CIVIL SOCIETY ALLIANCE ON MIGRATION

C-SAM Institutional Profile

Civil Society Alliance on Migration, Pakistan — institutional introduction and reference document for members, prospective members, government and partners.

ESTABLISHED
Sept 2025 · 20 CSOs

GOVERNANCE
GMB · EC · MRC

STRATEGY PERIOD
2025–2030

SECRETARIAT HOSTED BY OXDEV INITIATIVE

SECTION 01

About C-SAM

The Civil Society Alliance on Migration, C-SAM, is a national civil society platform that brings together organisations from across Pakistan to strengthen collective engagement on migration governance.

C-SAM was established in September 2025 through a founding process involving twenty civil society organisations from different parts of Pakistan, and was formally launched as a national platform in December 2025. Since then, the Alliance has developed its Charter and Governance Framework, Executive Council, Secretariat, Working Group arrangements, Membership Framework and Implementation Toolkit, and Strategy 2025–2030. These foundations have allowed C-SAM to move from a closed founding cohort to an open, merit-based and accountable institutional membership model.

> ***"C-SAM is not a pilot project." It is an operating alliance with defined governance, an open membership pathway and accountability mechanisms already in force.***

C-SAM exists to strengthen how civil society in Pakistan engages migration governance collectively. It is not intended to become another implementing NGO, or to compete with its members. Its distinctive contribution is to convene a multidisciplinary alliance, connect field evidence and lived realities with policy processes, strengthen collaboration and referral coordination, and provide an accountable collective civil society voice to government and other stakeholders. Direct programme implementation normally remains the responsibility of member organisations, except where a collective initiative is formally approved and resourced through C-SAM's governance structures.

SECTION 02

Why C-SAM Exists

Migration is a defining part of Pakistan's social and economic life. It spans regular labour migration, irregular migration, trafficking in persons, smuggling of migrants, return and reintegration, displacement and climate-linked mobility.

Civil society organisations already contribute through awareness and community engagement, legal aid and rights protection, safeguarding and survivor support, referrals and service delivery, research and evidence generation, policy dialogue, labour rights and ethical recruitment, livelihoods and reintegration support, and direct engagement with migrants, returnees and affected communities.

That contribution has often remained fragmented, with organisations working separately across provinces, sectors and thematic areas. C-SAM was created to close this coordination gap and connect diverse expertise through a governed national platform.

> ***No single organisation can represent the full diversity of migration realities, or the range of expertise needed to address them.***

A well-governed alliance can achieve collectively what individual organisations struggle to achieve alone: a credible, evidence-informed civil society voice; stronger connections between field realities and policy processes; shared learning across provinces and themes; more effective referral relationships; wider access to specialist expertise; coordinated engagement with government; and stronger institutional accountability and representation.

SECTION 03

Vision, Mission and Principles

Vision

A Pakistan where migration is safe, regular, dignified and inclusive, with civil society playing a leading role in protecting rights and shaping just policy in partnership with other stakeholders.

Mission

To strengthen civil society's collective role in migration governance in Pakistan through convening, evidence, capacity strengthening, policy engagement and coordinated action, safeguarding the rights and dignity of migrants, returnees and survivors.

C-SAM's institutional role is that of a convener, coordinator and collective civil society voice, rather than a direct implementer or competitor to its members.

Strategic Principles

- Autonomy
- Evidence-based advocacy
- Convening, not competing
- Inclusion by design
- Safeguarding & do-no-harm
- Proportionate accountability
- Realistic ambition

SECTION 04

What C-SAM Does / Does Not Do

What C-SAM Does

Convening & coordination across provinces, sectors and thematic areas via member dialogue, Working Groups and joint planning.

Collective civil society voice — policy briefs, joint submissions, evidence-based recommendations and joint statements.

Evidence, learning & knowledge — thematic research, evidence synthesis, knowledge products and service mapping.

Member capacity & collaboration — peer learning, technical exchange and Working Group collaboration.

Referral & service coordination — referral directories, service mapping and agreed referral principles.

Inclusive & safe participation for migrants, returnees, survivors and affected communities.

What C-SAM Does Not Do

C-SAM is not:

- a donor or grant-making institution
- a replacement for member organisations
- a direct case-management agency
- a competitor for work ordinarily undertaken by members
- a guarantee of funding, contracts or travel opportunities
- a platform controlled by a donor or external institution
- a politically affiliated body
- an automatic representative of every organisation connected to its members

Where C-SAM undertakes a joint initiative, it is formally approved, governed and resourced through the appropriate institutional structures.

