institutional roles and responsibilities.

3. Project Implementation Strategy

The proposed implementation strategy is hinged on a planned and adapted approach, through which **activity clusters rest upon and complement one another** for the purpose of addressing the mutually reinforcing dimensions of migration data management, efficient migration governance and protection of vulnerable migrants and refugees. The action will therefore provide general systematic support, international and national expertise, technical assistance, and tailored outreach activities. All these activities will be carried out through a methodology that revolves around the **strategic importance and relevance, cross-institutional partnerships, coordination, and national ownership**.

Moreover, PUNOs in close cooperation with the national authorities, will implement a number of **assessments**, will strengthen the **data collection mechanisms and reporting tools** and will provide recommendations on the collection, processing, analysis and utilization of **migration statistics** that will further facilitate the alignment of the national with the international standards on migration statistics. The joint program will explore new approaches to the issue of improved collection and analysis of migration related data disaggregated by sex, age, education, income, ethnicity, migration status, household and other major socio-economic, and demographic characteristics.



The methodology selected for the **capacity building actions** is critical to its effectiveness; trainings will be based on comprehensive needs assessment related the data exchange mechanisms and carried out using a combination of different learning techniques, tested in an adult training context, such as demonstrated, participatory and practical techniques (for example, action simulation and direct advisory support) that can provide immediate reference to the participants' daily work. The training modules will be client-oriented i.e. will be developed separately to better respond to the needs and the profile of a specific group of trainees.

In case of COVID-19 restrictions, the possibility for adjustments of the training modules for **usage of digital tools for training organization** will be taken into consideration. To promote a better retention of the trainings' content, a variety of evaluative tools will be utilized – such as self-assessment tools, videos, role-plays, ice-breaking sessions, group discussions and other interactive learning methodologies related to previous best practices.

The lessons learned from past awareness and information campaigns designed and implemented by PUNOs will be taken advantage of. The project team will ensure that the **information campaign** is targeted and effective at communicating the key messages.

In aiming to strengthen national capacities in the area of data management, migration and asylum, throughout project implementation, the action will take cross-cutting issues into consideration. The **needs of vulnerable groups**, especially of the vulnerable migrants and asylum seekers will be a priority. Besides, the action will focus on and utilize best practices and lessons learned through **peer-to-peer knowledge transfer** from countries that have undergone the same process and exchange of EU expertise. All actions are designed to reflect an age, gender and diversity approach, with feedback sought from national authorities and vulnerable groups in terms of their specific needs. Moreover, the relevant stakeholders will be gender sensitized during the capacity building actions.

Human rights: While all migrants can be vulnerable to human rights violations, those who are in an irregular situation can be particularly vulnerable to discrimination, exclusion, face xenophobia and stigmatization, exploitation and abuse at all stages of the migration process. Migrants whose rights are protected through fact-base effective migration policies are able to live in dignity and security and, in turn, are better able to contribute to society both economically and socially than those who are exploited, marginalized and excluded.

Gender: vulnerability combined with poverty aggravate the gender stereotypes and the social exclusion of women. In this line, the UN team will ensure that that gender-sensitive disaggregated data is produced and used for gender-sensitive policy making. The appropriate messages on gender equality and gender-progressive images will be assured and depicted in the materials designed within the joint programme thus influencing gender mainstreaming in the project results that will remain after the end of the project. The joint project will strongly take into consideration the gender balance of the participants at the capacity building activities and will ensure mainstreaming of gender based thematic areas in the training curriculum, thus enhancing the capacities of the stakeholders to tailor and implement gender sensitive activities.

Child-sensitive: The project will make significant contributions towards the rights and needs of children under 18, through developing the data collection and exchange mechanisms that will improve the country



capacity for a more fact-based and data-driven migration discourse, policy and planning, sensitive to children and adolescents rights and needs

In view of the character of policy and tools implemented, which are focused on gathering data and determining policy at the central level, the project will affect population country-wide. Specific timing of activities is defined in Annex D3. Workplan.

3. Partnerships

The Joint Programme will be implemented in close collaboration with key stakeholders in the area of migration data gathering and overall migration management, observing the whole-of-government and whole-of-society approach. Key partners of the project are: the Secretariat for European Affairs, Ministry of Interior, Ministry of Labor and Social Policy, State Statistical Office, the Cabinet of the Minister without Portfolio (Minister for Diaspora), Ministry of Information Society and Public Administration; Ministry of Foreign Affairs and the National Bank of the Republic of North Macedonia. In addition, direct communication and cooperation will be established with the Assembly (national parliament), Migration, Asylum, Refugees Regional Initiative (MARRI) (regional intergovernmental initiative), South Hampton University (academic institution), Macedonian Young Lawyers Association, Red Cross of North Macedonia and Macedonian Platform for Poverty Reduction (MPPR) (civil society organizations and coalitions) and the National Democratic Institute for International Affairs (NDI) (international civil society organization), academic institutions including the Faculty for Electrical Engineering and/or Faculty for Informatics, Justinianus Primus Law Faculty, the Macedonian Academy for Science and Arts, South Hampton University, the Academy for the Training of Judges and Public Prosecutors, the local communities and the private sector (telecoms or electricity utility). Moreover, other UN agencies will provide targeted technical expertise on specific thematic areas.

The government partners - the Secretariat for European Affairs, Ministry of Interior, State Statistical Office, Ministry of Labour and the Cabinet of the Minister without Portfolio (Minister for Diaspora), Ministry of Information Society and Public Administration; Ministry of Foreign Affairs and the National Bank of the Republic of North Macedonia - will ensure the achievement of the project's objective with their active role in the development of migration policies, testing of new migration mechanisms and tools and by monitoring of the programme actions progress with their participation in the Steering Committee (SC) and the Technical Working Group (TWG).

