



Migration  
Multi-Partner  
Trust Fund

# INVESTMENT PLAN

2023 - 2026



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# 1 Introduction

## Taking stock of the previous Investment Plan

The recently concluded external evaluation of the Migration Multi-Partner Trust Fund ('Migration MPTF' or 'the Fund') confirmed that the Fund's Investment Plan covering the period from 2021 to 2022 successfully ensured quality, balance and diversity of the funded Joint Programmes and the pipeline, including the Joint Programmes identified as priorities.

The **quality** relied on the adherence of the proposed interventions to fundamental project cycle management (PCM) and results-based management (RBM) principles, as well as on their alignment to the GCM guiding principles.

In line with the 360-degree approach of the GCM, the Migration MPTF aimed at **ensuring thematic balance, geographic balance and diversity of partnerships**. By 2022, each of the thematic areas had received between 3.2 to 7.2 million USD with 2 to 4 Joint Programmes funded. Recognizing the global nature of the Migration MPTF and acknowledging that GCM implementation is crucial in all regions, the Steering Committee endeavoured to ensure the diversity of its overall portfolio and support for at least one Joint Programme in each region. This objective has been achieved with the exception of the MENA region, a gap that the Steering Committee may consider addressing in 2023. Moreover, the Migration MPTF managed to fund a varied portfolio of Joint Programmes showcasing how the GCM could be implemented at various levels (e.g. at the local, national and regional levels). Diversity was ensured in terms of partnerships, types of intervention as well as Joint Programme targets.

As further detailed in the below sections, the core principles and criteria of quality, balance and diversity will remain, with additional considerations incorporated from the 2022 International Migration Review Forum (IMRF) and its Progress Declaration recommendations.



INTERNATIONAL MIGRATION  
REVIEW FORUM 2022

The Migration MPTF in the light of the IMRF  
and the Progress Declaration

The Progress Declaration of the International Migration Review Forum (IMRF), endorsed by consensus by the General Assembly on 7 June 2022, reaffirmed the role of the Migration MPTF and encouraged Member States to contribute.

The Steering Committee of the Migration MPTF had set the total capitalization target at USD 70 million by the 2022 International Migration Review Forum. By the end of 2022, little over half this target had been mobilized from 20 Member States. If, from a finance perspective, the Fund achieved mixed results, the overall feedback on the performance and relevance of the Fund has been very positive, as reflected in the Progress Declaration.

The Fund is aligned with and actively contributes to many of the recommended actions that were identified during the IMRF. With 12 Joint Programmes funded to date, the Migration MPTF is already providing valuable support to the implementation of several recommendations enumerated in the Progress Declaration, such as: eliminating xenophobia, racism and discrimination in the context of migration; ensuring safe and dignified return and promoting sustainable reintegration; and enhancing and diversifying regular migration pathways.

The Progress Declaration also reaffirmed the importance of adhering to people-centered, whole-of-government and whole-of-society approaches; as well as of ensuring human rights based, gender-responsive and child-sensitive interventions. The Migration MPTF has put in place measures and guidelines to ensure alignment with these principles (see annexes to the Operations Manual).

Furthermore, it is important to underline that the need to strengthen the Fund's work around **addressing the impact of climate change on migration** and **improving migrants' access to health-care services** highlighted in the IMRF Progress Declaration have also been identified by the Steering Committee as requiring specific attention. The Progress Declaration also stressed the importance of increasing attention to **preventing loss of migrant lives along perilous routes** and **protecting children in the context of migration**. The Fund intends to focus on these issues in the upcoming period.

In addition, the Steering Committee has identified the need to further strengthen the Fund's portfolio on regional or multi-country programming, in particular through application of a whole-of-migratory route approach that address the interconnected nature and dynamics of migratory movements across countries of origin, transit and destination.

The Investment Plan is organized around the following four sections:

1

**Role of the Investment Plan** which explains how the Investment Plan complements the Migration MPTF Pipeline of Joint Programmes and summarizes its main objectives.

