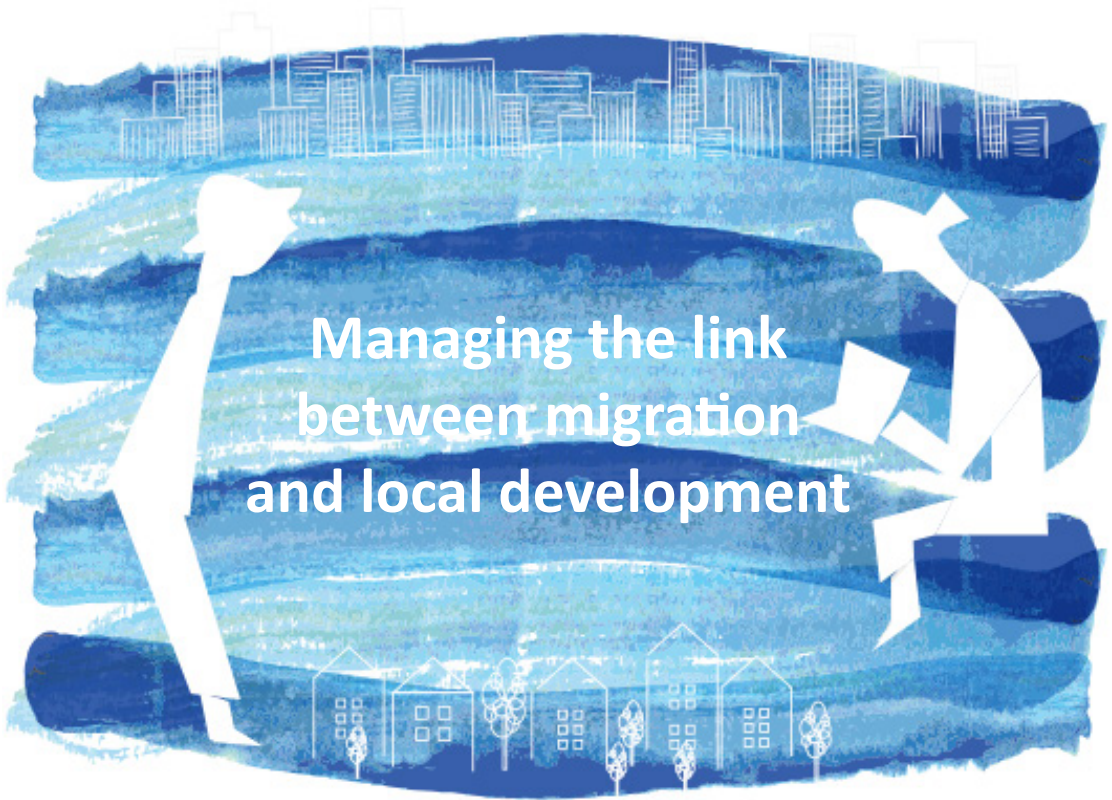




Joint Migration and Development Initiative(JMDI)



Module 1





**Managing the link
between migration
and local development**

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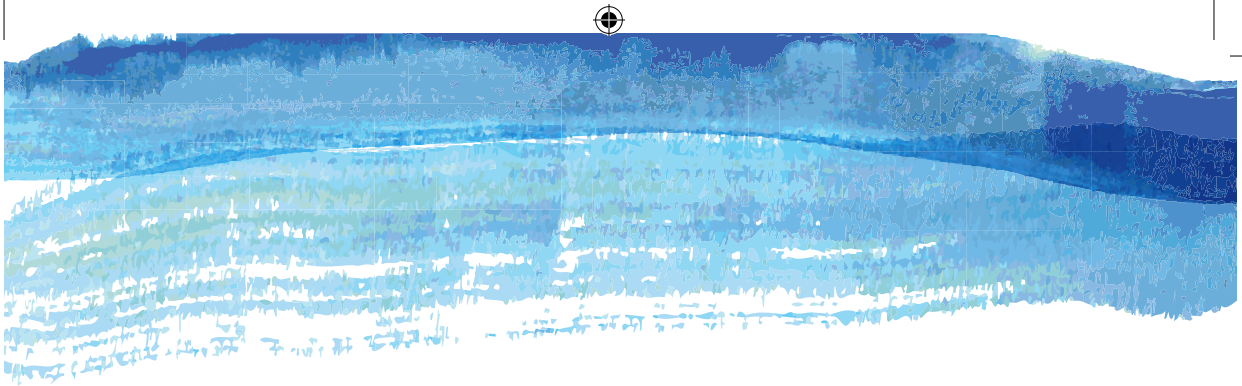
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General objectives

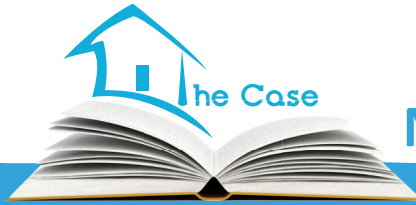
By the end of this module, participants will be able to:

- explain what local development is;
- identify the local key actors and analyze their roles and responsibilities;
- recognize and highlight the interaction and relationships between local development and policies at different levels;
- illustrate the synergies and convergence between migration and local development policies, through concrete examples;
- use existing data on migration to do better at designing consistent local development policies.

Introduction

This module aims to explore how migration and local development are connected, in terms of policies and initiatives. In other words, the module focuses on the linkages between migration and local development, and on how these linkages are effectively managed in the field.

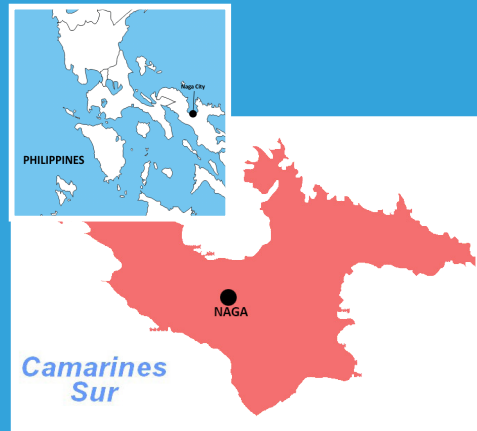
The first topic explores the particularities of what we call “local development”, including the actors that influence it and the way it is articulated within the national and international contexts. The second topic addresses the way migration can affect local development, and vice versa, throughout the migration cycle. It also provides an insight into how local development is planned and implemented. This is done through the introduction of the concept of the *mainstreaming of migration* within local development planning. Finally, the third topic focuses on one of the most critical conditions that influence the way migration policies are defined: data. It provides an insight into the different kinds of data on migration and on the way they inform policies.



NAGA CITY¹

The context

The Bicol region, where Naga City is located, lies in the middle of the Philippines' sending region for Overseas Filipinos (OFs). Figures from the Overseas Workers Welfare Administration (OWWA) indicate that Naga City has the highest number of OFs within Bicol. In 2011 there were 3,896 OFs that came from Naga, representing 18 per cent of the total for the region. This figure also represents a 17 per cent increase from the 2,588



recorded in 2008. A survey conducted by the Social Science Research Council of Ateneo de Naga University showed that 11 per cent of the city's total number of households are reliant on "remittances, pensions and retirements" as sources of income. This is evident in the growing number of money remittance service providers in the city, totalling six in 2010.

Increasing emigration and dependence on remittances can be attributed to Bicol's susceptibility to natural hazards. The Bicol region is volcanic in origin and sits in the Pacific Ring of Fire, and is therefore strongly affected by earthquakes and volcanic eruptions. Due as well to its geographical location, Bicol experiences strong typhoons and severe floods and droughts. All of this has led to Bicol becoming the fourth most affected region, with a loss amounting to more than 800 million pesos, and has provoked adverse economic and social impacts, making it one of the poorest regions in the country.

Poverty and a lack of job opportunities are therefore strong motivating factors for people to seek overseas employment. Unfortunately, the lack of education and adequate information also turns these migrants into easy prey for smugglers and traffickers.

¹ This is the representative case study for Module 1. We will go back to it throughout our reading, to learn how theory can be translated into practice.

TOPIC 1

WHAT IS LOCAL DEVELOPMENT(LD)?

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Learning objectives

By the end of this module, participants will be able to:

- explain the concept of local development;
- articulate development policies at different levels (local, national and international), with special attention given to the implications for migration and development;
- identify the local key actors and their roles and responsibilities;
- recognize the roles of migrants within local development, both in countries of origin and in countries of destination.



Introduction

This topic aims to introduce local development and how it is related to migration.

It is important to first understand what local development is, its scope, its dynamics and actors (including migrants), in order to appreciate in what way migration is a key element within local processes, and how it can be integrated into the design of relevant policies at local level.

Local development:
*“a collective approach,
bringing out the abilities of
each person, an expression of
real democratization”*

Economie et
humanisme, Dossier
Développement local,
développement humain,
n° 350, Lyon, 1999

1. FROM “DEVELOPMENT” TO “LOCAL DEVELOPMENT VIA “HUMAN DEVELOPMENT”

What is development?

The concept of **development** can be defined from three particular perspectives:

- 1) qualitative and sustainable improvement of the economy;
- 2) improvement of human and social conditions;
- 3) economic growth and social progress.

Starting in the early 1990s, the traditional development vision focusing on material production (economics and technology) was replaced by another vision, conceptually different, focusing on human abilities: **human development**. This implies a shift from an implicit quantitative approach to a concerted qualitative one. Within this conception, human development *“aims to ensure the needed environment for individuals and groups to develop their potential, and thus being able to live a creative and productive life in accordance with their needs and interests, with the least possible prejudice to natural resources.”*

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POINT FOR REFLECTION

The above are possible definitions of **development**; many others can be mentioned. Do you have one or more that you consider comprehensive and appropriate, and that you would like to share? What does **development** mean for you and the people you work with?

What does local mean?

Local can define a region, a province or a municipality, from the perspective of administrative boundaries. It can also apply to a river basin or a coastline, or a portion of territory based on a common human cultural denominator (economic, social or cultural ties).

The adjective **local** thus refers to a territorial entity where various actors have a common territorial identity and sense of belonging that facilitates mutual understanding and solidarity.

At present, consensus has been reached over the fact that the scale of a **local development** (LD) process should match an administrative jurisdiction (municipal, provincial, departmental, regional, etc.), so as to maximize the advantages of a single authority in charge of a territory, and the system of relations among actors. Partial exceptions can correspond to territories the homogeneity of which is determined by natural conditions.²

The intense debate concerning which level of subnational government would be the appropriate context for an LD process has resulted in two main schools of thought, based on ideological and functional arguments: the “municipalist” and the “regionalist” schools.

² For example, a river basin or an island.



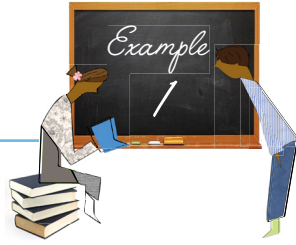
Municipalists highlight the advantages of a smaller and allegedly more agile unit of government, with less structural costs and a higher degree of proximity to its citizens. The atomization of structures and decision-making at the local level prevents all sectors taking advantage of economies of scale.

Regionalists, on the other hand, insist on an intermediate level of government between the municipal and the national. This normally implies more functions being assigned to the administration (decision-making power); a higher level of economic potentials; greater human, natural and financial resources; and economies of scale. In other words, this means a critical mass able to foster and sustain effective development processes in the various fields of the local economy, and potentially, in the definition of policies and supply of services to citizens and Small and Medium Enterprises (SMEs).

POINT FOR REFLECTION

The term **local** indeed applies to different scales, and is highly contextualized. It is therefore important to identify which scale is the most relevant in a given context, but also the way in which different scales articulate between themselves. What about your territory? What does **local** mean for you and the people you work with?





The importance of the intermediate level

The territory known as Pohuwato, a coastal municipality in the province of North Sulawin in Indonesia, has repeatedly been impacted by floods due to rising river waters in the rainy season. Each year hundreds of people have been evacuated and houses destroyed, along with social and productive infrastructure.



The mayor and municipal council were strong advocates of municipal autonomy, with consensus among the citizens as to their intention to rely mainly on their own capacities and resources. They claimed to be entitled to a direct relationship with the central government – 2000 km away, on another island – bypassing the provincial (intermediate) level.

Economically, the area was devoted mainly to fishing and carpentry, with a small cluster related to the production of furniture. The main source of raw materials was the forest on the inland mountains, outside of the municipal boundaries but within the same province. The headwaters of the river (the same river that was identified as the cause of floods and despair) also lay outside the municipality. The municipality spent huge amounts of resources, even borrowing from financial institutions, to reinforce river banks downstream and building new ones – but in vain. Moreover, the irrational exploitation of the forests upstream (to supply local industries) constituted the main but undetected factor leading to the recurrent floods.

Finally, the reluctant local authorities – together with an elected citizens' delegation – accepted participation in a series of sessions devoted to mapping and to planning development interventions, as part of a broader provincial development process. During the subsequent intense discussions with facilitators, as well as with other participants, the representatives of Pohuwato realized – based on factual evidence - that the flood problem required a comprehensive, articulated and multi-actor response.

Such response needed to be designed, planned, implemented and coordinated, both horizontally (with neighboring municipalities) and vertically (with the provincial authorities).

The concrete outcomes coming from integrating Pohuwato into the broader development process were included in a three-year plan for development of the river basin. The plan led to:

- more rational and geographically diversified forest harvesting;
- hydrological interventions to take place upstream so as to reduce pressure on the river;
- the area surrounding the headwaters being declared a protected area;
- local economies (production and markets) with a higher degree of integration.

The frequency and intensity of the floods declined, although they were not completely defeated. The life of the citizens – as well as their livelihoods – prevailed against an historic and recurring threat. In any event the flood problem could not have been tackled by limiting the range of solutions within municipal boundaries.