Relevant national and local institutions and agencies related to migration data will also provide their valuable inputs in these actions through analysis, on-call participation in the TWG and SC and provision of quality assurance of the project outputs. Detailed descriptions of the role of each project partner is provided below:

The **Ministry of Interior** will be the key partner on migration management policies, strategies and interventions in the country and their level of alignment with EU and international standards, the **Ministry of Labor and Social Policy** on social protection, employment policies and participation opportunities for vulnerable categories including the migrants and refugees, the **Cabinet of the Minister of Diaspora** on the status of the diaspora, the emigration, the remittances and other country needs in the area of development prospects of the diaspora, the **Ministry of Information Society and Administration** on development of the methodology for using big data as a new and powerful mechanism for complementing



traditional data sources and demographic data modeling and the **Ministry of Foreign Affairs**, within its network of diplomatic and consular representations abroad, on provision of reliable statistical migratory data based on international/bilateral covenants, information sharing, and unimpeded exchange of data disaggregated by migratory status. **The State Statistical Office** will collaborate with the project in co-creation all the relevant migration management mechanisms and tools and will provide relevant information on the level of current alignment of the national with EU and international migration statistics. The project will partner with the **National Bank of the Republic of North Macedonia** in provision of data on the foreign currency remittances from emigrants and workers residing abroad as an alternative and complementary data source for migration estimates and for sound evidence-based migration and demographic policies. **The Secretariat of European Affairs** under the lead of the Deputy Prime Minister for European Affairs will oversee the overall project activities and enable inter-ministerial coordination. The **Migration, Asylum, Refugees Regional Initiative-MARRI** will be providing relevant and updated information on the alignment of the community statistics on migration and international protection with EU and international standards.

Macedonian Young Lawyers Association (MYLA), the association of young lawyers has been crucial to providing legal support to refugees in North Macedonia, and will be crucial to providing insights into the development of the Migration Policy. **Red Cross of North Macedonia** is an organization with extensive knowledge from the ground and that can also help in the awareness raising campaigns. **Macedonian Platform for Poverty Reduction (MPPR)**, a CSO coalition, focuses on monitoring and providing checks and balances in terms of balanced share of power among branches of government, communication campaigns for the national census, SDG internalization work with the State Statistical Office, establishment of Centres for Active Ageing, piloting community services for marginalized old persons, and poverty mapping. The **European Policy Institute (EPI)**, a think-tank focused on research and policy proposals related to EU accession, including migration, will be a valuable contributor in terms of policy advice on migration and alignment with EU accession policies. **National Democratic Institute for International Affairs (NDI)** works to promote openness and accountability in the government by building political and civic organizations, safeguarding elections, and promoting citizen participation. Their longstanding experience in working directly with the Parliament, may be instrumental in involving the Assembly of North Macedonia as a relevant institution in decision making and in opening policies for discussion.

South Hampton University, UK, as an academic institution with considerable experience in modeling demographic data, will be a key partner in developing models using big data and will ensure knowledge transfer to national academic institutions for more comprehensive and disaggregated insights in migration stocks and flows. These big data models will be co-designed in partnership with **national academic institutions** (the Faculty for Electrical Engineering and/or Faculty for Informatics) and the Ministry of Information Society and Administration. The **private sector** (telecom companies and/or electricity utility) will also be included in particular in the support of the implementation of the usage of large sets of big-data for government led analysis. Their specific selection will follow based on specific data needs of the developed models for preliminary estimation of migration stock and migration flows, such as for example satellite images providers, telecoms (cell phone records), taxi companies (taxi GPS data), utilities (electricity bills), and/or new media.

The **media** will also be included through the awards, grants and capacity building for journalists, as well as an avenue for implementing the Communication Strategy for Social Change, which will include media



campaigns and messaging to be shared through mainstream and online media. The Association of Journalists will continue to be a project partner in the annual awards given for sensitive reporting.

Close coordination with key governmental stakeholders and other project partners will be maintained throughout implementation.

4. Innovation and Sustainability

The project will introduce a number of innovative tools and methodologies, which will provide new evidence for policy making. First, the project will introduce the **Migration Governance Index** as an innovative measurement tool for collection and analysis of data, based on ninety indicators grounded in the six dimensions of the Migration Governance Framework. Second, the proposed Joint Programme will use **innovative tools for data collection as well as use existing data in innovative ways** to produce a current snapshot of the country context related to migration data. For example, the joint program will explore the potential of using the foreign currency remittances flows to estimate real-time data on emigration. Furthermore, it will estimate emigration data using big data sets from satellite imagery and/or other alternative data sources such as cell phone records, electricity bills, taxi GPS data and/or new media¹⁷. This will be the **first time big data would be used for migration statistics in the country**. Third, the **global futures and foresight methodologies** will be used for the public perception activities, to enable future-oriented implementation of activities and try to influence the ever-changing context. The combination of these two methodologies is innovative at the global level and will present an important study into the potential of communications for change in the country.

Regarding **the sustainability** at the **policy level** the Joint Program, through the developed Migration Policy and Migration Profile, the project will contribute towards more systematic and efficient migration management after the project. Through the process of development of the Migration Policy and Migration Profile, the key national stakeholders will increase their capacity for evidence-based policy making and inter- and intra- institutional collaboration. Furthermore, the alignment with EU standards will contribute to the continued use of the introduced methodologies in the long run. On an **institutional level**, relevant stakeholders will benefit from the project action after the project end through the generated skills from the capacity building trainings and enhanced capacities and institutional performance in the area of migration data collection. Also, the multi-sector working body on migration, which will be strengthened with this project, will enable continued monitoring and adjustments of the implementation of the migration policy. The developed operational processes and guidelines on data exchange will contribute to enhanced and continued data collection and exchange among the relevant institutions. Similarly, newly introduced methodologies on use of alternative data, co-created in partnership among international and national academia and government, will create local knowledge and experience with innovative data collection and analysis, which can have spill-over development effects on areas beyond migration. All project results will be regularly shared through PUNOs websites and/or via e-newsletters and social media. At **beneficiary level**, the project will aim to initiate changes of people's perception to migrants and refugees, thereby indirectly influencing improvement of their access to services and inclusion opportunities available in the country. The project will also make contributions to the capacity development of CSO representatives, the media and the journalists.

¹⁷ The specific source of data to be used from the ones listed here will be determined in the early stages of project implementation.



At more holistic level, the UN agencies capacity for advocacy, policy advice and quality technical support will contribute to enhancement of the national capacities for demographic data collection and analysis and use of data for informed policy development. The stakeholders' ownership and co-design of outputs to be generated through this joint program will strengthen the institutional, economic and financial sustainability of the results. The evidence of the Program sustainability after the Program's closing will be generated in the form of policy papers, guidelines, manuals and operating procedures which will help particularly the government partners and stakeholders in identification of new development and demographic policies.

