

TOOLKIT FOR INTEGRATING MIGRATION INTO DISTRICT & SECTOR MEDIUM-TERM DEVELOPMENT PLANS

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LIST OF ABBREVIATIONS

CPESDP	Coordinated Programme of Economic and Social Policies
DMTDP	District Medium-Term Development Plan
GCM	Global Compact for Safe, Orderly and Regular Migration
GoG	Government of Ghana
GSS	Ghana Statistical Service
IOM	International Organization for Migration
JMDI	Joint Migration and Development Initiative
MGI	Migration Governance Indicators
MOU	Memorandum of Understanding
MTNDPF	Medium-Term National Development Policy Framework
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organisation
PoA	Programme of Action
SDGs	Sustainable Development Goals
SMTDP	Sector Medium-Term Development Plan
TWG	Technical Working Group
UN DESA	United Nations Department of Economic and Social Affairs

FOREWORD

In 2015, the international community adopted the 2030 Agenda for Sustainable Development and its corresponding 17 Sustainable Development Goals (SDGs). Within the SDGs, migration was acknowledged for the first time as a major human development issue which, if effectively managed, can contribute to socio-economic transformation and development. Indeed, migration is both directly and indirectly incorporated into several SDGs, such as Goal 5 “Gender Equality”, Goal 8 “Decent Work and Economic Growth” and Goal 10 “Reduce inequality within and among countries”, particularly Goal 10.7 to “Facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”.

To succeed in achieving the migration-related SDGs, it is critical that governments across the globe mainstream migration into national and local development plans, thereby contributing to policy coherence horizontally - across sectors, and vertically, at all levels of governance.

While progress has been made in Ghana towards this end, a recent Government of Ghana (GoG) Inter-Agency Technical Working Group audit found that more work is needed to successfully mainstream migration effectively. Following the recommendations of the audit, the present Toolkit for Integrating Migration into District and Sector Medium-Term Development Plans was developed to provide in-depth guidance and support to key stakeholders throughout the planning cycle.

The Toolkit is funded under the International Organization for Migration (IOM) Ghana project “Integrating migration into national development plans: towards policy coherence and achievement of SDGs at the national and global level”, funded by UN DESA through the 2030 Agenda for Sustainable Development Sub-Fund of the Peace and Development Fund.

We hope that through its usage, progress will accelerate towards achieving policy coherence across GoG national, sectoral and district development plans, contributing to achieving effective migration governance in Ghana.

1. INTRODUCTION

Migration is a global phenomenon that has attracted the attention of many governments and international organisations because it impacts the lives of many people. About 258 million people, which represents 3.3 per cent of the world's population, are international migrants (UN DESA, 2018). Apart from migrants, several people are impacted by migration through family ties, economic exchanges and cultural connections. Migration is a powerful driver of sustainable development in countries of origin, transit and destination. Migrants contribute to socio-economic development in their host communities through skills, talents, strengthening of the labour force, investment and cultural diversity. In the communities of origin, migrants contribute positively to socio-economic development through the transfer of skills and financial resources.

Despite the potential developmental impacts of migration, it can also, if poorly managed, negatively impact development. For instance, services in migrant-receiving communities might deteriorate due to increased demographic pressure, while communities of origin may be negatively affected by brain drain. While migration has an impact on development, migration is also affected by development. The development contexts in which people live, where they move to, and how they get there play a role in shaping people's resources, aspirations, motivations and opportunities to migrate. Conflicts, environmental change, labour markets and other development-related factors can all impact the drivers and nature of migration.

In recognition of the developmental impacts of migration and the challenges associated with its governance, migration management was, in 2015, included in the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). Migration-related issues are discussed directly or indirectly under the 17 SDGs and 169 targets. For instance, migration governance has been identified as a key strategy to achieve SDG 10 which is: "Reduce inequality within and among countries". Migration governance also relates to the following targets of Goals 10 and 8:

(a) Target 10.7: "Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies"; (b) Target 10c: "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"; (c) Target 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 of its forms"; (d) Target 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".

It is widely acknowledged that to achieve the migration-related SDGs, migration should be mainstreamed into national and local level development planning. While migration has been quite well mainstreamed into development planning at the national level in many countries, evidence from the United Nations Joint Migration and Development Initiative (JMDI) shows that such efforts are also crucial at the local level for enhanced development impact.

In line with international commitments and the conviction that migration management is relevant for poverty reduction and the promotion of socio-economic development, in 2016 the Government of Ghana (GoG) launched the National Migration Policy (NMP) which provides a comprehensive framework to manage migration for Ghana's sustainable development. The NMP addresses the different migration streams found in or affecting the country, whether internal, intra-regional as well as international. A national labour migration policy and a diaspora engagement policy have also been drafted and, for the labour migration policy, validated by Cabinet in 2020.

Additionally, the GoG and its development partners mainstreamed the SDGs into the country's development agenda, namely, the Coordinated Programme of Economic and Social Development Policies (CPESDP) (2017-2024) and

Medium-Term National Development Policy Framework (MTNDPF) (Agenda For Jobs, 2018-2021). In Ghana, the MTNDPF constitutes the basis for the preparation of sector and district medium-development plans and informs the national budget.

