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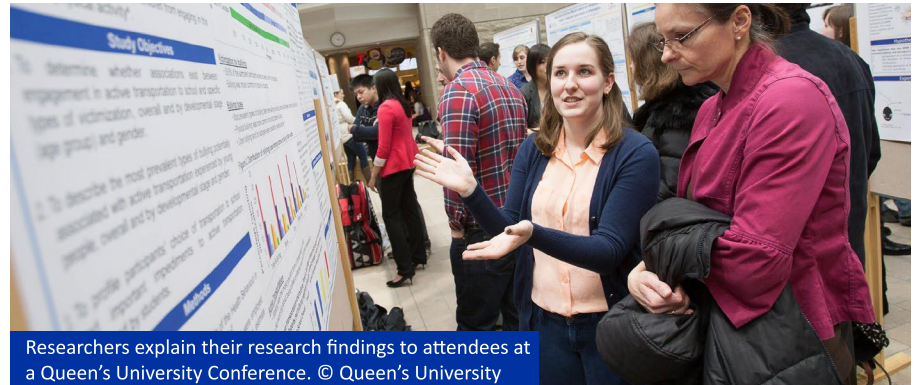
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# MIGRATION POLICY PRACTICE

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## Delivering and demonstrating migration dividend through the implementation of the Global Compact for Migration

Gibril Faal<sup>1</sup>

The Global Compact for Safe, Orderly and Regular Migration (Global Compact for Migration) requires that the first International Migration Review Forum (IMRF) be held in 2022, for “Member States to discuss and share progress on the implementation of all aspects of the Global Compact, including as it relates to the 2030 Agenda for Sustainable Development . . . [resulting] in an intergovernmentally agreed Progress Declaration. . . .”<sup>2</sup> The option and opportunity exist for the Progress Declaration to move away from the general observations and innocent platitudes that sometimes characterize United Nations outcome documents. It can be a declaration and report on the extent to which the diverse direct and indirect stakeholders have gained a migration dividend – being the surplus of financial, economic, social, political, and other human development benefits over and above the costs and inputs associated with migration.

The Global Compact for Migration is the first global migration governance framework, deserving appropriate new approaches and toolkits, in the pursuit of enhanced efficacy, in the spirit and letter of United Nations reform.<sup>3</sup> Member States are committed to implement the Global Compact for Migration in cooperation and partnership with diverse stakeholders, including the private sector, trade unions and academia. The tasks of the connection hub of the Global Compact for Migration capacity-building

mechanism includes “identifying main implementing partners within and outside of the United Nations system, in line with their comparative advantages and operational capacities”. Applied research is needed, among other things, to facilitate the use of relevant tools and techniques from the private sector, for the focused purpose of delivering and demonstrating a migration dividend for all sectors and sections of society at the local, national, regional and global levels.

### Composite indicator of migration benefit

It is only a relatively small group of xenophobes, “nativists” and other extremists who deny the value of migration or reject the fact that migration is as old and inevitable as humanity itself. One of the root causes of anti-migration sentiments and actions is the perception and conviction that the sociocultural and politico-economic costs of small- or large-scale migration are greater than the actual or supposed benefits. Migration dividend as an approach and composite indicator can address this core contention. It also highlights “net migration loss” where it exists and identifies the appropriate practical actions to be taken to ensure that migration is beneficial to all or most affected parties. Academic researchers have examined the costs and benefits of both internal and international migration over the past 50 years.<sup>4</sup> These tended to make assessments from the perspective of the migrant, a locality, or a specific industrial sector or case study. A composite migration dividend indicator

1 Gibril Faal is a visiting professor in practice at the Institute of Global Affairs (IGA), London School of Economics (LSE). He is also the Director of GK Partners (a UK company that specializes in socially responsible business models, social enterprise, development finance and programme implementation) and the Chairperson of the Global Forum on Migration and Development Business Mechanism Committee.