4. Project Management and Coordination

A **Project Steering Committee** will be established composed of high level officials from the Secretariat for European Affairs (SEA), Ministry of Interior (MoI), Ministry of Labor and Social Policy (MLSP), the Cabinet of the Minister without Portfolio (Minister for Diaspora), Ministry of Information Society and Public Administration (MISPA); Ministry of Foreign Affairs (MFA), State Statistical Office (SSO), and the National Bank of the Republic of North Macedonia (NBRNM), representative of the Multi-agency governmental body responsible for development and monitoring of the country migration policy, Macedonian Young Lawyers Association (MYLA), Macedonian Platform for Poverty Reduction (MPPR) and European Policy Institute (EPI) as well as RCO, IOM, UNFPA, and UNHCR. The **Steering Committee coordination meetings** will aim to ensure strategic insight and guidance, as well as planning and adjusting the next stages of project implementation. Throughout the duration of the project, the Steering Committee will meet **on semi-annual basis** to discuss and plan the progress under envisioned project activities and advise on corrective measures when needed. If there is a need, such as when the members of the SC request so, **ad hoc SC meetings can be scheduled**. The Convening UN Organization will be responsible for the organization of the SC meetings and preparation of the minutes. In order to ensure effective implementation of the contract, other relevant bodies – ministries, state agencies, local authorities, and other organizations or institutions – may be invited to take part in the SC meetings and provide their expertise and support.

The PUNOs will liaise with national institutions and civil society organizations to also establish a **Technical Working Group (TWG)** composed of technical level officials from SEA, MoI, MLSP, Minister for Diaspora, SSO, MISPA, MFA, NBRNM, UN RCO, IOM, UNHCR and UNFPA. In addition, representatives from the relevant CSOs active in the migration management and media area will be invited to attend TWG based on the meeting specific topic and their specific expertise. Other governmental (central and local) institutions, the academia, the private sector representatives, etc. will also be invited by TWG members to participate specific meetings and provide their experts' opinion and advises.

The **TWG will meet on quarterly and ad-hoc basis**, and will be responsible to advise and assist about all the interventions foreseen in the project, including identification of the need for adjustment in the work plan, initially planned tools and mechanisms to be developed and capacity building programmes, and regularly obtain feedback on progress towards the achievement of project's results. The proposed methodology promotes the institutional ownership of the project activities, as it envisages active involvement of the institutional stakeholders in the implementation of the project action. The Secretariat for European Affairs will be chairing the TWG, supported by the Convening Organization for the organization of the TWG meetings and preparation of the minutes.



The Program will be implemented by **IOM (the Convening UN Organization), UNHCR and UNFPA (the PUNOs)**. The Convening UN Organization will ensure overall coordination of the joint programme, prepare the consolidated narrative reports, support the Steering Committee meetings organization and closely monitor the implementation of the project's activities as well as the results' progress. The Resident Coordinator Office (RCO) will additionally support coordination and participate in the Steering Committee meetings. PUNOs and RCO will hold **regular monthly inter-agency meetings** for consultations and coordination of all project activities. When needed, **ad-hoc inter-agency meetings will be organized** based on the request by each PUNOs and RCO.

Each PUNOs will be responsible for **internal oversight** and provision of an early progress tracking in both operational and financial activities under their direct management and reporting to the Joint Programme Coordinator in the Convening UN Organization on monthly basis. The Convening UN Organization, in close coordination with the PUNOs, will ensure that planning and regular monitoring is carried out to ensure **internal overall** oversight and provide an early progress tracking, or lack thereof, in achievement of results, in both operational and financial activities within the project's time frame and budget. The **monitoring** will cover four main elements: activities (using a detailed work plan), results (using a results monitoring framework), budget and expenditure (using each PUNOs' institutional financial management system) and risks (using a risk management plan). PUNOs HQs and/or regional offices, if any, as well as the RC office, will support the monitoring and implementation processes by providing related advisory support to the project, and overseeing the fulfilment of the project goals. The Convening UN Organization will provide **regular semi-annual consolidated donor reports**, detailing the key achievements during the reporting period, progress made towards realizing the outcomes and outputs, challenges encountered and actions taken. During the last phase of the project, the Convening UN Organization will provide the final Narrative and Financial Report. All reports will combine the inputs gathered from the respective PUNOs. The reports will be composed of sex-disaggregated data. The Project Managers from each Agency will be responsible for monitoring progress in activities, results, budget and expenditure, and risks, in close coordination with the IOM Joint Programme Coordinator, who will oversee major programmatic decisions, coordinate joint activities and overall project implementation, ensure appropriate circulation of information and harmonization of best practices, and assess risks to individual activities at discrete points in the project cycle. The project implementation and budgetary expenses will be in-line with each agency financial system to enable internal financial auditors and project management team to constantly monitor project expenditure and verify financial statements. The results monitoring framework will form the basis for monitoring progress towards achieving the project's intended results using a variety of different data collection methods.

As per MPTF requirements, a **joint final independent evaluation** will be conducted to assess the degree to which the project met its objectives, with particular emphasis on the criteria of relevance, efficiency, effectiveness, coherence, impact and sustainability. An external evaluator will be recruited by the UN Convening Agency, in consultations with PUNO and UN RCO. UN agencies will support the process, while making sure that the evaluation is impartial and independent. The evaluation methodology will consist of documentation reviews, interviews with key informants and focus groups. Specifically, the evaluation would identify the challenges and constraints that have been encountered during the implementation process and identify important lessons learned and make recommendations for the implementation of future projects. The evaluation will be gender-sensitive and shall seek to understand the extent the joint project has been successful in addressing the needs of women and men.



5. Project Budget and Workplan

The total budget (inclusive of 7%¹⁸ indirect costs) amounts to USD 1.5 million out of which approximately 65% will be allocated to project activities, 32% to operational costs including staff costs and 3% to monitoring and evaluation. The cost of gender equality and women's empowerment related activities amounts to 34% of the total budget. In particular, all data gathering mechanisms and tools are set to collect, analyze and report gender disaggregated data. Also, women expertise will be considered in engagement of the international and local experts and women participation is considered in all the capacity building activities, workshops and conferences. UN staff engagement under the project is planned at 3.05 full-time equivalents (FTE) of programme staff time and 2.1 FTE of admin/finance/communications/procurement staff time, allowing for adequate project coordination and implementation.

A detailed budget, per outcomes, outputs and activities and per UNDG budget categories is provided in Annex D2. A Detailed Workplan is provided in Annex D3.

¹⁸ In accordance with financial rules and regulations, UNHCR will be calculating its indirect costs at 6.5%, while IOM and UNFPA will use the standard 7% rate.