SECTION 05

Membership and Wider Strategic Reach

Founding membership

C-SAM was established through a founding process involving twenty civil society organisations from across Pakistan, recognised as the Alliance's institutional foundation. Founding status carries no permanent governance privilege over organisations admitted through the open membership process; founding and later-admitted members are held to the same eligibility, contribution, performance and accountability standards.

Open, merit-based membership

C-SAM has transitioned from a closed founding cohort to an open, merit-based and accountable membership model. Membership is not subject to a fixed numerical ceiling. The Secretariat, hosted by OxDev Initiative, coordinates membership administration under the authority of the Executive Council, informed by the Membership Review Committee.

C-SAM's first expansion cycle beyond the founding cohort runs from late July to 20 August 2026, combining targeted outreach with an open Expression of Interest process. Every applicant is assessed against the same published eligibility and scoring criteria; endorsement by an existing member carries no advantage. From the second intake cycle onward, applications remain open year-round and are reviewed three to four times annually.

> ***"C-SAM is not expanding for numbers alone." Growth is guided by institutional quality, strategic relevance, credibility, active participation, thematic contribution and provincial representation.***

Strategic Inclusion & Network of Networks

C-SAM welcomes applications from organisations whose work connects to:

- Migration governance & safe pathways
- Labour migration & ethical recruitment
- Trafficking & smuggling response
- Return & reintegration
- Refugee protection & displacement
- Human rights & legal aid
- Gender equality
- Youth development
- Livelihoods & skills
- Disability inclusion
- Minority rights
- Climate mobility
- Health & psychosocial support
- Child protection
- Research & evidence
- Governance strengthening

Applicants do not need to identify primarily as migration organisations, provided they can explain how their work, expertise or constituency connects to migration-related challenges or affected communities.

Formal membership and wider reach

Member organisations are themselves connected to provincial and district civil society networks, thematic alliances, community-based organisations, youth platforms, professional associations, universities, research institutions and local government structures. Through these relationships, C-SAM engages a wider civil society and community ecosystem while retaining a manageable, accountable formal membership structure — a network-of-networks approach that broadens consultation, evidence gathering and referral relationships without claiming automatic representation of all connected organisations.

Membership Categories

Classification	Category
National organisations	Full Institutional Member
Provincial organisations	Full Institutional Member
District organisations	Full Institutional Member
Universities, research bodies, professional associations, diaspora orgs	Associate Institutional Member

Full Institutional Members

Voting organisations that participate in governance and may be eligible for Executive Council roles. Must hold current legal registration in Pakistan, a functioning governing board, ≥2 years' relevant experience, meet safeguarding requirements, have no unresolved integrity finding, and commit to C-SAM's Vision, Mission, Values and the September 2025 Commitment Document.

Associate Institutional Members

Non-voting institutions assessed through a separate, proportionate qualitative process. May participate in Working Groups and forums, and meet the same integrity, safeguarding and conduct standards as Full Members.

Full Members pay an annual contribution based on evidenced operations rather than organisational title; Associate Members currently pay no annual contribution. Technical Advisers and Resource Persons are individuals invited for a defined purpose and duration; they are not institutional members and hold no membership governance rights. Membership does not guarantee funding, grants, contracts, paid participation or travel support.

SECTION 06

Founding Member Organisations

The organisations presented in this section constituted C-SAM's founding cohort and contributed to the Alliance's early governance, institutional systems and strategic direction. Membership is expanding through an open, merit-based process; future editions will reflect newly admitted organisations. Presented alphabetically, with equal visual weight.



SECTION 07

Governance and Institutional Structure

C-SAM operates through defined governance structures that separate strategic authority, oversight, administration, technical contribution and membership participation.



General Members Body — highest authority; approves plans/budgets, receives reporting, endorses major governance changes. **Executive Council** — strategic oversight between GMB meetings; approves external policy positions, oversees the Secretariat and Working Groups, decides membership applications. **Secretariat** — hosted by OxDev Initiative; day-to-day coordination and administration. OxDev hosts and supports the Secretariat; C-SAM is governed through its own structures and is not an OxDev project.

Membership Review Committee & Working Groups

Membership Review Committee

A five-member committee constituted by the Executive Council for each intake cycle or defined term: four members drawn from Full Institutional Members who are not themselves current Executive Council members, and one Executive Council member, reflecting regional, thematic and gender balance where the available pool allows. The Committee conducts eligibility screening, applies the scoring framework, carries out proportionate due diligence, and recommends approval, conditional approval, deferment or non-selection to the Executive Council. The Committee does not take the final membership decision.

Working Groups

Working Groups provide thematic and technical spaces for policy analysis, evidence generation, peer learning, capacity strengthening, referral coordination, development of collective positions, and identification of emerging issues. They may be established, merged, revised or closed through C-SAM's governance processes as priorities and member capacity evolve.

