2020 GFMD Migration Partnerships Lab:
Overview of Methodology and Expected Outcomes

Overview
Description of 2020 Labs and Partnerships Process

A core objective of the 2020 Global Forum for Migration and Development (GFMD) is to facilitate the emergence of new or substantially expanded partnerships and cooperation between countries and other stakeholders on the six thematic streams this year and/or priorities of the GFMD Working Groups[1]. The Migration Lab 2020 aims to encourage emergence and assist formation of partnerships by: (1) working with GFMD leadership and stakeholders to identify entrance points to promising partnerships; and (2) supporting potential partners to flesh out the rationale and critical elements for partnership.

The Migration Lab consists of two sessions alongside each Friends of the Forum meeting, the first on September 30th and the second on December 3rd. Due to restrictions related to COVID-19, the sessions will be held in a mixed physical and virtual format, with physical meetings held in Geneva and virtual links to allow participation of those unable to travel. The partnerships process builds to the Thirteenth GFMD Summit, at which the most developed partnerships will be presented to GFMD participants during the Open Space at the Summit.

This note lays out the GFMD partnerships process, including the content and goals of each Lab session, as well as its expected outcomes. The methodology of the Migration Labs will be based on Problem Driven Iterative Adaptation (PDIA), which is a process developed by Harvard economists to help governments and their partners to break problems into root causes, identify entry points, search for possible solutions, and take action. The PDIA process consists of six initial stages towards development of an intervention, which will be covered over the course of the two Lab sessions. Rather than applying standardized interventions in new contexts, we are looking for partnerships which speak to root causes of problems experienced by practitioners in the migration field. More information, including on the six initial stages, can be found on this methodology here, as well as testaments from participants (consisting primarily of governments and NGOs) in past PDIA workshops here and here.

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[1] The GFMD Working Group on Sustainable Development and International Migration was established in 2016 to focus on the GFMD's contributions to the 2030 Agenda and the Global Compact for Migration (GCM). In 2020, two ad hoc Working Groups were further set up – one focusing on public narratives on migration (co-chaired by Canada, Ecuador and Mayors Mechanism) and the other on the impact of COVID-19 on migrants, migration and development (co-chaired by Indonesia, Switzerland and Business Mechanism).

Participants in the Labs will have the opportunity to apply this process to a number of problems, in particular those that States, civil society, business and city actors identified in the six regional GFMD meetings between May and July, and work to search for possible solutions alongside other similarly minded GFMD members and participants. The Lab process is non-binding and intended to give participants sufficient space and flexibility to explore multiple possible solutions and partners. There will be an opportunity for developed partnership proposals to be connected to interested donors at the Summit in January.

Expected Outcomes

The primary goal of the 2020 partnerships process is to result in 3 to 5 partnerships which are 'fundable proposals' that is to say, all actors involved in the partnership are agreed on the answers to all elements of a standard project proposal (including problem assessment, identification of partners, partnership goals and objectives, activities and implementation plan, and key elements of budget). These partnerships will then be presented at the Open Space at the Summit – ideally by this point some of the partnerships will have a source of financing; those that do not will have the opportunity to connect with donors at the Summit.

Partnerships are intentionally defined loosely, in order to allow participants the flexibility to design an initiative which meets their needs. We consider eligible partnerships to:

1. Involve two or more GFMD members (including States and members of the business, civil society, and Mayors mechanism), as well as any needed partners from outside the GFMD;
2. Be of mutual benefit to the members (i.e. is not a fee-for-service arrangement in which one member pays another to deliver a program or service);
3. Propose new or substantially expanded partnerships that relate to the six themes of the 2020 GFMD chairmanship or GFMD ad hoc Working Groups on COVID-19 and Narratives.

In order to reflect the States-led nature of the GFMD, emphasis and priority will be put on partnerships which are led by or involve at least one State member. Of the 3 to 5 partnerships targeted for the Summit, the aim is to have 2/3 of these involving at least one State member. Each partnership is expected to have a GFMD member as a 'leading partner,' though they may bring in non-members in as an 'auxiliary partner' (including IOs).

Process to Date and Results

The partnerships process has mirrored the rest of the year-long 2020 GFMD process. Each of the six Online Regional Consultations included breakout sessions on three themes of their choosing from the six 2020 GFMD themes; the Thematic Leads led these sessions with an eye towards actionable partnership ideas, and the LaMP team participated to document and follow up on emerging partnership opportunities. In each Regional Consultation, the LaMP team then ran a 'Partnership Matching' session as part of the Closing Plenary sessions, in which participants were given the opportunity to present ideas for further exploration. Following the breakout sessions, the UAE Chair also circulated a survey, including two key questions: (1) "Based on the opening plenary presentations and discussions in breakout sessions, what do you think are the most pressing problems facing migrants or governance of migration in your city/country/region?" and (2) "What solutions do you think could be implemented in the near future to address this problem? What would this look like and who would you like to see involved?" 86 responses were submitted to this survey from across the regions.