As part of the International Organization for Migration (IOM) project: “Integrating migration into national development plans: towards policy coherence and the achievement of SDGs at national and global level”, a subcommittee created out of the inter-agency Technical Working Group (TWG) of the project was tasked to audit the national, sectoral and district medium-term development plans to identify their strengths and weaknesses in addressing migration-related targets and ensure coherence in development policy planning. The assessment shows that although efforts to mainstream migration into development planning in Ghana have been boosted by several opportunities, including the existence of institutional frameworks (e.g. SDGs and the Global Compact for Safe, Orderly and Regular Migration [GCM]) and effective collaboration with relevant international developmental partners such as IOM Ghana, weak capacity and an unavailability of accurate and disaggregated data make it difficult for ministries and districts to adequately incorporate migration into development planning.

This toolkit has therefore been provided as part of efforts by the GoG and IOM to effectively facilitate the mainstreaming of migration into policy, development plans, monitoring and evaluation with the ultimate goal to ensure policy coherence in migration management and development at the sectoral and local levels. It focuses, largely, on what should form the content of migration and development related programmes at the sector and district levels. The toolkit is structured into five main components. Following the Introduction, Section 2 presents key migration concepts; Section 3 outlines the process of developing the toolkit and how it should be used; Section 4 presents institutional indicators for enhancing cooperation during the migration mainstreaming process, while Section 5 outlines policy and practice indicators for integrating migration into development planning.

2. KEY CONCEPTS

This section briefly presents some key concepts and terminology that are often used in migration and development literature.

2.1 DEFINITION OF MIGRATION

Although migration is an important human coping strategy which has been part of human history, it is quite difficult to provide a universally accepted definition for the phenomenon, partly because migration entails different types of movements (Awumbila et al. 2014). Migration is often defined as movement between one geographical unit and another involving a permanent or semi- permanent change in residence (GSS, 2008). Based on this definition one can only be considered a migrant when he/she has moved across a geographical boundary (e.g. district boundary, regional boundary, national boundary). In reality, what constitutes a geographical boundary is sometimes contested as such boundaries may be ‘artificially’ created. In West Africa, for instance, the colonial powers established national boundaries that span several ‘cultural spaces’ (Teye et al, 2015). In many countries, the duration of stay at the destination is a key factor in determining whether a movement can be considered migration. The Ghana Statistical Service (GSS), for instance, defines “migrant” as a person who has moved and stayed at his/her current place of residence for at least one year (GSS 2008). This definition does not cover short-term migrants, who usually move and stay at their destinations for less than a year. According to the JMDI (2017), to mainstream migration into development planning at the local level, it is more useful to consider any form of human mobility, including internal mobility and short-term movements. This means that when designing development plans, it may be more appropriate to use the term “mobility”, which includes a whole range of population movements from one place to another and varying in scale and in time. Migration may be voluntary or forced but in practice, such distinctions are very difficult to make. For instance, as a result of strict visa regimes, some voluntary migrants may present themselves in countries of destination as asylum seekers. In this toolkit, the term ‘migrants’ has been used to refer to all categories of migrants, including refugees.

2.2 CAUSES/DRIVERS OF MIGRATION

It is generally acknowledged that several factors interact to drive people from their usual places of residence. These may include:

- Economic Factors: movements in search of job opportunities, job transfers, exploitation of natural resources (e.g. gold, diamond, etc.)
- Social Factors: movements for better education, medical services, marriage, joining spouses and families, getting away from some traditional practices, etc.
- Political Factors: movements to avoid political or religious persecution, such as during wars (refugees) (see Teye and Yebleh, 2015).
- Environmental Factors: movements as a strategy to deal with environmental hazards (e.g. drought, desertification, floods, volcanic eruptions, earthquakes) (Teye and Owusu, 2015; Van der Geest, 2011).

3. TOOLKIT DEVELOPMENT PROCESS AND ITS APPLICATION

This section briefly explains the process of developing the toolkit and how it should be used to ensure effective integration of migration into development planning.

3.1 TOOLKIT DEVELOPMENT PROCESS

This toolkit is a product of a participatory process led by the National Development Planning Commission (NDPC) in collaboration with the GoG and IOM. Its development started with an auditing exercise conducted by the abovementioned TWG to evaluate the level at which migration-related issues had been incorporated into national, sector and district medium-term development plans. Based on the findings, which indicated that migration issues had not been adequately integrated into district and sector development plans, a consultant was appointed to work with the NDPC to design this toolkit. The toolkit draws on the several years of migration policy development experience of the consultant and officials of the NDPC. The toolkit also draws on the JMDI-IOM White Paper on Mainstreaming Migration into Local Development Planning as well as the UN JMDI Guidelines on Mainstreaming Migration into Local Development Planning and the IOM Migration and the 2030 Agenda: A Guide for Practitioners. The final version of the toolkit has benefited from comments received from external reviewers, officials of the NDPC, development practitioners in Ghana, and members of the SDG TWG. The toolkit was validated and tested by planning officials from the District Assemblies and selected Ministries.