What is local development?

“Local development is defined as the process of shaping the future of a territory. It results from the efforts in coming together and planning undertaken by the local stakeholders as a whole, aimed at making best use of the human and material resources of a given territory, while maintaining negotiation or dialogue with the centres of economic, social and political decision-making where they are found and (in part) depend on.”

P. Houee , Les politiques développement rural, 2ème édition, INRA / Economica, 1996 , p.213.

“Local development is a strategy for diversifying and enriching the activities within a given territory, through mobilization of (natural, human and economic) resources and energies, as opposed to centralized strategies for development of the territory.”

G. Benko, Lexique de géographie économique, Armand Colin, 2001.

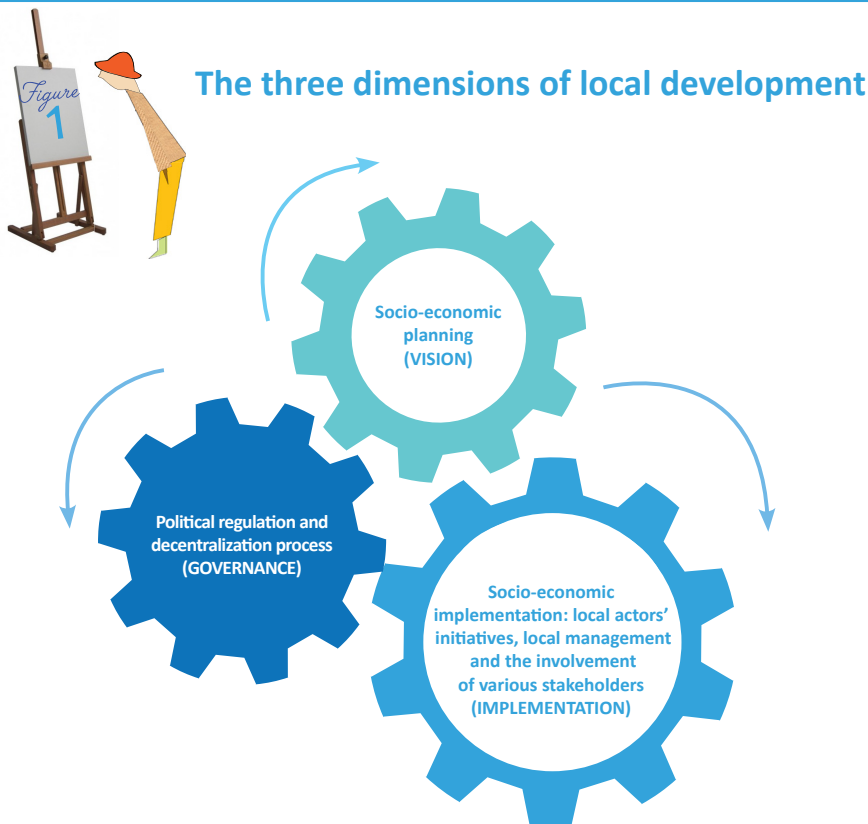
Local development is usually referred to as a process of diversification and enrichment of socio-economic activities, within a subnational territorial scale.

Through the mobilization of actors and networks – but also through the coordination of material and non-material resources – local development can be a process of innovation and breaking with the mainstream, led by various actors and stakeholders.

Local development is an action, and a result of this action. Local development refers to concepts of **integration and participation**, in order to encourage the constitution of networks within an integrated and global conception.

The strategy is to adopt a coherent and shared vision that enables the organizing of choices and the raising of the awareness of target populations.

Local development can be considered a “proximity transaction”³ between actors and resources, on three different interrelated levels, as shown in Figure 1.



Do you want to know more? Go to Module 1, Topic 2.

³ M. Blanc, La Transaction Local, Harmattan, Paris 1997

POINT FOR REFLECTION



Consider one of the first definitions of local development:
“A strategy designed to improve the standards of living, economic and social, of a specific population groups in a determined spatial dimension”

WB, 1975

At the time (15 years ahead of publication of the first Human Development Report) this definition was innovative enough to put **human beings at the centre**, although significant aspects were still not being taken into consideration: can you identify some of them?

In addition, can you describe what **local development** means in your context?

Local development should therefore be understood as a process that can drive, build and support local dynamics, by enabling a substantial improvement in livelihoods. Thus, local development goes beyond this idea of economic growth in order to adopt a sustainable development approach, by associating economic, socio-cultural and environmental dimensions that are essential for the effectiveness and durability of development. This phenomenon implies coordination among **local, national and international policies**, building on the capacities of a significant variety of actors, through seeking local solidarities and involvements. Local development is an answer both to growing globalization, and to development of the centralized territories.



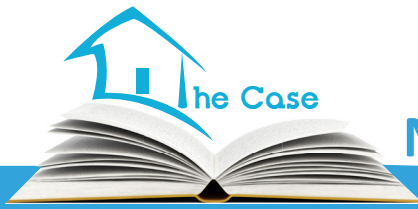
Do you want to know more about partnerships? Go to Module 2 ,Topic 1.



POINT FOR REFLECTION

Migrants may play a significant role in a local development process, be it through their mobilization in local projects, or through the affirmation of their identities. They have the ability to act as “human bridges” between the territory where they come from and the territory where they live. Can you think of an example of migrants contributing to LD processes in your territory?

The **Naga City Case** is a good example of a local governance process: let us investigate its model and principles.



NAGA CITY

Naga City local governance model

Naga City, led by a pro-active mayor for 15 years, has managed to promote its development and in particular has been a pioneer in effective local governance, winning various awards including the United Nations Public Service Awards in 2004 for successful application of information and communication technology in local government.



Its success has largely been based on Naga City’s governance model, which evolved from a series of reforms undertaken in the last years and transformed the city government into a creative and effective administration. Indeed, Naga City’s vision and style of local governance have been the guiding framework for its public administration reforms and for promoting good governance, which is the main goal of the government.



This goal is based on **three pillars**:

The **development perspective** whereby the government recognizes its role as leader and provider in local development initiatives and actively seeks to promote both economic development and to build prosperity for the community at large through a pro-poor approach.

Ensuring a **multi-stakeholder** approach through functional partnerships with individuals, community groups, international agencies and other government agencies and civil society in order bring all resources together and effectively overcome resource restraints that usually hamper government services.

**Naga City's
governance model**

Ensuring **public participation** through mechanisms that promote the inclusion of individuals and the community in government decision - making, thus helping to promote long-term sustainability of development efforts through community ownership.

POINT FOR REFLECTION

The Naga City's governance model shows the important role of the local level in setting up governance frameworks, thanks to the proximity between local authorities and the different stakeholders, from civil society organizations (CSOs) to the population.

In your territory, who are the most relevant stakeholders involved in governance?



2. THE LOCAL ACTORS

Local development actors are “risktakers” and can mobilize their environment for change. They play a fundamental role in managing local development in order to reinforce social cohesion, create interdependencies and think at the global level but act at the local level. They are therefore actors of local governance.



Do you want to know more? Go to Core Module, Topic 3.

Due to their proximity to a specific area, their knowledge of local needs and their expertise in traditional sectors of public life, they are able to maximize the effects of development.

Key actors in local development are:

- **institutional actors:** Local and regional authorities,⁴ (LRAs), meaning: the elected and non-elected representatives at both levels, councils and executive bodies, as well as the administrative and operational (sectoral) offices attached to local administrations⁵; LRAs have a role in setting up and coordinating the LD process. The comprehensiveness of the latter depends to a certain extent on the level of participation defined for the other actors involved, which are summarily described below. Other institutional actors within an LD process are the deconcentrated offices of national public bodies, such as ministries.

⁴ The correct definition would be Local and Regional Governments, but in some countries the word “government” is applicable only to the national institutional level, and therefore we will use the “LRA” formulation.

⁵ Depending on the level of decentralization, LRAs have direct jurisdiction over several sectors related to local development: education, health, environmental protection, and human mobility; they are also frequently involved in supporting local economic development frameworks, for local SMEs to be able to act within a more favourable environment.

- 
- **economic and social actors:** organized and dynamic groups influencing the socio-economic environment, while not being part of the institutional structure at local/regional level. These can be divided into three categories:
 - **non-governmental institutions/organizations:** professional associations, universities, trade unions, **diaspora groups and associations**, and NGOs;
 - **citizens' associations:** the bulk of what is usually called “civil society” in mainstream terminology: self-organized citizens, in groups or associations for addressing their immediate needs and/or interests and dialoguing with the local institutions. These groups/associations often gather together on the basis of a particular theme of common interest (schools, basic health, urban sanitation, civil rights, security, environment protection, etc.). **Diaspora groups and migrant associations are active players under this category of actors;**
 - **private sector:** local SMEs, Chambers of Commerce and associations of entrepreneurs, including of **migrant entrepreneurs**. They come together primarily with the aim of pursuing better opportunities for economic growth. Nevertheless, when a strategic vision for integrated development is agreed upon with the other relevant LD actors, the economic sector also benefits over various dimensions that are not limited to the purely economic/financial aspect. *Stricto sensu*, these actors contribute in shaping a hub for local economic development (LED), integrated within the broader LD process. Migrants are often directly and indirectly involved in LED, both in their territories of origin and in those of destination.

Other actors must be taken into consideration, since they are often present and have an influence on the LD process, although they do not directly belong to the territory:

- **development-related institutions** at national level;
- **development players at international level** (multilateral and bilateral development cooperation).

An LD process conducted in a timely fashion allows players that do not belong to the territory to engage in a coordinated response to the local demand for cooperation and development.

POINT FOR REFLECTION

Migrants' potential in local development is manifold, and relates mainly to the apparent dichotomy of **local** vs. **global**: due to the transnational networks they maintain, through the richness of their experiences and knowledge, as well as through the financial resources they can mobilize.

As key actors and mediators of local development cooperation policies, migrants are excellent communicators for facilitating dialogue with authorities in both origin and destination territories – paving the way for decentralized cooperation, for bringing together ideas and networks, and for initiating development initiatives. They can contribute to economic growth, social solidarity and strengthening of transnational ties.

At the same time, the situation of migrants can be improved by institutional structures and legal frameworks that enhance the affirmation and protection of migrants' rights. They can be considered as recipients of local development as regards technical support and expertise provided to migrant communities by public institutions. Migrants can “benefit” from local development, whether by using the territories' resources, or through local planning in order to create important synergies.

Can you map the actors within your territory that intervene in development, migration and development, and affect sectoral development (for example in agriculture, transport or education), at all levels, from local to international?



Do you want to know more about the contribution of migrants to local development?
Go to Core Module, Topic 3.

3. MIGRANTS AND MIGRATION WITHIN LOCAL DEVELOPMENT

Migrants can and do contribute strongly in many ways to the development of both the communities of origin and the communities of destination, through the capitals they possess. These capitals include migrants’:

- **human capital:** education, training, skills and knowledge;
- **financial and entrepreneurial capital:** foreign direct investment, trade, remittances, savings, business investments, purchase of real estate and humanitarian support;
- **social capital:** networks, norms and values that facilitate cooperation within and among groups; awareness of social innovations;
- **affective capital:** commitment and goodwill derived from their emotional engagement in their countries of origin.
- It is important to add to this list and emphasize **migrants’ local capital**, which is their willingness to act in certain regions that are overlooked by traditional development actors.

From a migrant perspective, it is important to note that migrant communities maintain a physical linkage between the territories of origin and of destination. Migrants from the same region usually tend to migrate to the same area – creating communities – and are often structured around organizations, associations or NGOs.



Do you want to know more? Go to the Core Module, Topic 3 and to Module 3.

In the country/territory of origin, migrants can participate in a significant way in local development.

Initiatives where local authorities promote migrants’ contribution to the development of their communities of origin, while also reinforcing their exchanges and integration with their new community of residence, are very important and closely linked to local social and economic issues.

In the country of destination, beyond their contribution as workers and taxpayers, migrants – and more generally diasporas – play an important role in linking territories of residence and origin, through trade, cultural exchanges and decentralized development cooperation. Through their associations, and the organization of events, they also play a crucial role in the integration processes at local level, both informing newcomers as to the characteristics of the territory they are entering, and letting the locals know about their socio-cultural reality.

The knowledge and networks migrants have obtained and developed through their experience abroad, makes them more than just foreigners in the territories that they influence. Indeed, they assert a transnational presence that contributes to the social fabric of their territories of destination . This in return has an impact on the behaviour of the local population and their livelihood in the territory: for example, migrants and their families become able to develop new economic activities relying on transnational trade; and they develop new abilities that can change their roles in society, as well as triggering new and different expectations.

These potentials are maximized in the presence of a favourable policy environment in both territories of origin and destination. A favourable policy environment is one in which migration is taken into account as a cross-cutting parameter, rather than as a distinct issue addressed with distinct policy action. Integrating or mainstreaming migration into local development means considering migration as a key element throughout the local development process: this is what will be discussed in the next topic.

POINT FOR REFLECTION

We often refer to the term “diaspora” to describe the role of migrants from a similar background.



Within this framework, it is assumed that diaspora networks operate mainly through associations or organizations. However, it is important to realize that the networks that migrants have are more varied – also including individual networks, which can operate within the territory of destination or transnationally.

Are there linkages in your territory between migrants, that go behind migrants’ associations?