Ideas around potential partnerships raised in the 18 breakout sessions, six 'partnership matching' sessions, and 86 survey responses were reviewed to identify recurring themes and ideas. Based on this review, the following 12 areas have been identified as having common interest for partnership across a diverse array of GFMD stakeholders:

1. Transnational Justice / Wage protection (particularly following repatriation during COVID-19)
2. Local Data Collection (Africa)
3. Regional Coordination (Africa and GCC)
4. Regional Coordination (LAC)
5. Coordination towards local decentralization (Africa)
6. Labor Pathways (LAC)
7. Digital Migration Processes
8. Support for returned migrants during COVID
9. Pathways to upskilling and Qualification Recognition (OECD)
10. Financing Solutions for Mobility Partnerships
11. Narratives on Migration and Communicating with Migrants
12. Fair Recruitment

Between the end of the Regional Consultations and the first Migration Lab, small groups were formed among participants across regions and mechanisms, based on expressions of interest in working on these ideas. These small groups were formed in late August and will meet beginning in early September. Not all of the focus areas of the small groups will result in tangible partnerships to be presented at the Summit: their purpose is to explore ideas and possible ways forward.

Lab Session 1 (September 30th in Geneva and on-line)

Content

The first Lab session will cover the first four stages of six stages of the initial PDIA process, each of which are elaborated below: (1) constructing the problem; (2) deconstructing the problem; (3) sequencing; and (4) crawling the design space. These stages are detailed further below. The Lab will begin with an introduction and presentation of an existing partnership, in order to clarify participants' thinking and expectations throughout the day. Dr. Raffaella Greco Tonegutti of the Belgian Development Agency will present their 'Pilot Project Addressing Labour Shortages Through Innovative Labour Migration Models' (PALIM), with a specific focus on *how* the partnership was achieved (identification of partners, design of activities, reaching authorization and agreement, etc).

It is worth noting that partnership ideas may enter the Lab at different stages of development, as some prospective partners may have begun discussions in the small groups leading up to the Labs. The Lab will be sufficiently adaptable to allow participants to work at different paces since we assume some groups may be able to advance their ideas faster than others or may enter the Lab with a more developed idea. Participants will be provided guiding questions to clarify the problem they are interested in working on prior to the session, in order to identify entrance points more quickly.

Participants will work through these steps in breakout rooms based on themes of common interest mentioned above.. Participants should expect to leave with an idea of what the most viable solutions to their problem are and which partners they need to achieve this goal, as well as understanding what information and authorizations they are missing to reach a completed design.

(1) ***Breakout Session 1: Constructing and deconstructing the problem***: In this section, groups will construct their problems in ways which will draw attention to the need for change in the social, political, and administrative agenda. While this may seem self-evident, there are a number of underlying questions that go into developing agreement on a problem statement, including What is the problem? Why does it matter? To whom does it matter? Who needs to care more? And what will the problem look like when solved? Having constructed their problem, groups will then begin to break it down into

smaller, more manageable sets of focal points for engagement, which are more tractable for concrete solutions. Groups will build a fishbone or Ishikawa diagram breaking their problem down into multiple root causes and breaking these further down into sub-causes.

(2) **Breakout Session 2: Sequencing**: Having fully deconstructed the problem, this session will begin mapping the 'space for change.' In this session, participants will use the 'triple-A' framework, answering questions around "Acceptance, Authority, and Ability" to identify how much change space is in each of the causal strands of their fishbone diagram. This is intended to help them identify where the most viable ideas for partnership are, as well as what needs to change to reach a final partnership.

(3) **Breakout Session 3: Crawling the design space:** Through the deconstruction and sequencing processes, participants will have worked to identify where they should act (where do we have large change space, and where is it limited?). The final session of the first Lab will begin answering "what" to do, by using assessments of what is 'technically correct' and 'administratively and politically feasible.' The session will end with a discussion of how to begin building authorization around emerging partnership designs, and close with guidance on how to develop authorization between the Lab sessions.

Along the way, it is normal for different participants to feel differently about the possibilities for the thinking or partnership idea to advance, or who might or might not be partners, including themselves. No "hard" commitments are made in this first Lab—other than to think together in good faith, with a goal of seeing and acting upon common interest if possible, and participants may change between the Labs accordingly.

The Lab will dedicate the most time to sessions 2 and 3, as this is where concrete ideas for partnership begin emerging. Participants are encouraged to walk into the Lab with some thinking on the problem they would like to solve, as well as its root causes, and as noted above guiding questions will be provided to this effect. Some participants will have done so in the small groups organized on specific themes prior to the Labs.