Annex D1: Risk Management Plan

Risks	Risk Level <i>(Number: Likelihood times Impact)</i>	Likelihood <i>Certain: 5 Likely: 4 Possible: 3 Unlikely: 2 Rare: 1</i>	Impact <i>Essential: 5 Major: 4 Moderate: 3 Minor: 2 Insignificant: 1</i>	Mitigation measures	Responsible PUNO
i) Lack of commitment of the beneficiaries and stakeholders to apply the gained knowledge from the capacity building trainings	6	2	3	This risk will be mitigated through regular coordination with the target institution that will be included in the training programme.	IOM, UNHCR and UNFPA
ii) Lack of national support for incorporate alternative data sources in migration and development policies	6	2	3	Engagement of relevant national partners form the earliest stages through the entire duration of the program	UNFPA
ii) Inequitable gender representation among beneficiaries of capacity-building activities	6	3	2	Strategy of this risk mitigation is based on close coordination with the programme partner and beneficiaries through regular meetings and communication with targeted institutions and organizations to assure equal gender representation during the training implementation	IOM, UNHCR and UNFPA



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iii) Complexity of technical inputs acts as a barrier to authorities' ability to implement the programme and relevant actions	6	3	2	This risk will be mitigated through inclusion of experienced professionals from the relevant institutions in implementation of the programme activities.	IOM, UNHCR and UNFPA
iv) The reappearance of COVID-19 outbreak in high intensity	6	3	2	The risk will be mitigated and the action will be efficiently implemented through usage of alternative methods and tools for implementation of the activities such as telecommuting; e-desk reviews; virtual training organization, et which have been already tested by the UN Agencies. Moreover, the project duration of 30 months allows for organization of the activities that require a direct contact in periods with no or minimal COVID-19 outbreak.	IOM, UNHCR and UNFPA
v) Lack of stakeholders support and participation in programme implementation due to political instability or elections	4	2	2	The risk will be mitigated through the involvement of the stakeholders in the programme preparation and development phase and regular information sharing through the established TWG, SC and bilaterally.	IOM, UNHCR and UNFPA



Annex D2: Budget

Joint Programme Budget (by outcome, output and activity)

	Outcome/ output/ activity formulation:	PUNO 1 IOM Budget by recipient organization	PUNO 2 UNHCR Budget by recipient organization	PUNO 3 UNFPA Budget by recipient organization	PUNO 4 Budget by recipient organization	PUNO 5 Budget by recipient organization	TOTAL (all Participating UN Organizations)	Amount reserved for direct action on gender equality (if any):
PROGRAMMATIC BUDGET								
OUTCOME 1: Policy makers and institutional stakeholders design and implement evidence-based and coordinated migration policies								
Output 1.1:	New comprehensive Migration Policy is developed and adopted	15,500	15,500	0	0	0	31,000	12,900
Activity 1.1.1	Expert support to the inter-ministerial body in development of the Resolution on Migration Policy 2021-2025	4,000	4,000	0	0	0	8,000	4,000
1.1.1.1	Engagement of local experts (2x 20 days x 200 USD)	4,000	4,000	0	0	0	8,000	4,000



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Activity 1.1.2:	Support to government entities in coordination of the policy preparation process	4,000	4,000	0	0	0	8,000	2,400
1.1.2.1	Organization of coordination/development meetings (4 meetings x 1 day x 1500 USD per meeting)	3,000	3,000	0	0	0	6,000	1,800
1.1.2.2	Organization of validation meeting (1 meeting x 1 day x 2000 USD per meeting)	1,000	1,000	0	0	0	2,000	600
Activity 1.1.3	Support in presentation, translation and publication of the Migration Policy 2021-2025	7,500	7,500	0	0	0	15,000	6,500
1.1.3.1	Organization of presentation conference (1 day x 5000 USD for rent of premises; translation equipment, materials, lunch and refreshments for 50 participants) - 50 x100 USD	2,500	2,500	0	0	0	5,000	1,500
1.1.3.2	Translation (ENG/ALB) and Publication of the report (1000 pcs x 10)	5,000	5,000	0	0	0	10,000	5,000



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Output 1.2:	By 2022, data collection mechanisms are strengthened as a key precondition for evidenced based policy making	174,000	0	182,330	0	0	356,330	161,765
Activity 1.2.1:	Develop a country specific Migration Profile	32,000	-	0	0	0	32,000	12,000
1.2.1.1	Engagement of local experts (2x 30 days x 200 USD)	12,000	-	0	0	0	12,000	6,000
1.2.1.2	Organization of 1-day validation workshop (rent of premises; translation equipment, materials, lunch and refreshments for 25 participants) - 25 x 100 USD	2,500	-	0	0	0	2,500	750
1.2.1.3	Organization of presentation conference 1-day (rent of premises; translation equipment, materials, lunch and refreshments for 50 participants) - 50 x 100 USD	5,000	-	0	0	0	5,000	1,500



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1.2.1.4	Translation (MKD/ALB) and Publication of the report (1000 pcs x 10)	10,000	-	0	0	0	10,000	3,000
1.2.1.5	Translation services (simultaneous and written translation during the preparation of the Migration Profile and respective meetings and events)	2,500	-	0	0	0	2,500	750
Activity 1.2.2:	Support the incorporation of the standard migration module in the labour force survey and pilot the survey	40,000	-	0	0	0	40,000	13,600
1.2.2.1	Engagement of local experts (2x 20 days x 200 USD)	8,000	-	0	0	0	8,000	4,000
1.2.2.2	Piloting of the migration module in the labour force survey (1 service provider x 27 000 USD fee)	27,000	-	0	0	0	27,000	8,100
1.2.2.3	Organization of presentation conference (1 day x 5000 USD for rent of premises; translation equipment, materials, lunch and refreshments for 50 participants) - 50 x100 USD	5,000	-	0	0	0	5,000	1,500



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Activity 1.2.3	Support the further alignment with EU and international standards on migration statistics	42,000	-	0	0	0	42,000	18,000
1.2.3.1	Strengthening data systematization and analysis capacities of relevant institutional/ministerial units on statistics, through the provision of technical assistance and seconded EU MS Experts (2 expert x 4000 USD per months x 3 months)	24,000	-	0	0	0	24,000	12,000
1.2.3.2	Further alignment with EU and international standards on migration statistics through the provision of capacity building (2 local experts x 200 USD x 10 WD = 4000 USD. Organization of the CB trainings logistics 2 days x 25 participants x 100 USD)	9,000	-	0	0	0	9,000	3,000
1.2.3.3	Improving inter- and intra-institutional data collection and exchange mechanisms and practices through capacity building and technical assistance with a focus on primary-data collectors (2 local experts x 200 USD x 10 WD = 4000 USD. Organization of the CB trainings logistics 2 days x 25 participants x 100 USD)	9,000	-	0	0	0	9,000	3,000