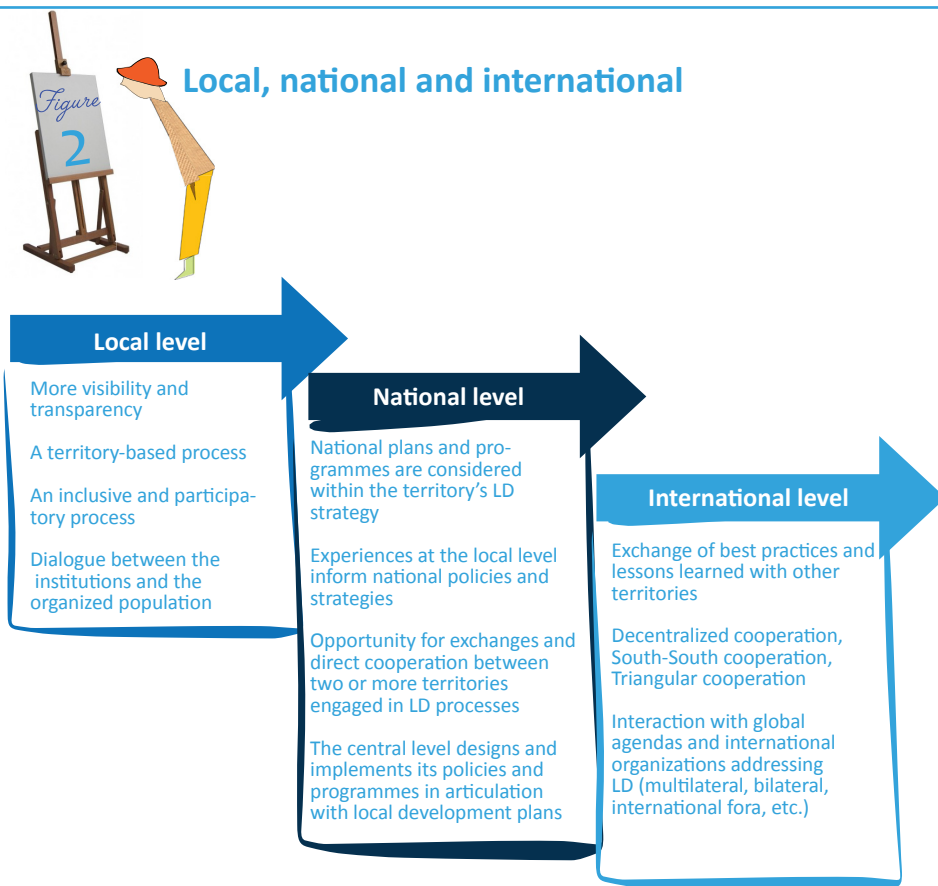


Do you want to know more ? Go to Core Module, Topic1.

4. FROM THE LOCAL TO THE INTERNATIONAL: ARTICULATION OF DEVELOPMENT POLICIES

Local development policies are inserted within national and international frameworks. At the present time the evolution of the global economy contributes to the seeking of a local balance based on diversification and integration of actors. The *local* is becoming more and more linked to development as a global concept, an integrated and sustainable strategy at a new territorial scale.

Let's look at the figure below:





Local level:

An LD process should be intended as: a specific, territory-based set of relationships and interactions in which local actors play a fundamental role in defining their vision for development, identifying the existing needs and potentialities, the related potential solutions and the modes of implementation, in an inclusive and participatory manner; those external (human, technical and economic/financial) resources willing to contribute, should align their actions and plans with those arising from the territory (demand-based development cooperation), instead of proposing/imposing exogenous visions, strategies and plans.

Nevertheless, LD actors should extend their vision to the territory and beyond, by trying to combine it with the opportunities for development brought about by the national level (governmental policies, strategies and programmes), as well as those arising from the international/global arena.

National level:


At the national level, a country's development strategies are designed and budgets allocated to them. The local level builds on the national level to design its own strategies, but also influences the national level, through the provision of several inputs, ranging from information on development challenges to the provision of best practices and lessons learned.

The national context also offers an opportunity for exchanges and direct cooperation between two or more territories engaged in LD processes, making it possible to exchange methodologies based on local achievements and to reinforce a "decentralized cooperation" dynamic within the same country.

Since it is quite flexible and adaptable to varying realities, this scheme for relating national development policies to territorial LD processes can be applied to highly decentralized contexts, as well as to countries where a deconcentration process is in place.

Global/international level:

Projecting one single territory from a country's subnational level onto the global arena may seem disproportionate. Nonetheless, in recent years this dynamic has steadily increased in regard to the number of territories and countries involved.




Information and Communication Technologies (ICTs) have dramatically boosted the possibility for individuals, groups and institutions to connect with their counterparts or other actors when pursuing a development goal. Meaningful scopes for projecting a territory onto the global dimension include:

- exchange of best practices and lessons learned with other territories;
- decentralized cooperation (with LRAs and their partners based in the North);
- South-South cooperation (among LRAs and their partners based in the South);
- **involvement of diasporas in development initiatives (at both the origin and the destination);**
- triangular cooperation (combining territorial actors from the South and the North, always within a framework of institutional partnership).

It is not by chance that the “local/territorial” dimension emerged and started taking on relevance during a decisive moment in the development debate and beyond: during the decade of the 1990s, the appearance of a variety of new actors, with a pertinent connection to the local/territorial dimension, spread awareness that many of the development challenges related to a particular territory could be tackled by relying mainly on a new vision of how to combine “local” capacity as main driver, with external resources from the national or international levels. This was a consequence both of a blossoming of decentralization/deconcentration processes throughout the world (due to internal or external factors), as well as an initial (partially spontaneous) response to the increasing influence of the “global” dimension.

POINT FOR REFLECTION

There is an important difference between “decentralization” and “deconcentration”.

An illustration of a person with dark skin, wearing a white shirt with colorful polka dots and a green skirt, sitting at a desk with a laptop. Several colorful lightbulbs are floating above their head, symbolizing ideas and reflection.

“Decentralization” is about shifting the responsibilities for relevant policies to regional/local institutions

“Deconcentration” is about creating central administration proxies at the local level

What is the situation in your territory?

This dynamic is now widely defined as **“glocal”**. It can be summarized in the slogan *think globally, act locally* – which is to say:

- adapt generic (macro) policies to the specific (micro) conditions of each local context. Encourage the participation of local communities in designing their development plans, while keeping in mind global trends and innovation;
- reinforce the role of local governments and territorial players as drivers of development, as a way to maximize the potentials and peculiarities of the local environment, while drawing the most from global innovations by adapting them to local needs.

POINT FOR REFLECTION

TOP-DOWN OR BOTTOM-UP?

Consider the following issues:

- **How can local actors influence the approach to national and global trends ?**

By setting up a framework for local development whereby successful experiences in territorial management and service delivery are codified as best practices and made available for replication. Local influence on “higher” layers of government relies on coordination and dialogue (articulation) between local layers and with the national level. Has something similar happened (or is it happening) in your territory? Do you think that there are practices that can be replicated?

- **How can national priorities and international frameworks influence local strategies?**

Positively: Coordinated interventions within a policy framework, aligning the macro - vision of the central level, with local sensitivity and knowledge in planning and implementing national programmes and policies.

Negatively: Centralized planning neglecting local specificities; supply-driven interventions; disconnection from LD process.

Indeed, the State should guarantee frameworks and other forms of dialogue among levels and sectors of development, to articulate local strategic plans with national policies and programmes, including international cooperation.



KEY LEARNING POINTS

1. Development can be defined from three perspectives:

- qualitative and sustainable growth of the economy;
- improvement in human and social conditions;
- social progress.

2. Local: This refers to a territorial entity in which different actors have an identity and sense of belonging that facilitate mutual understanding and solidarity.

3. Local Development is an action, and a result of this action. Local development refers to concepts of **integration** and **participation**, in order to encourage the establishment of networks within an integrated and global conception. The strategy is to adopt a coherent and shared vision that enables the organizing of choices and sensitizing of target populations.

4. Local actors: These play a fundamental role in managing local development so as to reinforce social cohesion, create interdependencies and think at the global level but act at the local level. Due to their direct connection to a specific area, knowledge of local needs and expertise in traditional sectors of public life, they are able to maximize the effects

of development. They can be institutional, economic and social actors such as non-governmental institutions/organizations, citizens' associations, the private sector, development - related institutions, and development players from the international level.

5. Local development policies:

These are inserted within national and international frameworks. At the present time, trends in the global economy contribute to the seeking of a local balance based on diversification and the integration of actors. The local is becoming more and more linked to development as a global concept: an integrated and sustainable strategy on a new territorial scale.

6. Migrants' capital: Migrants can and do contribute highly in many ways to the development of the communities both of origin and of destination, through their social and human capitals.



TOPIC 2

LOCAL DEVELOPMENT AND MIGRATION: COORDINATION, SYNERGIES AND POLICIES

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Learning objectives

By the end of this module, practitioners will be able to:

- recognize the synergies and convergence between migration and LD policies;
- describe the crucial phases of an LD process in relation to the migration cycle;
- indicate mechanisms for mainstreaming migration within development policies.



Introduction

As we saw in Topic 1, the **link** between migration and local development is the result of economic, social and political changes. Similarly, the **integration** of migration within development is a consequence of synergies created by the inclusion of migration within local agendas.

Migration and Development (M&D) constitutes a set of new challenges and opportunities for local authorities that are called upon to implement policies at the local level. Within territories, in the countries both of origin and of destination, local actors – including migrants and their associations – should coordinate forces to implement development synergies.

So let's explore how migration and development affect one another, especially at the local level where the drivers and impacts of migration are often most strongly felt.

We will focus on the interaction between local development and migration, particularly the potential roles of migrants in local development processes. Synergies and convergence between migration and local development should define policies and strategies to be adopted with the participation of local key actors. **In principle, integrating migration into local development planning as a cross-cutting reality is key to maximizing its potential for local development.**

1. LOCAL DEVELOPMENT THROUGHOUT THE MIGRATION CYCLE

“Each of us holds a piece of the migration puzzle, but none has the whole picture. It is time to start putting it together.

We have an important opportunity to do this by identifying and sharing the many experiments in managing migration now being tried around the world.”

Report of the Secretary General of the United Nations, Migration and Development - International High-level Dialogue on International Migration and Development , General Assembly United Nations , 14-15 September 2006

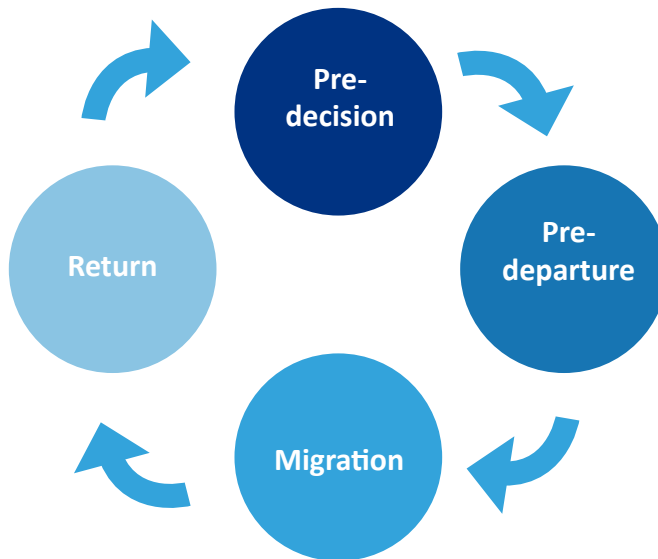
Migration has been and continues to be an increasingly important feature of our world, and has the potential to make a significant contribution to development. Local authorities are at the forefront in confronting the transformations and opportunities that migration brings about: the drivers and impact of migration are often most strongly felt at the local level – be it in terms of effects on the local labour market, the size and demographics of the local population, or the need for public service provision. Increased attention should therefore be devoted to analyzing the role decentralized levels of governments could play in harnessing the positive impact of migration for development. The increasing role of local governments in the field of migration and development follows on from the growing importance of the local level for planning and implementing socio-economic development. Dedicated local policies to foster synergies between migration and development within the same territory are therefore extremely important, as is the provision of a favourable environment allowing the maximization of migrants’ capitals.



As we have seen in Core Module, Topic 1, migration can be understood as a cycle, from the moment migrants decide to migrate, to their eventual return: each phase in this cycle brings challenges as well as opportunities for local development.



The migration cycle



During each of these four phases of the migration cycle, local authorities have a role to play to connect migration with local development opportunities, as explained below. This requires the development of an in-depth understanding on the way migration and migrant-related activities are taking shape at the local level. Assessing the potential for migrants' contribution to local development can only be understood by **adopting a territorial approach** in which the actions of both local authorities and migrants can be combined to achieve positive results.

	Pre-decision	Pre-departure	Migration	Return
Challenges	<p>Lack of information on the realities of migration</p> <p>Conditions in the labour market push people toward migration</p>	<p>Unfair recruitment</p> <p>Lack of information on migration and on the destination</p> <p>Lack of certified skills</p>	<p>Lack of rights, increased vulnerability, lack of access to social services</p> <p>Families left behind</p> <p>Xenophobic perception and integration issues</p> <p>Challenges of living in an urban environment</p>	<p>Reintegration</p> <p>Use of skills acquired during migration</p>
Opportunities	<p>Return migrants possess information on migration</p>		<p>Presence of diaspora groups and associations</p> <p>Transnational networks</p> <p>Migrants contribute to the economy of the host territory (taxes and labour market)</p> <p>Remittances</p> <p>Acquisition of experience and skills</p>	<p>Returnees have gained experience and networks</p> <p>Returnees know migration</p> <p>Returnee networks can be an asset for decentralized cooperation, trade, etc.</p>
Potential role of local authorities	<p>Organizing of awareness-raising campaigns</p> <p>Collecting of local data on migration</p>	<p>Making available local services (pre-departure services and ethical recruitment)</p> <p>Collecting data on departures.</p>	<p>Provision of local services (migrant resource centres, etc.)</p> <p>Support to diaspora groups</p> <p>Organizing financial literacy programmes</p> <p>Collecting local data on migration</p> <p>Setting up decentralized cooperation frameworks</p>	<p>Setting up decentralized cooperation frameworks</p> <p>Bringing reintegration services to the local level</p> <p>Collecting data on returns</p> <p>Building partnership with returnees</p>

The table above recalls some of the challenges and opportunities related to migration, as described in the Core Module, Topic 1, as well as the potential role local authorities can play. Of course, in order to achieve this, partnership and cooperation with different stakeholders have to be set up.



