

ACTION 1

DEVELOP AN ACTION PLAN

There is no uniform, one-size-fits-all approach to GCM implementation. Depending on the context, GCM implementation may take one or both of the following forms:

■ **The elaboration of a national GCM implementation plan**, as mentioned in the GCM (para. 53). GCM national implementation plans (NIPs) should summarize chosen GCM objectives, the interventions that have been designed to make progress on those objectives and how those interventions will be carried forward. For an example of formulating a national GCM implementation plan, see Annex 1: Case study: Portugal's national GCM implementation plan.

■ **Aligning the steps of GCM intervention with wider processes**, such as the implementation of the 2030 Agenda and other international agreements and obligations. Consider how GCM implementation should be integrated into other national plans or strategies, including various sectoral plans or strategies to meet the prioritized objectives.

Every GCM action plan should articulate how the Compact's guiding principles will be implemented in practice and aim to fulfil the various important criteria outlined in Tool 8.

REVIEW AND ADOPT THE ACTION PLAN

Before adopting any action plan, government actors should ensure that the proposed plan is widely reviewed, discussed, debated and validated through a series of workshops with different ministries, local authorities, implementing partners and other relevant stakeholders, including migrants and those who will be impacted by the proposed actions. During these workshops, stakeholders should explicitly discuss and review:

- The GCM objectives that have been identified for immediate implementation
- How the GCM guiding principles will be implemented through the proposed actions
- The needs assessment process that led to identifying these GCM objectives
- The relevance of the identified GCM objectives to the national and local contexts
- Proposed interventions and actions
- Timeframes
- The involvement of different stakeholders in implementation, evaluation, review and reporting
- Budgeting for the migration-related interventions laid out in the plan

ALLOW FOR FLEXIBILITY TO RESPOND TO EMERGING NEEDS

GCM plans should be flexible so that they can respond to changing conditions and events. For example, during the COVID-19 pandemic, certain positive practices in line with GCM commitments and related to addressing the health, socioeconomic and protection impacts of COVID-19 on migrants became even more critical to safeguarding public health and protecting migrants' rights and well-being.

BUILD A PROACTIVE CULTURE OF LEARNING

To support any action plan for GCM implementation, it is also important to build an ongoing, inclusive and proactive culture of learning about migration and the GCM at all levels of government. The Migration Network Hub established through the GCM (GCM, para. 43) is particularly valuable for promoting such a culture.



Positive practices in addressing the impact of COVID-19 on migrants

The United Nations Network on Migration is committed to supporting all partners in pursuit of the implementation of the GCM, recognizing that this cooperative framework provides an invaluable tool for ensuring everyone can contribute to a collective response to COVID-19 and all are protected equally against its impact.

To support effective, evidence-based responses to the pandemic, the Network established a COVID-19 portal on the Network's website (<https://migrationnetwork.un.org>). In addition, the Network produced a series of policy briefs that examine how different aspects of the COVID-19 pandemic relate to migrants and their communities (see "Official UN Network on Migration Statements"). These briefs provide explicit recommendations as well as examples of positive practices for how governments and other stakeholders can protect migrants' rights and leverage migrants' positive contributions through GCM implementation.

The portal also links to other relevant resources and reports and hosts "Community of Practice: Voices from the Ground" to facilitate the respectful exchange of factual, constructive and timely information (<https://migrationnetwork.un.org/hub/community-practice-voices-ground>).

ACTION 2

DRAFT A BUDGET

The budget serves as a central policy document of government, outlining how annual and multi-annual objectives are to be prioritized and achieved through resource allocation. The role of the national budget in successful GCM implementation is therefore crucial, as it can elevate policy-related priorities and help ensure the success of initiatives.

BUDGETING FOR GCM IMPLEMENTATION

1. **Organize capacity-building activities with government actors and other implementing partners**, as needed, before or during the budgeting process. These activities should be tailored to the specific roles, responsibilities, capacities and knowledge gaps of government actors and implementing partners.
2. **Take stock of what funding you are likely to receive** from external entities and sources.
3. **Consider inputs from stakeholders with whom you have organized consultations** on the levels of funding that will be needed to implement the chosen GCM interventions.
4. **Consider the following ideal conditions for successful GCM budgeting:**²⁶
 - **Political commitment** to the GCM at high levels, which can help shift the culture within government

26. Adapted from: Downes, Ronnie and Scherie Nicol, "Designing and Implementing Gender Budgeting: A path to action" (OECD, n.d.).

- **Legal foundations** for GCM budgeting, including legislation that is debated in and adopted by parliament
- **Clear roles and responsibilities** with regards to GCM budgeting, divided among governmental and non-governmental actors and that are decided upon by the implementing body
- Availability and collection of **robust migration data**, which can both inform resource allocation and help build political commitment within the government
- **Capacity development** in GCM budgeting, such as trainings for government actors on chosen GCM interventions and on how to prepare budgeting statements for their implementation

5. Refer to and demonstrate the ten principles of good budgetary governance (see Tool 9).

6. Ensure that the process of budgeting for GCM interventions is aligned with international human rights obligations.²⁷

7. Budget not only for immediate interventions but also for supporting activities.

For example, should you choose to integrate migration into legislative frameworks across different sectors, this may also require budgeting for capacity-building across ministries and departments.

8. Carry out all necessary bureaucratic steps, negotiations and discussions to move forward successfully with budgeting for and implementing the chosen GCM interventions.

27. See an exploration of the linkages between obligations under international human rights law and budget policies and processes in Realizing human rights through government budgets (OHCHR, 2017). Available at www.ohchr.org.

ACTION 3

MOBILIZE RESOURCES

To mobilize critical resources for GCM implementation:

1. Organize bilateral meetings with relevant stakeholders and potential implementing partners to discuss resource mobilization. Potential implementing partners should include governmental actors from different levels and sectors of government, as well as non-governmental stakeholders, in line with the GCM's whole-of-government and whole-of-society approach. The opinions, insights and feedback collected during these consultations can feed into the budgeting process. Topics that these consultations should cover include:

- Funding gaps
- Existing and potential funding partners
- Areas of interest of these funding partners
- Resources required for implementing the chosen GCM interventions, including how much money is needed and how it should be allocated
- How resources may need to be swiftly re-allocated in times of global upheaval, such as during a global pandemic.



2. Identify potential sources of funding. If GCM implementation is taking place under a wider policy, programme or 2030 Agenda implementation process, government actors should follow the existing resource mobilization strategies. Innovative funding sources, such as

public-private collaborations, should also be explored. In addition, States should identify opportunities to leverage the Start-Up Fund for Safe, Orderly and Regular Migration (or Migration MPTF), as per their identified objectives for GCM implementation. Some potential funding sources include:

- › The Migration Multi-Partner Trust Fund (Migration MPTF) (See below for more information.)
- › Existing local and national strategies and sources of funding for development activities
- › SDG-related funds, such as the Joint SDG Fund available for United Nation Country Teams (More information available at <https://jointsdgfund.org>.)
- › Migration-specific funds from development cooperation partners and multilateral agencies
- › Diverse migration-related sources of finance, such as remittances, diaspora contributions, private sector funding, funding from foundations and social impact bonds

3. Draft a resource mobilization plan. This plan should outline the proposed GCM interventions that require additional resources, as well as highlight strategies for approaching development cooperation partners and other funding sources.