Civil Society models of engagement in a new era of migration governance

Author: Hermione Garelli, Independent Consultant
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Contents

ACRONYMS

AC	Action Committee
CSD	Civil Society Days (of the Global Forum on Migration and Development)
GCM	Global Compact for Safe, Orderly and Regular Migration
GCR	Global Compact on Refugees
GFMD	Global Forum on Migration and Development
ICMC	International Catholic Migration Commission
IOM	International Organization for Migration
ICVA	International Council of Voluntary Agencies
ISC	International Steering Committee (of the GFMD Civil Society Days)
UNHCR	United Nations High Commissioner for Refugees

GFMD Civil Society Days 2018, Marrakesh, Morocco. Group picture of all civil society participants. Credits: @belkhadir.

EXECUTIVE SUMMARY

Civil society actors have worked for decades at grassroots, national, regional and global levels for the realization of migrants' rights. The New York Declaration (2016) heralded a period of intense multi-stakeholder consultations and negotiations culminating in the adoption, by 164 states, of the Global Compact for Safe, Orderly and Regular Migration ('the Compact') in December 2018.

As the Compact moves to its implementation phase, this research presents a future model that connects civil society initiatives and discuss collective strategy around the implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration, with a pragmatic bridge to civil society action around the Global Compact for Refugees and Internally Displaced Persons (IDPs).

The Action Committee and its Core Group has, to date, played a leading role in coordinating civil society, sharing information, strategizing and collectively engaging to influence the adoption of the Compact. As it looks to the future, the future model to be organized, to demonstrate initiative and impact, and to seek influence in shaping and moving both as implementers of the Compact's objectives and also as a voice and leadership for migrants globally.

This report is based on a wide-ranging research with multiple interactions with key stakeholders in civil society, webinars with regional groups, an online survey and two moments of interaction at the Civil Society Days of the Global Forum on Migration and Development in Morocco. Respondents cite that any future model must first focus on 'localizing the global and globalizing the local' and, second, create a model that is truly representative, diverse and inclusive. This report discusses in detail these two foundational pillars and embeds them in the architecture of the future model.

This research answers two central questions:

Which areas will civil society collectively prioritize in the Global Compact for Migration follow-up and review process and how do we effectively and transparently connect in this? How will civil society organise in this new era of international migration governance?

In answering these questions, this paper first describes thematic priority areas, analyzing information from existing civil society work, including the Ten Acts, and building on the Ten Commitments made at the Global Forum on Migration and Development Civil Society Days in December 2018. The research recommends undertaking a deeper thematic priority analysis, built on existing momentum in global civil society organizing. It also makes suggestions on next steps and how to move forward on global priority setting.

Second, this paper details the primary goal of any future model: to connect civil society initiatives and discuss collective strategy around the implementation, follow-up and review of the Compact, with a pragmatic bridge to civil society action around the Global Compact for Refugees (GCR) and Internally Displaced Persons (IDPs). Based on this goal, this research recommends three principle objectives: Knowledge Management (Communicate, Connect and Convene), Collective Organizing and Capacity Building. The objectives are ranked as either 'essential' or 'possible,' allowing for strategic decision-making and the sequential and progressive development of any future model.

Third, the report offers analysis of key considerations on the current model, notably around membership, governance and representation, as well as the link between the role of the global model to national and regional level work. It then provides an overview of respondents' suggested solutions to guide future steps.

Fourth, the report states how the future model could be organized. It takes into consideration requirements around resource mobilization, membership, staffing needs and governing structures and considers where the future model may be hosted. Two options are offered, with the future model either remaining at the International Catholic Migration Commission, or being hosted – either temporarily 'incubated' or for longer-term duration - in another Geneva-based organization focusing on civil society organizing with a strong lean on migration, displacement and development. Resource mobilization remains a challenge and a constraint to the size and remit of any future model's work: the financial burden continues to rest on only a few actors. This report offers innovative opportunities to share the responsibility across a wider range of organizations, including revising the membership structure and considering the input of future members' funding, time and expertise.

Finally, the report details next steps and recommendations for the two working streams of the 2019 *ad interim* Action Committee, linking this to 2019 milestones on the migration calendar and outlines a road map for the future.

BACKGROUND AND FRAMING

CIVIL SOCIETY ORGANIZING TO DATE

In the face of ever-increasing numbers of people moving across international borders, the UN General Assembly convened a high-level summit on 19 September 2016 to discuss ways to address large movements, both their causes and effects on refugees, migrants and society as a whole. The outcome was the *New York Declaration*, which expressed the political will of world leaders to save lives, protect rights and share responsibility on a global scale. It also included a commitment by 193 Member States to develop two Global Compacts, one for Safe, Orderly and Regular Migration and the other a Global Compact for Refugees.[1]

Civil society has collectively organized at all levels to advocate, share information and provide input into the Global Compact on Migration (GCM). Examples of collective organizing include:

➢ The civil society Action Committee (AC) (facilitated by ICMC, and co-convened by ICVA and the NGO Committee on Migration) to bridge civil society action across both Compacts and to foster joint advocacy strategies;
➢ A series of regional and thematic consultations throughout 2017 organized by civil society to ensure that regional and thematic perspectives were included in the negotiation process;[2]
➢ The development of a framework for rights-based protection and assistance to children across six key priorities under the auspices of The Initiative on Child Rights in the Global Compact.[3]

THE ACTION COMMITTEE 2016-2018

The Civil Society Action Committee (AC) was set up to build upon and amplify civil society's strategy, content and political work around the Negotiations on the GCM, at the same time closely tracking parallel developments around the Global Compact for Refugees. The roots of the AC can be traced back to the Evaluation and Planning Sub-Committee (Core Group) of the International Steering Committee (ISC) of the GFMD Civil Society Days.

When a permanent ISC was setup for the 2011 GFMD, there was recognition by the organizing body (ICMC), and other leaders of the ISC, that various tasks should be shared across various sub-committee functions of the ISC[4]. One of these sub-committees was tasked specifically to look at long-term strategic thinking and planning for advocacy and action, not just within the GFMD, but in migration governance overall. This Evaluation and Planning Sub-Committee quickly become commonly known as the "Core Group". ICMC's Director of Policy and GFMD CSD organizer at that time, John Bingham, in consultation with other long-time civil society leaders, established the Core Group the following year. Its composition was made up of individual leaders (rather than organizational representation) who could bring experience and

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[1] An Introduction to the Global Compact for Safe, Orderly and Regular Migration, MADE Network
http://madenetwork.org/sites/default/files/Global%20Compact%20Document%20ENGLISH%20Website_0.pdf
Global Compact for Refugees https://www.unhcr.org/gcr/GCR_English.pdf
[2] The final draft was agreed upon based also on a stocktaking conference in December 2017 in Puerto Vallarta, Mexico, and six rounds of negotiations in New York, based on the outcomes of the consultations as well as a report by the UN secretary-general 'Making Migration Work for All'
Making the non-binding bind: A critical analysis of the GCM. Mixed Migration Centre, 4 December 2018
http://www.mixedmigration.org/articles/making-the-non-binding-bind-a-critical-analysis-of-the-global-compact-for-migration/
[3] An Introduction to the Global Compact for Safe, Orderly and Regular Migration, MADE Network
http://madenetwork.org/sites/default/files/Global%20Compact%20Document%20ENGLISH%20Website_0.pdf
[4] http://madenetwork.org/international-steering-committee

collective strategic thinking, and initially included Colin Rajah, Eva Sandis, Gibril Faal, Ignacio Packer, Jin Sook Lee, Martina Liebsch, Michele Levoy, and William Goïs.[5]

The history of the Action Committee can be broken down into three distinct phases:

Action Committee Phase 1: Civil society actors engaged in the New York Declaration process both individually and collectively, through the UN-led civil society Steering Committee and the self-organized civil society Action Committee. The Action Committee drove global communications, organizing and collective advocacy as an extra level of civil society advocacy towards Summit outcomes and implementation thereof. The Action Committee brought together 11 NGOs active in refugee protection, identified through the ICVA network, and 11 NGOs active in migrant rights, identified through ICMC's Global Forum on Migration and Development CSD's ISC's Core Group (see above), network, with several active in both.

Action Committee Phase 2: The Action Committee continued to bridge civil society follow-up on the range of commitments in the New York Declaration through the two-year period (2017-2018) to bridge—in order to connect, not control—civil society efforts in follow-up to commitments of the New York Declaration. This emphasis on a connecting role would lighten but broaden the Action Committee's remit.

Action Committee 2019: The AC mandate, originally due to end in December 2018, was extended until December 2019, with the clear objective of 2019 being considered as a *transitional period* to elaborate a new model of civil society engagement, representation and coordination to be implemented no later than **1 January 2020**. 2019 also marks the start of the GCM implementation globally.

GFMD MOROCCO: DECEMBER 2018

The last two years have been busy ones for civil society and the migration movement as a whole. Inspired by the New York Declaration in 2016, civil society responded rapidly to a range of new global processes, with coordination and momentum picking up throughout the negotiating phases and continuing towards the adoption of the Global Compact for Safe, Orderly and Regular Migration (GCM) as well as the Global Compact on Refugees (GCR).[6]

The Civil Society Days (CSDs) of the Global Forum on Migration and Development (GFMD) in Morocco in December 2018 focused heavily on the content and implementation of the GCM. They provided an opportune occasion to come together, reflect on what has been achieved, and take stock of where to go next. In the Evaluation Survey[7] conducted after the Civil Society Days, participants noted that they found the CSD informative in terms of the content of the GCM and practices in relation to implementation, advocacy and partnerships happening around the world. There was a general sense that participants, and organizations more broadly, are committed to "making this new global migration framework work to ensure the rights of migrants despite the very difficult global and regional challenges we are facing." There was acknowledgement of the need to trigger the moment to move from words to action. Many participants responded that the CSDs provided them with inspiration and energy to continue challenging work in their local contexts. However, some participants felt that

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[5] In 2016, this Core Group formed the migration half of the Action Committee.

[6] Final Report, GFMD Civil Society Days 2018
http://madenetwork.org/sites/default/files/GFMD%20CSD%202018%20Final%20report.pdf

[7] GFMD Evaluation Survey - Results
http://madenetwork.org/sites/default/files/GFMD%20CSD%202018%20Evaluation.pdf

there was insufficient time and space dedicated for civil society strategizing and developing concrete next steps.

A consultant was brought on in October 2018 to discuss two concrete research questions intended to develop a stronger understanding of what global thematic priorities are and how the future model can structure itself to respond to them.

RESEARCH QUESTION

Which areas will civil society collectively prioritize in the Global Compact for Migration follow-up and review process and how do we effectively and transparently connect in this? How will civil society organise in this new era of international migration governance?

METHODOLOGY

Transparency and inclusiveness drove this research: it is informed by input from a broad range of civil society actors working on migration either globally, regionally or at national level.