3.2 CONCEPTUAL FRAMEWORK AND HOW TO USE THE TOOLKIT

Rather than fully adopting procedural planning models, such as the policy framework which divides the complex process of policymaking into simple, logical steps, namely (1) goal-setting, (2) identification of policy alternatives, (3) evaluation of means against ends, and (4) implementation of policy, the conceptual framework of this toolkit is largely based on the substantive planning model which prescribes the content of development plans. The conceptual framework is based on a generic policy process which is applicable in a variety of contextual settings. Based on insights from the JMDI Guidelines on Mainstreaming Migration into Local Development Planning, the indicators for mainstreaming migration into the development of the sector and district plans is divided into two main dimensions: (a) institutional arrangements and (b) policy and practice. The institutional indicators focus on strategies for enhancing cooperation and coordination on migration among various policy actors, while the policy and practice indicators focus on key migration issues that can be incorporated into development planning. **This toolkit should be used as a supplementary to the NDPC planning guidelines. Planning officials and stakeholders are expected to follow the examples provided by the toolkit in identifying and planning for key migration and development-related issues in their districts and sectors.**

4. INSTITUTIONAL ARRANGEMENTS/INDICATORS FOR ENHANCING COOPERATION DURING THE MAINSTREAMING MIGRATION PROCESS

According to the JMDI migration mainstreaming guidelines, the key institutional arrangements needed for a successful mainstreaming include (1) mapping the sector/district context, (2) multi-stakeholder engagement, and (3) implementation and sustainability.

4.1 MAPPING THE SECTOR/DISTRICT CONTEXT

To effectively mainstream migration and development-related needs and opportunities of the sectors and districts, the planning team needs to enhance their understanding of the policy context through the following activities: data collection needs assessments, and institutional mapping (JMDI, 2017).

Data collection: Disaggregated and reliable data is important for evidence-based policies and implementation strategies (see SDG 17.18). The planning team needs to ask questions about the existence of reliable disaggregated data on migration flows and impacts. In Ghana, however, a lack of reliable and up-to-date migration data for evidence-based policymaking has consistently been identified as a key challenge in the country. Disaggregated data on sectoral or district migration issues should, therefore, be collected and collated by the team working on the plan. Sources of data on migration issues may be primary and secondary. The primary sources are routine administrative data collected and collated by the departments and agencies managing migration (e.g. immigration, embarkation and disembarkation data from the Ghana Immigration Service and the Ghana Tourism Authority). The major secondary sources are the MTNDPFs, Annual Progress Reports (APR) on the implementation of the previous Sector Medium-Term Development Plan, NMP, censuses, surveys such as the Ghana Living Standards Surveys, the Ghana Labour Migration Policy and relevant sector/national APRs. Additionally, reference can be made to nationally relevant documents such as the national and local Migration Governance Indicators (MGI) reports, which provide a snapshot of migration governance issues in Ghana.

Needs assessment: A proper needs assessment allows planning officials to identify and prioritize migration and development interventions. A key planning question is whether the sector or district planning team has conducted a multi-sectoral needs assessment to identify the requirements of various migrant populations and other stakeholders. Planning officials are expected to engage key relevant stakeholders to identify the gaps in existing policies as well as communities or sub-sectors where resources are most needed.

Institutional mapping: Given the diversity of policy actors in the various sectors and districts, institutional mapping is an important tool that allows planning officials to identify key stakeholders in each policy area and map their interests and sphere of influence. Such an exercise is important for ensuring effective collaboration and promoting policy coherence. The relevant stakeholders will vary by sector and migration issue. For instance, to deal with child trafficking, a Ministry or District will need to cooperate with the Ghana Police Service, local and traditional authorities, etc. On the other hand, when designing a programme to leverage remittances for development, the same ministry or district assembly will need to work with local financial institutions, diaspora associations, etc.

4.2 MULTI-STAKEHOLDER ENGAGEMENT

To institutionalize the mainstreaming process and ensure that it achieves desirable outcomes, there is a need for effective multi-stakeholder engagement. A key indicator question to guide this process is whether key policy actors have been actively engaged during the design, implementation and evaluation of migration-related programmes. Effective engagement with both state actors and social partners will not only promote participation and transparency but also ensure that the interests of migrants and host communities are incorporated into the programmes. Depending

on the policy issue, the groups to be engaged may include local non- governmental organizations (NGO), researchers, sector-relevant stakeholders, migrants, host communities, traditional authorities and financial institutions. The engagement of various stakeholders through workshops, policy dialogues, and durbars will ensure the mainstreaming process is inclusive and holistic. Effective communication will be required to facilitate stakeholders' engagement. Indeed, stakeholders may provide data for planning during identification of issues, participate in dialogue to build consensus, be implementers or participate in implementation, monitoring and evaluation. Communication entails sending the appropriate migration-related information to and receiving feedback from stakeholders in consideration of the important role they play in the planning process. In this respect, a migration-related communication strategy should be designed to engage stakeholders.

4.3 IMPLEMENTATION AND SUSTAINABILITY

As a way of ensuring the sustainability of migration mainstreaming processes, it is important to ensure that adequate financial and human resources are allocated to the tasks. It is also important for the sectors and districts to establish permanent migration and development working groups and develop programmes to enhance the capacity of public officials that will implement the project. For instance, it will be useful to work with relevant institutions to equip development planners with the skills needed to effectively design and implement strategies and interventions essential in achieving migration and development goals.

5. MAINSTREAMING MIGRATION ISSUES INTO DEVELOPMENT POLICY AND PRACTICE

In Ghana, relevant ministries and districts are responsible for the identification and development of policies and programmes to deal with migration-related issues. As it is generally known to planners, the planning cycle for incorporating migration issues into development planning includes the identification of issues, prioritization of issues, formulation of a migration-related programme of action (POA), linking the annual budget to the action plan, monitoring and evaluation. This section explains the processes and indicators for integrating migration issues into development policy and planning at the sector and district levels.