Do you want to know more ? Go to Module 2.

These stakeholders include migrants and migrant groups, but also the other local actors identified in Topic 1 of this Module.

It is interesting to note that although we distinguish each migration phase, the challenges and opportunities inherent in each of them are interrelated. For instance, the presence of diaspora associations in a territory of destination may lead to the establishment of decentralized cooperation frameworks, and eventually to the creation of business exchanges leading to job creation in the territory of origin.

POINT FOR REFLECTION

GENDER AND MIGRATION



Challenges and opportunities may differ for migrant women and men, based on gender differences in employment opportunities, the networks used in order to migrate, and gender roles in families, communities, and societies. Migrant women may face specific challenges deriving from higher rates of female unemployment, difficulties in reconciling family and work responsibilities, a lack of regulation of domestic work, the risk of trafficking and gender-based violence, difficulties in accessing sexual and reproductive health services, and de-skilling. At the same time, migration may afford women greater opportunities to gain skills, save money, increase personal autonomy, and improve their social standing in their families and communities. What kinds of gender differences do you see between migrant women and men in your context? How might these affect challenges and opportunities for local development?

On the other hand, a territory is rarely only either for territory of origin or destination for migrants. In most cases, even if one direction or the other is predominant, territories are both for territory of origin or destination at the same time.

This means that within one particular territory migration can bring varying challenges and opportunities, and therefore actions related to migration and/or involving migrants can greatly contribute to local development – be it through addressing challenges, through harnessing the potential of migrants, or through establishing favourable conditions.

This can be done by addressing challenges on a case-by-case basis, but effectiveness is boosted if migration is instead considered to be an important cross-cutting dynamic, with migrants seen as actors throughout the local development process. This is an important feature of what we call mainstreaming migration within (local) development. In this sense, integrating migration throughout the local development process is key to establishing tailor-made mainstreaming dynamics.

POINT FOR REFLECTION



The migration cycle is a concept that attempts to describe the reality of migration. As such, it is a very useful working tool. However, it is important to mention that the reality of migration may be much more complex to describe. For instance, the cycle described above does not take into account a transit phase that often takes place, nor does it take into account the complexities inherent in returning.

How would you describe the situation of your territory in terms of the migration cycle?

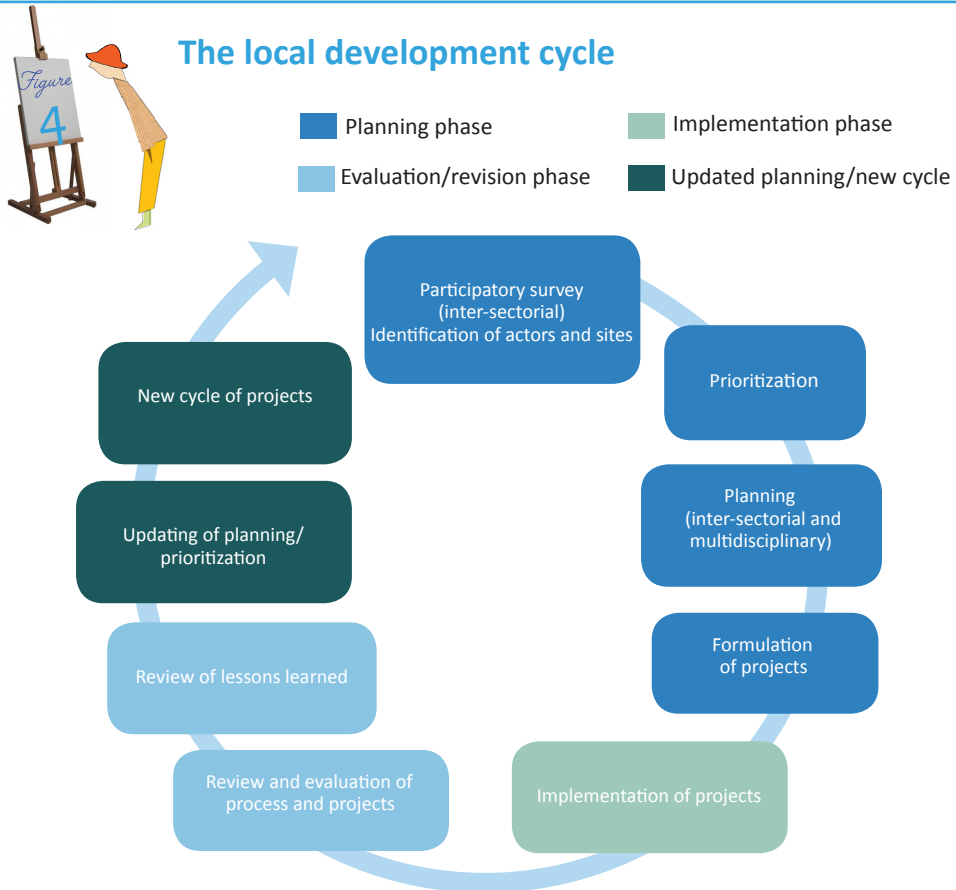


Do you want to know more about return? Go to Module 5, Topic 3.

2. THE KEY STEPS IN A LOCAL DEVELOPMENT PROCESS

As was mentioned in Topic 1, an LD process should happen within a framework of rules and mechanisms that allow all actors and players to participate, including actors that are external but have a role to play at territorial level. It should also entail a well-defined set of steps and phases making up its cycle. In this section, the cycle will be described and related to the migration cycle.

It is important to keep in mind that local development is a process that involves a wide range of actors, including migrants, and that covers a wide range of issues, including migration – while managing the interdependence between all sectors addressed by it.



Intersectoral and participatory survey or assessment

An assessment entails assessing and mapping all of the actors potentially involved in local development, including their respective responsibilities, assets and weaknesses – as well as identifying the existing risks and resources pertaining to the territory, using the knowledge and experience of locals.

This assessment phase also allows identification of the spatial dimension (a city, a region, etc.) within which local development can take place in the most effective way.

During the assessment, all the sectors and factors that potentially affect local development are taken into account, from economic to social, environmental, etc.


Migration as a phenomenon – and migrants both as actors and due to their potential vulnerabilities – are of course key elements of the assessment. In this phase, data collection is very important. The establishment of local migration profiles, describing the migration trends and patterns, the institutions (national and local) dealing with it, the challenges related to migration, the distribution of the diaspora, the skills of diaspora members, etc., is a key step in mainstreaming migration into local development.



Do you want to know more ? Go to Module 3.

Prioritization

Once the assessment is completed and both the risks and resources are identified, it is necessary to prioritize them. This phase entails an interpretation of the data collected during the assessment phase, in a way that allows one to look at priorities through the filters of existing resources and the availability of national governments (and donors) to support a demand-driven development process. Prioritization is key in setting realistic targets for a development plan, and should take into account the existing interrelations between the actors, risks and resources.



At this stage, the dynamics related to migration are very diverse and depend on the context, on the geographic scale, and on the administrative organization of the territory – as well as of course on the level of decentralization and on the nature of national policies related to migration. It is therefore necessary to possess all of the information on migration, but also on the relationship that different institutions have with the broad issue of migration. In this sense, effectiveness entails the establishment of a coordination mechanism allowing dialogue on the issues related to migration, dealt with by various institutions, in order to promote policy coherence.


This will be detailed in the next session. This phase is a bridge between the assessment and the planning of local development programming.

Planning

Planning builds on the results of the assessment and on prioritization of identified needs and potentials, in order to propose concrete outcomes, as well as to define the role of the different actors. Planning is also a negotiation phase, in order to make sure that the necessary resources are allocated to the most relevant of the priorities identified. In this sense, dynamics such as the initiation of decentralized cooperation belong to this phase. In any event, this phase builds on existing cooperation dynamics as identified during the assessment phase.

Therefore planning results in the definition of the concrete initiative/ actions of a development cycle, and in the definition of the resources available to reach the objectives. Planning also takes into account the interrelationships that exist between the participating sectors, and the links between their respective areas. In this phase it is important to take migration into account as a cross-cutting component, and also as one of the resources that can contribute to local development.

As mentioned above, migration as a phenomenon – and migrants as actors – can contribute in several ways to local development, and can be affected by it as well. For instance, integrating M&D among the priorities, and setting M&D-related results as a target within overall planning, will have repercussions on several sectors, such as the labour market, tax revenues, etc. – but also on less obvious sectors such as urban planning. It will also be key in shaping governance, while having the potential to contribute to fostering decentralized cooperation. This is true for both countries of origin and destinations.



Considering migration at each phase of the process is therefore very important – as a resource and as a cross-cutting sector with its own risks and potentialities. This is central in the mainstreaming process, and, as mentioned above, requires the presence of coordination mechanisms within local governance structures.

The result of this phase can be a strategic plan for local development for a certain period (five to ten years), endorsed and published by the local authorities. Depending on the level of decentralization, this plan follows the logics of and is linked to priorities established at the central level, and takes into account the available resources of international development cooperation.

The strategic plan is based on an intersectoral approach reflected in the content and structure of projects to be implemented. It corresponds to a work plan in which general activities and outputs are listed, along with their timing. Integrating M&D into the work plan also means mentioning specific activities and outputs related to it.


Project formulation

Project formulation is the critical phase, in which concrete actions are designed to reach the objectives for each sector, the objectives identified during the planning phase are disaggregated into programmes, and these are then disaggregated into projects as such. Project formulation implies:

- defining the specific objectives and expected results;
- defining the specific activities that will be undertaken;
- defining the resources that will be used (time, human resources, budget);
- defining the expected outcomes;
- defining the ways to measure the success of the project.

Project formulation involves all the identified actors, and tackles the sectoral risks identified during the assessment, in order to respond to the broad vision formulated during the planning phase.

Here as well, migration is an important factor to take into account. Indeed, projects will be implemented by several kinds of actors, be they from civil society, the private sector, international organizations or others. In some cases, projects are allocated through a call for proposals within the planned programmes.



Also within this framework, having migrants' associations implementing the projects constitutes a real asset, due to their transnationalism, as they act as bridge builders. This is key in decentralized cooperation, and more widely as a factor for LD.

Indeed, integrating migration into local development planning allows having access to a wide range of actors who are both inside and outside the territory. These are of course diaspora members, but also part of their extended transnational networks. To do so however, a proper communication strategy should be in place with the diaspora. Project formulation is followed by implementation as such.



Do you want to know more ? Go to Module 2 and 3.


Implementation

Implementation is the phase when planned actions become operational and impacts are generated. The more implementation is consistent with previous phases, the more the impact will be sustainable and effective. Of course, implementation is smoother when the preceding phases have been undertaken correctly, and when all the possible factors hampering success have been taken into account. The participatory approach applied widely throughout the process also helps during implementation, whereby specialized bodies implementing activities are monitored and scrutinized by citizens organized and trained in the framework of this same process.

Evaluation/review

Evaluation and review are necessary after each project, in order to assess its success in relation to its objectives. Evaluation should also identify what went wrong, and why. This is true at the project level, but also at the level of the whole local development process, so as to learn from good and bad experiences. The evaluation phase allows one to better fine-tune development interventions in relation to the subsequent cycle.

For this reason, it is fundamental to gather lessons learned, but also to review them and take them into account when starting a new cycle of projects.



Observing the evolution of migration trends and patterns over time can be very important during this phase, as migration trends may vary according to the background conditions (an increase in the availability of jobs affects the quality of migration; the provision of vocational skills impacts the labour market, etc.). It is therefore important to take migration into account when establishing the indicators that will be used to monitor and evaluate individual projects and the overall plan.

New cycle

At the end of the projects a new cycle can begin, building on their impacts and on the lessons learned that have been gathered. The new assessment phase therefore aims to observe not only the reality, but also the way in which it has been affected by the impact of the preceding cycle, in order to be able to update priorities, design a new development plan, and start a new cycle.

3. MAINSTREAMING MIGRATION WITHIN LOCAL DEVELOPMENT PLANNING

The preceding sections have shown the importance and benefits of integrating migration within local development planning. This can be done systematically, by adopting a specific strategy of mainstreaming migration within development planning. The notion of mainstreaming was developed by the Global Migration Group (GMG)⁷, and defined as:

“The process of assessing the implications of migration on any action (or goals) planned in a development and poverty reduction strategy ... This means mainstreaming M&D into legislation, policies and programmes at all levels [and] integrating M&D concerns at all stages of development planning, including design, implementation, and monitoring and evaluation” (GMG, 2010, p. 16).

The process of mainstreaming was then applied at the national level in certain countries, under a joint IOM-UNDP programme funded by the Swiss Agency for Development and Cooperation (SDC). The GMG argues that some of the advantages of considering migration within national development planning (in principle, for countries both of origin and of destination) are as follows (IOM, 2013):⁸

- adopting a more comprehensive approach towards development planning, since migration and development affect one another;
- harnessing the benefits of migration in a systematic manner;
- allocating (aid) resources more efficiently to meet nationally defined development priorities;
- implementing coordinated policies and actions.

⁷ Groupe mondial sur la migration (GMG), *Mainstreaming Migration into Development Planning: A handbook for policy makers and practitioners*, (2010)

The same observations can be made at the local level, and applied to instruments such as the local development plans described above.