The methodology included:
- 27 individual interviews with civil society leaders;
- 3 individual interviews with leadership in other civil society processes;[8]
- 2 regional group calls (Latin America and Europe);[9]
- 50 respondents to an open online survey;
- 2 "Green Room" side events at the 2018 GFMD Civil Society Days.

The methodology focused on ensuring a diverse pool of actors in order to identify key thinking on future collective civil society engagement. The Consultant was provided with a Sounding Board[10] for support and reported to ICMC.

Limitations

This consultancy is a 'first step:' initial research based on a broad-reaching consultation over a limited period of time (45 days) between 1 October 2018 and 14 February 2019. These first ideas pave the way for further in-depth consultation with civil society in 2019. Not all planned interviews and group calls were able to take place owing to time and capacity constraints of respondents. The focus of this research is entirely on the GCM, recognising the importance of reflection and potential linkages around the Global Compact for Refugees and on-going work around the twentieth anniversary of the Guiding Principles on Internal Displacement.

Terminology

Direct quotes gathered during the research are not attributed to individuals in order to ensure confidentiality. All those who have participated (either through interviews, Green Room interactions or the online survey) are named as '*respondents*'. '*Future model*' is used as an overarching term to describe the future model that may be adopted from 2020 onwards.

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[8] A limited number of interviews with other civil society processes was conducted owing to availability/time limitations, and should be prioritized in next steps.

[9] As above, these were limited in number and all regions should be offered the opportunity to engage in this component of the research.

[10] The Sounding Board was created to offer the consultant leadership and oversight on the research and entailed a total of four calls. It consisted of the three AC co-conveners (ICMC, ICVA and the NGO Committee on Migration), the three GFMD Civil Society Chairs 2018 (Roula Hamati – Cross Regional Centre for Refugees and Migrants, Mamadou Goïta – IPRAD and Hamza Ibrahim – Major Group on Children and Youth) and three additional experts: Mirela Shuteriqi – Terre des Hommes, Evalyn Tennant – Global Migration Policy Associates and Kevin Appleby – Scalabrini International Migration Network).

FINDINGS

I. THEMATIC PRIORITY AREAS

"It's important to remember that it is at national level where the implementation of the Compact is most relevant: where there is unity of purpose, or in value to shared thematic priorities, the future model can play a role."

Overview
Civil society has worked tirelessly for many years implementing programs to support migrants' rights, as networks undertaking collective action, and as advocates of migrant rights to governments. This has been done at the grassroots, national, regional and global level. The New York Declaration inspired a renewed period of collective activity to instil a rights-based approach to the Global Compact.

What does the Compact say?
The GCM endeavours to avert irregular and involuntary migration by addressing conditions that prevent people from achieving the SDGs, and ensure that migration that occurs does so in a safe, orderly and regular manner. [11] However, the main potential of the GCM's "cooperation framework" is not going to be in addressing drivers: there is neither a commitment to increase pathways (despite civil society having pushed for this) nor to abandon legally permissible deterrence policies, including returns. "However, it is going to enhance cooperation among states on topics including border governance as well as skills partnerships and portability of benefits. And the commitments (notably in Objectives 7, 8, 9, 10, 11, 12, 15) should facilitate better access to rights protections both for people "on the move" or in mixed movements and for those migrant workers (and others) who may not be moving but do require access to services in fulfilment of their human rights."[12]

The Compact consists of 23 Objectives with each objective containing a specific commitment and range of actions by which to achieve these commitments. States commit to fulfil the objectives and commitments in the Compact, taking into account different national realities and capacities. They commit to do so in cooperation and partnership with migrants, civil society and other relevant stakeholders[13]. To achieve these goals, the GCM focuses on the following main objectives:

- Improvement of data and information;
- Mechanisms to address the drivers of migration, with particular focus on those that lead to unsafe and disorderly movements;
- Measures to protect the human rights of migrants;
- Avenues of regular migration;
- Steps to curtail irregular migration and provide border security; and

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[11] POLICY BRIEF 6: Making the Global Compacts work: What future for refugees and migrants?
T. Alexander Aleinikoff and Susan Martin, University of New South Wales. April 2018.
https://www.kaldorcentre.unsw.edu.au/sites/default/files/Policy%20brief_6%20final.pdf
[12] Input received from respondent (interviews).
[13] An Introduction to the Global Compact for Safe, Orderly and Regular Migration, MADE Network
http://madenetwork.org/sites/default/files/Global%20Compact%20Document%20ENGLISH%20Website_0.pdf

- Options to encourage (re)integration of migrants and promotion of development in destination and origin countries.[14]

Who is responsible for its implementation?
While states have the primary responsibility to translate the commitments they have made in the GCM into clear policies and actions, they will not do this alone: "it will be key for civil society to remain engaged and connected to push for [this] ambitious and rights-based implementation at all levels."[15]

The United Nations has established the UN Network on Migration and IOM will serve as the Coordinator and the Secretariat. "No single part of the UN community can effectively address all dimensions of migration but together we have the chance to make a real difference," stated IOM Director General António Vitorino.[16]

It is not yet clear how the mechanisms of the 2030 Agenda and the two Global Compacts will feed into and work with each other. Civil society will need to monitor how all of these mechanisms can be connected and how they can best engage to support the implementation of the GCM.

There is a "general lack of clarity in relation to [monitoring] the implementation of the Compact, with consultations on-going to establish modalities for its implementation, follow-up and review."[17] Regional and international migration reviews (with consultations in early 2019) will be of primary importance. Other mechanisms respondents have mentioned include the Universal Periodic Review, UN Regional Economic Commissions, Voluntary National Reviews of the Sustainable Development Goal, the Treaty Bodies and the work of the Special Procedures.[18]

What is the link between the Global Compact for Migration and the GFMD?
Respondents have reiterated the importance of the Global Forum on Migration and Development (GFMD) as an intergovernmental process and have their eye on its next convening in Ecuador, in November 2019. The Chair of the 2019 GFMD has called for the GFMD meeting in Ecuador to "facilitate discussions on the implementation of the GCM, and to maintain its structure as a broad, informal and flexible space for the establishment of strategic partnerships and generating consensus."[19] Looking ahead, many participants would like to see the GFMD continue, and to serve as a monitoring space for the implementation of the Global Compact, while others stressed the CSDs' remit should remain broader and not solely focus on the GCM.[20]

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[14] Policy Brief 6: Making the Global Compacts work: What future for refugees and migrants?
T. Alexander Aleinikoff and Susan Martin, University of New South Wales. April 2018.
https://www.kaldorcentre.unsw.edu.au/sites/default/files/Policy%20brief_6%20final.pdf
[15] An Introduction to the Global Compact for Safe, Orderly and Regular Migration, MADE Network
http://madenetwork.org/sites/default/files/Global%20Compact%20Document%20ENGLISH%20Website_0.pdf
[16] Statement by UN Network on Migration 21/12/2018
 https://www.iom.int/news/statement-un-network-migration-formal-endorsement-global-compact-migration
[17] An Introduction to the Global Compact for Safe, Orderly and Regular Migration, MADE Network
http://madenetwork.org/sites/default/files/Global%20Compact%20Document%20ENGLISH%20Website_0.pdf
[18] Also, the Human Rights Council but caution from some governments about how much the GCM can be raised in that space.
[19] Mr Santiago Javier Chavez Pareja, Vice Minister for Human Mobility, Ecuador, designated Chair of the GFMD 2019 www.gfmd.org
[20] GFMD Evaluation Survey 2018
http://madenetwork.org/sites/default/files/GFMD%20CSD%202018%20Evaluation.pdf

Considerations for collective civil society moving forward

In deciding upon thematic priorities, civil society will need to maintain a strong 'lean' on political developments: a deep understanding and analysis of global discourse, policy and programming around migration, which is changing rapidly, and includes both positive developments *and* negative political environments, including states 'backing out' of the Compact or being passive in terms of implementation. In 2019, the new UN Network will start to operate under its new formula as part of the more global UN reform: civil society can have significant influence both in its architecture and content.

Second, civil society needs to ensure that resources match levels of expectations for new civil society organizing: at present, "we think far bigger than we are." Pragmatism in selecting priority thematic areas and the range of sequential activities is needed in order to strategize around reasonable, achievable objectives.

Third, whilst civil society will have some groups that are engaging on the basis of conditions on the ground there will be other groups that undertake completely different, but complementary, work, such as focusing on the review architecture. It will be important to provide opportunities for groups with varied missions, constituencies and niches to inform one another's work. The future model's role will need to be defined around this architecture as they move forward with selecting priority thematic areas, and for what purpose. Thematic priority selection will need to be based on a broader mapping of the current work of organizations' work and networks and their own priorities in the implementation of the Compact.

Fourth, one of the clear shortfalls of the GCM is the lack of clarity on implementation, follow-up and review processes with negotiations on the review process to start in March 2019 in New York (with a mandate to complete consultations on a mapping of the review process by the end of April). The follow up and review of the Compact is still open for discussion and depends on funding and resourcing. Its successful implementation –turning words into practice – will require significant Member State impetus and a driven, structured and well-resourced UN Network.

OVERVIEW OF THEMATIC PRIORITIES

> *"All thematic areas are reflected in the Compact, so there are links and hooks to all civil society's work, which makes selecting priority areas very difficult."*

Overview

Respondents have highlighted a number of thematic priorities for follow-up at the global level. They are clustered (below) under broad-ranging themes but are not listed in any weighted order: respondents often mentioned more than one priority area and noted that any future selection of a priority area would have to be considered against what is currently being worked on by other networks or organizations. Different regions may have different priorities: for example, Climate Change migration in the Pacific region, labour rights in the Asia region and mixed migration flows in South and Central America.

Global civil society has already had significant success in creating shared visions during the negotiations and stakeholder consultations around the Compact. In November 2017 civil society prepared the **Now and How: Ten Acts for the Global Compact** in consultation with over 50 networks and signed by 237 organizations. The document includes 10 priority issues and actions, and has a number of clear goals and timelines for implementation of the

Compact.[21] The Ten Acts has been cited by a number of respondents as a key reference document from which select specific thematic priority areas can be chosen.