2

**Fund Capitalization Target** which lays down the fundraising target for the coming four years as the projected income is a key element of any investment strategy.

3

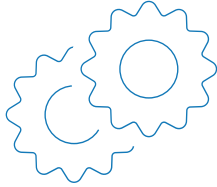
**Key criteria: Quality, Balance and Diversity** which outlines the key criteria for allocating resources and explains how performance vis-à-vis said criteria is measured.

4

**The approach to prioritization** which describes step by step the practical approach to prioritization and highlights its objectives

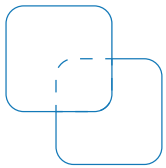
## 2 Role of the Investment Plan

The Investment Plan is:

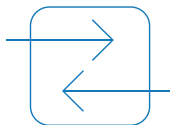


A **management tool** supporting the decision-making process of the Migration MPTF Steering Committee. The Investment Plan offers a framework for Steering Committee deliberations by:

- outlining the medium-term resource mobilization targets,
- identifying key criteria and ways to measure performance vis-à-vis said criteria, and
- describing a practical approach to the funding allocation process.



A **public document increasing transparency**. It plays a critical role vis-à-vis stakeholders, since the rationale for allocation decisions may remain opaque for some partners, although the actual decisions are systematically communicated through the short summaries of the Steering Committee meetings. While a large degree of flexibility remains for the Steering Committee, making public the Fund's medium-term approach to prioritization enables all to perceive the logic behind the decisions.



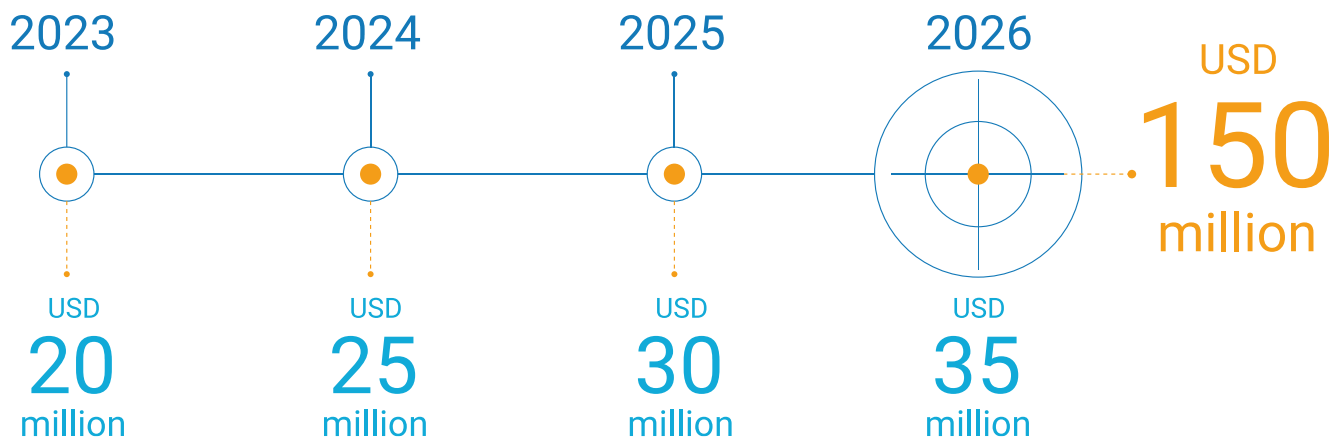
A **strategic framework outlining the principles and approach to be followed for the necessary prioritization amongst selected Joint Programmes**. As of January 2023, 140 concept notes from over 80 countries have been submitted to the Fund. With the number of pipeline Joint Programmes exceeding the available (or projected) resources, the Investment Plan represents a very useful tool to guide allocation decisions.