2 For the Final Draft of the Global Compact for Migration, see: [https://refugeesmigrants.un.org/sites/default/files/180711\\_final\\_draft\\_0.pdf](https://refugeesmigrants.un.org/sites/default/files/180711_final_draft_0.pdf)

3 United Nations General Assembly, “Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability”, Report of the Secretary-General, seventy-second session, A/72/492/Add.2 (21 March 2018). Available from [www.un.org/ga/search/view\\_doc.asp?symbol=A/72/492/Add.2](http://www.un.org/ga/search/view_doc.asp?symbol=A/72/492/Add.2)

4 These include works such as: R.J. Cebula and R.H. Vedder, “A note on migration, economic opportunity, and the quality of life”, *Journal of Regional Science*, 18(2); International Organization for Migration (IOM), *World Migration Report 2005: Costs and Benefits of International Migration* (Geneva, 2005), available from <https://publications.iom.int/books/world-migration-report-2005-costs-and-benefits-international-migration>; M. Okólski, “Costs and benefits of migration for Central European countries”, Centre for Migration Studies (CMR) Working Papers No. 7/65 (Warsaw, CMR, Warsaw University, 2006); C. Dustmann, T. Frattini and C. Halls, “Assessing the fiscal costs and benefits of A8 migration to the UK”, *Fiscal Studies*, 31(1):1–41; A. Damelang and A. Haas, “The benefits of migration: Cultural diversity and labour market success”, *European Societies*, 14(3):362–392.

can capture benefit (or loss) of principals as well as the other direct and indirect migration stakeholders. It offers the simplicity of a bottom line, derived from a mass and mesh of complexity. It presents the multifaceted rewards gained by host communities that receive and integrate migrants. It can focus the migration narrative and discourse on the legitimate interests and concerns of affected stakeholders, and help limit or neutralize the toxic, extremist and xenophobic rhetoric. In recent years, there has been some private sector research on the topic of migration, such as the work of PwC<sup>5</sup> and McKinsey.<sup>6</sup> The International Organization for Migration (IOM) has also collaborated with the Economist Intelligence Unit on Migration Governance Index,<sup>7</sup> and with McKinsey Center for Government on migration data.<sup>8</sup> Through programmes such as Universities Without Borders (UWB), the Institute of Global Affairs at the London School of Economics will undertake research and provide executive training on the implementation of the Global Compact for Migration and related topics.<sup>9</sup>

### Responsible private sector

There is a need for greater research collaboration on how other concepts and practices from the private

sector can be applied to the Global Compact for Migration implementation. Some policymakers are concerned about the profit motive of the private sector, and the anti-globalization sentiments against multinational corporations. Despite these legitimate observations, the private sector remains a suitable and valuable partner in delivering public benefits. Firstly, no single sector comes devoid of entrenched weaknesses. The whole-of-society approach seeks to harness the various strengths of the whole while minimizing the weaknesses of the parts. Secondly, as in other sectors, the private sector is already deeply involved in migration, especially the travel/transport, banking/finance and education/training sectors. Businesses extract profits through practical implementation, without overt participation in the wider policy process. Thirdly, prior to the Global Compact for Migration, there was indeed the UN Global Compact, being a network of about 10,000 companies in 160 countries, across all sectors, committed to 10 principles of responsible business, covering human rights, labour, environment and anti-corruption.<sup>10</sup> It is important that private sector engagement and cooperation is based on responsible, sustainable and social entrepreneurial collaboration.

### Perception, actuality and reality

Reality is the coincidence of actuality and perception. A phenomenon may occur actually and factually, yet if it is not perceived, it fails to be reality. There is a high likelihood that no action or reaction emanates from unperceived actuality. On the other hand, erroneous notions and falsehoods may be perceived, contrary to the facts and actuality. In such instances, actions and reactions are likely to occur. It is as if actuality is passive and perception active.<sup>11</sup>

Negative perceptions about migrants and migration are a major challenge to the Global Compact for Migration implementation, especially in regions such as Europe where these perceptions are high.<sup>12</sup> Migrants are

5 See: London First and PwC, *Facing Facts: The Impact of Migrants on London, Its Workforce and Its Economy* (London, 2017), available from [www.pwc.co.uk/services/legal-services/services/immigration/facing-facts--the-impact-of-migrants-on-london--its-workforce-an.html](http://www.pwc.co.uk/services/legal-services/services/immigration/facing-facts--the-impact-of-migrants-on-london--its-workforce-an.html)

6 See: J. Woetzel, A. Madgavkar, K. Rifai, F. Mattern, J. Bughin, J. Manyika, T. Elmasry, A. di Lodovico and A. Hasyagar/McKinsey Global Institute, *People on the Move: Global Migration's Impact and Opportunity* (McKinsey & Company, New York, 2016), available from [www.mckinsey.com/featured-insights/employment-and-growth/global-migrations-impact-and-opportunity](http://www.mckinsey.com/featured-insights/employment-and-growth/global-migrations-impact-and-opportunity)

7 See: Economist Intelligence Unit (EIU), *Measuring Well-governed Migration: The 2016 Migration Governance Index* (London, 2016), available from <https://publications.iom.int/books/measuring-well-governed-migration-2016-migration-governance-index>

8 See: IOM Global Migration Data Analysis Centre (GMDAC) and McKinsey & Company, *More than Numbers: How Migration Data Can Deliver Real-life Benefits for Migrants and Governments* (Geneva and New York, 2018), available from this [link](#).