Logistics

The first Lab session will be held on September 30th. Details of the timings and physical meeting spaces will be announced by the Support Unit in advance of the session. Participation will be open to all attendees of the Friends of the Forum. Participants not able to travel to Geneva will also be welcome to participate virtually through an online platform, with links made available in advance. The Lab session will begin in a plenary room, where a PDIA facilitator will provide an overview of the methodology and goals of the session. After completing this, the facilitator will introduce the first exercise on constructing and deconstructing problems. Participants will then be given the opportunity to move to one of the smaller breakout rooms, where they will apply the exercise to their theme. These themes will include:

1. Labor pathways and mobile skills
2. Coordination mechanisms and strengthening migration governance
3. Support for migrants and returned migrants during COVID-19
4. Digital migration processes
5. Narratives and communications
6. Data collection
7. Improving recruitment processes
8. Transnational justice and wage protection following COVID-19

At the end of each exercise, groups will reconvene in the plenary room to recap their conversation and receive instructions for the next session. Participants attending virtually will be given separate links, one for the plenary room, and a set of virtual links connecting to each of the breakout rooms. They will move back and forth between these links along with participants attending in person. Participants are encouraged to attend one

breakout theme throughout, as the goal is to be working towards an increasingly defined partnership idea with consensus from participants in the breakout room. It is important to note that participants in a given breakout room need not necessarily work towards a partnerships together – there may be multiple partnership ideas developing in one breakout room, or there may be partnership ideas developing that require participants not in the room.

Goals

The goal of the first Lab session is to:

1. Achieve informal expressions of interest from States and other stakeholders to further pursue specific partnerships;
2. Identify missing and needed information, authorization, and partners to obtain or identify prior to the second Lab session. Prospective partners should designate a 'lead' partner (which should be a GFMD Member State) to act as a focal point and agree on a workplan for getting these needed inputs between the Lab sessions.

Between the Sessions

As noted above, participants interested in continuing to further develop their partnerships by the end of the first Lab session are encouraged to use the time between the Lab sessions to gather needed information, engage domestic stakeholders and get their buy-in and approval, and to identify missing actors to bring into the partnership. The Lead partner in each partnership group should be responsible for acting as a focal point, organizing the work and keeping track of progress. The LaMP team will be available as a resource to answer questions and provide strategic advice on moving forward during this period.

Lab Session 2 (December 3rd in Geneva and online)

Content

The second Lab session will pick up where the first left off. Partnership groups will be invited to give updates on the progress they made between the Lab sessions on refining their partnership ideas and obtaining authorization from internal stakeholders. They will also be invited to share sticking points and obstacles that need to be overcome in order to reach final agreement.

The second Lab will maintain a similar structure to the first Lab; however, at this point it is very likely that different partnership groups may be at different stages of development. Some may need to go back to crawling the design space after their initial idea fell through; others may be near a final design which has official approval from all needed partners. Space will be provided and facilitators on hand to work with groups at different stages.

(1) **Breakout Session 1: Updates and aligning:** The first breakout session of the second Lab will allow groups to reconvene, share updates since the first Lab, and align on the current status of their partnerships process. Following this, the remaining two sessions will work through the final two stages of the PDIA process, as explained below. The majority of the time will be dedicated towards designing the partnership and building a work plan on next steps.

(2) **Breakout Session 2: Building and maintaining authorization.** While discussions around authorization will have begun in the first Lab session, at the second Lab, sticking points will have begun to emerge. In order for partnerships to be presented at the Summit, they will need to have the authorization of all internal stakeholders in the partnership, meaning that the decision-makers for each

partner have agreed to the design and committed to their role in the partnership. This session will assess how authority is structured within the context of emerging partnerships, their missing authorizations, and build a plan to obtain it by the Summit.

(3) **Breakout Session 3: Designing the partnerships**. In the final segment, concrete details are nailed down. By the end of this segment, partners should have answers to questions around the activities of the partnership, which partners are responsible for what activities, time frames, indicators of success, and (possibly) budget and funding.

Logistics

The second Lab session will be held on December 3rd. Assuming that the COVID-19 situation has not substantially changed, this will again be a mix of in-person and virtual participation (for those unable to travel to Geneva).

While participation will again be open to all Friends of the Forum, the objective of this session is to reach final agreement on partnership proposals which achieved momentum in the first Lab session. As such, there may be changes in participation, as the group(s) may be encouraged to bring in actors missing from the first session who are needed to finalize the partnership.

The second Lab session will be run similarly to the first, with a PDIA facilitator running the last two stages of the process, but with breakouts happening in smaller groups as they narrow in on the design of potential partnerships. The themes of the breakout rooms for the second Lab will be refined after the first Lab, in order to reflect areas where promising partnerships appear to be emerging. Themes from the first Lab without concrete interest emerging in a partnership will be dropped.

Goals

The goal of the second Lab is to have 3-5 partnerships developed to the point of being 'fundable proposals,' with agreement of all needed partners on the answers to all questions in a standard project proposal (including problem assessment, identification of partners, partnership goals and objectives, activities and implementation plan, and budget). Partnerships at the point of being 'fundable proposals' where there is interest among partners to continue moving forward will be further refined and presented at the Summit.