

Capacity Development for Migration Management



The CD4MM Guidance Note and Toolbox

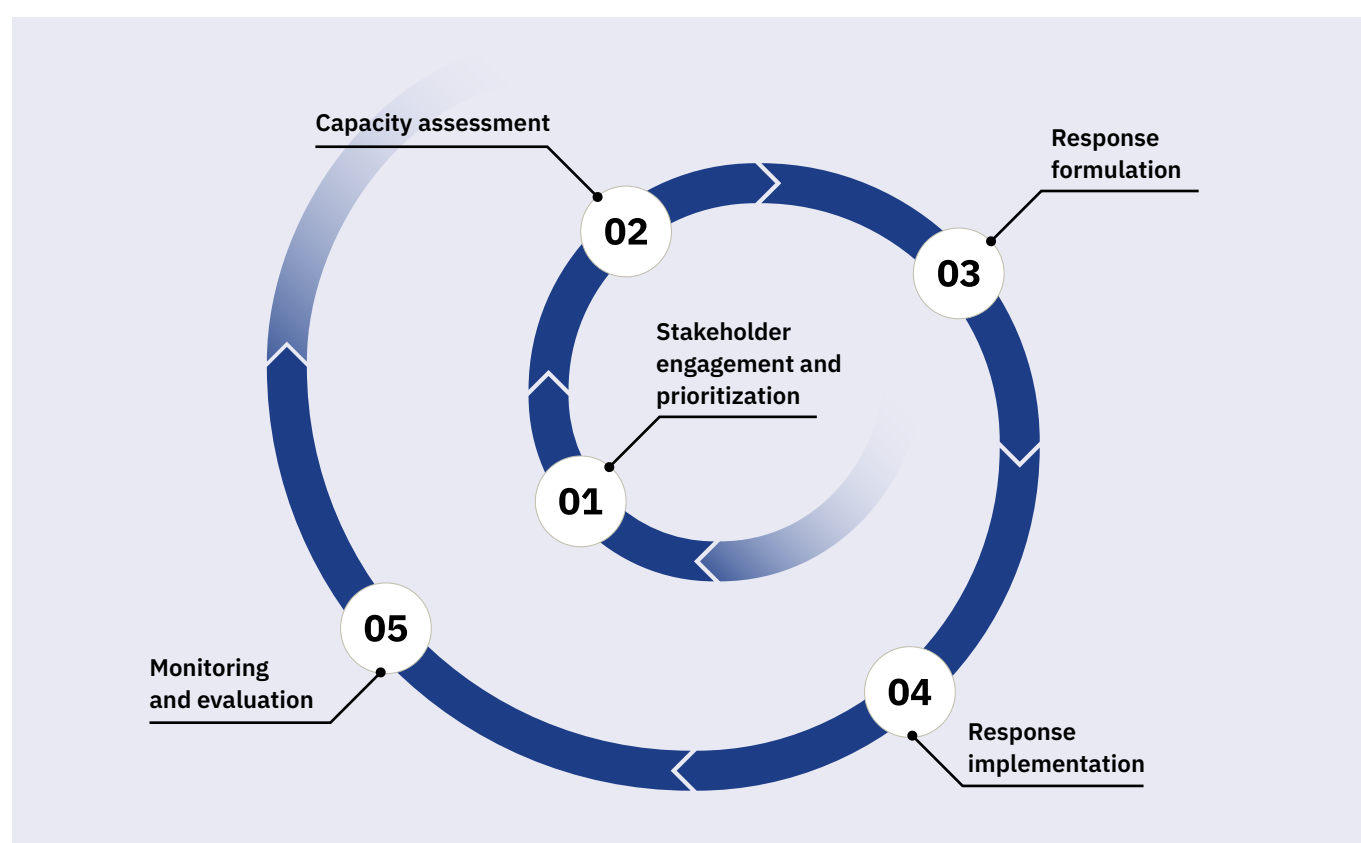
The CD4MM package on **capacity development for migration management** has been developed for IOM country and regional offices working with Member States to strengthen their migration management and governance capacities and systems, in line with IOM's institutional mandate and strategic objectives, and its important role in support of the achievement of the SDGs and the objectives of the Global Compact for Migration. The CD4MM package consists of two complementary documents, the CD4MM Guidance Note and Toolbox, which together provide:

- **A Capacity development approach:** CD4MM offers a state-of-the-art institutional approach to capacity development for IOM, presenting core principles, key concepts and outlining the 5 phases of the capacity development process.
- **Methodological guidance:** It is developed to guide IOM staff on how to provide comprehensive and systematic

capacity development support to government and other migration management stakeholders for enhanced programmatic impact.

- **Knowledge management:** It presents existing IOM tools and good practices relevant to capacity development, which have been compiled and systematised for easy access and use across the organisation.
- **A common understanding and language** to articulate IOM's work of supporting Member States to strengthen migration management and governance capacities and in reaching their global commitments in line with the Global Compact for Migration and the SDGs (particularly targets 10.7 on migration and 17.9 on capacity building). This can contribute importantly to strengthening the dialogue with Member States, UN partners and donors and other stakeholders in capacity development.

FIVE PHASES OF THE CAPACITY DEVELOPMENT PROCESS



What is Capacity Development for Migration Management – CD4MM?

Based on the UNDG definition of “*Capacity development as “the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time,”* in order to achieve development results”¹, the CD4MM:

→ is about IOM’s support to the capacity development of organizations (e.g. government institutions), the individuals working within them (e.g. staff, managers) and the systems, or wider institutional environment, within which they interact.

- involves the full range of expertise and activities employed to strengthen capacities of government and other stakeholders in migration management and governance, and thus goes well beyond training of individual staff.
- is inspired by the methodology development and experiences of other UN agencies, but adapted to the way IOM works with government and other migration stakeholders.

CD4MM GUIDANCE NOTE:

Explains **key concepts and principles** of capacity development and provides overall guidance on the **capacity development process** and its 5 main phases: 1) Stakeholder engagement and prioritization, 2) Capacity assessment, 3) Formulation of a capacity development response, 4) Implementation of the capacity development response, 5) Monitoring and evaluation.

Uses **examples from IOM practice** to illustrate the concepts and phases of capacity development (links to relevant tools and examples in the CD4MM Toolbox).

Provides relevant references and links to useful **external guidance** on capacity development (e.g. UNSDG, UNDP, and others).

CD4MM TOOLBOX:

Provides an overview of existing **IOM tools and methodologies** used in capacity development within different areas of migration management and presents case examples from IOM practice that illustrate capacity development concepts or process elements.

The Toolbox consists of short descriptions (1-page) of a range of selected tools and cases and provides links and references to relevant source documents.

It explains how they relate to the capacity development approach presented in the Guidance Note.

Who is CD4MM for?

- IOM country offices working with government and other migration stakeholders on strengthening of institutional capacities, as well as IOM technical experts and staff involved in project management and thematic support and quality assurance.
- Staff liaising with Member States, donor, UN organizations and other partners on capacity development initiatives.
- The CD4MM package has been developed in the context of Migration Management, but the conceptual approach and principles apply for capacity development work more generally.

How has it been produced?

The CD4MM package was produced by DMM with MIRAC support. A wide range of staff from IOM country and regional offices, DMM thematic experts and other HQ units have provided substantial inputs to the Toolbox and valuable feedback on both documents. The CD4MM package was moreover subject to a field validation exercise carried out with colleagues from IOM Ethiopia and IOM Ukraine.

1 “Capacity Development: UNDAF Companion Guidance” (UNDG, 2017)