5.1 IDENTIFICATION AND PRIORITIZATION OF KEY MIGRATION ISSUES

In line with a typical planning cycle, planning officials are expected to start the planning process by identifying key issues or challenges within their respective sector/district, through situational analysis based on reliable data and consultation. It is recommended that the identification and adoption of migration-related issues are done in a cross-sectoral manner (involving multi-stakeholders' consultations) to ensure that the relevant issues are fully considered for effective implementation. In cases where migration-related issues were implemented in the previous medium-term plans, a performance review should be conducted to determine the extent to which the targets set were achieved, the problems or challenges encountered and how they were addressed, and the lessons learnt. The performance review should contribute to the analysis and determination of the current situation of migration governance in the sector or district. The performance review and the current situation should contribute to the identification of specific migration-related issues that imply for the ensuing planning period. Table 1 shows examples of migration-related issues.

Table 1: Example of migration-related issues

i.	Inadequate protection for migrant workers (SDG Target 8.8);
ii.	The increasing trend of irregular migration (SDG Target 10.7);
iii.	Brain drain (SDG Target 10.7);
iv.	Weak developmental impacts of remittances (SDG Target 10.c);
v.	Lack of programmes for facilitating skills transfer from migrants (SDG Target.17.16)
vi.	Weak migration data and information management systems (SDG Target 17.18)
vii.	Border management challenges (SDG Target 16.6)
viii.	Increased rural-urban migration and urbanisation (SDG Target 11.a)
ix.	Internal displacement (SDG Target 10.7);

Source: Medium-Term National Development Policy Framework, 2018-2021

5.2 FORMULATION OF MIGRATION-RELATED PROGRAMME OF ACTION

The migration-related strategies which might have been informed by the NMP, Diaspora Engagement Policy, Ghana Labour Migration Policy, etc., are the basis for the preparation of the migration-related POA in relation to programmes and sub-programmes of the sector/district. Annex 2 shows a summary of possible areas for programmes/activities and their linkages to the SDGs while Annex 3 provides examples of migration-related activities and indicators.

5.3 FUNDING MIGRATION-RELATED PROGRAMMES

To ensure that migration-related sectoral activities are adequately funded, an indicative financial plan should be prepared to be used as a guide. Sectors/districts should identify strategies for mobilizing and utilizing financial resources for the implementation of migration-related programmes/activities.

5.4 MONITORING AND EVALUATION ARRANGEMENTS

The sector/district should develop a system to monitor and evaluate migration-related activities. Sectors/districts are required to report on migration activities on a quarterly and annual basis as part of reports submitted to NDPC.

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ANNEX 1: KEY MIGRATION TERMINOLOGY

This table presents some relevant migration terminology. Many of the definitions are extracted from IOM documents and the 2008 World Migration Report (see IOM, 2017).

Terms	Definitions
Immigration	A process by which non-nationals move into a country for settlement.
Emigration	The act of departing or exiting from one state to settle in another.
Internal migration	A movement of people from one area of a country to another for the purpose or with the effect of establishing a new residence. Internal migrants move but remain within their country of origin (e.g. rural to urban migration; urban- rural migration, rural-rural migration, urban-urban migration).
International migration	Movement of persons from their country of origin, or the country of habitual residence, to establish themselves either permanently or temporarily in another country.
Labour migration	Movement of persons from their home state to another state or within their own country of residence for employment
Forced migration	General term used to describe a migratory movement in which an element of coercion exists, including threats to life and livelihood, whether arising from natural or man-made causes (e.g. movements of refugees and internally displaced persons as well as people displaced by natural or environmental disasters, chemical or nuclear disasters, famine, or development projects).
Irregular migration	Irregular migration can also be defined as a movement that takes place outside the regulatory norms of the origin, transit and destination countries.
Regular migration	Migration that occurs through recognized, authorized channels.
Internally displaced persons (IDPs)	Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized state border.
Brain drain	Emigration of trained and talented individuals from the country of origin to a third country, due to causes such as conflict or lack of opportunities.
Brain gain	Immigration of trained and talented individuals from a third country into the receiving country. Also called reverse brain drain.
Diaspora	A community of people who live outside their shared country of origin or ancestry but maintain active connections with it. A diaspora includes both emigrants and their descendants.
Transnationalism	The process whereby people establish and maintain socio-cultural connections across geopolitical borders.
Migrant flow	The number of migrants counted as moving, or is authorized to move, to or from a given location in a defined period.
Migrant stock	The number of migrants residing in a given location at a particular point in time.
Net migration	This is the balance resulting from the difference between arrivals and departures.

Terms	Definitions
Refugee	A person, who owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country.
Return migration	The movement of a person returning to his/her country of origin or habitual residence usually after at least one year in another country and to stay in his/her country of return for at least one year. The return may or may not be voluntary.
Integration	The process by which migrants become accepted into society, both as individuals and as groups. It generally refers to a two-way process of adaptation by migrants and host societies, while the particular requirements for acceptance by a host society vary from country to country.
Smuggling of migrants (SOM)	The procurement, to obtain, directly or indirectly, a financial or other material benefits, of the illegal (or unauthorized) entry of a person into a state party of which the person is not a national or a permanent resident.
Trafficking in persons (TIP)	The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or a position of vulnerability or the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for exploitation.