POINT FOR REFLECTION

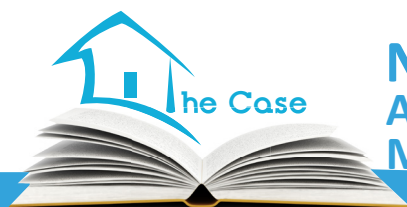
Local development policies are inserted within the national policy framework. To undertake a local mainstreaming exercise, it is therefore very important to have a good vision of which national policies are relevant and need to be linked to the local policies.



Do you want to know more? Go to Module 2.

Do you have a clear vision of your national policies, and how they can be linked to local policies in order to facilitate the mainstreaming of migration within LD planning?





NAGA CITY AND MIGRATION MAINSTREAMING


What is the process that led Naga City to mainstream migration within its local development planning?



The concept of mainstreaming migration within Naga City's local development plans arose in 2010, at a migration and development event hosted by the Ateneo Naga University. There, through dialogue and an exchange of ideas, participating researchers emphasized the importance that migration issues have at the local level. Local actors expressed a great deal of interest and willingness to address and incorporate these issues within local development plans, and in 2011 partnered with IOM to envisage how this might be done. A joint strategy was then designed whereby IOM would provide technical assistance and support to the Naga City government, which would lead the process of mainstreaming migration within the local development agenda.

A series of preparatory meetings followed with the local officials of Naga City, in order to generate full support and agreement as to the project's implementation. The city's mayor was originally opposed to the idea, convinced that overseas Filipinos (OFs) were better off than those at home, and did not need government assistance.

The role of migration within the sending community was not clear to him, nor were the issues faced by the families left behind and the potential development opportunities that migration can promote. However, after efforts were made to present a realistic description of the migration challenges facing the community, as well as the development and investment opportunities, the mayor's perspective changed.



Having obtained the commitment of local officials to support the project, the IOM and the City Planning and Development Office (CPDO) conducted a series of individual consultations with leaders of key sectors, such as academia, the private sector, the City Council, the Church and the Naga City People's Council (NCPC). The aim of these meetings was to introduce the project to all key stakeholders and invite them to support the project.

Through all of these meetings, and in order to ensure a coherent and effective coordination mechanism that was representative of the whole community, a multi-sectoral core team was created, in the form of a Technical Working Group (TWG), through an executive order issued by the mayor. The main responsibilities of this TWG were to:

- pilot the mainstreaming of migration within local development planning;
- develop training materials and/or a toolkit;
- present the experience of the Naga City government to a larger group of national stakeholders, in order to ensure that local and national policies were aligned.

The CPDO was designated chair of the TWG, serving as the secretariat and reporting directly to the mayor, who was to steer and supervise its actions. This ensured that the mayor was responsible for the project, and therefore instilled ownership and accountability.

From here, it was decided to implement a situational analysis in order to be able to establish strategic goals and priorities. This was carried out through another series of consultations with the following: Naga City People's Council, the City Council, Metro Naga Chamber of Commerce and Industry, Urban Poor Sector, children/students from OF families, academia, remittance service providers, the media, village council heads and officers of OF associations. These consultations went on for three months, and were aimed at bringing out all of the issues, concerns and development challenges facing the community, that the local community and government had to address.



POINT FOR REFLECTION

In your context, what would be the key arguments that could support the mainstreaming of migration within local development planning? What would be the resistance you might encounter?

Coordination

In the second section on this topic we mentioned the importance of a mechanism allowing coordination of the various issues related to migration and development.

Indeed the success of the process involved in the formulation of migration and national development policy and planning, relies on two key institutional components (GMG, 2010⁹, summarized in IOM, 2013¹⁰), which can be adapted to the local level as follows:

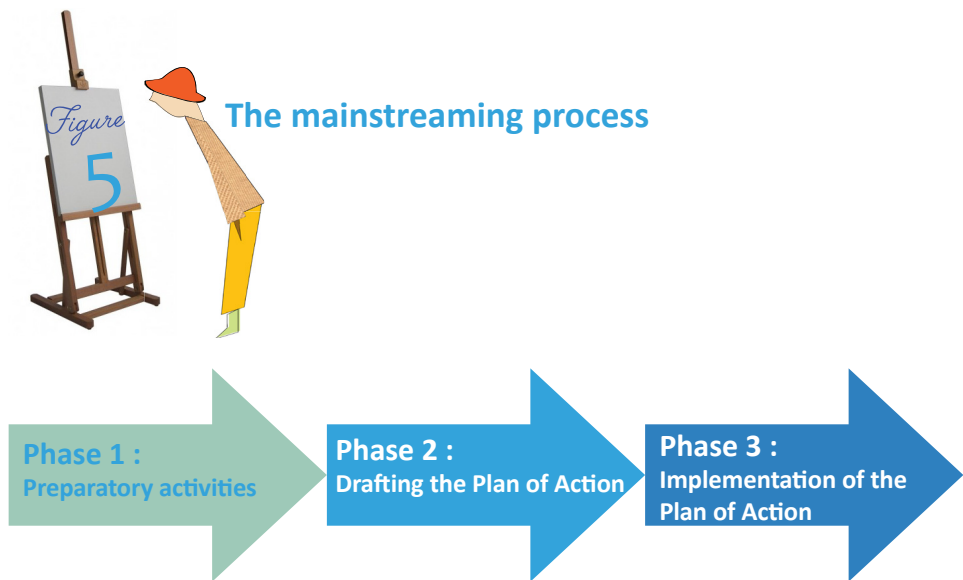
- An institutional structure in charge of Migration and Development: this is an administrative entity with a mandate related to migration and/or development, that leads the process. Its role is to:
 - provide the organizational, coordination and consultation mechanisms to lead and oversee the process;
 - define, decide, implement and monitor migration and development initiatives;
 - engage the relevant stakeholders: civil society, social partners, private sector, etc., in addition to the relevant units within the local administration;
 - define the strategic priorities and ensure that the overarching development goals agreed are met.

⁹ Groupe mondial sur la migration (GMG), *Mainstreaming Migration into Development Planning: A handbook for policy makers and practitioners*, (2013)

¹⁰ IOM, *International Migration and Development Training Modules: Facilitator's Guide*, Paola Alvarez International Organization for Migration, (2013)


- A Plan of Action (PoA) on migration and local development: this is a policy document that sets out a plan or programme for migration and development planning. Following the assessment phase of the local development process, it defines the issues to be addressed, the goals and priorities, the actors, the sectors for intervention and the required institutional structure and resources. **This plan is ideally an integral part of the local development plan mentioned in the second section on this topic.**

In greater detail, the process of mainstreaming can be divided into three distinct phases (modified from GMG, 2010 and IOM, 2013), which – although they are presented as a sequence – represent a back-and-forth process in which steps overlap and follow the wider local development plan.



Phase 1 : Preparatory activities

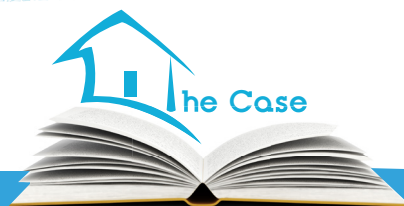
During this phase, which in the local development cycle would precede or be concurrent with the assessment phase, the aim is to:

- 
- assess whether migration is a relevant dynamic within the territory, and whether mainstreaming will add value to local policymaking;
 - assess the links with national policymaking;
 - undertake a preliminary analysis of the key M&D issues and stakeholders, and their potential entry into the local development process;
 - network and raise awareness on M&D, as migration and development are often perceived as two separate issues;
 - bringing the stakeholders together from the beginning, thus ensuring ownership;
 - during this phase, a core team of experts and policymakers can be set up to take responsibility for the political, liaison and technical aspects of migration and development policy and planning.

Phase 2: Drafting the plan of action

This phase corresponds to the assessment, prioritization and planning phases of the local development process. It entails:

- an assessment phase: undertaking a **situation analysis**, which can be for instance a local migration profile (cf. Topic 3); this includes: (a) the key migration trends and context; (b) the policy framework in place (mechanisms, processes, migration policies and legislation); and (c) the (human, financial, material) resources required for the migration and development policy exercise;
- a prioritization phase: the key issues identified are prioritized according to their strategic importance and their congruence with the other local development planning goals. This phase should be undertaken in consultation with all relevant stakeholders, so as to ensure ownership, buy-in and coordination; the outcome of this phase is a list of agreed **strategic goals and priorities**;
- a planning phase: drawing up of a **Plan of Action (PoA)** on migration and development; this entails the same elements as the drafting of the local development plan, and ideally the PoA will be part of this plan. The PoA should be reviewed by all relevant stakeholders, and formally endorsed by the authorities.



Defining priority issues and actions



After consolidating the inputs gathered from these consultations, a multi-sectoral workshop was organized by the TWG, bringing together local stakeholders, where the results were presented and a prioritization exercise carried out. This exercise led to the identification of the following priority areas for Naga City in terms of where migration issues should be mainstreamed into local development plans:

THEMES	PRIORITY AREAS
Social protection	<ul style="list-style-type: none"> • Counselling for children of OFs on how to manage their money wisely • Establishing an OF family counselling centre
Remittances	<ul style="list-style-type: none"> • Reduction of tax and remittance costs • Regulation of bank charges or money centre charges on remittances
Migrant services	<ul style="list-style-type: none"> • Setting up one-stop shops for OFs (travel agency, money changing service, real estate broker, passport renewal service, Internet café, training rooms for OFs and migrant families, etc.) • Providing employment for students to help their parents who are abroad • Effective plan for development of land titling; • mechanism to enable returning migrants to share skills and knowledge acquired while working abroad
Investment promotion	<ul style="list-style-type: none"> • Establishing an investment house with professional managers for investment by OFs in key areas • Encouraging investment in agro-tourism, health tourism, the stock market and real estate

<p>Data on migrants</p>	<ul style="list-style-type: none"> • Barangays (villages) should have a registry of OF families by zone • Community-based monitoring systems should be strictly implemented, to include migrants' profiles
<p>Partnerships with OFs</p>	<ul style="list-style-type: none"> • Establishment of an international network with OFs • Establishment of an investment house to facilitate partnerships with local business men and women

In addition, the Metro Naga Chamber of Commerce organized the first Overseas Filipinos Day in Naga City, in cooperation with the IOM, the City Government of Naga and the Department of the Interior and Local Government.

It was aimed at providing an opportunity for the families of OFs to come together and be informed about the programmes that are ongoing and planned, on the part of relevant government agencies and the city government, for their welfare and for that of their OF members abroad. Through this activity, the TWG was also able to create an initial registry of OFs and families of OFs in Naga City.

Moreover, this day also served as a consultation meeting with families of OFs. The participants were provided with an opportunity to express their own concerns regarding migration, thus also validating the results of the sectoral consultations.

Finally, through this event, the Core Group of Families of Overseas Filipinos – Naga City was created, with the main task of representing this sector in programme planning and policy discussions on issues of concern to the families of OFs.



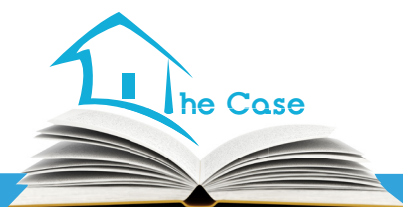
POINT FOR REFLECTION

In your context, what would be the priority areas where migration issues should be mainstreamed into local development plans? Are they similar to those of the case of Naga City? How do they differ?

Phase 3: Implementation of the Plan of Action

This phase covers the steps of the local development process related to project formulation, implementation, and monitoring and evaluation. It involves:

- capacity development: both the technical as well as the financial capacities necessary to implement the PoA are assessed (in terms of the needs of the stakeholders), and a capacity development plan and financing plan are designed;
- implementation as such: this involves drafting an implementation plan for putting the PoA into practice, in the form of policymaking and projects and implementing the projects as such;
- monitoring and evaluation, which should follow a monitoring and evaluation plan.



NAGA CITY

Mainstreaming migration within the Comprehensive Development Plan, 2011–2020



The Naga City government had already prepared a Comprehensive Development Plan (CDP) for 2011–2020. The first draft of this was presented in January 2011, with no mention of issues of migration and development. Through this project, between February and May 2012 sectoral reviews of the CDP took place, in which the aforementioned priority areas and other important development issues and challenges were integrated, including: (1) highlighting enhanced migration data in a new “migration” subsection; (2) emphasizing the inclusion of Naga’s citizens in a “global community of people and nations”, effectively promoting the social inclusion of migrants in Naga City; and (3) the addition of a separate “migrant/overseas Filipino” subsector in the Social Sector Development section, with inclusion of the aforementioned priority areas, projects and activities within the social, economic and development sectors of the CDP.

Upon completion of this revised CDP, it was presented in the capital Manila to the National Stakeholders Consultation, so as to receive feedback from national-level stakeholders and ensure harmonization of the Naga Local Development Plan with the national development plan (Philippine Development Plan). The participants included national stakeholders, international agencies, civil society and the private sector, academia, policy centres and many national associations of OFs. The feedback received was positive, and recommendations were made, including the addition of further project ideas and priority areas, which were then incorporated into the final version of the CDP.



POINT FOR REFLECTION

How would you ensure that gender is mainstreamed within the CDP?

Conditions that facilitate the process

IOM (2013)¹¹ summarized as follows the necessary conditions for a successful integration of M&D into development planning. Here they are adapted to the local level:

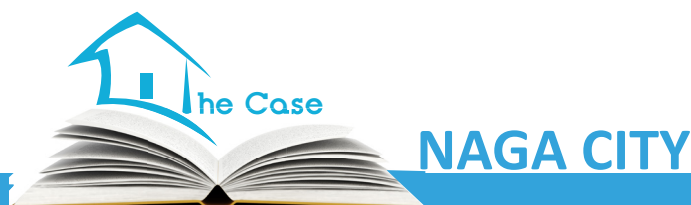
- a rigorous assessment of the value of the migration and development policy and planning exercise;
- strong high-level political support (from the governor, mayor, etc.) and sufficient buy-in from major stakeholders are essential;
- ownership of the process – formulation of the migration and development policy and plan should be an actually felt need at the local level, but also at the national level;
- the early involvement of key stakeholders (including migrants and the general public) to create a joint vision or a shared understanding of the objectives, the policy and its outcome, so as to ensure their commitment to the process and clearly define their roles and responsibilities;

¹¹ IOM, International Migration and Development Training Modules: Facilitator's Guide, (2013)

- since policymaking is a long and time-consuming process, it requires ongoing consultation and coordination among key stakeholders;
- management of the tensions that exist between the needs and priorities of local and migrant populations.