### 3 Fund Capitalization Targets

Medium term planning for the use of the Fund’s resources requires first a determination as to what the expected level of funding will be, so that the strategy adopted is commensurate with resources available. With no multi-year commitments made by donors at the time the Investment Plan is prepared and with the added uncertainty on donor priorities at a time of budget constraints for many Member States, projecting a level of income is not easy. Resource mobilization was unsurprisingly identified as the biggest challenge by the recent external evaluation, which nevertheless recommends increasing the capitalization level to better answer the demand and sustain the strong interest in the Fund.

While the objective set out in the 2021-2022 Investment plan was to reach at least USD 30 million per year, the Fund has mobilized an average (and relatively stable) annual amount of USD 12.5 million since its inception at the end of 2019. This amount is sufficient to finance the implementation of 4 to 6 new Joint Programmes per year, a number that remains very small when considering the 140 concept notes received from over 80 countries, the 36 concept notes in the pipeline by the end of 2022 and, simply, the Migration MPTF capacity to efficiently deliver.

Despite the resource mobilization challenges experienced during the implementation of the previous Investment Plan, it is very encouraging to note that the donors who contributed to the Fund until the end of 2022 are committed (7 of the 8 largest donors in 2020 have contributed again since) and that the second half of 2022 saw very positive developments with significant contributions from new donors. Most importantly, the IMRF Progress Declaration adopted by the General Assembly reiterated the importance of the Fund and called Member States to make financial contributions to the Fund.



Considering the above, **the Steering Committee adopted a total capitalization target of USD 150 million by 2026**, the year of the next IMRF, which represents approximately an additional USD 110 million over the four years covered by this Investment Plan. This amount is expected to be reached incrementally with **annual funding targets of USD 20 million in 2023, USD 25 million in 2024, USD 30 million in 2025 and USD 35 million in 2026.**

While the funding targets require growth, which may represent a challenge, they remain modest for a funding mechanism called for by a UN resolution and in view of the Funding Compact adopted by the United Nations and

Member States in 2019 which calls for the “doubling of resources channeled through development-related inter-agency pooled funds”.

The objective of gradually reaching and surpassing USD 30 million per year is meant to allow the Fund to finance the implementation of at least two Joint Programmes under each thematic area per year, enabling the Fund to constitute a diversified and balanced portfolio of quality Joint Programmes and maintain a sustained interest in GCM joint implementation.

The investment strategy outlined here is based on these targets. The strategy would remain valid with a slightly lower capitalization level but substantially failing to reach the targets may require the Steering Committee to reconsider its prioritization approach.

## 4 Key Criteria: Quality, Balance and Diversity

The concept notes selection relies purely on quality, while prioritization and funding decisions also take into consideration balance and diversity.



### 4.1 Quality

The first and the most important criteria for Joint Programme selection is quality. It is assessed from two equally important perspectives: adherence to fundamental project cycle management (PCM) and results-based management (RBM) principles on one hand and alignment to the GCM guiding principles on the other.



Inclusion of the concept notes in the pipeline of Joint Programmes is fully conditional on meeting the eligibility and quality standards. It is important to underline that quality is assessed again once Joint Programmes are fully developed. If the standards are not met, whether by the concept note or the full-fledged Joint Programme document, the Joint Programme is not eligible for allocation.

#### 4.1.1 Project Cycle Management and Results Based Management Principles

First and foremost, quality of the Joint Programmes is assessed based on fundamental adherence to Project Cycle Management (PCM) and Results Based Management (RBM) principles.