Thematic priorities from the GFMD 2018

Ten Commitments were presented at the official closing of the GFMD Civil Society Days, which serve to highlight some of the key issues and overarching themes identified as priorities in the implementation of the GCM.
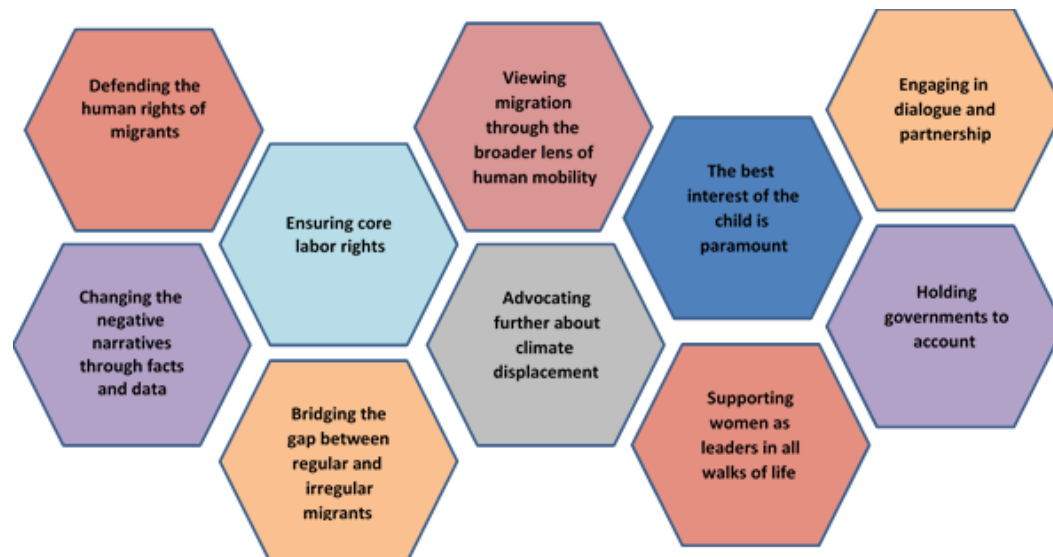

Figure 1: Civil Society Key Issues and overarching priority themes. Final Report, GFMD Morocco.

In addition to the Ten Commitments, respondents have noted a number of specific areas on which they identify the need for a united focus in the coming years. These can be broadly ranged under the four themes from Recommendations Day (Day 1) of the GFMD CSDs.[22]

Theme 1: Actions addressing the drivers of forced displacement including climate change and environmental degradation
  ➢ Climate Change displacement (notably in the Pacific region)
Theme 2: Actions ensuring safe, dignified and rights-based transit, entry, reception and return
  ➢ Alternatives to detention
  ➢ Returning migrants: reintegration, sustainability of return
  ➢ Dialogue between sending and receiving countries
  ➢ Ensuring the rights of people to migrate with dignity: saving lives, smuggling, criminalization of people/organizations who assist
  ➢ Missing migrants, new patterns of migrant movement
  ➢ Legislative developments both protecting and decreasing migrant rights
  ➢ Protection of vulnerable migrants (notably women and children)
Theme 3: Actions to ensure Decent Work, Labour Rights and Fair Recruitment
  ➢ Recruitment reform, protection and exploitation of migrant workers
  ➢ Promoting regular channels for migration

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[21] An Introduction to the Global Compact for Safe, Orderly and Regular Migration, MADE Network http://madenetwork.org/sites/default/files/Global%20Compact%20Document%20ENGLISH%20Website_0.pdf
[22] Participants at CSD GFMD in Marrakesh in 2018 signaled a great interest in the themes related to climate change, decent work, labor rights and social inclusion. There would be an interest for these sessions to be maintained in the next GFMD.
http://madenetwork.org/sites/default/files/GFMD%20CSD%202018%20Evaluation.pdf

Theme 4: Actions ensuring the social, economic and political inclusion of migrants in communities
  - ➢ Countering xenophobia
  - ➢ Implementation of the firewall: health services, labour market

How to move forward on global priority setting
Respondents offered a number of ideas to move forward on priority setting:
  - First, any selection of thematic priorities should respond to the realities of each specific context. Of note, the priorities should respond to the needs of migrants, as reflected by grassroots NGOs at the national and regional level.
  - Second, some respondents noted that a thematic priority should be sought on an issue where there is already a significant 'hook' on which to base future work.
  - Third, the future model can consider building on existing tools (e.g. the 10 Acts) in order to build on pre-existing momentum.
  - Fourth, prioritization may occur based on a mapping of existing organizations' strategic work, identifying issues on where there is already a shared thematic focus (which may or may not require additional support) or demonstrable success to date and where continued progress could be readily envisaged.
  - Five, a mapping may also assist the future model in playing a strong role in "pointing out protection gaps and being the voice and watchdog" at the global level.

For further information on the identification and selection of Thematic Priorities see Objective 2

II. WHAT SHOULD THE FUTURE MODEL DO?

Overview
The previous section of this report provided detailed information on thematic priorities (Section I). This part (Section II) discusses in detail what the future model should do. It therefore takes the list of thematic priorities and provides respondents' feedback on priority areas translated into Objectives and functional activities. The following section (Section III) discusses how the future model could then be organized.

Lessons learnt to date
Respondents in this research were uniform in their assessment of civil society organizing to date, stating that the activities that the Action Committee has undertaken (notably information sharing based around monthly calls amongst members) have been critically important and should continue as they serve to "keep us together in a transparent manner." The added value of the Action Committee to date has been in fostering collective action on the development of the GCM, acting as a decisive influencer and connector, and providing leadership and coordination across civil society. The Action Committee has provided strategic direction, notably through a nuanced and strategic oversight of political developments, and specifically in creating, and responding to, opportunities to have influence. Members have worked to represent Civil Society's voice in a multitude of forums, and their voice has been heard as both coherent and substantive. Convening members and communicating decisive action, for example in authoring the 10 Acts for the Global Compact, has had particular influence.

The AC's work was deemed of great value for being "accessible, understandable and easy to engage in." Members have significantly benefited from the Action Committee's Knowledge Management role: this gave all members the information and knowledge required regarding relevant processes, and where and how to engage. This had a notable impact at regional and national level as organizations and networks could act on the information to push forward their agendas. While national and regional organisations place value on the provision of high quality information around global level processes, they have equally welcomed the opportunity to bring their work to the global level.

Respondents state that "there is a real desire to continue" based on a future model which retains its most important elements whilst also being open to **clarifications on thematic priorities** and **diversification of membership** to increase transparency and accountability. 2019 is to be used as an opportunity to build strong foundations for a legitimate future model for 2020 onwards.

WHAT IS OUR GOAL?
The overall goal of the future model is to connect civil society initiatives and discuss collective strategy around the Implementation, follow-up and review of the Global Compact for Safe, Orderly and Regular Migration, with a pragmatic bridge to civil society action around the Global Compact for Refugees and Internally Displaced Persons (IDPs).

INTRODUCING THE 3Cs: Objective setting for the future model
Three **overarching objectives** of any future model have been identified and framed as the " 3Cs". There are listed below, together with possible **activities**. A major challenge will be in identifying what to select: a multitude of potential activities (classified under either 'essential' or 'possible') exists to meet the 3Cs objectives: prioritization is therefore critical.

> ### *What are the 3Cs: Objectives for the Future Model*
>
> **1: Communicate, Connect and Convene (Knowledge Management[23]):** share information, analyses and updates on progress of GCM implementation, policy and political developments, (key meetings, briefings) in order to facilitate effective engagement in GCM implementation on the part of members; bring the national up to the global level.
>
> **2: Collectively Organize:** work closely with members to organize common messages and key joint civil society advocacy pieces building onto specific on-the-ground contexts; join forces strategically.
>
> **3: Capacity Building- Support and Access:** i) facilitate an increase in the quantity and effectiveness of communications and resources ii) provide capacity strengthening support to national and regional members iii) nurture embryonic networks and provide more frequent opportunities to engage at the national and regional level.
>
> #### Complementarity: a Guiding Principle for all future models
> This framework is based on the principle of complementarity: rather than replace or asserting influence, the future model will have a **connecting** role over individual action by Action Committee members, with an emphasis on **facilitation** rather than coordination, thus recognizing the **diversity** of civil society actors.

What do we do within the most limited model: what could we do with a larger model?
The 3Cs Goals are sequential in nature. The first priority is Objective 1 (Knowledge Management). In order to undertake Objective 2 and Objective 3 an increase in resources would be required. No increase in resource mobilization will result in a very challenging environment in which to extend beyond Objective 1 as the current Secretariat model relies heavily on 1-2 people supported by some limited operational support (see 'where should the future model be hosted?')

Subject to successful resource mobilization, Objective 2 can be launched. An even more significant increase in resources mobilized (see Section IV) would enable Objective 3 to be launched. Within each objective, activities are indicated as 'essential' versus 'possible', noting that all activities that could be taken up are dependent on broader developments at the time, and the capacity of the future model.

In all future models, **thematic priorities** (Section I) need to be defined as a first step and the current Action Committee must commit itself to reviewing in detail the **Reflections and Suggestions** (see part III, below) prior to embarking upon next steps.

> #### Who does what, and when?
>
> Two working streams have been developed within the *ad interim* Action Committee 2019:
> - **Workstream 1:** Development of collective civil society priorities
> - **Workstream 2:** Structures and Reform
>
> Each of the activities below is accompanied by a description (in blue) of who is responsible.

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[23] Knowledge management relates to the development of specific practices to ensure that the future model gets the very most out of communicating, connecting and convening.

Objective 1: Communicate, Connect and Convene: Knowledge Management

The majority of respondents in this research confirmed that the future model should primarily focus on the continuation of its successful work to date, notably its work on **Knowledge Management:** the process of creating, sharing, using and managing knowledge to achieve organizational objectives. Respondents have confirmed that the future model should provide a platform whereby "plans and policies can be transparently shared and where it is clear to all how they can participate in bringing about actions towards aims."

Respondents call for the future model to increase its to support to the national and regional levels. In addition, the future model should take into consideration civil society working on sectoral specializations too (or specific Compact Objectives). Civil Society groups working very intensively on one of the objectives remain in need of an opportunity to connect, learn from each other and build momentum on their work. As detailed below (Objective 2: Working Groups), this could entail the future model linking up groups working on a particular objective.

Objective 1: suggested activities
Immediate and on-going: ad interim Action Committee

ESSENTIAL ACTIVITIES

Create, share, use and manage knowledge regarding processes, policy and political developments, opportunities and linkages relevant to the follow-up and review process of the GCM:
- **Share** information, analyses and update on progress of implementation, policy and political developments, as well as on key meetings, briefings and hearings, with a focus on 'translating' implications /relevance (based on national and regional specifics and different political realities, for the benefit of grassroots organizations) and explain when/what is happening (so Members can plan their own activities and engagement accordingly);
- **Amplify** the message of members at global level, actively participating in relevant processes/consultations to ensure space and voice for CS organizations within discussions on the Compact's implementation, with a strategic focus on political developments at the global level, and through enabling other organizations to do so at the regional and national level;
- Undertake **collective positioning** of Civil Society (e.g. coordinate the drafting of joint advocacy pieces and common messages);
- **Act** as a central body facilitating civil society engagement in global processes and advance the voice of collective civil society, providing a link and interface between CS and governments at relevant fora; actively participate in relevant processes and consultations to ensure space and voice for CS organizations; **Act** as a central resource to monitor and develop Civil Society activity relating to the GFMD.[24]
- **Disseminate** information to ensure dialogue and linking to broader civil society through newsletters or webinars (e.g. on topics including UN Network, case studies/pilots, National Plans, sector specialities);[25]

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[24] The GFMD both as implementer of GCM and in its own right (exploring broader migration avenues and incorporate non-GCM countries): the GFMD and UN Network are critically important, and the future model must consider them both.
[25] See Objective 3: Capacity Building for further information on taking these essential steps to what respondents' extended interests

- **Provide** support to Civil Society Organizations in countries 'dropping out' of the Global Compact (development of resources, mapping tools, advocacy assistance, on-going link to GFMD)

Objective 2: Collectively Organize

Activities under Objective 2 are classified under 'essential' or 'possible'. The 'essential' activities should commence immediately, in parallel to the implementation of activities under Objective 1. The 'possible' activities will be based on the completion of essential activities and will require further considerations around resource mobilization.