It is important to note that mainstreaming as defined by the GMG was operationalized at the national level. Although they differ, the States' organizations generally present comparable features at the decision-making level; moreover, Ministries and other national offices are segmented into several specialized departments and usually a large workforce. At the local level the situation may be different: different scales exist (municipalities, regions, etc.), as well as different kinds of organization.

The phases presented above are therefore only indicative, and may be adapted case by case according to the local governance structure and scale. Finally, it is important to insert the local mainstreaming process into the existing national policy context, as it defines the legislative framework, but as well the conditions in which inter-local coordination and scaling up may take place.



Institutionalizing the Migration for Development agenda



In September 2012, as the support from the IOM came to an end, the mayor issued an executive order that converted the Technical Working Group into the City Advisory Committee on Overseas Filipinos (CACOF). The functions of the CACOF include:

- assisting the city government in establishing and maintaining a database of the local OF sector;

- providing expert advice and strategic guidance in the continuing effort to mainstream migration into local development planning and policymaking, programme development and project implementation;
- assisting in strengthening the institutionalization of the local OF sector;
- networking with local, national and international migrants and migration organizations, aimed at successful implementation of the city's plans, programmes and projects for the local OF sector;
- coordinating with all local and national government agencies, as well as other stakeholders in society, and mobilizing the support and resources required for the carrying out of their functions.

The long-term plan is to transform the CACOF into a legally-constituted Migration and Development Council, to ensure its permanent institutionalization and legitimacy.

Currently work is underway on promoting diaspora philanthropy and the establishment of the OFW one-stop resource centre.

Key elements to success

To ensure the success of this initiative, support at local and national level was instrumental, and was ensured through consultations and the presentation of well-thought-out arguments and evidence-based dialogue.

Secondly, a participatory model – the Naga City governance model – was crucial in ensuring the involvement of all stakeholders and their ownership over the project. Finally, project sustainability was guaranteed through support from the mayor and the aforementioned executive order for the establishment of the CACOF, which is now following on with the work of the original TWG.



POINT FOR REFLECTION

Analyse the list of functions of the CACOF. Should such a structure be implemented in your local context? Would the list be the same? How would it differ?

KEY LEARNING POINTS

1. Migration cycle: migration can be understood as a cycle, from the moment migrants decide to migrate, to their eventual return; each phase in this cycle bears challenges as well as opportunities for local development.

2. Migration phases: broadly speaking, the migration cycle is composed of four phases:

i. Pre-decision:

the period during which a potential migrant considers the option of migrating;

ii. Pre-departure:

the period that precedes migration, during which the migrant prepares and organizes his/her move to the territory of destination;

iii. Migration:

this phase covers the entire period the migrant spends in the territory of destination;

iv. Return:

this phase covers the period during and after the return of the migrant to his/her territory of origin.

3. Local development process:

the framework of rules and mechanisms that allow all actors and players to participate, including those that are external but have a role to play at territorial level, in a well-defined set of steps and phases forming the local development process and integrating migrants.

4. Mainstreaming of migration: the process of integrating migration within all the sectors of local policymaking, bringing coherence to policies and initiatives related to migration.





TOPIC 3

DATA ON MIGRATION AND LOCAL POLICIES

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Learning objectives

By the end of this topic, participants will be able to:

- explain the importance of data on migration for the design of local policies;
- identify data sources and typologies;
- recognize the challenges to be faced when collecting data on migration.



Introduction

“Because of its great impact on societies, migration needs to be adequately measured and understood. Reliable statistical data is the key to the basic understanding of this important phenomenon. Yet, in many countries, even the most general statistics on migration are incomplete, out-of-date or do not exist. Improvement in this area requires knowledge of the principles of collecting, compiling and analyzing migration statistics. Likewise, policymakers and other users need to be aware of the definitions and measurement issues related to the data to be able to interpret them.”

United Nations Economic Commission for Europe (UNECE) and United Nations Population Fund, 2011, *Statistics on International Migration A Practical Guide for Countries of Eastern Europe and Central Asia*, United Nations, 2011.

“A Finnish President once said: The source of wisdom is knowing the facts.”

Closing remarks, Level Dialogue Hault, UN 2013



1. WHY ARE DATA IMPORTANT?

Over the past decades there has been increasing awareness of the different forms of migration and their impact on the social, economic and political dynamics of all countries – be they countries of origin, transit or destination. With migration moving to the forefront of the international agenda, and with the increasing recognition of the interrelatedness of migration and development, data – both qualitative and quantitative – are now perceived as key in the design of relevant and effective policies.

Indeed, migration has increased not only in scale but also in complexity (for example, migrants stranded in crisis situations, environmental migrants) and can change very rapidly.

However, the existing data on migration and human mobility patterns **continue to be weak**. Most information is based on censuses, but these do not provide sufficient recent data on migration flows and the impact of migration. Some countries still don't even include a question about a person's country of birth in their census, and even if they do, the data can be several years old.

At the local level, the situation is even more complex, since even if censuses are undertaken by all States, local data acquisition mechanisms do not always exist, or are not allocated adequate funds.

However, data are key in the formulation of relevant policies, as these are designed to respond to concrete challenges – and the local level is the level where challenges (as well as the impact of policies) are felt most concretely.

Data are therefore key in:

- designing informed policies;
- dissipating the myths and misunderstandings that are all too often associated with migration.

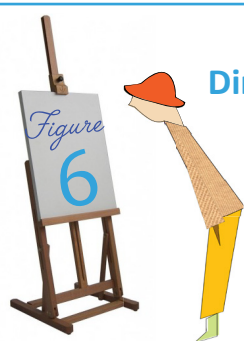


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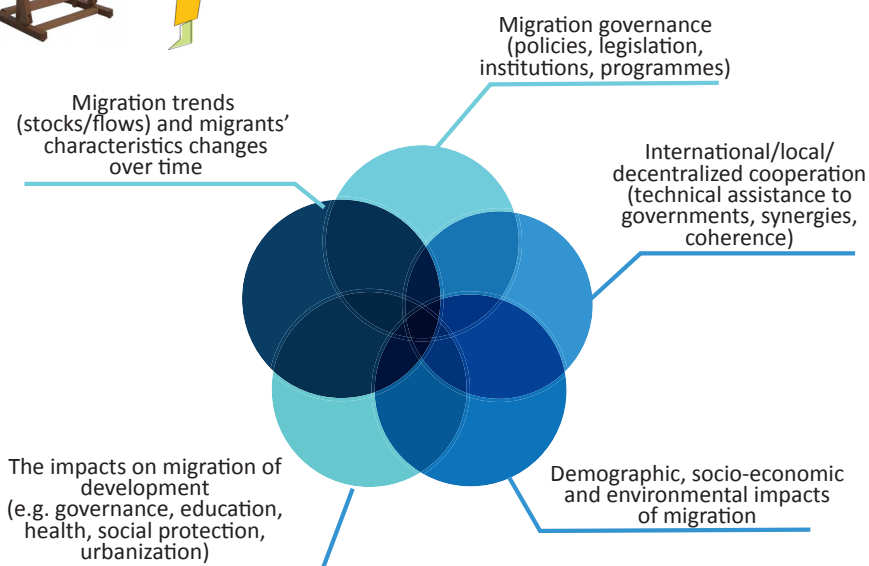
Good data are key in the formulation of relevant policies. However, by themselves they are not enough. What other factors have to be taken into account?

2. WHAT KINDS OF DATA?

Data is diverse in nature, but data along at least **five dimensions** are needed in order to inform policymaking and planning on migration and development.



Dimensions of migration data (IOM, 2013)



In respect of the data related to migrants, the following table summarizes the usefulness of different kind of data throughout the migration cycle (**magnitude of migration, rationale for migration, socio-economic profile, location, networks, issues and projects/contributions**).

Different types of data related to migrants and their contribution

	Prospective migration	Out-migration	In-migration	Return migration
Magnitude of migration	Estimating the magnitude of prospective migration	Knowing the number of out-migrants in a given territory	Knowing the number of migrants in a given territory	Knowing the number of return migrants
Rationale for migration	Understanding the reasons for migration	Knowing why they migrated	Knowing the reason for in-migration and for selecting that territory	Knowing their intentions upon return
Socio-economic profile	Knowing the socio-economic profile of prospective migrants	Knowing the socio-economic profile of the diaspora	Knowing their socio-economic characteristics	Knowing their socio-economic profile
Location	Knowing the location where they intend to migrate, and the reasons for that choice (links with other migrants, job opportunities, etc.)	Knowing where people migrate to	Knowing where they come from Knowing their spatial distribution	Knowing where they come from
Networks	Knowing the links they have in the country of prospective migration (other migrants, employers, etc.) Knowing the people they leave behind	Knowing the nature of links with the home territory (family, associations, institutional) Knowing about their associations Knowing the status of their families	Knowing their associations Knowing their links with their country of origin.	Knowing about their links with the diaspora
Issues	Problems they expect to have	Knowing the problems they face	Knowing the problems they face	Knowing the problems they faced



Projects, contributions	Projects upon return	Knowing the nature of transfers (monetary, but also social and in kind) and projects	Knowing the projects undertaken in the country of origin	Knowing about their willingness to contribute to the development of their territory of origin
		Knowing about their willingness to contribute to the development of their territory of origin		Knowing about their projects

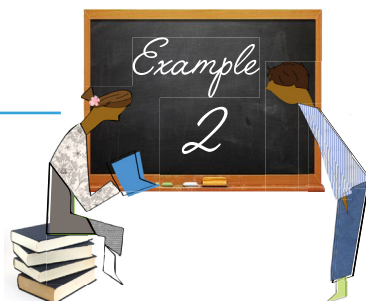
The data classification proposed in the table above is helpful for visualizing the types of data that can be gathered related to migration. However, it is important to keep in mind that for policy design it is important to combine several sets of data.

POINT FOR REFLECTION



It is of utmost importance to be able to break down the data by gender. Indeed, migration is not lived in the same way by males and females, and averages for the overall population do not allow one to understand the differing challenges and opportunities raised by male and female migration. Moreover, men and women have the same rights, but different needs.

Can you list needs that men and women have that require different types of data?



Generating local migration data through the Community-Based Monitoring System (CBMS), Philippines



Actors


As of October 8, 2014, the Community-Based Monitoring System (CBMS) has already been adopted by 73 provinces, (32 of which province-wide), 862 municipalities and 69 cities, covering a total of 23,276 barangays in the Philippines, which are at varying stages of implementation of the system.

Story

The CBMS was launched in the Philippines in 2002, under the Micro Impacts of Macroeconomic Adjustments Policies (MIMAP) Project – Philippines, supported by the International Development Research Centre. CBMS - Philippines is part of the global CBMS Network operating in 15 developing countries.

The latest CBMS household profile questionnaire is a comprehensive tool containing 166 items encompassing demography, migration, overseas Filipino workers (OFWs), education and literacy, community and political participation, economic activity, nutrition, characteristics of household members, health, etc.

Early versions of the household questionnaire already contained migration-related questions, but the latest version incorporated questions to determine more detailed information about OFW household members.



Below are the migration and OFW related questions related to migration and OFWs that are asked in the survey:

- How long has X been staying in the barangay (village)?
- Where was X's last place of residence before staying the in the barangay?
- How many members are there in the household, including OFWs?
- Is X an OFW?
- In which country does X work?
- Other sources of income:
 - remittances of OFWs;
 - other cash receipts, gifts, support, relief and other income from abroad, including pensions, retirement, workers' compensation, dividends from investments, etc.

In subsequent versions of the questionnaire it is also planned to incorporate more detailed questions pertaining to migration. As well, the CBMS targets 100 per cent adoption nationwide.¹²

Lessons learned

As a tool, the usefulness of the CBMS in generating disaggregated data makes it an excellent complement to the national poverty monitoring system, by facilitating the implementation of targeted poverty reduction programmes, with its household-level and individual-level data. Localized data obtained through the CBMS help to enrich the quality of local governance, by providing a sound basis for more informed planning and programme formulation.

¹² <http://www.dlsu.edu.ph/research/centers/aki/participant/cbms/Default.aspx>

3. QUALITATIVE AND QUANTITATIVE DATA

It is important to stress the importance – especially at the local level – of the different data that can be gathered with a view to developing M&D policies.

Broadly speaking there are **two groups of methodologies, each of which provides different kinds of data** (qualitative and quantitative). Both have their advantages and disadvantages, and the choice depends on the kind of information we want to obtain. Generally, however, there is an important principle that determines the choice for the method, as well as the way it is used. A relevant answer depends primarily on the relevance of the question, and therefore it is very important to know what we want to know, and why, and how to obtain the information.

Qualitative data aim at describe dynamics that happen or are likely to happen in a specific context. They are collected through interviews and observations, with a small population sample, and aim to answer questions such as: **how? what? why?**


Quantitative data, on the other hand, provide figures related to the magnitude of a phenomenon, or statistics allowing estimation of the likeliness of an event occurring. They are collected through a representative sample of the population, and therefore aim to provide an overview of measurable trends among the selected population. They aim to answer questions such as: **how much? what percentage? how many?**


If quantitative data are easier for national authorities to collect, since they require a more substantial institutional structure in order to be coordinated and shared, qualitative data are very useful in smaller territorial units, allowing one to complement quantitative data with hard-to-measure qualitative information when planning M&D activities.

