

# KICK-OFF

While meaningful engagement with stakeholders is essential throughout the entire GCM implementation process, it has a central role during the kick-off, which entails identifying stakeholders, creating meaningful engagement, deciding on an institutional set-up for GCM implementation and conducting awareness-raising activities. Meaningful stakeholder engagement is emphasized in the guiding principle of “whole-of-society approach,” which promotes “broad multi-stakeholder partnerships to address migration in all its dimensions” (GCM, para. 15). This approach is emphasized throughout the actions proposed by the GCM, which frequently call on States to work with, cooperate and build partnerships with relevant stakeholders.

## USING THIS MATERIAL

The kick-off step includes the following actions: identify stakeholders, create meaningful engagement, choose institutional set up and raise awareness. Before beginning, reflect on the guiding questions below. Review the actions and tools provided and note those of particular interest. Use the checklist included at the end of this step to help guide your work.

## ☑ GUIDING QUESTIONS

➤ Kick-off

1. What government bodies/entities are involved in migration-related policy?
2. Which policy sectors significantly affect – or are affected by – migrants and migration? Consider all types of migration and migrants.
3. What government departments and what levels of government (local, national, regional, intergovernmental) maintain responsibility for migration and the delivery of protection and assistance to migrants and their families?
4. What non-governmental bodies/entities support migration governance and the delivery of assistance to migrants and their families?
5. Based on your answers to the questions above, which institutional set-up in your country would be most conducive to successful GCM implementation? Why?
6. Which government actors and other stakeholders require awareness-raising around the GCM, including its guiding principles and objectives? Why?

## 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.<sup>13</sup>

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).



## List of potential stakeholders

### **MIGRANTS AND THEIR FAMILIES**

Migrants and their families directly experience the impacts of migration governance arrangements and a wide range of sectoral policies (for example, health, education, justice and agriculture, among others).

### **DIASPORAS**

Diasporas bring value to populations in both countries of origin and destination through human capital, financial resources, remittances, philanthropy and investments.

### **CIVIL SOCIETY ORGANIZATIONS**

Civil society organizations play a key role in ensuring vital protection, monitoring, advocacy, information and support.

### **LOCAL AND REGIONAL GOVERNMENT AUTHORITIES**

Local and regional government authorities deliver the GCM at the local level, playing a critical role in the provision of services, promoting social cohesion and responding to real and shifting needs on the ground. Consulting with and empowering local and regional authorities is crucial to have effective GCM implementation at the territorial level.



*EXAMPLE: During the COVID-19 pandemic in 2020, the critical role of local authorities in delivering important services to migrants became even more apparent. In Chicago, for example, the Mayor issued an executive order ensuring that migrants and refugees – regardless of status – could access response benefits and services at the municipal level.<sup>14</sup>*

## **VARIOUS POLICY SECTORS**

Engaging various policy sectors promotes a whole-of-government approach and policy coherence and is critical for GCM implementation.



*EXAMPLE: During the COVID-19 pandemic the provision of inclusive health services for all migrants, regardless of status, became recognized as key to mitigating and containing the outbreak.<sup>15</sup>*

## **LOCAL COMMUNITIES**

Local communities in countries of origin, transit and destination can be engaged to support various aspects of GCM implementation, including measures to ensure inclusion and prevent incidences of racism, xenophobia and other forms of discrimination against migrants and diasporas (GCM objective 17, action g) and in partnerships to promote the transfer of knowledge and skills between countries of origin and destination (GCM objective 19, action j).

## **NATIONAL HUMAN RIGHTS INSTITUTIONS**

National human rights institutions (NHRIs) support the implementation of human rights commitments and independently monitor States' compliance with international human rights obligations, often receiving complaints and

14. GFMD Mayors Mechanism, "Update on COVID-19" (April 2020).

15. Guadagno, L., "Migrants and the COVID-19 pandemic: An initial analysis" (2020).

conducting investigations and inquiries (GCM objective 15, action d). For more information on NHRIs, see [www.ohchr.org](http://www.ohchr.org).

### **PRIVATE SECTOR ACTORS**

Private sector actors are essential in ensuring decent work for migrant workers as recruiters and employers of migrants, and have knowledge of skill needs in the local economy and governance challenges. Involved in job creation, private sector actors can also help promote diaspora entrepreneurship and investment.

### **ACADEMIA**

Academia has an important role in critically evaluating and clarifying the objectives and actions laid out in the GCM.

### **RECRUITMENT AGENCIES**

Recruitment agencies can offer important thematic and technical expertise. They should be engaged when discussing labour migration and the nexus with human trafficking and smuggling, ensuring that they are well-regulated, align with international guidelines and best practices (GCM objective 6, action c), and mandated to uphold legal requirements, including human rights standards.

### **DEVELOPMENT COOPERATION PARTNERS**

Development cooperation partners can shape the funding for the implementation of GCM interventions.

### **PARLIAMENTARIANS**

Parliamentarians can have a role in ensuring that the rights and needs of migrants and their families are considered in legislation, as well as in translating different GCM objectives to national contexts through the adoption of legislation.

## **TRADE UNIONS**

Trade unions are central partners in ensuring access to services, justice and decent work for all migrant workers regardless of their status, through advocacy and support, as well as their knowledge of the real conditions faced by migrant workers.

## **THE MEDIA**

The media can have a pivotal role in raising awareness about the GCM and about laws and policies that impact migrants and their families. Where there is growing anti-immigrant sentiment, they can also help educate and shift perceptions.

## **CHILDREN AND YOUNG PEOPLE**

Children and their rights are central to good migration management. Engaging with children and young people is important to ensure they are part of the solution and contribute to designing better migration policies.

## **REGIONAL-LEVEL AND COUNTRY-LEVEL SET-UPS OF THE UN NETWORK ON MIGRATION**

The UN Network on Migration at the regional and country levels is a valuable resource that can assist and guide States with on-the-ground GCM implementation, including connecting to the Migration Multi-partner Trust Fund, engaging with civil society and other stakeholders, and helping to complete the review processes.

## 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?<sup>16</sup>

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.<sup>17</sup> 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.<sup>18</sup>

**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.<sup>19</sup>

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.<sup>20</sup>

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).



## Checklist

### STEP 1- KICK-OFF

- ✓ Map out relevant stakeholders, paying special attention to those who may not be usually included in decision-making impacting migrants and their families.
- ✓ Understand who the stakeholders are.
- ✓ Decide on how to engage with the identified stakeholders in ways that allow for meaningful participation and partnership.
- ✓ Determine an institutional set-up for GCM implementation.
- ✓ Carry out and promote meaningful engagement, participation and partnership with identified stakeholders, ensuring accessibility, transparency and fair representation, particularly for voices that are often underrepresented (ongoing).
- ✓ Design and implement relevant awareness-raising activities for government actors, other stakeholders and the public (ongoing).