

# IMPLEMENTATION

The GCM encourages all Member States to develop “ambitious national responses for the implementation of the Global Compact ... such as through the voluntary elaboration and use of a national implementation plan” (GCM, para. 53). As such, this step focuses on the process of translating the chosen interventions from **Step 3** into tangible activities, which includes mobilizing resources, budgeting and developing and implementing an action plan for GCM implementation.

## USING THIS MATERIAL

The implementation step includes the following actions: develop an action, draft a budget and mobilize resources. Before beginning, reflect on the following guiding questions and the focus of your approach. 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

1. Has your country already formalized intentions for moving forward with GCM implementation?
2. If not, what process for this implementation is most fitting given your country's context, existing processes and structures and capacity?
3. What are the challenges and opportunities regarding budgeting for GCM implementation?
4. How will these challenges and opportunities shift during a moment of large-scale upheaval, such as during the COVID-19 pandemic?



Implementation

5. From which actors is high-level political commitment necessary to budget properly for GCM implementation?
6. From what external entities is your government likely to receive funding for GCM implementation?
7. Can your government make use of diverse financing resources, such as remittances, social impact bonds or private sector funding? Note that remittances are private funds owned by migrants and so their use for GCM implementation should be incentivized through appropriate measures (for example, offers of bonds or other investment schemes), but not made mandatory (for example, by levying additional taxes on remittances).
8. If financing resources are available, which resources and how will you mobilize them?

## 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.



## TOOL 8

### Criteria for GCM Action Plans

**For every GCM intervention, these should be included:**

Detailed description of the intervention, policy process, legislative change, programme or project

Rationale behind the intervention, including its relation to the GCM's guiding principles, objectives and actions

Implementing partners that will be engaged in carrying out the intervention

For governmental partners, specify which sectors, departments and level of government these actors represent. For non-governmental partners, specify which sectors of society these actors are from.

Rationale for each implementing partner's involvement, articulating the added value of each partner

Roles and tasks of implementing actors at each stage of the intervention, including the relationships coordination and oversight responsibilities of each actor

How the intervention will comply to international legal obligations, including international human rights law

Timeframe for implementation

Expected outcomes and outputs

Anticipated challenges and/or foreseeable bottlenecks

Required supporting activities, such as training, capacity-building or advocacy, as well as whom these activities will target

Required resources, including financial, human and otherwise

Funding arrangements

Monitoring and evaluation, including the structural, process and outcome indicators that will be used to measure progress on the intervention

## 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:**<sup>26</sup>

- **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.**<sup>27</sup>

**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](http://www.ohchr.org).



## Ten Principles of Good Budgetary Governance<sup>28</sup>

- Manage budgets within clear, credible and predictable limits for fiscal policy. **1**
- Closely align budgets with the medium-term strategic priorities of government. **2**
- Design the capital budgeting framework in order to meet national development needs in a cost-effective and coherent manner. **3**
- Ensure that budget documents and data are open, transparent and accessible. **4**
- Provide for an inclusive, participative and realistic debate on budgetary choices. **5**
- Present a comprehensive, accurate and reliable account of the public finances. **6**
- Actively plan, manage and monitor budget execution. **7**
- Ensure that performance, evaluation and value for money are integral to the budget process. **8**
- Identify, assess and manage prudently longer-term sustainability and other fiscal risks. **9**
- Promote the integrity and quality of budgetary forecasts, fiscal plans and budgetary implementation through rigorous quality assurance including independent audit. **10**

28. From: Public Governance and Territorial Development Directorate, “Recommendation of the Council on Budgetary Governance” (OECD, 2015) p. 3.

## 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.



## Checklist

### STEP 4 - IMPLEMENTATION

- ✓ Develop an action plan for GCM implementation in consultation with all relevant ministries and stakeholders.
- ✓ Review and adopt the action plan.
- ✓ Take the necessary steps to budget for GCM implementation, such as organizing capacity-building activities and taking stock of funding.
- ✓ Draft a budget for GCM implementation, securing resources for immediate interventions, as well as for supporting activities.
- ✓ Identify potential sources of funding.
- ✓ Organize bilateral meetings with relevant stakeholders and potential implementing partners to discuss resource mobilization.
- ✓ Draft a resource mobilization plan.
- ✓ Implement the action plan, cultivating a culture of learning to encourage improved migration governance at all levels of government.

# Migration Multi-Partner Trust Fund (Migration MPTF)

The Migration Multi-Partner Trust Fund (Migration MPTF) is the start-up fund of the capacity-building mechanism called for in paragraph 43 of the GCM. It is a funding mechanism fully dedicated to supporting collective action on migration and is the only one of its kind.

## Purpose and Structure

The Migration MPTF will primarily support the country-level implementation of the GCM, focusing on the GCM's 23 objectives, grouped under five thematic areas to allow for earmarking and to help ensure tracking of adherence to the GCM's 360-degree vision. The Migration MPTF will also support regional and global GCM implementation initiatives. The five thematic areas are:

- **Thematic Area 1:** Promoting fact-based and data-driven migration discourse, policy and planning
- **Thematic Area 2:** Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration
- **Thematic Area 3:** Addressing irregular migration, including through managing borders and combatting transnational crime
- **Thematic Area 4:** Facilitating regular migration, decent work and enhancing the positive development effects of human mobility
- **Thematic Area 5:** Improving the social inclusion and integration of migrants

## Contributions

Contributions to the Migration MPTF are accepted from Member States, regional bodies, intergovernmental organizations, non-governmental organizations, businesses, foundations and individuals.

## Who can apply?

UN organizations can apply as primary recipients of grants and can work with and transfer funds to civil society and government partners.

## Who takes decisions?

Allocations are determined by the Fund's Steering Committee, a multi-partner decision-making body chaired by the Director-General of IOM as Coordinator of the Network.

## For more information and to apply to the Migration MPTF

More information about the Migration MPTF can be found at <https://mptf.undp.org/factsheet/fund/MIG00>.

Also available is the *Migration MPTF Operations Manual*, which contains the template for applying for Migration MPTF funds, as well as a detailed table outlining the connections between GCM objectives and SDG targets. Concept notes for funding proposals are accepted on a rolling basis. Additional information about the Migration MPTF, such as current projects and their impact, can be found on the UN Network on Migration's website at <https://migrationnetwork.un.org/mptf>.



**Migration  
Multi-Partner  
Trust Fund**