Project Cycle Management (PCM)	Results Based Management (RBM)
<p>PCM refers to the cyclical process of conceptualization, proposal development, project management/monitoring, reporting and evaluation. A quality proposal would undertake relevant needs assessment and other analyses (e.g. stakeholder, problem, results, factor), then propose an intervention based on sound rationale, aligned with national priorities and complementing existing interventions. The management and monitoring of proposed interventions would reflect the context and needs identified during conceptualization, and the proposal must ensure that innovation and sustainability of results are taken into consideration.</p>	<p>RBM is a strategy that focuses on performance and the achievement of results (outputs, outcomes and impact). The aim is for an intervention to be relevant, efficient, effective, and to achieve impact for the beneficiaries. The quality of the proposal is assessed by the extent to which the proposal is structured in a logical manner, identifying expected results and the inputs needed to accomplish them. RBM principles must be reflected not only in the proposal's results framework and theory of change, but also in its management and coordination arrangements, budget, workplan and risk analysis.</p>



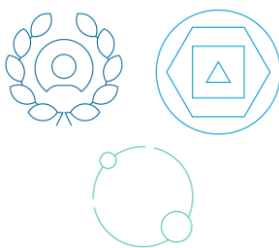
### 4.1.2 GCM Guiding Principles

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



As outlined in the Migration MPTF Results Framework (see Annex A, Migration MPTF Operations Manual), the following four guiding principles (e) sustainable development, (b) international cooperation, (c) national sovereignty, and (d) rule of law and due process, are inherent in the nature of the Migration MPTF objectives and funding criteria, and as such adherence is ensured through the Joint Programme proposal submission and selection process, as well as ongoing programmatic monitoring of funded programmes.

Alignment with the remaining six guiding principles is ensured via rigorous quality assessment of the Joint Programme proposals. These principles are also included as a results area for the Migration MPTF Results Framework (see Annex A, Migration MPTF Operations Manual).



**Human rights; Gender-responsive; and Child-sensitive:** The Steering Committee has developed and adopted three markers, being now an integral part of the Migration MPTF Operations Manual to ensure that all selected Joint Programmes reach the minimum quality requirement of upholding human rights, gender responsiveness and advancing children's rights and meeting children's needs throughout the project cycle (conceptualization, implementation/monitoring, and evaluation)<sup>1</sup>.

<sup>1</sup> Please see Migration MPTF Operations Manual Annex D Guidance Notes for the Human Rights, Gender and Child Sensitivity Marker guidelines.

**People-centred; Whole-of-government approach; and Whole-of-society approach:** While there is no quantitative guidance on adherence to these principles, they are integral to the quality assessment of all proposals, from the initial concept note to full Joint Programme document stage.



**People-centred:** All proposals must place the individual at its core, promoting the well-being of migrants and the members of communities in countries of origin, transit and destination. Particular attention would be given to ensuring involvement/engagement of affected populations (e.g. migrants, affected communities) throughout the project cycle (project development, implementation and evaluation).



**Whole-of-government approach:** Since migration is a multidimensional reality that cannot be addressed by one government policy sector alone, effective interventions need to take a whole-of-government approach to ensure horizontal (e.g. various line ministries) and vertical coherence across all sectors and levels of government (e.g. national-provincial-local levels)



**Whole-of-society approach:** Joint Programmes must promote broad multi-stakeholder partnerships to address migration in all its dimensions by including migrants, diasporas, local communities, civil society, academia, the private sector, parliamentarians, trade unions, national human rights institutions, the media and other relevant stakeholders. The Steering Committee has developed and adopted a Guidance Note on Engagement with Civil Society, Migrants and Communities, being now an integral part of the Migration MPTF Operations Manual to ensure that funded Joint Programmes involve and meaningfully engage with a broad range of stakeholders including civil society, migrants and communities (including migrant-led organizations) across all steps of the programme cycle, and in management structures and processes.<sup>2</sup>

## 4.2 Balance and Diversity

While the quality criteria are to be fully met for every allocation decision, the balance and diversity criteria described below cannot be achieved for every round of allocation decisions by the Steering Committee. Each round of allocation will unavoidably appear unbalanced if looked at strictly in isolation. It is only over time that balance can be achieved and evaluated.