ANNEX 2: AREAS FOR POSSIBLE ACTIVITIES FOR THE PROGRAMME OF ACTION

No.	POSSIBLE AREAS FOR PROGRAMMING AND ACTIVITIES	MIGRATION-RELATED SDG TARGETS
1	MIGRATION AND DEVELOPMENT	
	<ol style="list-style-type: none"> 1. Programmes for leveraging remittances for development 2. Activities to address brain drain and facilitate migrant skills transfer 3. Activities to promote diaspora investment for development 4. Managing return migration and re-integration for development 5. Strengthening statistical systems and processes for migration data collection and management 	1.1, 1.2, 1.4, 1.a, 1b, 2.3, 8.1, 8.2, 8.3 10.1, 10.c
2	SOCIAL PROTECTION	
	<ol style="list-style-type: none"> 1. Programmes to protect the rights of all migrants 2. Activities to protect migrants including Kayayei (migrant head porters), victims of trafficking, refugees and domestic workers 3. Activities to address the health and educational needs of migrants 4. Support and rehabilitation of return migrants including deportees 	3.1, 3.2, 3.3, 3.4, 3.5, 3.7, 3.8, 3.c, 3.d, 5.6, 8, 10.4
3	EDUCATION	
	<ol style="list-style-type: none"> 1. Special programmes to enhance the access of immigrant children to educational programmes 2. Scholarship for people from the district studying overseas 3. Relying on the support of emigrants/immigrants to enhance the education system and facilities locally 	4.1, 4.2, 4.3, 4.4, 4.5, 4.a
4	MIGRATION AND GENDER	
	<ol style="list-style-type: none"> 1. Addressing the gender-related dimension of migration (females left behind), 2. Gendered migration decision making (involving female migrants), 3. Activities to address patriarchal traditional factors that force women to migrate 4. Providing special needs of female migrants and their children (e.g Kayayei) 	3.7, 5.2, 5.3, 5.4, 5.6, 5.a
5	CHILDREN	
	<ol style="list-style-type: none"> 1. Activities to address child trafficking addressing, focusing on all the 4Ps of trafficking (Prevention, Protection, Prosecution and Provision) 	5.2, 8.7, 16.2

No.	POSSIBLE AREAS FOR PROGRAMMING AND ACTIVITIES	MIGRATION-RELATED SDG TARGETS
6	SUSTAINABLE CITIES AND RURAL SETTLEMENTS	
	<ol style="list-style-type: none"> 1. Provision of affordable housing for migrants in informal settlements 2. Activities to address migration and human security 3. Programmes to deal with host community-migrants conflicts 4. Interventions to prevent and mitigate internal displacement (internal conflicts) 5. Activities to support border security 	11.1, 11.3, 11.a
7	MIGRATION AND CLIMATE CHANGE	
	<ol style="list-style-type: none"> 1. Programmes to address climate-induced mobility 2. Mitigating impacts of migration on the local environment and resources 3. Development and implementation of planned migration programmes as part of climate adaptation strategies 4. Harnessing the benefits of migration to support local development and adaptation to climate change 5. Managing disaster-induced mobility 6. Programmes to manage pastoralism and related conflicts 	1.5; 2.4, 3.d, 11.5, 11.b, 13.1, 13.2, 13.3, 13.a, 13.b, 14.2, 14.7, 15.3
8	IRREGULAR MIGRATION	
	<ol style="list-style-type: none"> 1. Activities to address issues relating to smuggling and trafficking 2. Activities to create awareness on the dangers of irregular migration 3. Providing reintegration support for returned migrants (Technical and Vocational Education and Training programmes) 	16.9, 10.2, 10.3, 16.b
9	SUSTAINABLE AGRICULTURE AND RURAL SETTLEMENTS	
	<ol style="list-style-type: none"> 1. Activities to manage and maximise the benefits of rural-urban migration 2. Programmes to managing the effect of migration on agriculture 	2.4, 11.3
10	PARTNERSHIP AND DEVELOPMENT	
	<ol style="list-style-type: none"> 1. Engaging migrant associations and civil society groups to manage migration 2. Bilateral and multilateral agreements on labour migration 	8.8, 17.3, 17.17

ANNEX 3: POSSIBLE FOCUS AREAS, ISSUES AND MIGRATION-RELATED PROGRAMMES OF ACTION

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Protection of Immigrants in Ghana/ districts and enhancing access to health and educational services	<ul style="list-style-type: none"> • Reported cases of abuse of rights of immigrant workers and families • Xenophobia and tensions between immigrant workers and Ghanaians • Immigrants and citizens not aware of the rights of immigrants • Immigrants are not aware of the social services available to them • Poor integration of immigrants into host communities • Unfavourable image of immigrants • Immigrants not aware of Ghanaian cultures and acceptable behaviours in host communities • Lack of access to education and health services by low skilled and vulnerable immigrants 	<ol style="list-style-type: none"> 1. Organise sensitization campaigns for citizens, immigrants and industrial actors, on the rights of migrants 2. Train labour inspectors to monitor conditions of work of labour immigrants 3. Organise public education on the negative effects of xenophobia and racial discrimination. 4. Create awareness of social services available for all categories of immigrants 5. Create platforms for immigrants to report cases of abuse and exploitation 6. Organise social events and festivals that bring immigrant workers and members of host communities together and highlight the positive contribution of immigrant workers to change the unfavourable image of immigrants 7. Organise orientation programmes for newly arrived immigrants on the cultures of Ghana and acceptable public behaviours in Ghana as part of integration services 8. Work with development partners to create special systems to enhance immigrants' access to education and health facilities 	<ol style="list-style-type: none"> 1. Number of programmes launched and communities covered 2. Number of labour inspectors trained 3. Number of clashes between immigrants and host communities 4. Number of immigrants accessing social services 5. Availability of functional channels for redress of immigrant issues 6. Number of social events and festivals organised 7. Number of orientation programmes organised for newly arrived immigrants 8. Number of immigrant children enrolled in schools and the number of immigrants accessing health care

