GFMD Communication Strategy

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Contents

1   Purpose of the Document

This strategy paper is to help focus and enhance GFMD communication activity. It covers a period of four years to accompany the discussion of the quadrennial International Migration Review Forum (IMRF) of the Global Compact for Migration (GCM). It is approved and overseen by the Ad Hoc Working Group on Communications.

The strategy is principally based on the following documents:

1. Towards a Communication Strategy: Review of GFMD Communication Planning to Date (October 2017)

2. Possible Elements of GFMD 2014-2015 Communications Plan (September 2017)

3. GFMD Guidelines on Social Media (August 2017)

4. 12 Responses to the GFMD Communications Questionnaire by Australia, Germany, Ghana, Mexico, Morocco, Tunisia, UAE (WG Members) and Greece, Sweden, Mauritius, Philippines, Sweden (Former GFMD Chairs)

5. Report from the Ad Hoc Working Group on Communication at the Ninth GFMD Summit Meeting in Dhaka (December 2016)

To develop a narrative (chapter 6) that also integrates the role given to the GFMD by the GCM, the following document has been considered:

6. Internationally Negotiated and Agreed Outcome of the Global Compact for Migration (July 2018)
7. Report of the Ten Year GFMD Review (November 2018)

The paper furthermore integrates the findings from the meeting of the Ad Hoc Working Group on Communications dated 6 July 2018.

2 **Objectives**

In line with the outcomes of the ten-year GFMD Review exercise conducted in 2018, participating Member States value the GFMD for providing the space, substance and multi-stakeholder representation, which has helped the international community to develop a first ever Global Compact for safe, orderly and regular migration (GCM). The GFMD is invited to play an important role in the implementation, follow up and review of the GCM after its adoption in December 2018. This presents an opportunity for the GFMD to maintain its position as the largest informal, state-led process for policy dialogue, partnerships and peer review in the context of the GCM implementation and beyond.

In this context, the GFMD's main communication goal is:

Increase awareness of the GFMD within the new institutional architecture on migration.

In addition, two sub-goals can be defined to serve the main objective. They are:

1. Position the GFMD in the implementation, follow up and review of the GCM
2. Clarify and communicate the value of GFMD participation to its Member States

Both the main objective and the two sub-objectives are addressed to Member States, the civil society and the private sector. They also target national and international media. In principle, they represent communication goals, while the responsibility for encouraging the forum's stakeholders mainly falls under the forum's stakeholder management activities. The latter partly, but not entirely, uses communication to achieve its goals.

Chapter 5 develops a strategy approach in order to achieve the above-stated communication goals.

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3 Target Audiences

Following the list of GFMD audiences in *Possible Elements of GFMD 2014-2015 Communication Plan* as well as the corresponding information given in the 12 questionnaires, the following target groups are most relevant for GFMD communication (in priority order).

Audience	Stakeholder	Constituents	Interests
Internal	GFMD Troika	The immediate past, present and incoming chair of the GFMD. Decisions are usually coordinated with the SRSG, subject to the advice of the Chair.	Need of information according their lead function
	GFMD Steering Group	30 governments that lend political and strategic advice to the GFMD Chair-in-Office	Profit from GFMD outcomes, political and strategic input to GFMD discussions
	GFMD Friends of the Forum (National focal points)	GFMD Focal Points from UN Member States and GFMD Observers	comprehensive information about the GFMD (online and offline), access to funding support, participation in GFMD events
	GFMD Civil Society	ICMC is the convenor of the GFMD Civil Society process. Individuals and NGOs are approved by a committee.	Have the same level of information as participating GFMD Member States, profit from outcome, contribute to debate, participation in GFMD events
	GFMD Business Mechanism	IOE is the coordinator of the GFMD Business Mechanism.	Be part of the GFMD, profit from outcome, contribute to debate, participation in GFMD events
	GFMD Donors	Governments and organizations that contribute financially or in-kind to the GFMD process.	Profit from GFMD outcome, must account for their financial contribution