Objective 2: Overview

A. ESSENTIAL ACTIVITIES

Prioritization mapping – 4 focal areas[26]
Immediate and on-going: ad interim Action Committee

> - Conduct mapping (by end of June 2019) based on 'zero draft' priority list (Section I) of **thematic priorities** at national and regional level (to enable decision-making on global thematic priorities (by end of September 2019)
> - In parallel, conduct **regional** and **national** mapping on representation: how organizations feel represented, and how their counsel can be brought to governments/high level discussions;[27]
> - Conduct mapping of other actors and processes focused on GCM implementation and migration more broadly (Governments, other international organizations, private sector, Trade Unions);
> - National Mapping: Select a few countries for national consultation; seek feedback from grassroots organizations on how useful GCM is, what the importance of a future model is and their level of access to it.

UN Network
Immediate and on-going: ad interim Action Committee
> - Strategically engage for the benefit of all members, reporting on UN Network, engaging with its development process, influence to ensure Civil Society space and role in the Network;
> - Monitor how the UN Network will connect global/HQ level to regional processes and national implementation, ensuring that national and local groups are reflected in the work of the UN Network, its Working Groups and the capacity building mechanism.

B. POSSIBLE ACTIVITIES

Working groups
Follows on from prioritization mapping – Workstream 'Collective Civil Society Priorities'

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[26] All mapping should ensure the future model builds on already existing momentum (as opposed to trying to build a model from scratch)

[27] This mapping allows all of civil society voices (including dissenting voices) to be heard: the exercise serves to open up the current model to different voices, which should also be brought to government interactions and represented.

> - Establish Working Groups (time-bound groups on cross-cutting issues or substantive themes) to collaborate and meet specific objectives (based on the results of the mapping exercise);
> - Ensure fair and equal access to working groups and develop and share Terms of Reference detailing roles and responsibilities; select 2 co-chairs who do not have additional decision-making authority but are responsible for moving the group's work forward.
>
> **Research, advocacy and lobbying**
> - Join forces strategically to improve collaboration between members for input to e.g. discussing modalities, participating in consultations, briefings, negotiations or UN processes in order to have influence on relevant processes and decision-makers;
> - Highlight opportunities for meaningful direct engagement by members: statements, advocacy, meetings and provide support to Civil Society organizations in collective activities, notably at regional and national level;
> - Increase media outputs (including social media presence) on behalf of collective civil society voice, and consider broader-ranging reporting on implementation of the Global Compact[28]
> - Advocate, lobby and campaign at the global level[29] and provide Communications expertise to national/regional advocacy;
>
> **Monitoring and Evaluation**
> - **Opportunities to measure implementation of norms in the GCM**: Coordinate and support NGOs in collective activities regarding access to already existing systems where migration commitments can be instilled (e.g. Human Rights Council, Treaty Bodies, Universal Periodic Review,[30] UN Regional Economic Commissions (RECs), Voluntary National Reviews of the Sustainable Development Goals[31]);
> - Discuss and possibly create **Civil Society-led global monitoring mechanisms**[32] (and tools to replicate this at national or regional level) around GCM implementation where it is identified that existing systems are bound by stringent States/UN regulations;
> - **Internal monitoring**: offer on-going opportunities to reflect on civil society collective organizing around the GCM amongst members and non-members. (E.g. conduct an evaluation of the future mode; provide annual reporting to members).

A. ESSENTIAL ACTIVITIES

Prioritization mapping: 4 focal areas
I. **Thematic prioritization mapping**. A broad range of information already exists (Ten Acts, Child Rights, GFMD 2018 reports, collective statements, regional reports) as a basis on which to first draft for further consultations at the regional and national level. The mapping would measure the current context against the 23 Compact Objectives[33], serving to identify both

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[28] Taking as an example reporting models of other flagship publications on displacement, climate change, child rights, etc.
[29] Taking into consideration (identified through mapping) existing campaigns, including for example: https://idcoalition.org https://www.childrenonthemove.org
[30] https://www.ohchr.org/en/hrbodies/upr/pages/uprmain.aspx
[31] https://sustainabledevelopment.un.org/vnrs/
[32] Suggestions include Scorecards or a traffic-light based system
[33] https://refugeesmigrants.un.org/sites/default/files/180711_final_draft_0.pdf

regional, national and local organizations' thematic priorities and to understand where organizations are already working and are moving agendas forward.

II. **Representation** consultations should be completed through more than one network: in order to be fully representative of diversity at regional level various networks would need to be engaged. Focus would be on how organizations feel represented and how their counsel and input can be brought to governments/high level discussions.[34]

III**. Mapping of other actors.** This would also serve to map other actors working on thematic areas (working groups, regional processes, states, UN) and identify allies across public and private sector.[35]

IV. **National** mapping should be based on the transparent selection (or volunteering) of a few countries for deeper-level consultation at national level, (in particular where they are more advanced in discussing a national plan with government). This would be an opportunity to seek feedback from grassroots organizations on how useful the GCM is, what the importance of a future model is, and their level of access to it (either directly or through other networks).

Following the mapping, undertaking a Theory of Change would be key, accompanied by a SWOT[36] analysis as a strategic planning tool. The SWOT analysis allows not only for an assessment of the role of the future model (its "services") but also, critically in this new era of migration governance, an analysis of the relationship between other stakeholders.

UN Migration Network
The future model's role in the newly formed UN Network is another essential activity, both in reporting on the UN Network as it develops, and in engaging with the process, strategically using influence to ensure the Network's commitment to an open, inclusive, human-rights based and gender-responsive non-governmental engagement [37]. This is a time-bound opportunity for influence, which requires 2-3 people to take the lead from the *ad interim* Action Committee in order to ensure civil society has a place at the table, is self-organized (and not responsive to UN stakeholder selection network) and fully represented. The importance of having CS fully represented is significant to orchestrate influence, including the possibility to co-lead some of the working groups.

It will be critical to monitor the Capacity Strengthening mechanism fund and lobby to get civil society access to it. Equally, an identified priority includes ensuring that national and local groups are reflected in the work of the UN Network and its Working Groups. The role of representatives will include:
- Responsible sharing of feedback for input and updates to a wider group.
- Timely sharing of information on both the capacity building mechanism and processes relating to regional reviews.
- Making the link with NGOs on the ground and ensure the link between them and the UN system at national level, e.g. Resident/Humanitarian Coordinator and Heads of Agencies, Country Teams.

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[34] This consultation should also cover organizations who work at the global level.
[35] For example, engage with cities, mayors (Mayoral Forum[35]) local authorities and other relevant forums e.g. follow-up to the UNHCR High Commissioner's Dialogue focus on urban settings[35], or the City Initiative On Migrants with Irregular Status in Europe.[35] Private Sector initiative of the Global Forum and the Diaspora Forum.
[36] Strengths, Weaknesses, Opportunities and Threats (SWOT). Multiple sources provide further information on this strategic planning tool. For example: https://www.betterevaluation.org/en/evaluation-options/swotanalysis
[37] OHCHR/ILO Discussion paper: The UN Migration Network: Engagement with civil society and other stakeholders (2018)

Working Groups

The priority mapping exercise will provide strong indications of thematic or sectors and based on these priorities the mandate of the working groups can be decided upon. Priority areas could include, for example, selecting 2-3 of the Objectives in the Compact. Working Groups could focus on interactive dialogue amongst members on the implementation and realization of the GCM considering developments by states towards Objectives and/or the elaboration of standards for implementation. Global led working groups would serve to both engage and assist members in their work, and to share the role of the future model amongst more actors. They can also run in parallel and without any significant reliance on the Secretariat, which renders them a cost-effective option delivering tangible results.

Research, advocacy and lobbying

Multiple activities can be engaged upon under the direction of a Communications expert and team. Seeking global advocacy and campaign opportunities to hold states accountable both in giving positive examples of States' progress and compliance, as well as holding states accountable could be key. Priority areas might respond to the need to address negative narratives on migration, including by developing communications and advocacy strategies at various levels (states, politicians, media) to combat racism, xenophobia and discrimination.

Messaging needs to resonate across different networks and regions, and demonstrate forward movement on commitments from the Compact. Efforts could also focus on building a compendium of good practices[38] to try and encourage those governments that are wavering and demonstrate that existing practices are already in place.

Monitoring and Evaluation

As stated above, the future model could play a leading role in monitoring and evaluating the implementation of the GCM globally through Working Groups (as above).

In addition, implementation can be monitored through coordinating and supporting NGOs in collective activities regarding access to already existing systems where migration commitments can be instilled (e.g. Human Rights Council, Treaty Bodies, Universal Periodic Review,[39] UN Regional Economic Commissions (RECs), Voluntary National Reviews of the Sustainable Development Goals[40]).

Second, the future model can discuss the need and viability of creating Civil Society-led global monitoring mechanisms. Relevant resources and tools can be shared with national and regional level organizations to support them in their monitoring, follow-up and review processes. Engage in specific activities aimed at supporting members to undertake monitoring of GCM implementation globally. For example, tool development and global outreach in designing e.g. traffic light system or 'scorecards', with an eye on objectives to achieve by November 2019 GFMD, and then by each successive GFMD Summit.

Of particular note, it is important to consider how to use Quito GFMD in November 2019 to review global implementation during the first year of the Compact. *('Milestones' Section V)*.

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[38] For example: Compendium of Good Practices on the implementation of the Council of Europe Convention on Action against Trafficking in Human Beings https://rm.coe.int/16806af624

[39] https://www.ohchr.org/en/hrbodies/upr/pages/uprmain.aspx

[40] https://sustainabledevelopment.un.org/vnrs/

Third, a number of respondents have highlighted the importance of a significant increase in undertaking monitoring and evaluation of the future model's *own* activities, and the need to share such information widely. Participants at the GFMD and in the Green Room noted that a Strategic Workplan would provide the tool to monitor the future model's progress against objectives set. This can then be evaluated (by external experts) and reported on. This is deemed important in order to highlight as widely as possible global-level activities regarding the implementation of the GCM and transparency in the work of the future model.

Objective 3: Capacity Building: Support and Access

The third objective of the future model's goal is to provide support and access to national and regional civil society.

Objective 3: Overview of activities

POSSIBLE ACTIVITIES
Workstream 'Collective Civil Society Priorities'

- ➢ Provide support to local CSOs, notably information-sharing and relevant tools that can be adapted to the local context;
- ➢ Set up and manage an online knowledge platform which hosts GCM information and relevant other national/regional/global processes, policies, to disseminate information widely and provide a platform for sharing;[41]
- ➢ Increase capacity strengthening to regional & national level: visits, trainings, guidance, access to funding, mentorship, roster of experts;
- ➢ Nurture embryonic regional and national networks and provide networking opportunities (GFMD is seen as too infrequent and global); support development of civil society implementation plans at national level.