Striving to achieve balance requires consideration of individual allocation decisions in the broader context of allocations previously made, and keeping in mind that more allocations will be made in the future. Balance and

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<sup>2</sup> Please reference the “Guidance Note on Engagement with Civil Society, Migrants and Communities” (Annex D4 of the Migration MPTF Operations Manual).

diversity are also conditional on securing a sufficient level of resources. A low number of funded projects makes it increasingly difficult to achieve this objective.

Finally, and evidently, the balance and diversity objectives can only be met in allocation decisions if variety exists in the pool of quality Joint Programme proposals submitted by countries and regions.

#### 4.2.1 Thematic balance

The 360-degree approach of the GCM is a guiding principle for the Migration MPTF as outlined in both its Terms of Reference and its Operations Manual.<sup>3</sup> In line with this principle, thematic balance is a fundamental non-flexible criterion when selecting Joint Programmes to be funded. It is second only to quality and comes before any other considerations.

##### Measuring thematic balance

The clustering of GCM objectives under five broad thematic areas is a powerful management tool to ensure that the Funds operations are thematically balanced. While some complementary analysis needs to be carried out to ensure a degree of diversity amongst Joint Programmes funded under each thematic area, the breakdown of resource allocation per thematic area offers an easy to present and easy to understand snapshot of the thematic balance.

In line with the 360-degree approach, the Migration MPTF aspires to an equitable distribution amongst all thematic areas - both in terms of number of Joint Programmes funded per thematic area, and level of resources allocated. To monitor its performance in this area, dedicated indicators and targets were adopted as part of the Fund results monitoring framework making the transparent tracking of thematic balance a requirement for the management of the Fund.

By 2026, the Steering Committee aims at having allocated no less than 15% and no more than 30% of the total resources available to each of the five thematic areas. To make this possible, the Steering Committee also adopted a target set at 25% of total contributions received for the maximum level of donor earmarking to a specific thematic area.

Performance on these indicators will be communicated transparently and regularly to all stakeholders.

#### 4.2.2 Geographic balance

Quality and thematic balance are the overarching principles of the Fund, which cannot be compromised. Within that, the Steering Committee will aim to ensure appropriate geographic balance, in keeping with the spirit of a

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<sup>3</sup> Both documents are available at: <http://mptf.undp.org/factsheet/fund/MIG00>

funding instrument called for by the UN General Assembly through the adoption of the Global Compact. GCM implementation is crucial in all regions, as all face migration-related challenges.