External	Other regional and global processes	RCPs and RECs, IGC, 2030 Agenda for Sustainable Development, Online Migration in Countries in Crisis (MICIC), Platform for Disaster Displacement (PDD), UN High-Level Political Forum	Profit from the GFMD outcome in order to integrate in their own work
	Other regional or global platforms and forums in the field of business and society	WEF, SEF,	Want to enhance their own platforms by taking up related topics
	International Media (print and online)	International Media outlet such as NYT, BBC, politico etc.	Relevant content for coverage regarding migration & development issues
	UN Agencies and other related bodies	ILO, IOM, UNHCR, Office of the SRSG for International Migration, UNDP, agencies that are part of the UN Migration Network	Profit from the GFMD outcome in order to integrate in their own work
	Researchers, think- tanks and academic institutions	Overseas Development Institute, Migration Policy Institute and the Organisation for Economic Co-operation and Development (OECD), World Bank KNOMAD, IOM Global Migration Analysis Centre (GMDAC)	Profit from the GFMD outcome in order to integrate in their own work

In a more detailed communication plan, specific messages per target audience can be put in place, following the key message stated in chapter 6 and following their specific interests regarding GFMD.

4   Strategy

Chapter 2 defines the main communication goal including two sub-goals. Increased awareness and presence goes hand in hand with perceived relevance. This relevance is an important signal for the Forum to play its role in the implementation and review of the GCM. It also indicates that active participation in the forum is worthwhile.

The strategy provides the approach of how to achieve the main goal and the two subgoals, the latter being partly milestones on the way to the main goal.

It consists of three core elements:

    (1)   Cooperation with existing and new partners in and outside the GCM process
    (2)   Creating own contributions to the international migration and development debate
    (3)   Promotion of local spinoffs of the Forum at the local / national level

(1)   To firstly increase the visibility and the awareness of the GFMD, more frequent and relevant touch points must be created for the target audiences at which they come into contact with GFMD messages and content. This can be achieved through cooperation with other forums or international organizations and processes by using their communication platforms. In this way, the GFMD also benefits from the awareness and visibility of potential partners.
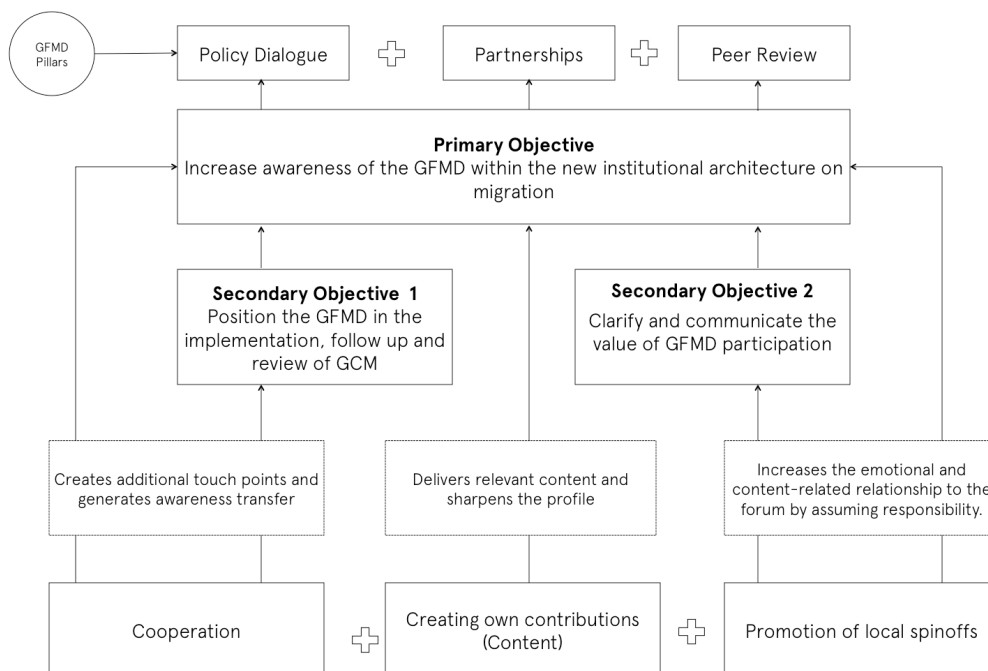
      The Support Unit develops a long list of possible partners inside and outside the GCM process.

(2)   In order to use additional touch points but also to strengthen the GFMD profile as a whole, the Forum should extend its range of tasks by making its own contributions to the international migration and development debate. For example, in the form of own white papers.