Provide support to local CSOs
Significant capacity and talent exists at national and regional level: the role of the future model will be to creatively transmit global developments and actively reach out beyond Action Committee members to ensure dissemination and dialogue, and seeking linking opportunities to broader civil society. The model should focus on "opening spaces and ensuring national and regional actors have access."

Create an online information-sharing platform
This activity responds to respondents call for an increase in the role of the future model to share best practice and specialized expertise, notably as it relates to GCM implementation, e.g. National Plans, lessons learnt, evaluations, programme document, legislative updates. The future model can provide global capacity in Communications and Outreach, notably through a more detailed website, broader reaching mailing lists, and the creation of an online database. This would serve to share specialized expertise in topics including, e.g. how other countries are documenting the implementation of the Compact, and information regarding e.g. "how to get buy-in from relevant stakeholders, create momentum and build power in the capitals." The function of the future model can be in facilitating the exchange of information amongst members, and translating global level into communications for broader reach (e.g.

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[41] It would be interesting, as part of on-going processes interviews, to research other models, including those that relate to other 'soft law' global policies/Principles, e.g. Internal Displacement Monitoring Centre (www.internal-displacement.org)

Webinars on UN Network progress, case studies on specific National Plans) and creating media outputs (e.g. short videos, social media).

Provide national/regional level capacity building

In countries or regions where there is an identified need, the future model can provide support to national level Civil Society. Efforts should be guided on 'bringing the global down to the regional' through periodic regional meetings engaging and supporting national civil society more regularly than GFMD, and with a broader range of actors. Periodic regional visits and consultations offering opportunities to engage frequently at national or regional level, involving migrants themselves are deemed important. The future model can also provide guidance (based on best practice gathered from a variety of field-based actors) and mentoring. There is some room to support the development of regional level networks, notably where there are countries of origin, transit and destination, however caution should be taken not to replicate existing mechanisms. An increase in networking, expert mentoring and exchanges of expertise between members could also be envisaged.

In addition, additional activities could consider a **fund** to support i) the national voice accessing the global level (participation in workshops, consultations) ii) community level-research & awareness-raising initiatives iii) national level implementation.

Provide policy guidance

The future model could support the development of e.g. Guidelines for national implementation (taking, as an example, the Refugee Response Index, which allows for country level performance monitoring on GCR, measured against State principles, targets, commitments). For example: 5 countries in the Pacific have Voluntary National Reviews of SDGs in 2019. Countries in the region question how the Compact is linked to existing global commitments, how to insert Compact commitments into existing processes, and how to build strategies to develop messaging around migration: "the provision of toolkits, templates and guidance would help us."

III. CONSIDERATIONS AND SUGGESTIONS
Workstream 'Structures and Reform'

KEY CONSIDERATIONS ON THE CURRENT MODEL
This section first provides some key feedback on the Action Committee's membership and governance, representation role and support to regional and national level organizations. It then goes on to provide respondent ideas on these key considerations for solutions on moving forward. Thirdly, it outlines the suggested structure for a future model.

Feedback: Membership and Governance
Whilst there has been significant reach in the Action Committee's work (one respondent estimated it represented 70-80% of civil society globally), respondents nonetheless state that the interim AC during 2019 offers an opportunity to revisit the membership and governance structures. Some respondents have stated that the "self-defined nature of membership to date is not accountable to broader civil society".

Respondents called in particular for a broadening of the membership to include youth, grassroots and migrant-led organizations. Additionally, clarification of the roles and responsibilities of both members and of those playing leadership roles (co-convenors, and ICMC as the hosting organization) was called for.

Ensuring transparency in all membership and governance decision-making is seen as critical. However, respondents also noted that "decisions cannot be taken by 50 people on a conference call" and retaining the strategy and planning functions within a core group are a prerequisite to effective action. "Planning, thinking, stocktaking and directing global action" have been key to the efficacy of the Action Committee to date. Within this new era in international migration policy, "civil society needs to be organized, able to respond, influence, shape and move with member States and UN agencies." As the UN Network starts getting underway and member states try to understand implementation, "CS needs a clear sense that we can come together and be as unified as possible in order to respond to new challenges: we will be an afterthought if we are not organized and putting ourselves at forefront."

The risks of *not* organizing are deemed great, as they result in fragmentation amongst different actors, lack of effectiveness and the inability to have influence.

Core Group
Feedback suggests that this group's membership needs to be clarified, membership made more transparent (including options to develop rotational membership) and that membership should be considered as an organizational seat (as opposed to an individual's seat).

Feedback: Representation
A variety of opinions exist around the Action Committee's current structure, ranging from perspectives on the model being "fairly inclusive" to it being "too exclusive." The transparent and accountable nature of its actions "needs attention" and should ensure that its work is legitimate. Some feedback suggests that significant representation concerns to date have "stopped Civil Society from moving forwards, missing out on strategy points and focusing on internal negotiation instead of external outputs." All respondents cite that keeping civil society moving forward together is critical.

Feedback: Regional/national support

There is a significant call to increase support to the regions from respondents in surveys and notably during the course of the GFMD Green Room, with one participant noting the current structure does not sufficiently "make the global-national link work."

However it is equally important to engage without inferring *all* responsibility (and power) to one or two focal points. Given the size and diversity of priorities and organizations and regions, it was stated, "there is not one representative group in each region." This is a crucial point to consider because the risk of *not* responding to it risks the exclusion of other groups, the unequal representation (or selection) of some thematic or sub-regional groups and a significant sense of inequality and frustration.

SUGGESTED SOLUTIONS ON MOVING FORWARD

Suggestions: Membership/governance

Respondents offer a number of suggestions regarding membership and governance. All those interviewed stated that transparency, functionality and impact are fundamental pillars of the success of any future model and any alterations to the current structure should consider these as a priority. Many respondents emphasize the importance of a loose structure "in order to maintain agility," and suggest that it be based "on a big umbrella with organizations unifying across cross-cutting issues." In addition, a respondent suggested, "If we are to be successful we need to be clear of the mission of the AC, a well-defined and agreed upon mission."

One respondent stated that clarification of the Action Committee's role in 2019 and of the "spaces and processes around migration governance and Compact implementation" will serve to "bring in more people and build improved representation." However, others believe a more formalized process is required and suggest that both members *and non-members* should be invited to participate in more detailed consultations on the current structure, membership and leadership in order to respond to queries raised around transparency and accountability. Suggestions include revisiting membership to date but before considering including new organizations, consider which organizations have been active/not active, and why. The future model could also consider self-selecting membership options (with membership contingent on capacity and relevance).

Another respondent suggested that whilst the Action Committee is the coming together of civil society at the global level, the future model needs to ensure that "organizations at all levels have the opportunity to participate in some or all of the activities." It was therefore suggested that participation could be viewed as either partial (e.g. recipient of information), to full membership. This maintains the flexible membership to date, and its ability to convene and mobilize civil society beyond its direct membership. Flexibility needs to be maintained in the next phase because without it, "it would be detrimental to the way we mobilize in the future and the legitimacy the future model is able to maintain within civil society and amongst other stakeholders."

Suggestions: Representation

Respondents identified the importance of further discussions on who "sits at the table," and what their role and responsibility is. Clarification of responsibilities is deemed key to developing trust between members. It will be important to clarify the role of members and their responsibilities to "detach" from their own organizational priorities if representing global interests. One respondent stated, "broadening representation cannot be done at global level until it is done at regional level: the regional level needs resourcing as this is central to building participation and representation and capacity."

Suggestions around representation also include increasing members' engagement *and* widening the field of membership. This may include options for members to apply to become a "representative" of the future model. In this situation, members continue to represent themselves but hold responsibility to inform and consult with other agencies in relevant forums. This is seen as serving four main purposes:

- It broadens the future model's reach and influence across global, regional and national forums and processes;
- Donors see unity in numbers and it may subsequently attract further funding;
- It is self-organized and voluntary in nature allowing for members to volunteer or engage during opportunities relevant to them;
- Members have access to significantly larger pool of information (with a link to the suggested online information resource where information gathered during the course of such representation work can be uploaded).

Suggestions: Regional/national support
The needs of all organizations globally cannot be provided for through one model. However, it is highly desirable to have linkages between the global regional and local with the global level reflecting the sum of the national and regional. Whilst GCM implementation will be taken up at the national level, information needs to circulate from the local to the global, and from the global to the local.

Any future model aiming to build systems at the regional level would need to be aware of crowning one (regional) network as the regional voice/ representative. Such roles require a nuanced contextual understanding to ensure analysis of the role in terms of access to resources, power and voice. The process for creating a range of focal points needs to be inclusive, representative and fair.

Building the capacity of the future model at regional level requires significant mapping of current organizations' remit and scope, and ensuring that any future model responds to a call from organizations ("bottom up, not top down") to move in this direction. It has been suggested that a global Secretariat could support regional offices in facilitating information sharing, making information relevant to the region, supporting national level work, facilitating linkages and priorities, coordinating countries' input to global level and organizing key messages. Small and active Working Groups on various cross-cutting issues or substantive themes could support this.

One respondent suggested that, if the global model does not broaden its membership, increased national membership could occur at the regional level, which would subsequently feed into the global level. Structurally, this could be done either through existing groups who can be identified as a Focal Point, or with a streamlined, funded independent position(s) (potentially hosted within one organization). Another respondent favored 'Global Focal Points' as a means by which to divide the work among many (without placing an immediate stress on existing limited resources at the Secretariat level).

What the future model should *not* do relating to linking the global to the local
The future model is not in a position to be leading implementation in 193 countries: it would create inconsistent results or indeed render itself insignificant owing to the size of the task at hand. It is important to recognize that "national level CSOs are in a much better position to do this kind of work." The endeavor of the future model "is not to claim to replace CSOs in their context, and there is no added value in doing so: the future model should therefore focus on supporting local CSOs in their context. Significant talent and capacity exists at all levels

nationally and regionally: the future model's role is therefore "a question of opening spaces, and ensuring actors can have access."

IV. HOW SHOULD IT BE ORGANIZED?

OVERVIEW

Respondent feedback made significant mention of the reality that, "we cannot satisfy all needs with one framework." Prior to defining what the organizational of the future model could be, the goal of the future model and its key objectives need to be clarified. The future model could be "narrow or broad, but most important is that it has to be clear and accompanied by a theory of change with explicit detail on how joint work serves this aim." It is critical that the future model remains agile, responsive & action-oriented; how the future model will be organized is heavily dependent on what it will elect to do**.**

CONSIDERATIONS

Respondents broadly state that now is "a moment to step back and see how viable and accountable our movement within this model is". Prioritizing the structural reform may take time but will serve all those involved better in the future. Clarification and the cementing of decisions made (e.g. in organizational by-laws) is critical at this time. Whilst there are immediate programmatic considerations relating to political and policy developments afoot, there is also a sense that focusing on "getting our foundations in order" is important. The recommended continuation of Objective 1 (Knowledge Management) serves as the continuation of programmatic work. The launch of the mapping (Objective 2) serves to assist on structural reform and "getting our house in order to develop legitimacy."