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Activity 1.2.4:	Implement the "Migration Governance" Index with usage of the Migration Governance Indicators (MGI) methodology	60,000	-	0	0	0	60,000	27,000
1.2.4.1	Engagement of international experts (2x 30 days x 500 USD)	30,000	-	0	0	0	30,000	15,000
1.2.4.2	Organization of 1-day validation workshop (rent of premises; translation equipment, materials, lunch and refreshments for 30 participants) - 30 x 100 USD	3,000	-	0	0	0	3,000	900
1.2.4.3	Organization of presentation conference 1-day (rent of premises; translation equipment, materials, lunch and refreshments for 75 participants) - 75 x 100 USD	7,500	-	0	0	0	7,500	2,250
1.2.4.4	Translation (MKD/ALB) and Publication of the report (1000 pcs x 15)	15,000	-	0	0	0	15,000	7,500
1.2.4.5	Translation services (simultaneous and written translation during the preparation of the MGI and respective meetings and events)	4,500	-	0	0		4,500	1,350
Activity 1.2.5:	Pilot the usage of "big-data" for government led migration population analysis	0	-	182,330	0	0	182,330	91,165



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Activity 1.2.5.1	Engagement of International experts (2 consultants x 20 days x 500 USD)	0	-	20,000	0	0	20,000	10,000
Activity 1.2.5.2	Engagement of local consultant (20 days *200 USD)	0	-	4,000	0	0	4,000	2,000
Activity 1.2.5.3	Identifying and piloting utilization of alternative data sources, in partnership with academia	0	-	70,000	0	0	70,000	35,000
Activity 1.2.5.4	Local consultants / remittances as valuable data source (2 consultants *20 days *200 USD)	0	-	8,000	0	0	8,000	4,000
Activity 1.2.5.5	South-to-South & triangular cooperation - knowledge exchange and building upon experiences in the region	0	-	20,000	0	0	20,000	10,000
Activity 1.2.5.6	International consultants - innovative data sources - linking/exchange (2 consultants *20 days *500 USD)	0	-	20,000	0	0	20,000	10,000



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Activity 1.2.5.7	Development and/or upgrade of data collection systems, to allow for data exchange and analysis	0	-	40,330	0	0	40,330	20,165
Output 1.3	The national stakeholders have the capacity to develop and support the implementation migration policies that meet EU and international standards	25,500	17,500	14,500	0	0	57,500	16,600
Activity 1.3.1	Organize capacity building trainings on strengthening the data management (the collection, processing, analysis and utilization of migration data and statistics) - 6 trainings x 2 days x 25 participants x 80 USD costs for rent of premises, materials, translation, lunch, refreshment and accommodation	8,000	8,000	8,000	0	0	24,000	7,200
Activity 1.3.2	Build the capacities of the multi-agency coordination body	17,500	9,500	6,500	0	0	33,500	9,400
1.3.2.1	Engagement of international expert to share best practices on functioning on coordination bodies (1 expert x 10 days x 500 USD)	5,000	0	0	0	0	5,000	2,500
1.3.2.2	Engagement of local experts (9 experts x 5 WDs each x 200 USD)	6,000	3,000	0	0	0	9,000	3,000



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1.3.2.3	Organization of capacity building workshops for development of protocols, ME mechanisms and other operational documents for the multi-agency body (9 workshops x 2 days x 25 participants x 43.33 USD costs for rent of premises, materials, translation, lunch, refreshment and accommodation)	6,500	6,500	6,500	0	0	19,500	3,900
TOTAL FOR OUTCOME 1:		215,000	33,000	196,830	0	0	444,830	191,265
OUTCOME 2: Inter and intra institutional data exchange mechanisms and collaboration among key institutions with competences on migration management are enhanced								
Output 2.1:	The national institutions have the capacities to exchange migration related data in line with EU and international standards	136,258	30,000	30,000	0	0	196,258	20,500



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Activity 2.1.1:	Conduct an assessment of needs and preparation of recommendations on inter and intra institutional data collection and exchange mechanisms	7,000	-	0	0	0	7,000	5,500
2.1.1.1	Engagement of international experts to conduct the assessment (1 experts x 10 days x 500 USD per day)	5,000	-	0	0	0	5,000	2,500
2.1.1.2	Engagement of local expert to conduct the assessment (1 experts x 10 days x 200 USD per day)	2,000	-	0	0	0	2,000	3,000
Activity 2.1.2:	Provide advisory, capacity-building and technical support (experts equipment/training/ SoPs, procedures/ upgrading and/or enhancing existing system/databases) for enhancing of data collection, analyses and exchange	129,258	30,000	30,000	0	0	189,258	15,000
2.1.2.1	Provision of experts support for trainings/ SoPs, procedures/upgrading and/or enhancing existing system/databases (10 local experts x 15 WD x200 USD)	10,000	10,000	10,000	0	0	30,000	15,000



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2.1.2.2	Organization of CB trainings (6 x 2 x 25 participants x 33.33 USD)	10,000	-	0	0	0	10,000	0
2.1.2.3	Provision of new system/databases/software or upgrades (engagement of experts for development of SoPs or other operational materials; or engagement of service providers for software development; or service providers for procurement of new systems/databases/etc.)	109,258	20,000	20,000	0	0	149,258	0
TOTAL FOR OUTCOME 2:		136,258	30,000	30,000	0	0	196,258	20,500
OUTCOME 3: The general public and the policy makers view migrants and refugees as development actors								
Output 3.1:	The general public has positive narratives and perceptions towards migrants and refugees	50,000	-	0	0	0	50,000	25,000



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Activity 3.1.1:	Implement nation-wide informative campaign (engagement of a service provider - marketing agency to develop campaign strategy, audio/video promotional products, conduct media buying, etc.)	50,000	-	0	0	0	50,000	25,000
Output 3.2:	The policy and opinion makers have the capacities to develop and support the implementation of policies based on positive and proactive view on migrants and refugees	0	225,660	0	0	0	225,660	111,439
Activity 3.2.1:	Implementation of the Strategy for Social Change: Capacity building of national- level stakeholders on greater inclusion of migrants and refugees	0	137'660	0	0	0	137'660	73'939
3.2.1.1	Implementation of the Communication Strategy for Social Change: Engagement of local experts to conduct CB trainings for staff and partners (8 experts x 5 WD x 200 USD)	0	8,000	0	0	0	8,000	2,939
3.2.1.2	Implementation of the Communication Strategy for Social Change : Organization of CB trainings for staff and partners (5 x 2 x 24 participants x 50 USD)		12,000	0	0	0	12,000	6,000