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Protection of Ghanaian emigrants in countries of employment	<ul style="list-style-type: none"> • Increased number of reported cases of abuse of Ghanaians in destination countries, especially in the Middle East • Operation of unregistered recruitment agencies • Many potential and actual migrants not aware of their rights, mechanisms to seek redress and laws and cultures of host countries 	<ol style="list-style-type: none"> 1. Negotiate and sign bilateral labour agreements (BLAs) and/ or Memorandum of Understandings (MOU) between Ghana and labour receiving countries/ employers focusing on decent work conditions with mechanisms to monitor and address violations of migrants' rights. 2. Work with stakeholders to ensure registration of recruitment agencies and training on how to protect migrants 3. Provide pre-departure training which includes migrant rights, occupation health and safety, cultures and laws of host countries, mechanisms to seek redress 4. Collaborate with governments of destination countries and Ghana missions abroad to set-up mechanisms for emigrant workers to lodge complaints. 	<ol style="list-style-type: none"> 1. Number of BLAs and/or MOUs in force 2. Number of recruitment agencies registered and trained 3. Number of pre-departure training programmes organised 4. Number of complaints addressed through mechanisms with destination countries

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Combating irregular migration, Trafficking in Persons (TIP), Smuggling of Migrants (SOM) and child labour	<ul style="list-style-type: none"> • Increased cases of irregular migration from Ghana • Increased cases of trafficking and migrant smuggling • Many people are not aware of the dangers of TIP and SOM • Weak resource and technical capacity of organisations responsible for combating trafficking and smuggling • Lack of reliable, disaggregated data irregular migration, TIP and SOM • Lack of effective systems for rescue, sustainable return and reintegration of victims of trafficking • Inability to prosecute and punish perpetrators of trafficking due to poor cooperation by victims and lack of resources • Lack of access to justice by victims of trafficking • Increasing incidence of child labour 	<ol style="list-style-type: none"> 1. Collaborate with civil society groups and the media to sensitize Ghanaians on the dangers of irregular migration, TIP and SOM 2. Sign BLAs and/or MOUs between Ghana and popular destination countries to facilitate regular migration 3. Work with development partners to provide requisite logistical support to relevant stakeholders to enable them to combat TIP and SOM 4. Develop and implement systems for data collection on TIP and SOM. 5. Establish and implement sustainable return, resettlement and reintegration initiatives for victims of TIP 6. Put in place mechanisms and support systems that facilitate access to justice by victims of TIP. 7. Work with victims to prosecute perpetrators of human trafficking and ensure stiffer sanctions and compensation of victims 8. Enforce existing laws on child labour and work with stakeholders to reduce the number of children begging on streets 	<ol style="list-style-type: none"> 1. Number of irregular migrants arriving in popular destination countries 2. Number of BLAs and MOUs signed with popular destination countries 3. Amount of additional funds raised from development partners to support the fight against TIP and SOM 4. Availability of accurate, disaggregated data on irregular migration, cases of TIP and SOM 5. Catalogue of initiatives/ services available for TIP victims 6. Number of cases of TIP victims assisted and reintegrated into their communities 7. Number of human trafficking offender prosecuted 8. Percentage reduction in the incidence of child labour and the number of children begging on the streets

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Managing brain drain and skills transfers from emigrants, return migrants and immigrants	<ul style="list-style-type: none"> • High level of migration of highly skilled labour (e.g. doctors, nurses and engineers) affecting some sectors • Lack of data on skills needed in Ghana and the skill set of emigrants. • Systems for facilitating skills transfer from emigrants to Ghanaians are weak. • There is no comprehensive framework in place to transfer skills from immigrants and returned migrants in Ghana 	<ol style="list-style-type: none"> 1. Conduct a comprehensive analysis of the skill set of emigrants and skills needed in Ghana/districts and connect migrants' skills with opportunities in Ghana/districts to facilitate skills circulations. 2. Create programs for engagement with highly skilled migrant workers abroad 3. Collaborate with development partners to develop and fund short-term knowledge exchanges between professionals in the diaspora and their counterparts in Ghana/districts. 4. Organise workshops and fora between local and diaspora professional associations and encourage the exchange of information between highly skilled professionals in Ghana and their counterparts in destination countries/regions 5. Develop online platforms for initiating re- engagement processes for Ghanaian professionals who want to return home permanently 6. Organise workshops, meetings and fora with the private sector and tertiary institutions to promote skills transfer from highly skilled immigrants and returned migrants into Ghana. 7. Turn brain drain into brain gain by developing programmes to attract highly skilled Ghanaians back home 	<ol style="list-style-type: none"> 1. Existence of skills database including profile of migrants linked with opportunities in Ghana/districts 2. The number of highly skilled migrants on various skills transfer platforms. 3. Number of Ghanaians benefiting from funded exchange programmes 4. Number of workshops/ fora organised between highly skilled professionals from Ghana and counterparts in destination countries/ regions 5. Number of migrants accessing existing online platforms 6. Number of workshops and fora on skills transfer held between immigrants and return migrants in private sector and tertiary institutions 7. Number of highly skilled programmes that facilitate skilled Ghanaians return home