4. DATA ACQUISITION MECHANISMS AND DATA SOURCES

There are different sources for data at the international and national levels, and different ways to acquire data, all of which have advantages and disadvantages:

- **International data** are consolidated by international organizations, such as the World Bank and UNDESA (United Nations Department of Economic and Social Affairs), and can be found on their websites. However, these data are more useful in defining and justifying international priorities, rather than in national and local policy design. They are built on the data sets described below, and sometimes accessing them requires payment (in the case of OECD data, for instance).
 - These data are not really useful at local level, since they tackle migration broadly in its global dimension.
- **Population censuses** are usually undertaken at national level, with a relatively long interval between subsequent censuses. They are supposed to ask a defined set of questions to the entire population. Even though migration is not central in censuses, they sometimes contain questions related to place of birth, origin, etc., which can be used as proxies to extract information on migration. Governments are increasingly interested in adding migration-specific questions. However since censuses need to cover a wide range of socio-economic topics, with a limited number of questions, this cannot be always be done exhaustively.
 - Censuses can also exist at the local level – for instance, when local/regional censuses are compiled to produce national data;
 - the minimum set of questions a census should contain to be informative on migration issues is:

- 
- ◇ country of citizenship;
 - ◇ country of birth;
 - ◇ country of previous residence.
-
- Censuses undertaken nationally usually contain information related to the local level (city, region, etc.). It is important for local authorities to have access to **all the national data in their raw version**, in order to be able to process them into locally-specific data. This entails:
 - ◇ being acquainted with all of the institutions producing data at the national and local level;
 - ◇ designing strategies to systematically have access to the local portion of these data.
-
- **Surveys** cover smaller portions of the population, and usually focus on a single theme. They can be undertaken at any time and by a wide range of actors, from government (national or local) to the private sector, civil society or international organizations, with or without the support of universities. There are companies specialized in surveys and polls that may be involved in the technical aspects of a survey. Being thematic and undertaken among a sample of the population – usually at the household level – they are less costly than censuses, and may complement their information. For instance, surveys can be used to establish the use of remittances, the willingness of the diaspora to participate in development, etc. Surveys can be quantitative, with a representative sample of the population, or qualitative, using interviews and focus group discussions. In the latter case, they are most often referred to as “assessment studies”.
 - Local authorities can **partner with universities** in order to undertake local household surveys on subjects related to migration. Universities possess the know-how related to data collection and analysis, while authorities provide the policy-relevant framework for undertaking the survey.
 - If a survey is undertaken, **the following points need to be clear** in advance:

- 
- ◊ What do we want to know with this survey?
 - ◊ What is the relevance of the results with regards to policy formulation?
 - Surveys are also undertaken by national authorities, usually containing information related to the local level (city, region, etc). It is important for local authorities to [have access to all the national data in their raw version](#), in order to be able to process them into locally-specific data.
 - **Mapping:** Although mapping and surveys are often used interchangeably, a mapping exercise differs from a survey as to its scope. A mapping exercise includes the use of secondary data (such as census data or data from administrative sources) that will allow a broad view of a given population (migrants, diaspora, etc.) in one particular geographical setting (ranging from local to international). Mapping may include surveys as a tool. Mappings give a snapshot, at a particular moment in time, of several characteristics (social, geographical, demographic, economic...) of a given population.
 - The same observations as for the surveys are valid for the mapping exercises.
 - Regional/local diaspora/migrant mapping exercises can be compiled at the national level in order to obtain precise data [on migration trends](#). Local authorities can advocate for the initiation of such practices.
 - **Administrative data:** are collected by a large range of stakeholders, such as immigration authorities, consular networks, border or police administrations, etc., and include data on visas, residence and work permits, consular databases, entries and exits at borders, detentions and deportations of undocumented migrants, and foreign job-seekers and asylum-seekers. These data can be used [to estimate migration flows and understand certain characteristics of migrants](#). On the other hand, these registers may not capture all kinds of movement, nor all entries and exits (for example, under free movement regimes). These data are often scattered, and accessible only with difficulty.

- 
- As is the case for the censuses, it is important for local authorities to have access to all of the national data in their raw version, in order to be able to process them into locally-specific data. This entails:
 - **knowing all the institutions** producing data at the national and local level;
 - **designing strategies** to systematically get access to the local portion of these data.

 - **Migration profiles:** Since 2005, the European Commission has proposed and financed the development of migration profiles as tools to improve the information on migration in developing countries. They are based on a common template, developed by the International Organization for Migration (IOM, 2011), which includes:
 - **migration trends and characteristics** (e.g. driving forces for migration, emigration, immigration, return, internal and irregular migration, remittances);
 - **the impacts of migration** on the socio-economic development of the country (e.g. on the economy, labour market, health and social development);
 - **migration-related governance and policy frameworks** (policies, laws, institutions, international cooperation);
 - **recommendations** on management of migration.



POINT FOR REFLECTION


Migration profiles can be developed at the local level, where they constitute an initial key step towards mainstreaming migration within local development planning.

To design local migration profiles, it is necessary to:

- **liaise with the national authorities** to set up a data-sharing mechanism allowing local institutions to compile migration data acquired nationally;
- **design a template** to be common to all the localities within a country (globalizing local migration profile templates would not allow them to be context-relevant);
- the template should allow for the provision of a **good snapshot of:**
 - migration trends (statistics) and characteristics (qualitative aspects);
 - sources of data on migration;
 - the migration actors and actions (associations, M&D initiatives...) present within a territory;
 - local migration governance (integration, local policy frameworks) and relationships with national migration governance;
 - recommendations.

Data acquisition at the local level exists, but is less systematic. Some examples can be provided:

- In the Philippines, the Naga City Development Plan, 2011–2020 (City Government of Naga, 2012) includes the building of databases on local migrants, based on data collected at national level, in order to inform development planning to include migration.

- 
- Migration Yorkshire, a local-authority-led regional migration partnership in the UK, develops Local Migration Profiles (LMPs) that describe the main migration trends and data available for particular areas of Yorkshire and Humber. The profiles are based on information in Migration Yorkshire's regional migration databank, and are funded by a grant from the European Integration Fund to the "Integration Up North Project"¹³
 - These migration profiles are not publicly available, as they contain data that could be sensitive (asylum, asylum seekers, etc.). However a summary is published periodically, providing statistics on:
 - demography and its relationship to migration;
 - net migration rate (arrivals minus departures);
 - short-term migrants;
 - labour migration;
 - asylum;
 - students;
 - migration indicators provided by research studies.

Do you think that a migration profile for your territory could be developed? Who could be the drivers of such an exercise?

¹³ <http://www.migrationyorkshire.org.uk/?page=faqlocalmigrationprofile>



5. CHALLENGES IN DATA COLLECTION

Several challenges are encountered when collecting/using data:

- **Challenges of definitions:** Migration is not defined in the same way in all places. For instance, some countries base their definition on the place of birth, others on citizenship. Therefore a person who obtained citizenship in his/her country of migration may or may not be counted as migrant. This also poses a challenge when it comes to comparing data among places where migration is defined in a different way.
- **Irregular migration** is by definition not precisely quantified, resulting in underestimation of the actual migrant stocks and flows.
- **Coordination between institutions:** Different institutions (national statistics offices, border administration, municipalities, etc.) may collect data, but in the absence of coordination mechanisms, these data may not be available to all stakeholders.
- **Legal issues:** Data collection – especially when identification of individuals is possible – may be subject to data protection laws. It is important to keep this in mind when defining data collection mechanisms.
- **Mistrust** between migrants and governments (of both host and home territories) may hamper the effectiveness of data collection. It is therefore very important to be very clear on the scope and forms of data collection, including on the principles of protection of personal data.

KEY LEARNING POINTS

1. **Migration data** are key in the design of informed policies and plans concerning migration and development.

They relate to:

- migration trends;
- migration governance;
- international/local/ decentralized cooperation;
- migration's demographic, socio-economic and environmental impacts;
- the impact of development on migration.

Data are very diverse: magnitude of migration, rationale for migration, socio-economic profile, location, networks, issues, projects/contributions by migrants and the diaspora.

2. **Several sources** provide data, which however have their own qualities and issues. Therefore it is recommended to combine the different sources, and likewise the different methodologies (quantitative and qualitative), as a function of the purpose for which the data are to be used.

3. Good data alone do not produce the formulation of relevant policies: **other factors** have to be taken into account (the interests of

the particular actors in charge of policy formulation, public opinion, international commitments, and so on).

4. **Several challenges** – from the comparability of data to the inclusion of irregular migration and coordination among data providers – hamper the reliability of data.





TRAINING ACTIVITIES

Activity 1:

What is Local Development?

Activity 1.a: From the traditional development approach, towards local development

Activity 1.b: All you always wanted to know about LD

Topic 1

Activity 2:

Migrants' capital for local development

Activity 3:

The migration cycle

Activity 4:

Migrants in the LD cycle

Activity 5:

Mainstreaming migration within LD planning

Topic 2

Activity 6:

What kind of data?

Topic 3



If you are starting your training course with Module 1, make sure that the first Activity you propose to your participants is Activity 0, available in the Core Module. Activity 0 will enable the creation of a conducive learning environment.

Activity 1: What is Local Development (LD)?






Activity 1 aims at providing the basis for the knowledge-building process that the group is about to undertake. Indeed, it is important that everyone have the opportunity to fully understand the concept of LD and migration, and relate it to his/her own reality.

Depending on your group and the resource people you work with, you can propose to your participants one of the two following activities:¹⁴

- **Activity 1.a** will guide your participants throughout a reflection process on linkages between LD and migration, and how it is different from the more traditional approaches to development.
- **Activity 1.b** is a great opportunity for everyone in the class to receive responses and feedback from experts and practitioners in relation to the questions, doubts and concerns they might have regarding LD and migration. Moreover, this activity is a good occasion for the sharing of knowledge among the group.

¹⁴ You can also do carry out both activities, if you consider it relevant and have enough time.




Activity 1.a: From the traditional development approach, towards local development

<p>Group analysis</p> 	<p> Objectives:</p> <ul style="list-style-type: none"> • discuss how the local approach to development is perceived; • visualize how local development is different from the traditional development approach; • recognize how migrants can contribute to local development. <p>Form groups with participants coming from the same territory, if possible. If not, ask participants to work individually and then discuss the results of their work in the group.</p> <p>Instruct participants to:</p> <ul style="list-style-type: none"> • have a look at Table 1 (Annex 1), while considering their own territorial environment; • in line with each challenge/opportunity listed, define whether the response in their environment is part of the traditional development approach, or an LD and migration approach; • indicate the implications of such responses; • report back to the plenary on the results of the group work.
<p>Tips</p> 	<ul style="list-style-type: none"> • If the group is homogenous, adapt Table 1 to the reality of the participants' territory, by inserting specific challenges and opportunities. If possible, provide a couple of existing answers as examples • If people come from different territories, structure the exercise around a case study
<p>Material</p> 	<ul style="list-style-type: none"> • Instructions for the exercise, clearly stated and printed in A3 format (one copy per group) • One copy of Table 1 for each participant
<p>Time</p> 	<ul style="list-style-type: none"> • 30 minutes for the group work • 10 minutes per group to report back to the plenary

Annex 1 – Table 1: Responses from different development approaches




Challenges/ opportunities	Traditional development approach	LD and Migration approach	Implications (positive and/or negative) for migrants	
			Traditional approach	LED and Migration approach
Climatic and geographical constraints and challenges				
Design and implementation of development policies				
Tendency towards decentralization and greater responsibilities for the regions				
Inclusion/exclusion of migrants' human, social and economic capital within development plans				
Reduction in state resources				
Growing need for communication and interaction between sectors so as to create innovations				
Importance of a skilled labour force at territorial level				

Activity 1.b: All you always wanted to know about LD

<p><i>Fishbowl</i>¹⁵</p> 	<p> Objectives:</p> <ul style="list-style-type: none"> • To discuss what we mean by local development and migration; • to explore cases of local development and migration; • to visualize how migrants can play a role in and be affected by local development.
<p>For this method you need a minimum of 12 participants, plus two or three experts.</p> 	<div data-bbox="448 504 689 784"> </div> <p>“Fishbowl” is a method for facilitating a form of dialogue that divides the group into two parts: observers and contributors. Listening ability is required and strengthened.</p> <p>This involves a small group of people seated in a circle, having a conversation (fish). They are surrounded by a larger group of observers, seated in an outer circle (bowl).</p> <p>As a trainer, you should:</p> <ul style="list-style-type: none"> • act as a facilitator for the discussion (you can also act as both facilitator and content expert); • ask two or three resource persons to act as experts in local development; as an alternative, you could identify experts from among the participants. The experts sit with you in the inner circle to discuss local development; • Have another two or three chairs free in the inner circle; • start with a brief input (5–10 minutes) to set out the general outlines of the discussion, and then facilitate discussion in the inner circle; each expert has five to ten minutes to talk about local development and migration, bringing forward a specific case, presenting an anecdote or expressing their opinion on the approach; • the golden rule: The outer circle listens and observes; whenever someone wants to contribute to the discussion, they have to move to the inner circle – thus a participant from the inner circle must have freed up a chair and moved to the outer circle; • instruct participants that: <ul style="list-style-type: none"> ○ they can come to the inner circle any time they like (as long as there is a free chair) to ask questions of the experts or to make a comment; ○ anyone who has finished his/her talk has to go back to the outer circle, so that somebody else can enter.¹⁶

¹⁵ For more information about the Fishbowl exercise please go to: <http://compass.itcilo.org>

¹⁶ If you feel that there is a lot of wisdom in the class, you can agree beforehand with the subject matter experts that they can go back to the outer circle and leave their chairs free. If not (if the subject is fairly new to the participants), we advise that the experts stay inside the fishbowl for the entire activity.