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3.2.1.3	Implementation of the Communication Strategy for Social Change : Design, production and dissemination of communication materials		101,983	0	0	0	101,983	65,000
3.2.1.4	Implementation of the Communication Strategy for Social Change : Monitoring and Evaluation of the implementation of the Strategy		15,677	0	0	0	15,677	0
Activity 3.2.2:	Implementation of the Strategy for Social Change: Sensitisation of local-level stakeholders on proactive approaches for greater inclusion of migrants and refugees.	0	40,000	0	0	0	40,000	16,250
3.2.2.1	Organization of local level campaigns (2 campaigns) - engagement of service providers with costs for development and implementation of the campaigns on different media channels.	0	40,000	0	0	0	40,000	16,250
Activity 3.2.3:	Implementation of the Strategy for Social Change: Capacity building of journalist on migration Issues	0	48,000	0	0	0	48,000	21250
3.2.3.1	Engagement of local experts to conduct CB trainings for journalists (10 experts x 5 WD x 200 USD)	0	10,000	0	0	0	10,000	5,000



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3.2.3.2	Organization of CB trainings (5 x 2 x 25 participants x 50 USD)	0	12,500	0	0	0	12,500	3,750
3.2.3.3	Provision of grants to journalists (12 video grants x 1,500 USD and 10 article grants x 750 USD)	0	25,500	0	0	0	25,500	12,500
TOTAL FOR OUTCOME 3:		50,000	225,660	0	0	0	275,660	136,439
TOTAL PROGRAMMATIC BUDGET: (Outcomes 1 + 2 + 3...)		401,258	288,660	226,830	0	0	916,748	348,204
Personnel costs if not included in activities above		170,250	128,000	99,000	0	0	397,250	135,000
Operational costs if not included in activities above		19,750	14,200	11,000	0	0	44,950	0
Monitoring and evaluation (must include provision for final independent evaluation) - minimum 3% of total budget		19,609	14,220	11,172	0	0	45,001	0
TOTAL PERSONNEL, OPERATIONAL, M&E BUDGET:		209,609	156,420	121,172	0	0	487,201	135,000
SUB-TOTAL PROJECT BUDGET: (Programmatic + Personnel, Operational and M&E)		610,867	445,080	348,002	0	0	1,403,949	483,204



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Indirect support costs (7%*):	42,761	28,930	24,360	0	0	96,051	33,824
TOTAL PROJECT BUDGET:	653,628	474,010	372,362	0	0	1,500,000	517,028

* In accordance to its financial rules and regulations, UNHCR will be calculating its indirect costs at a 6.5% rate, while both UNFPA and IOM will use the standard 7% rate.



Joint Programme Budget (by UNDG budget categories)

CATEGORIES	PUNO 1 - IOM		PUNO 2 - UNHCR		PUNO 3 - UNFPA		PUNO 4		PUNO 5		Total tranche 1	Total tranche 2	JOINT PROGRAMM E TOTAL
	Tranche 1 (70%)	Tranche 2 (30%)											
1. Staff and other personnel	119,175	51,075	89,600	38,400	69,300	29,700					278,075	119,175	397,250
2. Supplies, Commodities, Materials	164,226	70,383	97,736	41,887	75,370	32,302					337,333	144,571	481,904
3. Equipment, Vehicles, and Furniture (including Depreciation)					0	0					0	0	0
4. Contractual services	130,381	55,877	96,430	41,327	91,231	39,099					318,041	136,303	454,345
5. Travel	1,050	450			0	0					1,050	450	1,500
6. Transfers and Grants to Counterparts			25,500		0	0					25,500	0	25,500



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7. General Operating and other Direct Costs	12,775	5,475	9,940	4,260	7,700	3,300					30,415	13,035	43,450
Sub-Total programme Costs	427,607	183,260	319,206	125,874	243,601	104,401	0	0	0	0	990,414	413,535	1,403,949
8. Indirect Support Costs (must be 7%*)	29,932	12,828	20,748	8,182	17,052	7,308	0	0	0	0	67,733	28,318	96,051
TOTAL	457,540	196,088	339,954	134,056	260,653	111,709	0	0	0	0	1,058,147	441,853	1,500,000

* In accordance to its financial rules and regulations, UNHCR will be calculating its indirect costs at a 6.5% rate, while both UNFPA and IOM will use the standard 7% rate.



Annex D3: Workplan

Activities	Responsible Party	Timeframe											
		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>1.1.1 Expert support to the inter-ministerial body in development of the Migration Policy 2021-2025</i>	IOM, UNHCR	x	x	x									
<i>1.1.2. Support to government entities in coordination of the policy preparation process</i>	IOM, UNHCR	x	x	x									
<i>1.1.3. Support in presentation, translation and publication of the Migration Policy 2021-2025</i>	IOM, UNCHR			x									
1.2.1 Develop a country specific Migration Profile	IOM	X	X	X									
1.2.2 Support the incorporation of the standard migration module in the labor force survey and pilot the survey	IOM					X	X	X	X	X	X		
1.2.3 Support the further alignment with EU and international standards on migration statistics	IOM	X	X	X	X	X	X	X	X	X	X		
1.2.4 Implement the "Migration Governance"	IOM	X	X	X	X								



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Index with usage of the Migration Governance Indicators (MGI) methodology													
1.1.5 Pilot the usage of “big-data” for government led migration population analysis	UNFPA	X	X	X	X	X	X	X	X	X	X		
1.3.1 Organize capacity building trainings on strengthening the data management (the collection, processing, analysis and utilization of migration data and statistics)	IOM, UNHCR, UNFPA	X	X	X	X	X	X	X	X	X	X		
1.3.2 Build the capacities of the multi-agency coordination body	IOM, UNHCR, UNFPA	X	X	X	X	X	X	X	X	X	X		
2.1.1 Conduct an assessment of needs and preparation of recommendations on inter and intra institutional data collection and exchange mechanisms	IOM		X	X	X	X							
2.1.2 Provide advisory, capacity-building and technical support (experts equipment/training/ SoPs, procedures/ upgrading and/or enhancing existing system/databases) for enhancing of data collection, analyses and exchange	IOM, UNHCR and UNFPA						X	X	X	X	X		



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3.1.1 Implement informative nation-wide campaign	IOM					X	X	X	X				
3.2.1 Implementation of Strategy for Social Change: Capacity building of national-level stakeholders on greater inclusion of migrants and refugees	UNHCR			X	X	X	X	X	X	X	X	X	X
3.2.2 Implementation of Strategy for Social Change: Sensitisation of local-level stakeholders on proactive approaches for greater inclusion of migrants and refugees	UNCHR				X	X	X	X	X	X	X	X	X
3.2.3 Implementation of Strategy for Social Change: Capacity building of journalists on migration issues	UNHCR				X	X	X	X	X	X	X	X	X



Annex D4: Result Framework

RESULTS	INDICATORS	Data Source and Collection Method	Baseline	Targets	ASSUMPTIONS
Overall Objective Statement: The overall objective of the project is to contribute to good migration¹¹ governance in North Macedonia through enhanced evidence-based and data-driven migration discourse and policy development					
Outcome 1: Policy makers and institutional stakeholders design and implement evidence-based and coordinated migration policies	Extent to which stakeholders use the produced data, migration tools and methodologies in the policy development and implementation Level of alignment of the policies with the international and EU data management standards	Baseline and end of project survey conducted per methodology that will be designed for measuring this indicator / Evaluation report Interviews of key data management actors	2 - Limited extent (scale from 1 to 5) partially aligned with the international and EU standards	4 - Great extent fully aligned with the international and EU standards	National stakeholders remain committed to align the data management procedures and coordinate their activities, resources and efforts.



