

ACTION 1

IDENTIFY STAKEHOLDERS

To identify stakeholders, government actors need to brainstorm and map out who their stakeholders are, keeping in mind that relevant stakeholders are not a static group.¹³

Stakeholders in GCM implementation are those who, either directly or indirectly, represent a voice for migrants and are well-positioned to put forward their views and interests.

To identify stakeholders, review Tool 1 and consider:

- Who would be affected by safe, orderly and regular migration?
- Who could influence safe, orderly and regular migration?
- Who has an interest in safe, orderly and regular migration?
- Whose needs should be met through implementation of the objectives of the GCM?
- Which actors are affected by migration-related decision-making?
- Which actors do you need to engage to ensure successful GCM implementation?
- Which actors are generally underrepresented and are often not in the room, for example, migrants themselves, including migrant women and migrant children?

13. de la Mata, G., “Do you know your stakeholders? Tool to undertake a Stakeholder analysis” (Innovation for Social Change, 2014).

ACTION 2

CREATE MEANINGFUL ENGAGEMENT

Inclusive and proactive engagement with stakeholders should happen early in GCM planning and continue throughout implementation, follow up and review. To create meaningful engagement, it is important to understand the identified stakeholders and establish appropriate and effective engagement mechanisms.

1. Understand who your stakeholders are.

- How is each stakeholder engaged in migration governance?
- What role and interest do stakeholders have in GCM implementation?
- What potential conflicts of interest might exist between various stakeholders and why?
- How can trust be built among all relevant stakeholders to achieve a common vision for GCM implementation?

2. Determine how to engage with your stakeholders.

Stakeholder engagement may take many forms, such as:

Consultations

Meetings

Listening sessions

Dialogues

Partnerships

Joint plans, statements and communications

Advisory boards

Seats in working groups and committees

It may also use various communication mediums, including in-person, online, written feedback and surveys. Understanding the needs and capabilities of identified stakeholders will help inform the selection of meaningful engagement mechanisms and modalities throughout GCM implementation, follow-up and review.

Consider:

- How much time and what resources will be needed to meaningfully engage with each stakeholder?
- Is there a need to provide capacity development or guidance to certain actors to enhance their capacity to meaningfully engage? How might this be provided?
- Keeping in mind that there is no one-size-fits-all model, what mechanisms for and modalities of engagement will enhance cooperation with each stakeholder?

Ensure accessibility, fair representation and transparency.

- How can you ensure fair representation and meaningful participation for all stakeholders? In particular, how might those who are generally underrepresented be included, such as women, undocumented migrants or children and young people?
- What specific measures are needed to make processes accessible to all relevant stakeholders?
- What holistic, detailed and transparent information will you need to share with each stakeholder?¹⁶

16. Jeffery, N., Stakeholder Engagement: A Road Map to Meaningful Engagement (Cranfield School of Management, 2009).

ACTION 3

CHOOSE INSTITUTIONAL SET-UP

Choosing an institutional set-up for GCM implementation involves considering the existing relevant processes, national context and institutional capacities. In some countries, the best institutional set-up for GCM implementation may be an existing body, such as a migration ministry or coordination mechanism, while in other countries a new body may need to be established. States should consider how to link GCM implementation with broader planning and budgeting processes, as well as with national mechanisms for reporting and follow-up on other international frameworks and obligations, including the 2030 Agenda for Sustainable Development and Addis Ababa Action Agenda.

Once the institutional set-up has been determined, it is important to establish clear work processes that are discussed and agreed upon by all actors. This could include adopting terms of reference, outlining a work plan, and assigning roles, responsibilities and reporting duties.

