



While consultations are needed throughout the policy cycle, formal and structured engagement is an important stage of policymaking. Engagement with government and non-government actors is important to test policy proposals, achieve agreement on the best fit-for-purpose policy and ensure buy-in from stakeholders for policy adoption and implementation.

1 IDENTIFY STAKEHOLDERS AND PARTNERS

- Within government, who are they and what are their interests?
- Within society, who are they and what are their interests?

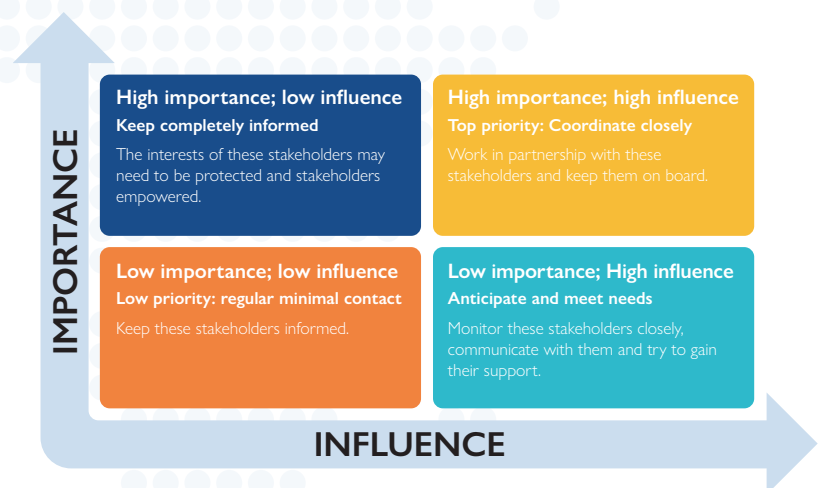
STAKEHOLDERS

- Migration engages actors at varying levels and sectors of government.
 - ◆ Consider horizontal coherence across ministries and agencies to ensure consistency in how migration management is incorporated into relevant policy frameworks.
 - ◆ Consider vertical coherence between national and subnational actors, including local jurisdictions, who need to cooperate and coordinate how policy frameworks are determined and delivered.
- Key non-governmental stakeholders include the migrants and their communities, civil society (e.g., NGOs, diasporas, local communities, academia, trade unions) and the private sector.

2 ASSESS THE IMPACT THE POLICY MAY HAVE AND MAP THE STAKEHOLDERS:

- Who will be important to engage with?
- What stakeholders will be supportive? And against?
- What weight needs to be given to their perspective?
- How can stakeholder buy-in be ensured?

Please see graph opposite:
INFLUENCE – the power stakeholders have over the planning and implementation process.
IMPORTANCE – the extent to which the policy is important for the stakeholders



STAKEHOLDER MAPPING

Stakeholder mapping is a useful way to consider the appropriate type of engagement with different categories of stakeholders dependent on level of interest and influence (see figure).

- Consider government agencies (national, subnational) that interact with the policy directly, indirectly in resourcing, design and in delivery.
- Consider policy advocates (e.g., NGOs, community leaders, and migrant representatives, including those representing categories who are less visible, such as women or youth) and relevant international actors. See more suggestions of potential stakeholders in the EMM2.0 Handbook.

3

PREPARE AND STRUCTURE CONSULTATIONS

- How to prepare to consult with stakeholders (formally and/or informally)?
- How to ensure diversity in the make-up of stakeholders, in particular gender, and that beneficiaries have a voice?
- How to get stakeholder buy-in?
- What format should consultations take?
- How will the consultations be considered in the policy that is formulated?
- Once developed, how should the plan for implementation, monitoring & evaluation and reporting be presented to stakeholders?

4

CONDUCT THE CONSULTATIONS

CONSULTATION PROCESSES CAN BE CONDUCTED SEPARATELY OR IN COMBINATION.

Informal consultation may take place throughout the policy process

- Informal reference groups can provide valuable guidance, particularly stakeholders who are actively involved in the outcome of policymaking. While potentially beneficial, informal consultations may not be representative of diverse stakeholder interests and may not result in the consensus needed. In some jurisdictions, informal consultation may violate administrative legal processes that require equal access for all interested parties.

Formal consultation processes depend on national context and can include:

- **Advisory bodies** - a formal version of targeted stakeholder engagement to support policy on an ongoing basis (e.g., commissions, committees, councils). They can also be ad hoc. Advisory bodies assist in weighing in with certain stakeholder groups to achieve support.
- **Circulation for comment** - a process where draft policies are circulated for feedback. The arrangements are flexible and involve rounds of commentary.
- **Notice and comment processes** - involve posting draft policies for a broader audience. Informal networks (or advisory bodies) can assist in pushing out the notice.
- **Public meetings, town halls or hearings** - seldom used on their own, they provide opportunities to present perspectives in person. Hearings are often more formal.

See examples of what forms consultation can take in the EMM2.0 Handbook.



In practice, the selection of one final policy option can happen at the Formulation stage or at the Consultation stage, depending on the issue, the options on the table and the context.