<p>Output 1.1 New comprehensive Migration Policy is developed and adopted</p>	<p>Comprehensive and systematic migration policy available</p>	<p>Project reports/ Documents adopted by the Government</p>	<p>Migration Policy 2016-2020</p>	<p>Developed Migration Policy 2021-2025</p>	<p>National stakeholders involved in the action possess the needed resources (human, administrative, technical).</p>
<p><i>Activities under Output 1.1</i></p> <p><i>1.1.1 Expert support to the inter-ministerial body in development of the Migration Policy 2021-2025</i></p> <p><i>1.1.2. Support to government entities in coordination of the policy preparation process</i></p> <p><i>1.1.3. Support in presentation, translation and publication of the Migration Policy 2021-2025</i></p>					
<p>Output 1.2 By 2022, data collection mechanisms are strengthened to aid evidenced based policy making</p>	<p>Number of data management tools and/or mechanisms applied by the institutions</p>	<p>Project reports/developed tools</p>	<p>0</p>	<p>5 data management tools and/or mechanisms applied by the institutions (<i>Migration profile, Labor Force Survey Migration Module, Migration Governance Index and 2 additional tools/mechanisms to enhance the alignment with the EU standards related to statistics on migration and international protection</i>)</p>	<p>National stakeholders involved in the action possess the needed resources (human, administrative, technical).</p>



	Complementary data source of migration stocks and flows available	Project report on piloting the use of harmonized data on foreign currency remittances flows Project report on piloting the use of Big data sources	None	At least 2 complementary data sources available	Interest among relevant national stakeholders to participate proactively in piloting of the usage of complementary data sources.
<p><i>Activities under Output 1.2</i></p> <p><i>1.2.1 Develop a country specific Migration Profile</i></p> <p><i>1.2.2 Support the incorporation of the standard migration module in the labor force survey and pilot the survey</i></p> <p><i>1.2.3 Support the further alignment with EU and international standards on migration statistics</i></p> <p><i>1.2.4 Implement the "Migration Governance" Index with usage of the Migration Governance Indicators (MGI) methodology</i></p> <p><i>1.2.5 Pilot the usage of "big-data" and remittances for government-led migration population analysis</i></p>					
Output 1.3 National stakeholders have the capacity to develop and support implementation of migration policies that meet EU and international standards	Number of individuals trained on data management (gender disaggregated)/ Number of trainees whose knowledge/skills improved	Training reports/lists of participants / Pre- and Post-Training questionnaires.	0	325 individuals trained / at least 70% with provide correct responses to the post-training questionnaire	Interest among national stakeholders to participate proactively.



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	Number of training sessions/meetings/conferences	Project reports/lists of participants	None	At least 10 training sessions /meetings/conferences	Interest among national stakeholders to participate proactively.
<p><i>Activities under Output 1.3</i></p> <p><i>1.2.1 Organize capacity building trainings on strengthening the data management (the collection, processing, analysis and utilization of migration data and statistics)</i></p> <p><i>1.2.2 Build the capacities of the multi-agency coordination body</i></p>					
Outcome 2: Inter and intra institutional data exchange mechanisms and collaboration among key institutions with competences on migration management are enhanced	<p>The frequency of inter and intra institutional data exchange, (measured through a frequency of communication and:</p> <p>A) Number of mechanisms established</p> <p>B) Number of protocols developed)</p>	Project reports	Low frequency of data exchange	Middle to High frequency of data exchange	Relevant institutions feedback/ reports/signed MoUs/etc.
Output 2.1: National institutions can exchange migration related data in line with EU and international standards	Number of needs assessment on inter and intra institutional data collection and exchange mechanisms	Project report/assessment report	0	1	Officials provide input for the assessment preparation.
	Number of individuals trained, disaggregated by sex	Training reports/lists of participants	0	150 individuals trained/ at least 70% with correct	Availability of the officials to participate in the



	and institutions / Number of trainees whose knowledge/skills improved			responds in the post- training questionnaire	trainings and workshops due to their engagements/ agendas.
	Number of developed/ updated SoPs/procedures	Project report	0	At least 2 developed/updated	Availability of the officials to participate in development/update s of the relevant documents/SoPs/pro cedures.
	Number of developed or upgraded data management/ exchange systems	Project reports	0	At least 2 systems developed/upgraded	Officials provide input for the system development/upgrad e and participate in the process of development/upgrad ing and testing.
<p><i>Activities under Output 2.1</i></p> <p><i>2.1.1 Conduct an assessment of needs and preparation of recommendations on inter and intra institutional data collection and exchange mechanisms</i></p> <p><i>2.1.2 Provide advisory, capacity-building and technical support (experts equipment/training/ SoPs, procedures/ upgrading and/or enhancing existing system/databases) for enhancing of data collection, analyses and exchange</i></p>					
Outcome 3: The general public and the policy makers view migrants and refugees as development actors	% of increase in policy and opinion makers' perception towards migrants and refugees as development actors	Project reports/ Pre- and post-training questionnaire	Baseline will be determined with the baseline study	30% with increase in positive perception	Relevant population is targeted with the information camping



<p>Output 3.1 The general public adopts positive narratives and perceptions of migrants and refugees</p>	<p>Number of persons reached with the country-wide and local level campaigns</p>	<p>Project reports</p>	<p>0</p>	<p>At least 10 000 persons reached with social and other media aware on existing negative perception for migrants and refugees,</p>	<p>Interest among the general public about the campaigns messages</p>
	<p>Availability of an informative campaign, developed and disseminated in traditional and social media</p>	<p>Project reports</p>	<p>No</p>	<p>Yes</p>	<p>Relevant institutions, partner organizations, and media provide support in implementation of the actions</p>
<p><i>Activities under Output 3.1</i> <i>3.1.1 Implement nation-wide informative campaign</i></p>					
<p>Output 3.2: Policy and opinion makers have capacity to develop and support implementation of policies based on positive and proactive view on migrants and refugees</p>	<p>Number of journalists trained, by sex and age/ Number of trainees whose knowledge/skills improved</p>	<p>Project reports</p>	<p>20</p>	<p>At least 50 journalists trained /at least 70% with correct responds on the post-training questionnaire</p>	<p>Journalists and media are interested to participate in the action, especially since the activity with the grants is connected to the training.</p>