Future models could therefore range from (with, of course, "in-between" models) some kind of continuation of the current structure and focus of Action Committee-type model **or** an expanded model based on a new structure (that considers key feedback), the mapping and identification of key thematic priorities and is empowered by additional resources.

The model proposed might also prove to be suitable for the short term, with a perspective that changes over the long term. A period of bridging between the two models is inevitable during the course of 2019 under the aegis of the *ad interim* Action Committee.

FUNDING MODEL

The future model should be designed around a sequentially expanding model with a clear short, medium and long-term strategy. It could start with a minimal structure of 1-2 staff members, progressively growing into something more ambitious, mainly focusing on capacity building and responding to requests for support by national partners. Participants have cited a long list of activities (Section II) that the future model could undertake to further support global implementation of the GCM. Increased capacity (resourcing) of the future model will be critical if it is to respond to this call and undertake a broader role through an increased number of activities.

STAFFING STRUCTURE

Based on the remaining uncertainties about the role (and range of activities undertaken by) of the future model and its interim status, a defined structure for 2020 and beyond cannot be cemented in place at this time. Future resourcing will also impact heavily the capacity of the future model to broaden its remit and to develop its organizational strength. However, the design given below is an overview of the majority of respondents' perspectives on the future model's structure. The model's outline structure is intended to respond to many of the questions from respondents (above) regarding membership and governance, representation and the importance of an increased focus on the regional and national level.

The outcomes of the work of the 2019 working streams ('development of collective civil society priorities' and 'structures and reform') will enable the creation of a more cemented understanding of the outline below.

FUTURE MODEL: SUGGESTED STRUCTURE

Executive Board (5-6 Organizations)
Create a small Board with executive oversight and decision-making authority responsible for leading, managing and developing the future model. The Board composition should represent equally civil society at all levels[42] and it could be subject to be re-election (on two year terms). Observers could be invited to take part to the Board meetings and Minutes should be publicised).

Steering Committee (20-30 Organizations)
Limited membership with thematic and regional representation for strategy and decision-making; high-level advisory to support the Board and act as a guide to the wide-ranging work of the working groups, and to share, coordinate and field information to the benefit of all members. Meeting monthly (webinar).

Membership (criteria-based)[43]
Criteria for membership, cemented in by-laws, could enable a self-selecting and broad-ranging membership with wide-ranging access to the wealth of information provided (notably through development of online database). Information sharing should be done 'far and wide,' including placing responsibility on members themselves to share, upload, manage and analyze information and make it relevant to their context. All members will be consulted during the course of any decision-making.

Secretariat
As to date, with recognition that progressive expansion of activities will require expanded Global Secretariat capacity. In addition to the one/two current staff, further functions will be linked to the adoption of the activities listed under the 3Cs Objectives. (See graph below.)

Working Groups
Workstream: Development of collective civil society priorities
Based on the Mapping (Objective 2) 3-4 Working Groups can be launched. They should be time-bound (6 months) and focused on specific thematic priority areas and enable greater accessibility and relevance to members whilst simultaneously enabling the future model's remit over a broad range of thematic priorities. There could be self-selecting membership with two elected co-convenors responsible for the management of the group's work, (but without extra decision-making power), limited sign-up by members (e.g. 12-15 members per working group).

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[42] There were 59 youth representatives at the GFMD in Morocco and for over 45% of all participants, Morocco was their first GFMD. CSD GFMD Final Report: 2018
http://madenetwork.org/sites/default/files/GFMD%20CSD%202018%20Final%20report.pdf
[43] Any decisions on the future membership model should recall the feedback and suggestions on Membership to date (Section III). Partial/Full membership could also be considered.

Graph outlining functions and suggestions on staff resourcing required

Activity	Staff required
Objective 1: Knowledge Management	2 policy staff (supported by admin/program support in current model)
Objective 2: Essential activities - Mapping	Mapping relies heavily on engagement by broader civil society in addition to leadership role of policy staff. Analysis undertaken through support (including via secondments) of members or by ICMC.
- UN Network	Current relies on 2-3 Action Committee members: dependent on UN developments, could expand to 1 Focal Point within future model
Objective 2: Possible activities - Working Groups	1 thematic specialist per Working Group (+ time/resources investment from members;
- Research, advocacy and lobbying	Head of Communications, Publications/ Media, Communications Assistant.
- Monitoring & Evaluation	M&E (1-2 posts)
Objective 3: Capacity Building - Support and access - Online Platform - Capacity strengthening at national and regional level - Nurture embryonic networks	1-2 Support/access focal point Database specialist Trainers +/or roster of experts within membership Capacity Strengthening specialist
Subject to sequential growth and dependent on location of future model:	Dedicated Finance, Administration and Human Resources support

KEY CONSIDERATIONS ON NEXT STEPS
Workstream: Structures and Reform
1. Review proposals from this report, notably 'suggestions and considerations'.
2. Organize (e.g. on sidelines of an upcoming event in either New York or Geneva) a retreat to collectively discuss the structure and reform of the future model. (Including e.g. governance, rotating secretariat, secondments, Executive Board, Membership)
3. Author by-laws for the future model to regulate its governance and membership.
4. Undertake broad consultations
5. Decision-making
6. Notification of decision and clarification of timeline.

Overarching considerations for future model includes:
➢ If the future model is to respond to the broadest range of activities, it will require significant resourcing, specialist expertise and significant member input.

- If significantly more resources obtained, a new entity/formalization is required, which requires additional support resources and expertise. The current loose coordination mechanism merges into a more formalized organization/network;
- Expansion also requires thorough analysis of the mapping of other global organizations/networks' work, and where the expanded model could fill the gap, noting the principles of subsidiarity and critical importance of not duplicating existing efforts.

KEY CONSIDERATIONS FOR HOSTING OF THE FUTURE MODEL

The future model itself will, regardless of its host organization, need to respond to participant considerations around representation and legitimacy. The process of deciphering next steps needs to be transparent and accountable. Further, any discussion around a potential (re-) location of the Secretariat roles would require clarification of the scope and expectations of the role, and the resourcing required.

Participants have identified a number of considerations that are critical to the success of the future model, recognizing that these are relevant if the model (from 2020 onwards) remains hosted by ICMC or if there is a transition to another organization or structure.

ICMC: ICMC has hosted the AC to date (supported by two co-convenors). Feedback suggests the current model requires further resources to "beef up" the Secretariat. ICMC would "have to make a clear decision based on what its own plans are for ICMC." As the discussion centres on how a future model will convene and organize itself, ICMC will need to consider whether it wishes to continue in the same role and whether the broader civil society wishes ICMC to continue in that role.

Other options: Alternative options include a decision to seek an existing organization or network with operational and well-established links to the migration field, which also has the logistical capacity to host the future model. This role would need to be adjudicated against a number of identified requirements by participants relating to:
- Location (suggest to keep in Geneva to keep a lean on the political)
- Vote of confidence from the wider Civil Society community, and support from ICMC;
- Supported by a diversity of Civil Society actors (including diaspora, trade unions);
- Gauging of other relevant actors' perception/criticism of new host for future model;
- Previous experience in hosting other models;
- Resource mobilization capacity;
- Capacity to interact with and engage governments, international organizations, trade unions and business sector.

What expertise is required?

Sourcing external Organizational Management expertise has been suggested. However, this is only relevant were the future model to move from its current location at ICMC. In its current location the Action Committee has received significant programmatic and administrative resourcing from ICMC. Were it to move, external expertise could be sought to assist in the transition, whether temporary, under an 'incubator' model, or on a more permanent basis.

Of more significant priority is the need to source an increase in specialized staff for the Secretariat. One person (in the current set up) is not able to respond to the multitude of tasks that lie ahead. In order to operationalize the future model, both coordination functions and thematic expertise amongst the Secretariat will be required. (For example: were the priority

mapping to highlight climate change displacement as a top priority, a specialist post on this topic could be created in the Secretariat.)

In addition to thematic specializations, any expansion to launch 'possible activities' under Objective 2 and all activities under Objective 3 would require significant increase in Communications expertise (advocacy, database management, media).

Finally, any significant increase in the size of the Secretariat would trigger further needs in terms of matching human resources, administration and finance support.

KEY CONSIDERATIONS ON RESOURCE MOBILIZATION
Workstream: Structures and Reform

Two principal considerations have been noted regarding resource mobilization. Firstly, the current model to date has relied heavily on the input of ICMC: this responsibility needs now to be reviewed in order to lighten the burden and share it across a broader range of organizations. Second, any increase in the remit and size of the future model will require additional resourcing and an increased strategic view on sustainable funding in the medium and long-term. Sustainability of the future model is key: "invest now in order to be able to catch opportunities later on." It is important to seek multi-year funding for the Secretariat, including the prioritization of an External Relations post whose focus is on increasing size and diversity of income to the future model. An increase in in-house Monitoring and Evaluation capacity should also be envisaged.

How can members contribute to the future model?
Resources from members could include direct funding and/or fundraising, time and expertise. Further research could provide insight on to various membership models, including how members can "lean in" with resources. This could include the dedication of a specific amount of time (e.g. 5% time of 1 dedicated staff person) and/or a membership fee (cognizant of the varying sizes and budgets of members, this may be done by e.g. a % of overall budget as contribution. Finally, the use of members' expertise as a resource in undertaking activities (e.g. hosting Webinars, trainings) can be launched, as can a roster of experts to respond to other organizations' requests for specialized support.

Members can consider secondments to the future model, (e.g. 50% of one person's time) to assist the future model, which would enable a larger number of activities to be moved forward, or specific expertise developed for the model in one area (e.g. Communications/ database expertise). This also serves to decrease reliance on one organization and spreads responsibility and diversity more broadly across members.

V. IMMEDIATE MILESTONES AND PRIORITIES FOR 2019

Recalling:
- The Action Committee in 2019 will maintain its structure and governance (co-convened by ICMC, ICVA and the NGO Committee on Migration) *ad interim,* and conduct three main activities: on-going coordination of monthly calls for information sharing and two work streams based on i) development of collective civil society priorities ii) clarification of 'structures and reform'.

- A resource mobilisation plan is being developed by the co-convenors.

- The future model can be seen as both progressive and sequential in its work and should be linked closely to relevant consultations, meetings and forums with an overall eye on the chance to monitor national implementation and move forward on the priority framework (global level action) at the GFMD in Ecuador.