### Measuring geographic balance

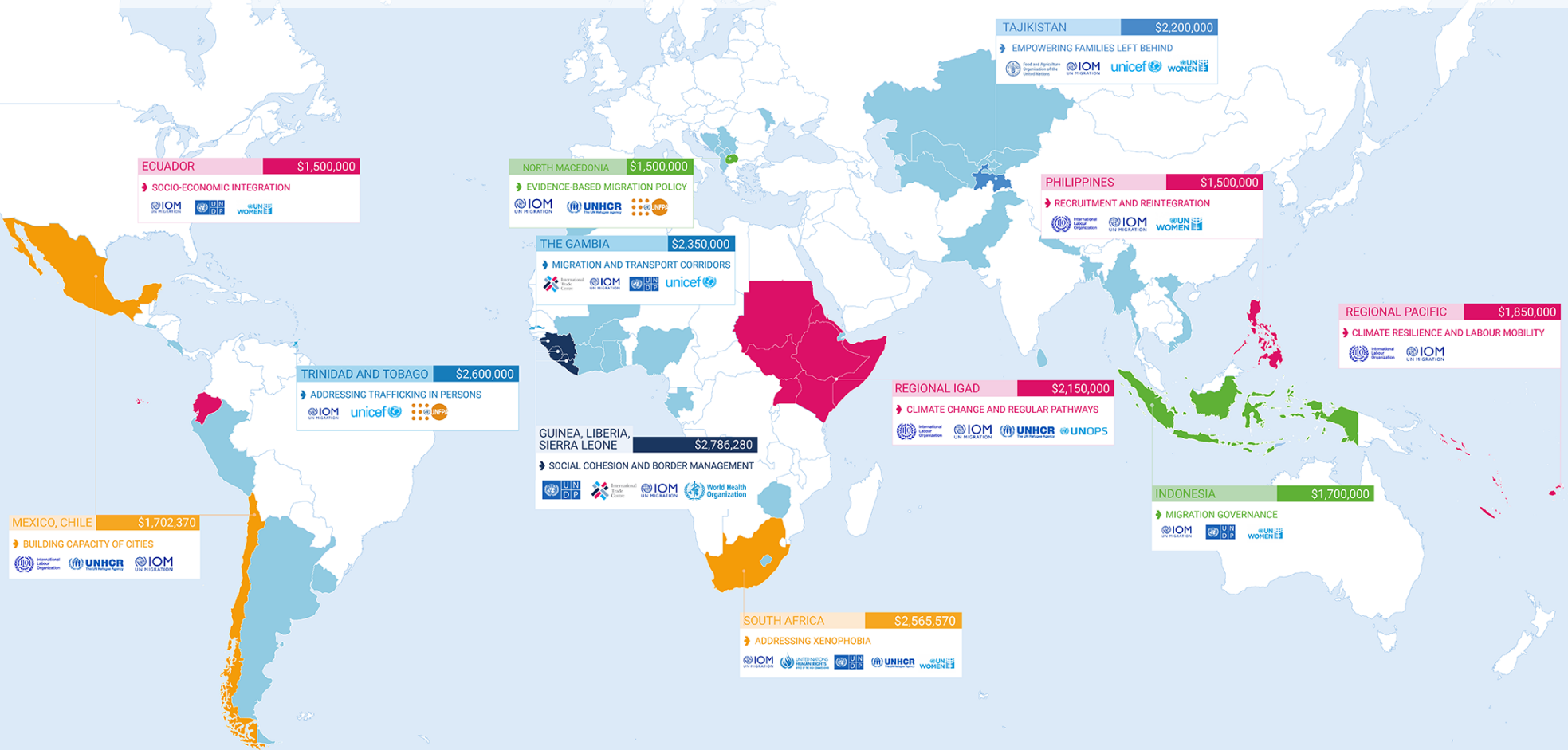
To ensure that geographic balance can be monitored consistently over time, the Fund will review its allocation decisions considering the following five regions: Africa, Americas, Asia-Pacific, Europe, and Middle East and North Africa (MENA). Moreover, to properly reflect the variety of demographic scale and migration dynamics amongst and within regions, geographic balance is also measured at the sub-regional level, defined as follows:

Region	Sub-region
Africa	East Africa
	Southern Africa
	West and Central Africa
Americas	Caribbean
	Central and North America
	South America
Asia-Pacific	Central and North Asia
	East and South-East Asia
	South Asia
	Pacific
Europe	Europe
MENA	Middle East and Northern Africa

Measuring distribution of resources or approval of Joint Programmes at regional or sub-regional levels does not imply that balance is achieved by evenly distributing resources amongst all regions/sub-regions. Unique demographic and migration contexts (some regions are more – or differently – affected than others) must be taken into consideration, alongside raw numerical factors such as the number of states in each region which have adopted the GCM.

Once a Joint Programme will be funded in the MENA region, the initial diversity objective set by the 2021-2022 Investment Plan (one Joint Programme at least funded in each region and sub-region) will be achieved thanks to quality submissions received from all regions and sub-regions.

# Migration MPTF Funded Joint Programmes and Pipeline as of end 2022



After this initial phase, geographic balance in persons remains crucial but can no longer be measured in a simple way: the Steering Committee's prioritization needs to take into account needs expressed (number of quality submissions received from the regions/sub-regions) while proactively seeking greater engagement from under-represented regions/sub-regions.