<p>Tips</p> 	<ul style="list-style-type: none">• Hold a short debriefing following the activity, capturing the key messages/lessons learned on a flip chart. For the debriefing, remove the inner circle of chairs
<p>Space</p> 	<ul style="list-style-type: none">• Two rows of chairs in a circle
<p>Time</p> 	<ul style="list-style-type: none">• A minimum of 1 hour 30 minutes

Activity 2: Migrants' capitals for local development

Group/ individual analysis

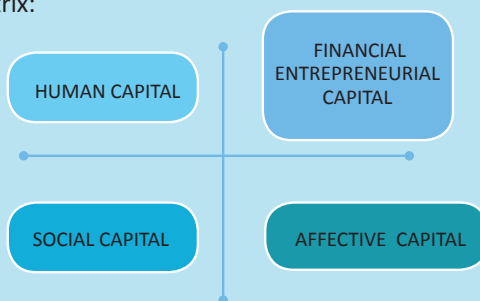


Objectives:

- To identify the capitals that migrants can bring to a territory

Form groups with participants coming from the same territory, if possible. If not, ask participants to work individually and then discuss the results of their work in the group.
Instruct participants to:

- consider the communities of migrants within their territory;
- describe the migrants' capitals, according to the following matrix:



Provide some examples, such as:

- o human capital: the skills and/or level of education possessed by the migrants;
- o financial capital: foreign direct investment;
- ask participants to prepare their matrix on a big flip chart, and be ready to present it to the plenary;
- facilitate the reporting back by helping participants to reflect on to what extent the migrants' capitals are exploited within their territories.

Tips



- If participants come from different territories and you prefer them to work in groups, give each group a case history where the capitals of migrants can be identified

Material



- Flip charts and markers
- Instructions for the exercise, clearly stated and printed in A3 format (one copy per group)



- 30 to 40 minutes for the group work
- 30 to 40 minutes for the report-back

Activity 3: The migration cycle

World Café



“Whenever knowledge connects with knowledge, new combinations spontaneously take place. Ideas spark ideas, which synthesize with each other until more knowledge results. It is completely natural... Sharing knowledge means bringing more people into the conversation.”

Verna Allee ¹⁷



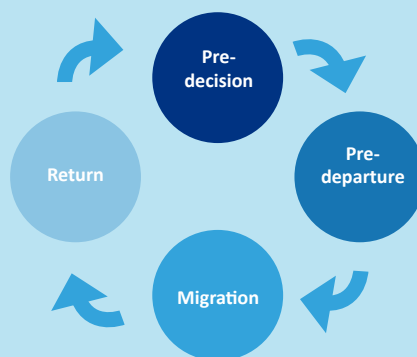
Objectives:

- share knowledge, perspectives and stories related to the migration cycle;
- identify challenges and opportunities for local authorities within each phase of the migration cycle;
- collect the wisdom of the participants.

Form four heterogeneous groups. As much as possible, mix territories, roles and expertise.

Have the groups sitting around a table covered with a large flipchart paper (which will serve as a “tablecloth”) and several markers on it. Participants will have to write and draw directly on the “tablecloth”.



Assign each group a phase of the migration cycle:



Instruct participants that:

- each group has to elect a facilitator who will act as the host; the instructions for the host should be available on the table (Annex 2);
- there will be three rounds, with each of them will lasting 10 to 15 minutes. In each round a question will be posted and the groups will have to answer, in accordance with the phase of the cycle that they have been assigned. The questions are:
 1. What challenges do migrants generally face?
 2. What are the opportunities for the local authorities to facilitate a local development process with the participation of migrants?
 3. Think about your territory: do you have a story to share?

¹⁷ From the official World Café web site: <http://www.theworldcafe.com/stories.html>.

	<p>Post Question 1 (on the screen or on a flip chart) and then give 10 to 15 minutes to answer. Circulate among the tables to ensure that each group relates their answers to the assigned phase of the migration cycle. Remind participants that they have to write and draw their ideas, discoveries and deeper questions as they emerge. The host has to facilitate the sharing process, and help people to connect the ideas.</p> <p>When the time is up, ask everyone apart from the host to go to a different table.</p> <p> The group does not migrate as a block – the participants have to mix as much as possible.</p> <p>When the groups have come together again, remind the hosts that they will have to briefly explain to the newcomers what happened in the previous round, and then post Question 2. Allow time for the answers and proceed as before to Question 3.</p> <p>When the activity is over, ask the hosts to report back the major insights from their tables that were gained in each round.</p>
<p>Tips</p> 	<ul style="list-style-type: none"> • Use music at the end of each round to alert the groups that the time is up and they have to migrate to other tables. Fade down the volume to silence before posting the next question • Leave markers and crayons of many different colours on the tablecloths (the big flip chart papers) that cover the table, so that people will find it easier to draw • Put a little plant or candies on the table, to better simulate the atmosphere of a café • Once the three rounds are over, hang the tablecloths on the wall and ask the participants to move between them during the report-back

Material



- 4 big flip chart or other pieces of paper to be used as “tablecloths”
- Markers and crayons of different colours
- Pins or magnets to hang the tablecloths on the wall for the report-back
- Instructions for the host available on each table

Time








- 10 to 15 minutes for each round
- 20 to 30 minutes for the report-back

Annex 2: Instructions for the host

I’m a table host – what do I do?

- Invite people to introduce themselves
- Remind people at your table to jot down key connections, ideas, discoveries, and deeper questions, as they emerge
- Remain at the table when others leave, and welcome travellers coming from other tables
- Briefly share key insights from the previous conversation, so others can link and build using ideas from their respective tables

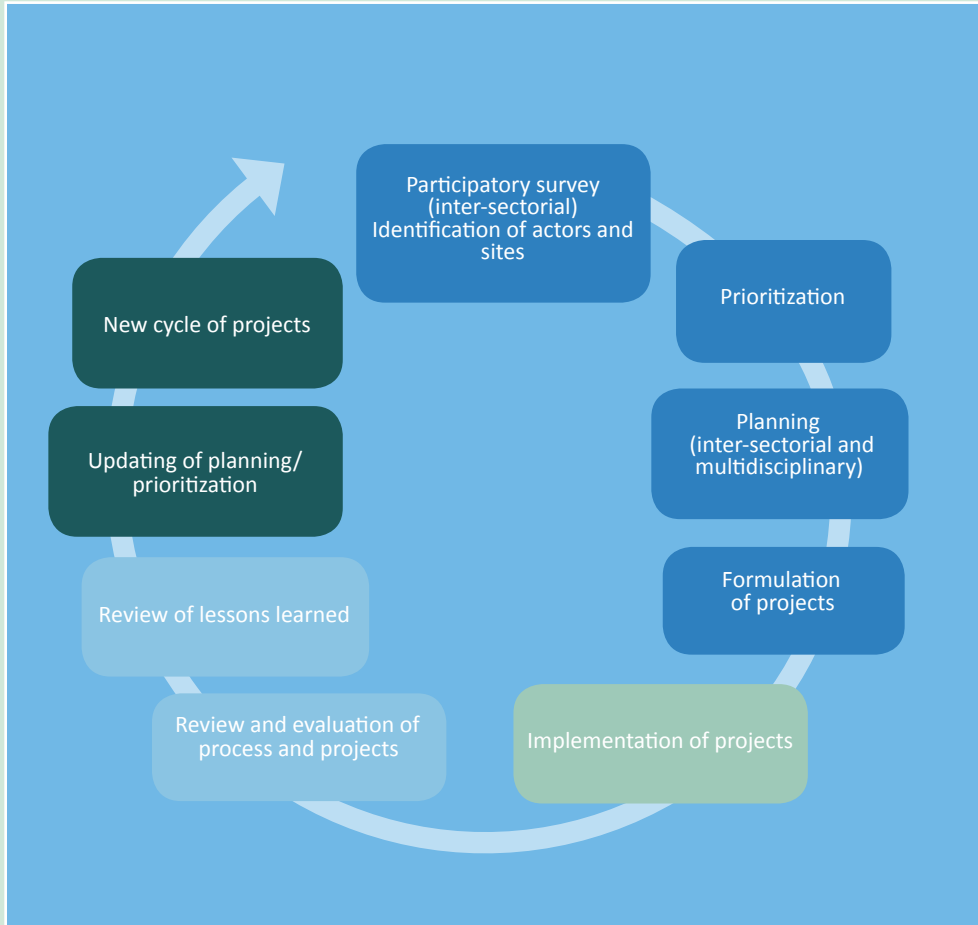
Activity 4: Migrants within the LD cycle

<p>Group work</p> 	<p> Objectives:</p> <ul style="list-style-type: none"> • identify entry points for migrants within the LD cycle; • explore how migrants can participate in an LD process; • identify challenges but also benefits that LD can bring for migrants. <p>Form four groups. If possible, in each group have participants coming from the same territory. If not, ask participants to work in a group to share their experiences and perceptions.</p> <p>Divide the chart “The LD Cycle” (Annex 2) between the groups: one group will focus on the planning phase (blue), another on the implementation phase (light green), another on the evaluation/review phase (light blue), another on the updating/planning phase (dark green). Within their groups, and taking into account the particular phase, ask participants to:</p> <ul style="list-style-type: none"> • determine how migrants can enter and play a role; • say what challenges they may encounter, and what benefits they can gain. <p>Each group should prepare a couple of examples on how migration can enter the particular phase of the cycle, and identify about three challenges and three benefits.</p>
<p>Tips</p> 	<ul style="list-style-type: none"> • Rotate among the groups during the work • Make sure the instructions are clear, and help participants in their discussion • If the training is also a ToT (Training of Trainers) activity, give each group a different tool to prepare (a flip chart, an online collaboration tool¹⁸, a Prezi presentation¹⁹, etc.)
<p>Material</p> 	<ul style="list-style-type: none"> • Flip charts, markers, large coloured Post-its, Internet connection • One copy per group of the LD chart, printed in A3 format
	<ul style="list-style-type: none"> • 45 minutes for the group work • 20 minutes to prepare the tool for the report-back • 10 minutes per group to present the results of their work

¹⁸ For example: <http://scrumbler.ca>

¹⁹ <http://www.prezi.com>

Annex 3: The LD cycle



Activity 5: Mainstreaming migration within LD planning

Group work



Objectives:

- investigate coordination mechanisms;
- identify barriers and solutions to effective coordination of migration mainstreaming within LD planning.

Form groups of a maximum of seven people. If possible, in each group have participants coming from the same territory. If not, ask participants to work in the group to share their experiences and opinions in a “simulation” exercise.

Explain that each group has to select a well-known territory (from among the territories the members of the group come from). Instruct the groups to:

- identify the way each one of a set of sectoral policies affects and is affected by migration;
- select the entity from among the local actors that is able to lead a coordination process for mainstreaming migration within LD planning;
- provide the organizational, coordination and consultation mechanisms to lead and oversee the process;
- indicate what the relevant stakeholders are that should be involved (civil society, social partners, private sector, etc.).

Each group should report their findings on a big board or on Post-its.

Tips



- Remind the groups that they should benefit from the activity to better understand the coordination mechanisms, and what the obstacles and means to overcome them might be
- The process of discussion and comparison between the various experiences and opinions is extremely valuable

Material



- Markers, big boards, coloured Post-its
- Instructions for the exercise, clearly stated and printed in A3 format (one copy per group)

Time



- 45 minutes for the discussion in group
- 15 minutes for each group to report back

Activity 6: What kind of data?

Role play



Objectives:

- identify what data are necessary for specific initiatives and policies;
- experience a meeting among authorities on data collection.

Explain to participants that they are going to play the role of the authorities of territory X.

Divide them into four or five groups, assigning each group the role of particular authorities – for example:

- Group 1: Municipal authorities
- Group 2: Regional authorities
- Group 3: NGOs
- Group 4: Local training providers
- Group 5: Chamber of Commerce





The various authorities are going to meet at the City Hall to discuss the design of and improvements to several initiatives and policies. In particular, the discussion will be about the following:

- developing decentralized cooperation agreements based on migration patterns;
- reaching out to the diaspora and promoting diaspora initiatives;
- providing services to migrants;
- promoting the participation of returning migrants to local development;
- proposing alternatives to migration (for example, job creation).

Each group has to concentrate on one of the topics and define **what kind of data would be needed to design and implement related initiatives/policies**. Once they have prepared the lists of data needed for the assigned topic, the groups will have to elect representatives to be sent to the meeting.

During the meeting, each representative will present the types of data to be collected, and seek feedback from their colleagues.

Once the role-play is over, involve all the participants in the debriefing. In particular, discuss the points on which there was no consensus.

	 <p>The order of the topics above (from 1 to 5) reflects the order of the authorities (Groups 1 to 5). However, you can decide to modify the proposed association between authority/ and topic, as well as proposing other types of authorities and topics, on the basis of the characteristics of your participants and their territories.</p>
<p>Tips</p> 	<ul style="list-style-type: none"> • Ensure that a wide variety of authorities, from different levels, is represented within the four or five groups • Prepare a table for the role-play, and lay out the chairs of the other participants in an amphitheatre configuration, so that everyone can follow the discussion and participate in the debriefing
<p>Material</p> 	<ul style="list-style-type: none"> • Instructions for the exercise, clearly stated and printed in A3 format (one copy per group/authority) • Post-its and markers
<p>Time</p> 	<ul style="list-style-type: none"> • 20 minutes for the discussion in group, to define what data is needed for what initiatives/policies • 20 to 30 minutes for the role-play • 10 to 20 minutes for the debriefing

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