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	Number of articles/broadcasts from journalists with positive narratives and perceptions	Project reports about awarded grants / articles/broadcasts	10 articles/broadcasts	22 articles/broadcasts	Journalist are interested to participate in the action.
	Number of individuals trained on the Communication Strategy for Social Change/ Number of trainees whose knowledge/skills improved	Project reports	None	120 individuals (national-level stakeholders) and 40 individuals (local-level stakeholders) trained / at least 70% with correct responses on the assessment	Relevant central and local level institutions, members of the UNHCR Communications Hub (including partner organizations and UN agencies) provide support in implementation actions.
	Number of public events organized or supported in order for the public to adopt positive narratives and perceptions of migrants and refugees	Project reports	2 events	5 public events (cultural, sports, art, community events, etc.) held.	Relevant central and local level institutions, members of the UNHCR Communications Hub (including partner organizations and UN agencies) provide support in implementation actions.
<i>Activities under Output 3.2</i>					



- 3.2.1 Implementation of the Strategy for Social Change: Capacity building of national- level stakeholders on greater inclusion of migrants and refugees*
- 3.2.2 Implementation of the Strategy for Social Change: Sensitisation of local-level stakeholders on proactive approaches for greater inclusion of migrants and refugees.*
- 3.2.3 Implementation of the Strategy for Social Change: Capacity building of journalist on migration Issues*

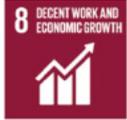
¹¹ For the purposes of this document, 'migration' is defined as "the movement of persons away from their place of usual residence, either across an international border or within a state" (IOM Glossary on Migration 2019, pg.135)



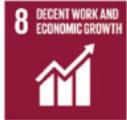
Annex D5: List of Global Compact Objectives per Thematic area and Key SDG Targets

Global Compact Objective	Linkages to Key Sustainable Development Goals and Targets	
<i>Cross-Cutting – Applicable to all Thematic Areas:</i>		
<p>Obj 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration</p> <p><i>Note: Objective 23 on international cooperation is incorporated in each thematic area to signify that all thematic areas can also support regional and global programmes.</i></p>	 	<p>10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p>17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>
<i>Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy and planning</i>		
<p>Obj 1: Collect and utilize accurate and disaggregated data as a basis for evidence-based policies</p> <p>Obj 3: Provide adequate and timely information at all stages of migration</p> <p>Obj 17: Eliminate all forms of discrimination and promote evidence-based public discourse to shape perceptions of migration</p>	 	<p>16.B: Promote and enforce non-discriminatory laws and policies for sustainable development</p> <p>17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts</p>
<i>Thematic Area 2: Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration</i>		
<p>Obj 2: Minimize the adverse drivers and structural factors that compel people to leave their country of origin</p> <p>Obj 7: Address and reduce vulnerabilities in migration</p>		<p>1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>3.D: Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p>

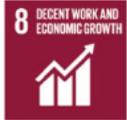


<p>Obj 8: Save lives and establish coordinated international efforts on missing migrants</p> <p>Obj 12: Strengthen certainty and predictability in migration procedures for appropriate screening, assessment and referral</p> <p>Obj 13: Use migration detention only as a measure of last resort and work towards alternatives</p>	   	<p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p> <p>16.1: Significantly reduce all forms of violence and related death rates everywhere</p> <p>16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all.</p>
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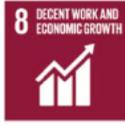
Thematic Area 3: Addressing irregular migration including through managing borders and combatting transnational crime

<p>Obj 9: Strengthen the transnational response to smuggling of migrants</p> <p>Obj 10: Prevent, combat and eradicate trafficking in persons in the context of international migration</p> <p>Obj 11: Manage borders in an integrated, secure and coordinated manner</p> <p>Obj 14: Enhance consular protection, assistance and cooperation throughout the migration cycle</p> <p>Obj 21: Cooperate in facilitating safe and dignified return and readmission, as</p>	  	<p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p>16.4: By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime</p> <p>16.6: Develop effective, accountable and transparent institutions at all levels</p>
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<p>well as sustainable reintegration</p>		
<p>Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility</p>		
<p>Obj 5: Enhance availability and flexibility of pathways for regular migration</p> <p>Obj 6: Facilitate fair and ethical recruitment and safeguard conditions that ensure decent work</p> <p>Obj 18: Invest in skills development and facilitate mutual recognition of skills, qualifications and competences</p> <p>Obj 19: Create conditions for migrants and diasporas to fully contribute to sustainable development in all countries</p> <p>Obj 20: Promote faster, safer and cheaper transfer of remittances and foster financial inclusion of migrants</p>	      	<p>1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>3.C: Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States</p> <p>4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate</p> <p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p> <p>10.C: By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent</p> <p>17.3: Mobilize additional financial resources for developing countries from multiple sources</p>



Thematic Area 5: Improving the social inclusion and integration of migrants		
<p>Obj 4: Ensure that all migrants have proof of legal identity and adequate documentation</p> <p>Obj 15: Provide access to basic services for migrants</p> <p>Obj 16: Empower migrants and societies to realize full inclusion and social cohesion</p> <p>Obj 22: Establish mechanisms for the portability of social security entitlements and earned benefits</p>	<div style="margin-bottom: 10px;">  <p>1 NO POVERTY</p> </div> <div style="margin-bottom: 10px;">  <p>3 GOOD HEALTH AND WELL-BEING</p> </div> <div style="margin-bottom: 10px;">  <p>4 QUALITY EDUCATION</p> </div> <div style="margin-bottom: 10px;">  <p>8 DECENT WORK AND ECONOMIC GROWTH</p> </div> <div style="margin-bottom: 10px;">  <p>10 REDUCED INEQUALITIES</p> </div> <div>  <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> </div>	<p>1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>3.7: By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p> <p>4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p> <p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training</p> <p>10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p> <p>11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p>



		<p>16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p>16.9: By 2030, provide legal identity for all, including birth registration</p> <p>16.B: Promote and enforce non-discriminatory laws and policies for sustainable development</p>
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