(3)   Sub-goal 2 is achieved primarily through stakeholder management and appropriate incentives. Communication can contribute to success, but cannot solve the task alone. Tried and tested stakeholder management approaches[1] often work with the formula *participation by assuming responsibility.* A possible approach for the GFMD according to this logic is to motivate its Member States in bilateral dialogue to organize local spin-offs of the Forum with the support of the GFMD. Conversely, this in turn has positive effects on the visibility and awareness of the forum. Content, procedure and required resources are to be recorded in a separate concept.

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[1] For example, the Dialogic Change Model

In this sense, the strategy can be described as a cooperation and positioning strategy. We create more presence and relevance through cooperation with third parties in and outside the GCM process and position ourselves as a player with own contributions on the subject, present not only on the international but also on local or national level. Through these, we create the basis for more active participation.

Impact and connections of the strategy elements:

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  ┌─────────┐      ┌──────────────────┐          ┌──────────────┐          ┌──────────────┐
  │  GFMD   │─────▶│  Policy Dialogue │   ✚      │ Partnerships │   ✚      │ Peer Review  │
  │ Pillars │      └──────────────────┘          └──────────────┘          └──────────────┘
  └─────────┘
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Primary Objective
Increase awareness of the GFMD within the new institutional architecture on migration

Secondary Objective 1
Position the GFMD in the implementation, follow up and review of GCM

Secondary Objective 2
Clarify and communicate the value of GFMD participation

Creates additional touch points and generates awareness transfer

Delivers relevant content and sharpens the profile

Increases the emotional and content-related relationship to the forum by assuming responsibility.

Cooperation ✚ Creating own contributions (Content) ✚ Promotion of local spinoffs

5 Narrative and key message

A model called Golden Circle[2] structures the narrative formulated below. The specification of the model for the development of a narrative is very simple. It is: Start with Why! This is important because the order in which you tell a story has an influence on its interpretation and its perceived meaningfulness.

Although originally created for a business environment, the Golden Circle is also used by NPOs and NGOs. In this model, WHY encompasses the longer-term vision and deeper motivations. Once the WHY is defined, the HOW (how do we do what we want to do) and the WHAT (what is the service that we can offer) follow.

The GFMD Narrative:

Migration – A global phenomenon, a task for the international community (WHY)

Migration has been part of the human experience throughout history. It is a source of prosperity, innovation and sustainable development in our globalized world. If managed properly, migration's positive impacts could be massive – for the people who leave their home countries in the hope of a better future; for the host societies, their social welfare systems and their labor markets as well as for countries of origin.

Human beings leave their homeland in order to find a better place for themselves and their families. A place where they can live according to their wishes and ideas. A place where they can overcome poverty and make their contribution to the society in which they live while also supporting the sustainable development of their countries of origin. Migrants do not take jobs; rather, they create new ones. For this to happen, migration must be safe, orderly and regular.

Migration is a global event. And this is why the international community must develop answers and solutions to the opportunities and the challenges of global migration flows. Migrants and states must not be left alone to deal with their tasks. Moreover, migration is such a complex and multi-layered event that an isolated, small-scale view cannot solve the enormous challenges facing politics all over the world. And that is exactly why there is the GFMD. That is precisely why it was founded in 2007 by the Member States of the United Nations—to help turn the challenge we are facing into an opportunity that we can take advantage of. It is about understanding the potential of migration, its stimulating effect on economic and living spaces, and rendering it useful for people, their societies, social systems and economies.

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[2] Start with Why. Simon Sinek. 2010. Penguin Business

More dialogue and international cooperation to improve global governance (HOW)

Engaging in dialogue at the global level and fostering a neutral space to promote trust building can contribute significantly to this. The GFMD enables the exchange of knowledge and experience and fosters the understanding of migration as a worldwide event that requires more, not less, global leadership. It helps its member states to make a better, opportunity-oriented migration policy.

Action-oriented exchange between states on migration and development issues (WHAT)

The GFMD offers the necessary platform for this. It is open to UN member states and integrates civil society as well as business. It is characterised by a focus on action and practical relevance. The Forum maintains partnerships with other international forums and runs the Platform For Partnerships, a mechanism to foster the exchange of M&D practices, as well as to encourage governments to work in partnership in developing and implementing M&D policies and programs. In addition, the GFMD itself participates in the international debate with white papers and recommendations for action.

The key message to be derived from this narrative is:

Migration is a global, multi-faceted and natural phenomenon that needs to be managed at national, regional and global levels. At the same time, however, there is also great development potential in global mobility. The action-oriented exchange in a neutral and inclusive space within the GFMD makes a valuable contribution to the global debate on migration and development and supports states in seeking solutions to common challenges.