9 The Universities Without Borders (UWB) programme covers the Global Compact for Migration as well as the Global Compact on Refugee. It was developed by the IGA/LSE, in collaboration with partners including the Issam Fares Institute, American University Beirut; the Institute for Global Health, Yale University; the European Bank for Reconstruction and Development (EBRD); and IOM.

10 See: [www.unglobalcompact.org/](http://www.unglobalcompact.org/)

11 See: G. Faal, *Understanding and Influencing Policy: Advocacy Handbook for Diaspora and Small Organisations Working in International Development* (London, GK Partners, 2014), p. 62, available from [www.gkpartners.co.uk/Understanding\\_and\\_Influencing\\_Policy\\_-\\_Gibril\\_Faal\\_\(2014\).pdf](http://www.gkpartners.co.uk/Understanding_and_Influencing_Policy_-_Gibril_Faal_(2014).pdf)

12 See: IOM GMDAC, "Public opinion on migration", available from <https://migrationdataportal.org/themes/public-opinion-migration>



the quintessential “outsider”, irrationally feared and often blamed for umpteen local ills.<sup>13</sup> Perceptions and emotions are more potent than actuality and reason. This is accepted as a given in the commercial world. Effective marketing tools are readily deployed to address antipathy, suspicion, and apathy to new and existing products and services. Social marketing tools and business analytical frameworks such as “hierarchy of loyalty” may be more effective in combating anti-migration sentiments. The private sector bottom line often goes beyond preventing antipathy and scepticism, or providing for needs and necessities; it is to positively create perceived and actual wants, and a new form of self-identity. This partly explains why new products and services gain phenomenal success. The sharp psychological tools used by the private sector can increase effectiveness in the Global Compact for Migration implementation in particular and international development in general.

#### Development entrepreneurs in the era of implementation

With the Sustainable Development Goals, the Global Compact for Migration and the other global policy frameworks in place, the urgency for the world of multilateralism and development is not better policies but expansive and enhanced delivery of practical results of social good.<sup>14</sup> In private sector operational analysis, the diverse direct and indirect stakeholders are segmented into categories ranging from hostile/sceptic to friend/supporter, so as to facilitate precise audience targeting and application of relevant tools. Products and services (interventions) are subjected to ongoing and relentless product life cycle analysis, innovation and improvement. Production, operations and delivery are refined, systemized and on continuous improvement, informed by scientific research and development. Communication to categorized stakeholders is in the form of tailored direct, indirect and intermediated messages, using plain, subtle, subliminal, creative and other psychologically

effective pivots. Service delivery and campaigns based on untargeted generalizations and inappropriate techniques are simply deemed failures and can put an entity out of business. The Global Compact for Migration and development implementation can do with more of the result-focused primacy that dictates most of commercial action. This is more urgent as the human development benefits of the Global Compact for Migration are more important than many of the commercial services that are delivered so well. Beyond the growing number of social entrepreneurs, there is a need for a cadre of “development entrepreneurs” to transform dire challenges into practical human development opportunities, through brave ethical ambition, practical intersectoral excellence, and calculated risk-taking for the benefit of the excluded and the vulnerable. ■

13 See: B. Resnick, “7 lessons from psychology that explain the irrational fear of outsiders”, *Vox* (30 January 2017), available from [www.vox.com/science-and-health/2017/1/28/14425658/fear-of-refugees-explained](http://www.vox.com/science-and-health/2017/1/28/14425658/fear-of-refugees-explained)

14 See: G. Faal, “Overprincipled and underperforming: Why we need a practice-based Global Compact on Migration”, in: M. McAuliffe and M. Klein Solomon (Conveners), *Ideas to Inform International Cooperation on Safe, Orderly and Regular Migration* (Geneva, IOM, 2017), available from [https://publications.iom.int/system/files/pdf/overprincipled\\_and\\_underperforming.pdf](https://publications.iom.int/system/files/pdf/overprincipled_and_underperforming.pdf)

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