In view of supporting the Steering Committee in measuring the impact of its potential decisions in terms of geographic balance, the Fund Management Unit will provide the Steering Committee with an analysis of the status of the Fund in terms of geographic balance including a breakdown of projects funded and quality projects submitted (i.e. included in the pipeline) by region/sub-region ahead of each allocation round. Moreover, information on the geographic spread of the Fund's allocation is publicly available and the Migration MPTF annual reports provide an analysis of its performance vis-à-vis this criterion.

## Diversity of partnerships and interventions

Over time, the Migration MPTF aims to fund a varied portfolio of Joint Programmes to showcase how the GCM can be implemented at the local, national, regional and global levels. Beyond the individual quality of each Joint Programme funded, the quality of the portfolio of funded joint programmes needs to be considered as a whole. To this end, diversity in terms of partnerships (range of participating UN organizations, government line ministries, local authorities, civil society organizations and other stakeholders), types of intervention (e.g. policy level technical assistance, pilot interventions at the local level, etc.) and Joint Programme targets (e.g. population/beneficiaries, stage of the migration cycle – origin, transit, destination and return) are also criteria for prioritization.

No quantitative indicator can meaningfully measure all aspects. However, the Fund results monitoring framework performance indicators related to the alignment to the GCM guiding principles will provide useful information that will be complemented by a qualitative analysis in each Migration MPTF annual report.

The Steering Committee might also identify topics to be prioritized in Joint Programmes to be funded, which would not affect the criteria of quality, balance and diversity.

This has been the case for instance with the identification of climate change and health as Migration MPTF priorities during the December 2021 Steering Committee meeting. In response to the IMRF Progress Declaration, the Steering Committee has reiterated, in June 2022, its decision to reinforce its attention to initiatives with a health or climate change component. It was also noted that the Fund could actively contribute to preventing loss of life in transit by allowing Joint Programmes to have a project component addressing humanitarian needs of migrants in distress as well as by encouraging submissions aiming at strengthening international cooperation on missing migrants and building national capacities to provide assistance.

## 5 Approach to Prioritization

Taking into account the criteria listed above, the Steering Committee agreed on a prioritization process for 2023-2026 which consists of maintaining a pool of ten priority Joint Programmes (two for each of the five thematic areas) from among the pipeline. Whenever resources become available, Joint Programmes to be funded will be selected from this pool of priority Joint Programmes.