Option 1: Assign to an existing body

Often States decide to have one or two government ministries, institutions or bodies lead the implementation process. At the national level, this may be the Office of the President/Prime Minister or the ministry of migration, labour, statistical or development planning. The ministry responsible for migration issues is often a good candidate, as it brings technical expertise, existing relationships and convening power with migration stakeholders to facilitate collaboration. Even when one ministry, institution or body is selected to lead, it is critical to engage all other ministries

to ensure a whole-of-government approach. For example, the national statistical office or ministry could help ensure strong monitoring and evaluation functions and help build longer-term migration data capacity. Particular attention should be paid to government departments that are not typically engaged in migration policy development and decision-making, yet have a key role to play in service-delivery for migrants (for example, education, health, child protection).

EXAMPLE: Jamaica has a National Working Group on International Migration and Development (NWGIMD), which was created nearly a decade ago as part of efforts to integrate migration into the country's development planning efforts.¹⁷ The working group is co-chaired by the Planning Institute of Jamaica and the Ministry of Foreign Affairs and Foreign Trade and is an example of an existing institutional set-up that could spearhead GCM implementation.¹⁸

EXAMPLE: Sweden has decided to use the government's existing Agenda 2030 implementation structure to follow up on the GCM. More specifically, Sweden intends to use an existing interdepartmental structure as a vehicle for GCM follow-up and implementation, based primarily on target 10.7 of the SDGs.¹⁹

17. Government of Jamaica, "Jamaica's experience - Mainstreaming migration into national development strategies" (2012).

18. International Organization for Migration, Jamaica Country Office, "Migration in Jamaica: A country profile 2018" (2018).

19. Global Forum on Migration and Development, "Call for voluntary sharing of initiatives, experiences and lessons learned: The case of Sweden" (n.d.).

Option 2: Create a new dedicated body

States may decide to create a cross-governmental coordinating institution, council or working group to lead the process. This dedicated body can coordinate activities between relevant government actors, help with coordination and decision-making and can be created at both the local and national levels. At all levels, this body should be inter-agency.

ACTION 4

RAISE AWARENESS

Raising awareness entails sharing information with and soliciting inputs from relevant stakeholders, taking into account their different roles and responsibilities. Awareness-raising activities should be carried out at the start of GCM planning and can continue throughout implementation, follow-up and review, for example, in the form of technical capacity-building training.

Awareness-raising for government actors should help policymakers understand the importance of GCM implementation and explain why migration is a cross-cutting issue affecting all sectors. Government actors across different sectors, from border management to health and law enforcement, will have varying levels of experience related to migration and activities should be designed accordingly. Meanwhile, the goal of awareness-raising for other stakeholders and the public is to introduce them to the GCM's vision, build an understanding of the importance of migration governance and enhance the public's understanding of migrants' rights.

Awareness-raising activities

Awareness-raising activities should not be static in content and timing; rather, they should be adapted regularly to the changing context and wider societal and political trends and events affecting migration. Some awareness-raising activities and mediums include:

- Collaborating with civil society organizations and other stakeholders to disseminate communications and information
- Briefings and sessions
- Print and electronic materials
- Cultural events
- Formal and informal education
- Media training
- Traditional media
- Social media



Awareness raising during a global pandemic: Well governed migration as an essential element of effective COVID-19 response

COVID-19 amplified some of the world’s greatest migration challenges. Many States were able to respond to these challenges more effectively by implementing various GCM commitments, such as regularizing migrants, guaranteeing services and basic protections for all migrants regardless of status, and releasing migrants from immigration detention into community-based alternatives.²⁰

In times of global upheaval, such as during a pandemic, awareness-raising activities around the GCM should emphasize how some of the solutions embedded in the GCM are part of the solution needed to weather turbulent times. Such examples are presented in the Network’s policy brief, “The Global Compact for Migration (GCM): Well governed migration as an essential element of effective COVID-19 response”. The brief outlines the applicability of the Global Compact in preventing and responding to negative impacts of COVID-19 for States, the United Nations system and other stakeholders, and highlights promising practices.

The policy brief can be found on the Network’s website, <https://migrationnetwork.un.org>.

20. United Nations Network on Migration, “The COVID-19 pandemic is an opportunity to reimagine human mobility” (2020).