Development of a Civil Society Framework
Workstream: Development of Collective Civil society priorities

2019 Milestones
- Expert symposium on International Migration and Development, organized by the Population Division, UN DESA (The former 'Annual Coordination Meeting on International Migration') (NYC, 26th February 2019)
- High-level debate on International Migration and Development, convened by the President of the General Assembly (NYC, 27th February 2019)
- IOM's International Dialogue on Migration (IDM), focused on migration and youth (NYC, 28th February 2019)
- UN Network: stakeholder consultation (March or April 2019)
- Commission of Status of Women (March 2019)
- Other UN Network consultations (throughout the year)
- Consultations on modalities for International Migration Review Forum by Bangladeshi and Spanish co-facilitators (first Semester 2019)
- High Level Political Forum on Sustainable Development (9-15th July 2019)
- Global Refugee Forum 2019
- Climate Summit (Autumn)
- IOM Council (October)
- GFMD Ecuador (November)

Based on this rapid overview of critical dates and junctures in 2019, the workstream can develop and share opportunities for engagement in these critical junctures, reaching out to networks at the regional and national level for their input. Building momentum throughout 2019 on the implementation of the Global Compact is key. This momentum can then be discussed in line with the presentation of the future model (as per timeline, below).

FOCUS ON GFMD ECUADOR
The next GFMD in Ecuador has been identified as a key moment for convening Civil Society, offering a clear opportunity to reflect on the implementation of the Global Compact one year after its signature in Marrakesh. However, Civil Society should also be open to other, perhaps even larger and more important, opportunities that may come up during GCM implementation (for example, the IMRF). Feedback from the GFMD CSD's in Marrakesh state: "the GFMD is a critical, common space of significant added value". Many participants would

like to see the GFMD continue; however, both the purpose of the CSD and the GFMD should be clearly defined, in addition to where Civil Society is collectively aiming to be by the time of its next meeting in Ecuador.

There remain some outstanding questions regarding the focus of the GFMD CSDs in 2019, with 2018 participants considering how the next global convening space can be used most effectively. Some organizations see it as serving as a monitoring space for the implementation of the Global Compact, while others stressed the CSD should not be reduced to following the Compact only. In all cases, it was suggested key take-aways from the CSD 2018 should be presented at the beginning of the CSD 2019, offering an opportunity to reflect on action taken.

The interim period offers a moment to reflect on some broader issues on Civil Society's role. First, Civil Society questions how improved coordination mechanisms can assist in identifying what is needed to move forward on, and where the gaps are. Second, how Civil Society can and will engage with countries that are non-signatory to the GCM. Third, how can we create synergies between the Business Mechanism, the Mayoral Forum and Civil Society Days, by focusing e.g. on creating opportunities for migrants and receiving communities at local level.

NEXT STEPS: A ROADMAP FOR THE FUTURE

Based on the Milestones (above) and Recommendations (below), the following next steps and stages are proposed to move forward the current status of the AC and into the Future Model, keeping in mind a final deadline to incorporate the Future Model by 1 January 2020.

2019:
I.   Report Review and Finalization by AC (February) (including AC meeting in New York)
II. Report Presentation and Consultation Webinar to other civil society (early March)
III. Report Presentation to Funders, Member States and UN Agencies (late March)
IV. Report Presentation at UN Network CSO Consultation (4 April)
V.   Civil Society Consultation Stage 2 (May – July)
VI. Future Model Conceptualization Stage 2 (August – October)
VII. Future Model Drafting (November)
VIII.Future Model Presentation at GFMD Quito (December)

2020:
Future Model Actualization and Implementation (January-March 2020)

RECOMMENDATIONS

Recommendations are an overview of the more detailed, sequential steps suggested in the report itself.

For work stream on Development of collective civil society priorities:
Thematic priorities
- ➢ **Prioritize** Knowledge Management: create, share, use and manage relevant knowledge to the benefit of all members;
- ➢ **Undertake** global thematic priorities mapping and
- ➢ **Map** and share 2019 landscape and moments for influence;
- ➢ **Develop** 2019 Strategic Workplan for objective setting and to act as a tool to respond to calls for improved monitoring of the future model's progress against objectives set;
- ➢ **Clarify** the purpose of the CSD and the GFMD across civil society in relation to the implementation of the Global Compact;

UN Network
Proactively engage in UN Network on Migration to strategically advance the space for, and voice of, civil society;
- ➢ **Speak for** civil society *ad interim* in UN Network and share information, opportunities and feedback with members widely;
- ➢ **Monitor** Capacity Strengthening mechanism fund in UN Network: lobby for Civil Society access to this fund;
- ➢ **Identify** specific moments for bridging GCM implementation with broader discourse on human mobility (GCM, GP20 Plan of Action).

For work stream on Structures and Reform:
- ➢ **Revisit** the current structure: in a transparent manner, clarify the role of (1) the Co-Conveners; (2) the Secretariat; and (3) Action Committee members;
- ➢ **Invite** both current Action Committee members *and* non-members to participate in more detailed consultations on the current structure, membership and leadership in order to respond to queries raised around transparency and accountability.
- ➢ **Seek** further feedback from Civil Society Organizations on issue of representation and governance and seek concrete solutions leading to an accepted policy on membership & representation;
- ➢ **Revisit** the *ad interim* Action Committee Terms of Reference (2019) and consider concentration of priorities under 3Cs Objectives: Communicate and Connect; Convene and Collectively Organize;
- ➢ **Consult** widely on increasing the future model's resources both directly with donors and through a review of options relating to members' participation;
- ➢ **Conduct** further research on other organizational processes in the global advocacy sector (focusing on governance and accountability) including, for example, Civil Society CRPD Forum, the International Work Group for Indigenous Affairs (IWGIA), the Internal Displacement Monitoring Centre (IDMC);
- ➢ **Prioritize** research mobilization for future model.

ANNEXES

Annex 1: Key Informant Interview questionnaire

Q1 Looking Back / Lessons Learnt
What is your assessment of collective organising to date? Based on what you have done in the past years through the AC, what have you learnt? How would you describe civil society organizing?

Q2 Looking outwards
What have you learnt from interacting with other Civil Society organizations/Networks that should/should not be replicated? What could we do to add value to what is already happening?

Q3 Looking forward
What do you see as the main objectives of a civil society collective model from 2019 onwards? What is your priority? Global priority indicators suggest watchdog role *and* CSO are key implementers of GCM: what is your interpretation of priorities?
What type of role should the future model have? What specific activities would you want to see? How should these best be coordinated and kept results-oriented?

Q4 Regional or thematic priorities
What are your key thematic or regional priorities? How can a future model best support you to engage on these specific areas?

Q5 Other linkages to consider
What are the linkages with the formal system? (e.g. UN Network on Migration) What opportunities are there? What does this all mean for us as a Civil Society movement?

Q6
What is your proposed model structure?

Q7 Looking forward – 2019 onwards
What process would you now suggest (for 2019) to develop your proposed model? What should the process look like?

Annex 2: Key Informant Interview Participants

1. Christian Wolff (ACT Alliance)
2. Silvia Gomez (International Detention Coalition - IDC)
3. Stéphane Jaquemet (International Catholic Migration Commission - ICMC)
4. Ben Lewis (Office of the United Nations High Commissioner for Human Rights - OHCHR)
5. Evalyn Tennant (Global Coalition on Migration - GCM)
6. John Bingham (Independent expert)
7. Carl Kristiansson (Youth representative)
8. Colin Rajah (International Organization for Migration - IOM Consultant)
9. Roula Hamati (Cross-Regional Center for Refugees and Migrants - CCRM)
10. Tendayi Bloom (Open University)
11. William Goïs (Migration Forum in Asia - MFA)
12. Sophie van Hassen (International Catholic Migration Commission - ICMC)
13. Mirela Shuteriqi (Independent consultant)
14. Eva Sandis (NGO Committee on Migration)
15. Kevin Appleby (Scalabrini International – Migration Network – SIMN)
16. Laurel Townhead (Quaker United Nations Office - QUNO)
17. Ignacio Packer (International Council of Voluntary Agencies - ICVA)
18. Carolina Gottardo (Jesuit Refugee Service - JRS)
19. Leah Sullivan (Global Alliance Against Traffic in Women - GAATW)
20. Wies Maas (Dutch Refugee Council - DRC)
21. Carol Barton (Women in Migration Network - WIMN)
22. Edel McGinley (Migrant Rights Centre Ireland - MRCI)
23. Catherine Tactaquin (National Network for Refugee and Immigrant Rights - NNIRR)
24. Michele Levoy (Platform for International Cooperation on Undocumented Migrants - PICUM)
25. Emeline Siale Ilolahia (Pacific Islands Association of Non-Government Organisation - PIANGO)
26. Cecilia Jimenez-Damary (Special Rapporteur on Human Rights of IDPs)
27. Monami Maulik (Global Coalition on Migration - GCM)

Annex 3: Other processes participants, regional webinars

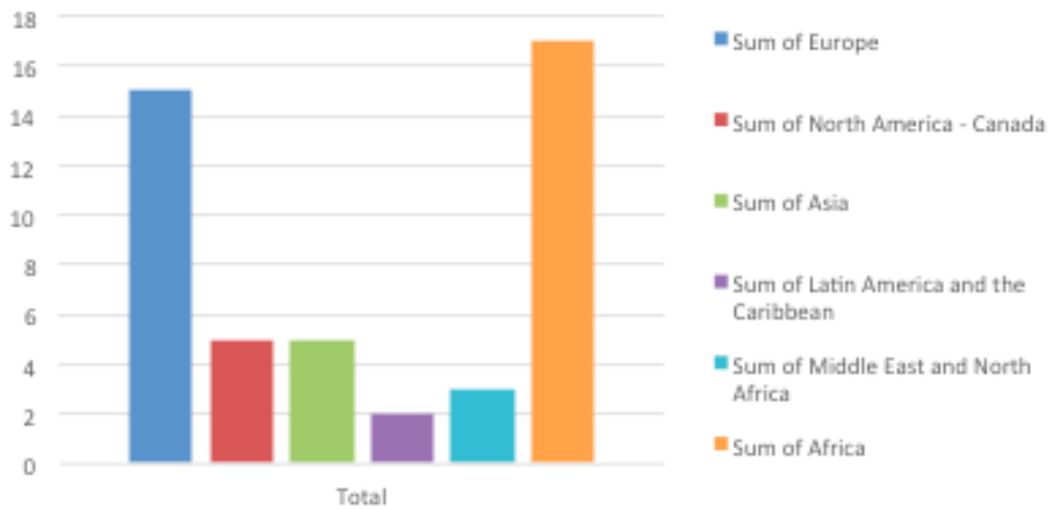**Additional 'processes' key informant interviews**
1. Nadine Walicki (GP20 Plan of Action)
2. Claire Indes (Office of the United Nations High Commissioner for Refugees - UNHCR)
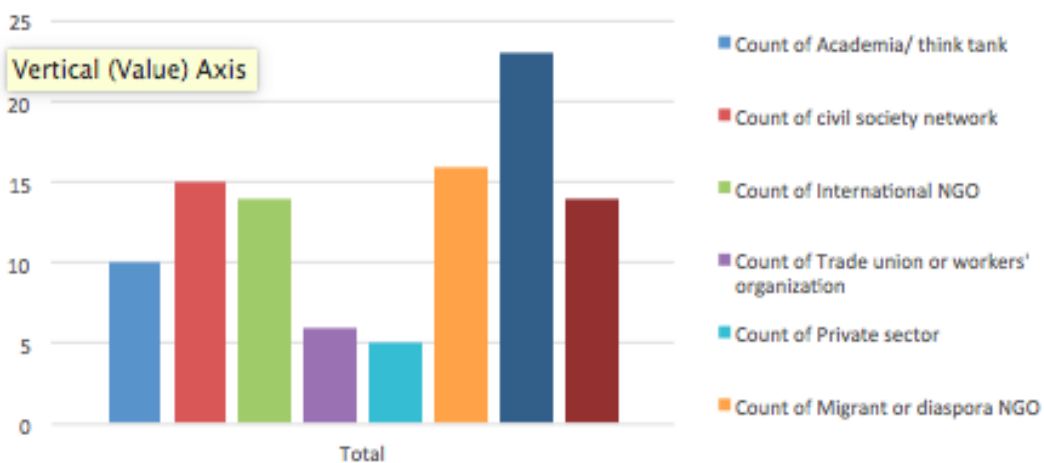3. Kali Taylor (SDG Lab)