Full and Associate Members contribute through governance participation, Working Groups, evidence, technical expertise, collective initiatives, referrals and institutional accountability. Technical Advisers and Resource Persons are invited for defined purposes and are not institutional members. C-SAM's governance documents remain authoritative regarding powers, decision-making, membership and accountability.

SECTION 08

Strategic Direction, 2025–2030

C-SAM's Strategy establishes five interconnected strategic outcomes.

1 Stronger collective voice & policy influence

2 Stronger evidence, knowledge & learning

3 Stronger member capacity & referral coordination

4 More inclusive, provincially representative engagement

5 A sustainable, accountable, resilient Alliance

These outcomes are pursued through Working Groups and a set of cross-cutting priorities applied across all outcomes:

- Gender equality
- Youth engagement
- Disability inclusion
- Minorities & marginalised groups
- Safeguarding & survivor-centred practice
- Climate sensitivity
- Provincial & community representation
- Safe participation of lived experience

SECTION 09

Value to Stakeholders

Members

Collective voice with wider reach, peer learning, stronger referral relationships, shared evidence and technical resources, and opportunities to shape collective policy positions.

Government & Provincial Authorities

A structured, accountable civil society interlocutor; consolidated field evidence; efficient, constructive, non-partisan policy dialogue.

Communities & Lived Experience

Safer channels for community evidence to reach policy, more inclusive representation, and safeguarding, confidentiality and informed consent throughout.

Development & International Partners

A governed platform for engagement, access to diverse expertise, collective evidence and clearer accountability, without displacing member mandates.

Value to Stakeholders, cont.

Academia & Research Institutions

Opportunities for joint research, evidence validation, knowledge exchange, policy dialogue and dissemination of findings.

Private Sector & Recruitment Actors

Engagement on ethical recruitment, labour rights, responsible employment and worker protection, subject to due diligence and conflict-of-interest safeguards.

Diaspora Organisations

Contribute knowledge, lived experience, professional expertise, research and responsible resource partnerships.

Media Partners

Engagement around accurate, ethical, non-stigmatising migration narratives and responsible treatment of survivors and vulnerable groups.

SECTION 10

Journey and Emerging Experience

SEPT 2025	C-SAM was established through a founding process involving twenty civil society organisations and a shared Commitment Document.
DEC 2025	Formally launched as a national civil society platform on migration.
2025–2026	Developed Charter and Governance Framework, Executive Council, Secretariat, Working Group arrangements, Strategy 2025–2030, and Membership Framework and Implementation Toolkit.
JUL–AUG 2026	Conducting its first managed expansion of institutional membership beyond the founding cohort.
2026–2030	Will implement its Strategy through phased institutional consolidation, evidence building, collective engagement, sustainability development and evaluation.

Since establishment, C-SAM and its members have contributed to migration awareness, youth engagement, capacity strengthening, service and referral mapping, and policy dialogue — facilitated by C-SAM or undertaken through its members, rather than delivered directly by the Alliance itself.

SECTION 11

Partnership and Engagement

C-SAM seeks constructive engagement with federal government institutions, provincial and local authorities, parliamentarians, civil society networks, academia, media, private-sector and recruitment actors, diaspora organisations, development partners, regional and international civil society alliances, and migrants, returnees, survivors and affected communities.

Its partnership approach is guided by autonomy, non-partisanship, transparency, evidence, mutual accountability, safeguarding, responsible representation, respect for member mandates and conflict-of-interest management. C-SAM does not seek to become subordinate to any single external stakeholder.

Engagement channels

- Full / Associate Membership
- Thematic Working Groups
- Policy consultations
- Research & evidence collaboration
- Technical support
- Capacity strengthening
- Referral & service coordination
- Provincial & community engagement
- Media & public awareness
- Responsible resource partnerships

SECTION 12

Looking Ahead

C-SAM's institutional development to 2030 will progress through four broad phases:

01
Institutional consolidation & membership expansion

02
Collective delivery & evidence building

03
Policy influence, sustainability & decentralised engagement

04
Evaluation & preparation of the next strategy

The Alliance seeks to contribute to a more coherent, evidence-informed and rights-respecting migration governance system in Pakistan, working alongside government, civil society, affected communities and other stakeholders.

SECTION 13

C-SAM Secretariat — Contact Information

Hosted by OxDev Initiative.

Correspondence

General and Secretariat correspondence:
ceo@oxdev.org

Partnerships and institutional engagement:
partnerships@oxdev.org

Website: www.oxdev.org

Stakeholders may contact the Secretariat regarding

- Membership
- Institutional partnerships
- Policy dialogue
- Research & evidence
- Working Groups
- Technical collaboration
- Referral coordination
- Media & communications