6 Channels and Contents

6.1 Owned

Website and mobile application:
The central information platform with all contents on the agenda, news, results and reports. The current GFMD web portal could be revamped to adjust to current developments and it should be updated at least every two weeks.

Social Media
- Twitter with high priority especially for the international media and internal stakeholders. For comments, announcements, results.
- Facebook for the GFMD Community. Focus on images and experiences.
- LinkedIn for the GFMD Business Mechanism Should be upgraded within the scope of the intended cooperation.
- Youtube for videos.

E-mail and Newsletter
E-mail is still an important communication channel for bilateral relations. A newsletter should also be sent via e-mail. The corresponding content will be planned at the operational level.

Articles, white papers and annual reports
Enable an in-depth examination of migration and development issues and strengthen the relevance of the GFMD to the topic. The target audience should be deliberately kept broad.

6.2 Earned

International and national media:
Reporting on GFMD events, tasks and results of the meetings. Address migration and development issues and relate them to GFMD. If the spin-off strategy is successful, this will result in greater coverage in national media.

Social Media:
Retweets on Twitter, Linkedin and Facebook in response to GFMD communication content.

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Third-party media and channels:
Cooperation should above all lead to achieving visibility and awareness through partner channels and thus profit from their communication activities. Partners should also be evaluated according to their communication success.

6.3 Paid
As long as the forum is not open to the public and the forum does not organise campaigns for it, paid media can be excluded.

7 Protocols for Communicating and KPIs

7.1 Protocols for Communicating

The profile and visibility of an organisation are not only shaped by communication content, but also very much by individuals. Press spokespersons, directors or presidents, in short, exponents of an organisation, make the content tangible and emotional. This is a decisive advantage, especially when dealing with the media. It is therefore advisable to clarify the GFMD spokespersons for internal and external communications, and to equip them with the appropriate competencies and resources.

Role and task of GFMD exponents for both internal and external communication:

Chairs / Exponents of the Chairs:

- Represent the GFMD at the political level.
- Provide information on the Chairmanship's specific thematic agenda, and on the Forum's overall strategy, long-term tasks and objectives.
- Comment on major events and processes that may be related to the GFMD.

Support Unit:

- Share about the institutional memory of the GFMD process.
- Serve as the point of contact for media enquiries and other information that may be needed by internal and external audiences
- Provide information on questions at the operational level
- Promote GFMD activities via social media, email, and other channels, in accordance with the Guidelines on Social Media Usage established in 2017.

In case of doubt, i.e. if it is unclear whether a request is to be assigned more to the strategic or operational level, the Chair and the Support Unit will agree on the procedure jointly.

7.2 KPIs

With a view to the role of the GFMD given to it by the GCM process as well as the above stated communication goals, three KPIs can be identified:

1. The GFMD establishes cooperation with a multilateral, internationally well-established forum (such as the World Economic Forum) in order to profit from its awareness and to communicate the GFMD message.

The content and structure of such a cooperation, as well as a list of possible part-ners is to be developed first.

2. The GFMD doubles access rate to its website and to the Platform for Partnerships, as well as increases its followers and online engagement across social media channels, in particular within the next two years. If a further increase after two year is necessary is to be decided by the Ad Hoc Working Group on Communica-tion.

3. The GFMD's contribution towards implementing the migration related commit-ments in the 2030 Agenda, and towards the implementation, follow up and review of the GCM is well-received by target audiences. This can be measured through e.g., side events, periodic surveys, and focused group discussions with internal and external partners. Citations of GFMD's thematic contributions to these pro-cesses would be a good indicator in this regard.

4. The GFMD raises the coverage regarding its activity and contribution to the inter-national migration and development debate and policy in international media. In order to measure this, GFMD works with samples (previously identified countries) and takes baseline measurement.

7.3   Resources

In order to implement the strategy and the associated activities, the Support Unit's ca-pacity needs to be strengthened. In concrete terms, this would mean having a dedicated staff to implement the GFMD communication strategy and planned activities, with the expert assistance of an external communications agency. Periodic assessment (for exam-ple, through focused group discussions, surveys) may also be needed to monitor progress vis-à-vis set objectives, which may also have cost implications for the GFMD.