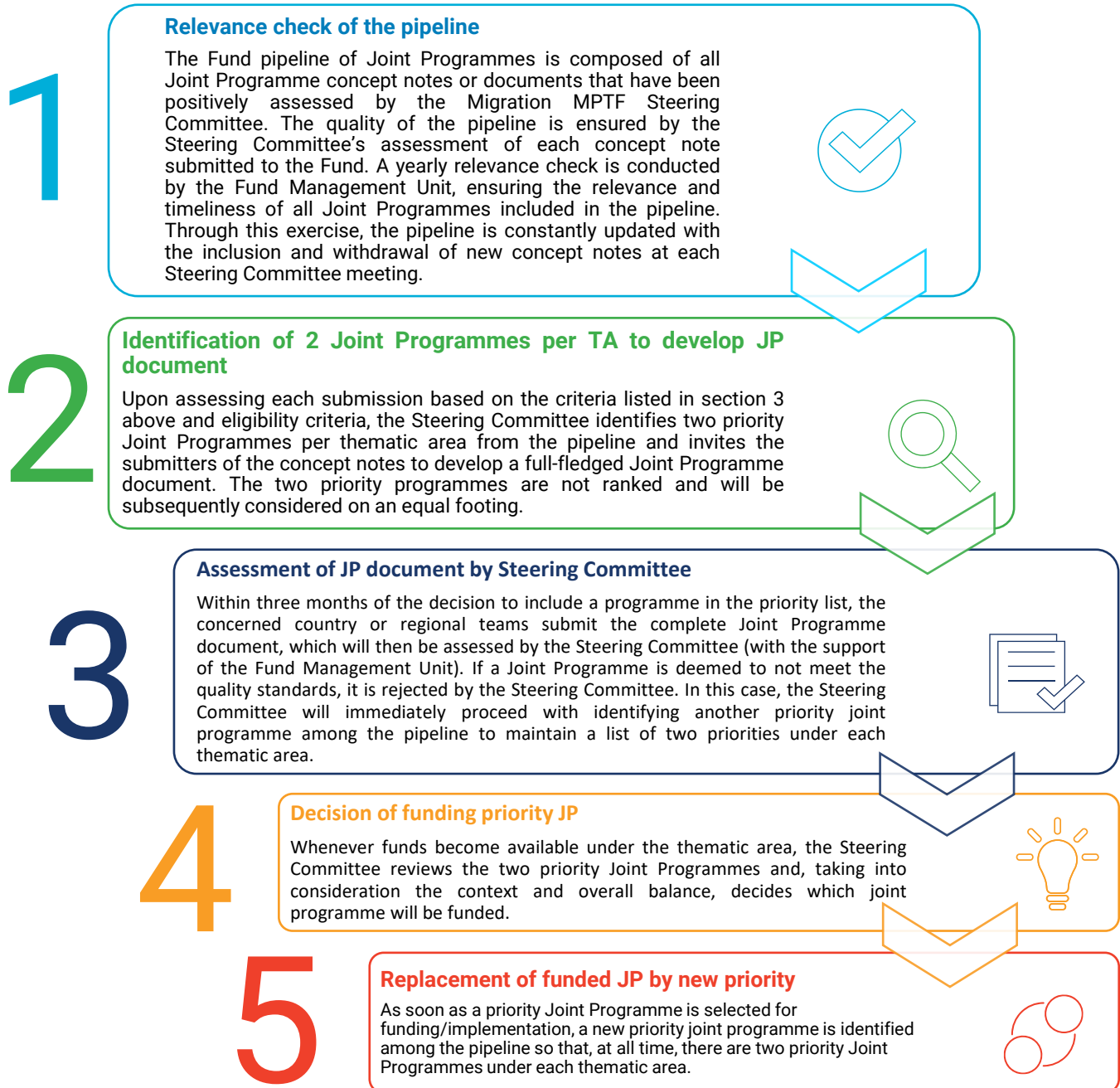
### 5.1 Objectives of the prioritization approach

This approach intends to fulfill the following objectives:

- **Focus on medium-term objectives.** Rather than making allocation decisions driven by immediate reactions to opportunities arising with every new contribution, having a pool of priority Joint Programmes allows the Fund to focus on medium-term goals.
- **Increase readiness of the Fund's operations.** By inviting submitters whose concept notes have been identified as priorities to develop a full-fledged Joint Programme document ahead of a potential allocation decision, the Migration MPTF greatly reduces the time-lag between availability of resources and start of implementation.
- **Ensure quality.** Concept notes of equal quality are not automatically translated into full-fledged proposal of equivalent quality. Having two Joint Programme documents developed under each thematic area increases the Steering Committee's ability to safeguard the highest quality standards.
- **Fulfill expectations.** While the fact that not all priority Joint Programmes will be funded needs to be properly communicated to all concerned partners, likelihood that a majority of priority programmes will receive support is high.
- **Adjust to expected levels of resource.** Two priority Joint Programmes is commensurate with expected level of resources at the beginning of the biennium. However, the approach can be easily adapted to a higher volume by increasing the number of priority projects under each thematic area from two to three.
- **Enhance transparency.** By making public the list of priority Joint Programmes, the Migration MPTF allows all partners to have an understanding of the Migration MPTF selection process throughout the approval cycle: from the pipeline through the priorities to the allocation decision.

## 5.2 The prioritization Process

The prioritization process observes the following steps:



Should resources mobilized during 2023-2026 allow for funding over ten projects per year, the Steering Committee will review the approach and may decide to increase the number of priority Joint Programmes to fifteen (three per thematic area).