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Leveraging remittances for development	<ul style="list-style-type: none"> • Absence of effective programmes to increase the volume of international remittances • Lack of data on actual remittances flows • A significant proportion of remittances being transferred through informal and unreliable channels • The high cost of transferring remittances to Ghana • A significant proportion of remittances is used for consumption and only a small proportion is invested and saved • Lack of remittances-linked investment products in Ghana/districts • Low level of financial literacy among remitters and recipients of remittances 	<ol style="list-style-type: none"> 1. Organize fairs in popular destination countries to encourage emigrants to increase remittances flows for investment in Ghana/districts 2. Collaborate with development partners to provide logistical and technical support to Ghana Statistical Service for the collection of comprehensive and reliable data on remittances. 3. Organize information campaigns on formal money transfer channels and the disadvantages of sending money through informal channels. 4. Work with the Bank of Ghana to engage banks in destination regions and money transfer companies to reduce the cost of transferring money to and within Ghana 5. Collaborate with financial institutions to develop more attractive remittances-linked investment products (e.g. bonds and shares) and market them to migrants and recipients of remittances 6. Work closely with civil society groups and the media to organise workshops/fora on financial literacy and investment promotion for migrants and recipients of remittances investment promotion for migrants and recipients of remittances 	<ol style="list-style-type: none"> 1. Percentage change in the volume of remittances. 2. Availability of comprehensive, up-to-date and disaggregated data, as well as the annual report, on remittances flows to Ghana 3. Percentage increase in the proportion of remittances sent through formal channels 4. Percentage change (decrease) in the cost of transferring money by migrants to and within Ghana 5. Percentage increase in the number of remittance-linked investment products created and marketed to migrants 6. Number of financial literacy and investment promotion workshops and fora organised

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Return and reintegration of migrants	<ul style="list-style-type: none"> • Lack of effective systems to facilitate the return, readmission, and reintegration of migrants, especially those in irregular situations • Lack of effective structures for evacuating Ghanaians during conflicts and epidemics in host countries • Weak technical and resource capacity of state institutions responsible for offering rehabilitation services to involuntarily returned migrants • Undue delays in re-engaging returning professionals in their sector of work 	<ol style="list-style-type: none"> 1. Create formal MoUs and readmission agreements with popular destination countries which allow Ghanaians who find themselves in irregular migration situations to be returned through established and safe channels 2. Establish structures and draft guidelines for the evacuation of Ghanaians abroad, during situations of natural disasters, political crisis, and deportation 3. Develop a framework for the reintegration of voluntary and involuntary returned migrants 4. Empower relevant state institutions to offer rehabilitation services to involuntary returned migrants 5. Create and implement efficient mechanisms for re-engaging returning professionals in their sector of work 	<ol style="list-style-type: none"> 1. Number of formal readmission agreements signed with popular destination countries 2. Percentage of Ghanaians evacuated from affected regions during conflicts and epidemics 3. Existence of framework for the successful reintegration of return migrants 4. Number of involuntary return migrants that received rehabilitation services 5. The average number of months taken to process re-engagement applications of returning professionals

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Managing refugees and internal displacement	<ul style="list-style-type: none"> • Increased number of refugees and internally displaced persons due to conflicts and natural disasters • Difficulties in enhancing refugees' access to education and training • Conflicts between refugees and host communities • Challenge of managing refugees affected by the cessation clause 	<ol style="list-style-type: none"> 1. Develop and implement programmes for preventing violent conflicts and environmental hazards that create internal displacement and IDPs 2. Work with development partners to enhance refugees' access to education and vocational training 3. Organise re-integration programmes and durbars for refugees and host communities and educate both host communities and refugees on their rights and responsibilities to ensure peaceful coexistence 4. Develop programmes to enhance the capacity of institutions to assist refugees, asylum seekers and internally displaced persons 5. Lobby relevant development partners to support programmes for refugees affected by cessation clause 	<ol style="list-style-type: none"> 1. Percentage change in the number of active conflicts and natural disasters that create IDP flows 2. Percentage of refugees enrolled in schools and vocational training programmes 3. Number of re-integration durbars and programmes to facilitate co-existence organised 4. Changes in resource capacity of institutions responsible for assisting refugees 5. Number of refugees affected by cessation clause repatriated to their home countries or part of programmes

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Rural-Urban migration and urbanisation	<ul style="list-style-type: none"> • Increased rural-urban migration due to rural-urban inequalities in development • Out-migration of rural youth affecting agricultural production • Some rural-urban youth unaware of the challenges associated with unplanned migration to urban areas • Rural-urban migration putting pressure on social services in urban areas • Rural-urban migration leading to the emergence of slums 	<ol style="list-style-type: none"> 1. Work with development partners to develop and implement local economic development programmes and modernise agriculture in rural areas 2. Develop programmes to ensure that remittances from migrants are invested in the agricultural sector 3. Organise workshops and programmes to promote informed migration decision by educating the rural youth about the potential benefits and risks associated with rural-urban migration 4. Engage the private sector to provide affordable housing and social services in informal migrant settlements in urban areas 	<ol style="list-style-type: none"> 1. Percentage change in rural-urban migration and urbanisation 2. Level of investment of remittances in the agricultural sector 3. Number of workshops organised to promote informed migration decision-making in rural areas 4. Percentage of rural-urban migrants who have access to housing and social services