Group calls:
1. Europe
2. Latin America

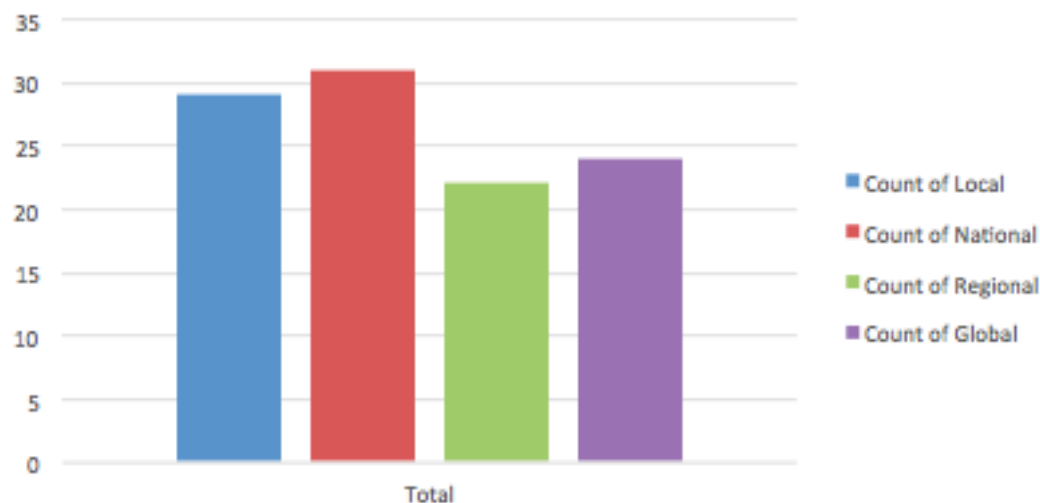## Annex 4: Online survey questionnaire: Overview of Organizations
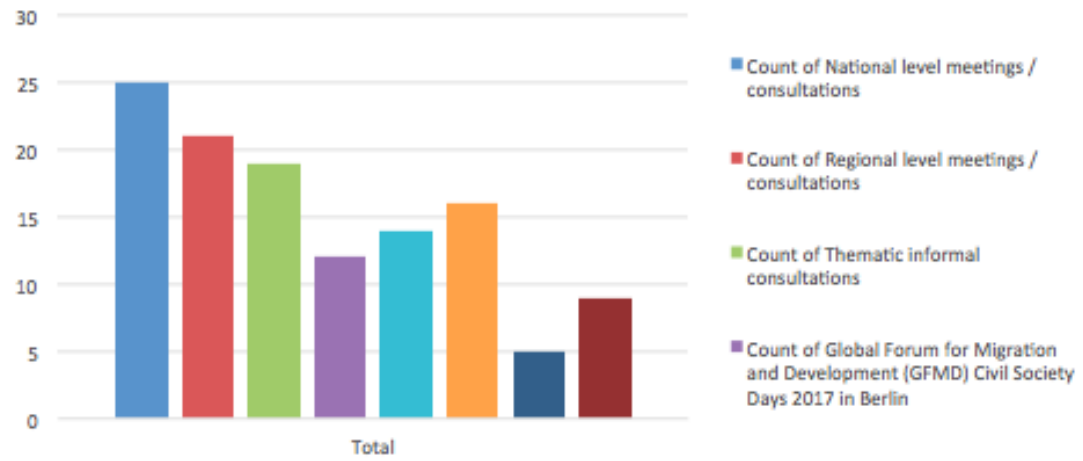
Region of Organization

Legend:
- Sum of Europe
- Sum of North America - Canada
- Sum of Asia
- Sum of Latin America and the Caribbean
- Sum of Middle East and North Africa
- Sum of Africa

Type of Organization

Legend:
- Count of Academia/ think tank
- Count of civil society network
- Count of International NGO
- Count of Trade union or workers' organization
- Count of Private sector
- Count of Migrant or diaspora NGO

Level of operations

Legend:
- Count of Local
- Count of National
- Count of Regional
- Count of Global

Involvement in GCM

Legend:
- Count of National level meetings / consultations
- Count of Regional level meetings / consultations
- Count of Thematic informal consultations
- Count of Global Forum for Migration and Development (GFMD) Civil Society Days 2017 in Berlin

Green Room on Civil society models of engagement in global governance of migration

14 – 15.30h 4th and 6th of December, GFMD CSDs 2018 - Marrakesh
Format: open drop-in, no agenda

NOTES

Context
Following its work around the [High Level Summit to address large movements of refugees and migrants in 2016](#), the [Civil Society Action Committee (AC)](#) played a key role in building upon and amplifying civil society's strategy, content, and political work around the [Negotiations on the Global Compact for Migration](#), at the same time closely tracking parallel developments around the [Global Compact for Refugees.](#) 2019 marks the start of the Global Compacts implementation. This means important 'homework' for civil society: not only will civil society need to think of how it will organise itself in this new era, it will have to be prepared to think of its role and priorities in the monitoring, follow- up and review process and collective action going forward. This is an exercise that needs time, consultation and outreach to civil society across sectors, regions and themes, and will need action through 2019. As part of a **first phase**, the Action Committee has started collecting ideas around possible models of engagement, which can then serve to lay the groundwork for further consultation or outreach in a **second phase** next year.

Methodology
This first phase consists of collecting input from civil society engaged in the area of migration and development between October 2018 and January 2019. Recognizing the importance of reflection on the same topic around Global Compact for Refugees, this work will endeavour to identify linkages and encompass perspectives where there are overlaps. It will also aim to broaden input and opportunities for feedback to the extent possible within the time limitations of this first phase.
Aside from interviews, a civil society survey and regional and thematic group interviews are being set up. In addition, the Action Committee will provide a space and opportunity for input at the GFMD Civil Society days in a '***Green Room'*** on models of civil society engagement'.

- More information about work of the Action Committee: click [here.](#)
- Please take the survey here (in [EN](#), [FR](#) and [ES](#)), deadline 21st of December.

Activities at the GFMD Civil Society Days – 'Green Room' on models of civil society engagement
The Action Committee wanted to provide a moment of reflection, input and exchange of ideas on this work at the Global Forum in Marrakesh this year.
This green room format did not follow the structure of a session. It rather provided the opportunity for civil society organisations to drop by, and share their thoughts and questions with the focal points. At the start of each green room session, the focal points gave a short introduction of the context, methodology and scope of this work before engaging in an open dialogue with those present.

The focal points looked to gather input around the following three questions:
1. Is there a need for a collective model of engagement going forward? If yes, what should it do?
2. What should civil society's collective priorities and milestones be for 2019?
3. How should such a model be structured for it to do achieve this goal?

Overview of the discussions

Below you can find a schematic overview of the discussions ordered following the three questions. Please note that this is not a literal overview of what was discussed, but a summary of main issues that were raised.

Question 1: Why do we collectively organise? What is the added value?	Purpose of collective organising: ***Complement,*** rather than replace or assert a coordinating role over individual action; to inspire and mutually encourage action; emphasis on facilitation rather than coordination. ***Communication and capacity building***: share information, analyses and update each other + explain – translate into graspable information. ***Collective organizing***: to facilitate / organize common messages and key joint civil society advocacy pieces, including around key thematic priorities ***Convening:*** to convene and join forces strategically ***Connecting:*** to act as the **go-to place** for other stakeholders such as the UN Network, the private sector etc., facilitate access Specific feedback on added value, from national and regional organisations: - Translation complex UN language to graspable information for use in national context - Collective CS priorities (such as e.g. the Ten Acts) useful for national level: often no capacity to consult and collect information into fast paced processes.
Question 2: What should civil society's collective priorities and milestones be for 2019?	National level priorities and next steps (from CSD plenary discussions also): - Sit with governments - Sit with UN - Sit with other CSOs - Develop CS work plan and indicators at national level Development of global thematic priority framework: - Purpose: collective 'rally' document, to be used for immediate action on implementation by CS across the globe. Need to be united collectively on the **big issues**. Not to replace organisations efforts on moving implementation, but to connect / lift up issues important to all. Can also be used to fulfil role of watchdog (ideas mentioned: to develop Key Performance Indicators, and 'traffic light system' to score countries progress.) - Document to focus on 'just' 2 – 3 key collective **priorities / urgencies**. Can be further expanded / added on going forward - Timeline: ideas: to work on priority framework through 2019, to be presented for final consultation at GFMD CSDs 2019 in Ecuador. - Fundraise and set up a CS pilot fund to fund national organisations in their advocacy efforts.

	Other milestones mentioned: • Joint advocacy and input into UN Network stakeholder consultation in February • Start of consultations on modalities for the International Migration Review Forum in New York (early 2019) • Interlinking with the High Level Political Forum in July 2019 **! Important to assess: where lies our real influence and power? Let's be careful about 'red herrings'!**

Question 3: How do we structure ourselves to make this workable?	General comments:
	• Acknowledgement of **two-step process:**
	  1. Action Committee 2019: interim structure along same lines as AC in 2018.
	  2. Further consult and broaden outreach re. thematic priorities and structure questions for CS organising in future.
	• Future model should not be too much of a burden for **national and regional organisations**. National or regional should not liaise with global via 1 person: Global needs to come down to regional, and focal points to be expanded.
	• **Resourcing**: aside from traditional funding, look into finding different ways of including non monetary capital, such as time of people (e.g. through 'secondments' of staff of other organisations).
	• **Representation and legitimacy important** but acknowledgement of real trade off between agility (time / opportunities for influence) vs figuring out perfect representation. Recognition of two-step process (see above).
	• **Inclusion:** aside from strategy calls: the system should provide opportunity for larger open calls, with provided translation and dedicated communication tools for info spreading.

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