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Migration and gender	<ul style="list-style-type: none"> • Gender issues have not been adequately mainstreamed into the planning of interventions for migrants • State officials lack the capacity to understand and incorporate gender issues in the development of migration programmes • Patriarchal traditions force migrant women to migrate 	<ol style="list-style-type: none"> 1. Develop and implement guidelines for mainstreaming gender into the design of migration and development interventions. 2. Develop and implement programmes to address the special needs of women migrants (e.g. kayayei) and their children. 3. Train immigration officers and other public officials on how to address the specific needs on female migrants 4. Engage traditional authorities to deal with patriarchal traditions which force women to migrate 	<ol style="list-style-type: none"> 1. Existence of guidelines for mainstreaming gender into migration and development interventions 2. Number of vulnerable women migrants and their children who have received assistance 3. Percentage of immigration and other public officials who have received training on specific needs of women migrants 4. Number of community engagement programmes to deal with traditional practices which force women to migrate

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Migration and health	<ul style="list-style-type: none"> • Low level of public knowledge on migration and health issues • Failure to adequately incorporate migration issues into health policy planning • Weak border health surveillance systems • Lack of access to health services by some migrants 	<ol style="list-style-type: none"> 1. Organise public campaigns to sensitise people on migration and health issues 2. Mainstream migration into health policy and planning at the national/ district level and train health professionals on migration issues 3. Develop and implement guidelines to ensure effective and standardized border health surveillance. 4. Organise training programmes to enhance the capacity of health officials working at the country's entry and exit points to deal with health issues. 5. Develop special programmes to enhance migrants and refugees' access to health services 6. Design programmes to deal with brain drain in the health sector 	<ol style="list-style-type: none"> 1. Number of public campaigns organised to sensitize people on migration and health issues 2. Number of health professionals trained on migration and health issues 3. Existence of guidelines on standardized border health surveillance. 4. Number of health promotion training programmes organised for health officials working at the country's entry and exit points 5. Percentage of migrants and refugees who have access to health services 6. Existence of programmes and incentives to deal with brain drain in the health sector

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Migration and education	<ul style="list-style-type: none"> • Vulnerable migrant and refugee children lack access to education • Brain drain affecting teaching and learning in disadvantaged communities • The inability of higher education to attract international students • Challenges to students' mobility internationally 	<ol style="list-style-type: none"> 1. Develop special programmes to enhance vulnerable migrants' and refugees' children access to education and vocational training 2. Develop special incentives to reduce out- migration of teachers from deprived communities 3. Develop programmes that will attract international students into Ghana 4. Develop bi-lateral agreements and scholarship packages to facilitate the mobility of students and sportsmen/ women 	<ol style="list-style-type: none"> 1. Percentage of vulnerable migrant (e.g. Kayaye) and refugee children enrolled in schools 2. Improvement of teacher-student ratio in deprived communities 3. Increase in the number of international students 4. Increase in the number of students and sportsmen/women who have opportunities for international student mobility and exchange programmes
Climate change, migration and exploitation of natural resources	<ul style="list-style-type: none"> • Increased flows of climate- induced migrants to resource-rich areas • Conflicts between climate- induced migrants and host communities • Migrants causing environmental degradation in natural resource- rich areas (e.g. mining communities) 	<ol style="list-style-type: none"> 1. Organise programmes to educate climate- induced migrants and migrants involved in resource extraction and host communities on their rights and responsibilities to maintain peace 2. Use creative means to promote conflict prevention and non-violent dispute settlement in resource-rich communities. 3. Provide adequate security and social services in resource-rich communities. 4. Implement environmental protection laws in resource-rich communities and communities receiving climate-induced migrants 	<ol style="list-style-type: none"> 1. Number of educational programmes organised on peaceful coexistence 2. Existence of conflict prevention and non-violent dispute settlement means/creative arts programmes 3. Level of security and social amenities in resource-rich communities 4. Level of implementation of environmental protection laws in resource-rich communities

FOCUS AREA	ISSUES	POSSIBLE ACTIVITIES	POSSIBLE INDICATORS FOR MONITORING AND EVALUATION
Enhancing Migration Data and Labour Market Information Systems	<ul style="list-style-type: none"> • Lack of disaggregated and up-to-date data on the flow of migrants • Inadequate capacity to collect, analyse and disseminate data • Weak migration and labour market information systems 	<ol style="list-style-type: none"> 1. Mobilise adequate funding from development partner and private-sector sources to support data collection, analysis, reporting and dissemination 2. Organise training programmes for data management officers in relevant agencies to collect, analyse and disseminate migration data 3. Link existing labour migration-related databases to the Ghana Labour Market Information System (GLMIS) at the Labour Department 4. Incorporate relevant migration-related indicators on migration in labour force surveys as well as population censuses 5. Enhance the Labour Market and Migration Information System (LMMIS) to provide comprehensive information on migrants by relevant socio-demographic variables 	<ol style="list-style-type: none"> 1. Amount of money invested by development partners and private sector in migration data collection and management 2. Number of training programmes organised for data management officers from relevant ministries 3. Number of labour migration-related databases linked to GLMIS 4. The number of migration/labour migration indicators included in surveys and censuses. 5. Availability of comprehensive LMMIS

