MIGRATION
FOR DEVELOPMENT

Empowering migrants at the territorial level

Module 3

Empowering migrants at the territorial level

List of contributors:
Main authors:
Olivier Ferrari
Miriam Boudraa

Co-authors:
Cecile Riallant
Giacomo Negrotto
Joanne Irvine

Pedagogical development:
Monica Lisa
Florence Beraud

Graphic layout:
Larissa Colombini

INDEX

General objectives

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

- describe the concept of migrants' agency and how it can be strengthened;

- propose strategies to support migrants' participation in local development (in the territories both of origin and of destination);

- define actions and use practical tools to better reach out to and organize migrants;

- identify the services to be provided to migrants in the territories of origin and destination;

- promote the political participation of migrants.

Introduction

This module aims to explore the ways to strengthen migrants' agency as protagonists of local development. The stress is put on the means for creating an enabling environment for migrants to express their potentials, as well as to empower migrants and their associations for meaningful participation in local development – in both territories of origin and destination.

The first topic will therefore explore the concept of agency, and broadly set out the ways to both enable and empower migrants for local development. The second topic will focus on the services that can be provided in both territories of origin and destination. to promote the integration/reintegration of migrants, but also their participation in transnational activities. The third topic will discuss in what ways migrant associations can be engaged in local initiatives and the reasons for doing so. Finally, the fourth topic will highlight the importance of promoting migrants' political participation, in both territories of origin and destination., and provide examples on how to do so in contexts where migrants do not have formal representation rights.

The Case

The integration policy of the Canton of Vaud

When the Swiss Confederation decreed a law in 2007 on the integration of foreigners and the prevention of racism, it initiated a negotiation process involving each of the 26 Swiss cantons as to how to implement this new measure. As a result, strategic objectives were determined related to integration that had a binding character for each canton. In summary, the aim was to improve communal services for immigrants under three headings:

• information and counselling;

• education and employment;

• communication and social integration.

Within this framework, each canton was given the maximum possible leeway to adapt the policy to its specific needs. After an Office for the Integration of Foreigners and the Prevention of Racism (BIC) was established in each canton, a four-year canton-level integration program had to be developed, to be ready for implementation starting in 2014.

---

[1]This is the representative case study for Module 3. We will go back to it during our reading, to learn how theory can be translated into practice.

HEADINGS	POLICY AREA	EXAMPLES
Information and counselling	Information	• Issuing of an information document translated into 12 languages • Setting up an information website
	Counselling	• Experts for consultation available in each of the BIC regions • Specific offerings for female migrants • Ensuring accessibility of the information on integration projects
	Protection from discrimination	• Financial support for anti-discrimination projects • Intercultural training events • Support services for victims
Education and employment	Language and training	• Improvement of language training programmes and their adaptation to the specific needs of immigrants.
	Early encouragement	• Development of special offerings for families with children • Creation of an exchange platform for schools, welcome centres, etc.
	Employability	• Mentoring and coaching services for job seekers • Support for enterprises to adapt to the needs of immigrant workers
Communication and social integration	Community interpreting service	• Interpreters for all relevant languages available for immigrants • Support for the training of interpreters
	Social integration	• Financial support for local integration projects • Setting up of platforms for exchange between integration professionals

STRENGTHENING MIGRANTS' AGENCY AS PROTAGONISTS OF LOCAL DEVELOPMENT

Index

Learning objectives

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

- explain the concept of "strengthening the agency of migrants";

- describe the role of local authorities in strengthening migrants' agency;

- identify the areas of intervention for local authorities to empower and engage migrants;

- identify the information that it is necessary to collect before establishing services and policies.

Introduction

"Agency" is a sociological term that is widely used in development studies. In that context, migrants' agency can be broadly defined as migrants' "capacity, condition or state of acting or of exerting power"[2].

The fact of exerting power is translated into the ability to influence the (social, economic and political) dynamics that affect migrants' lives and the life of the societies they are linked with. Strengthening migrants' agency therefore means creating the conditions (as well as making the corresponding tools available) for migrants to become effective development actors in their territories of origin and in the territories of destination.

Due to their proximity, local authorities are the most relevant actors to coordinate the establishment of such conditions and the provision of such tools. This topic aims to explore the way local authorities – despite the wide diversity of country contexts – can both enable and empower migrants at the territorial level, and therefore promote their engagement.

---

[2] www.merriam-webster.com/dictionary/agency.

1. LOCAL AUTHORITIES CAN ENABLE AND EMPOWER MIGRANTS

Local authorities are in the best position to work on policies aimed at strengthening migrants' agency as development actors, both at home and in destination territories, within the national and local regulatory frameworks.

This means defining strategies and policies aimed at creating the most suitable environment for migrant engagement, but also the tools to make this engagement effective and strong, and therefore work to address both challenges and opportunities found throughout the migration process.

The challenges and opportunities during the migration cycle can be summarized as follows:

Challenges during the migration cycle

Figure
1

Return
- Reintegration
- Use of skills acquired when migrating

Pre-decision
- Lack of information on the realities of migration
- Labour market conditions push people to migration

Migration
- Lack of rights, increased vulnerability, lack of access to social services
- Families left behind
- Xenophobic perceptions and integration issues
- Challenges in adapting to living in the city

Pre-departure
- Unfair recruitment
- Lack of information on migration and on the destination
- Lack of certified skills

Opportunities during the migration cycle

Figure
2

Return
- Returnees have gained experience and networks
- Returnees know migration;
- Returnee networks can be an asset for decentralized cooperation, trade, etc.

Pre-decision
- Return migrants possess information on migration
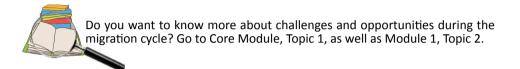
Migration
- Presence of diaspora groups and associations
- Transnational networks
- Migrants contribute to the economy of the territory of destination (taxes and labour market)
- Remittances
- Acquisition of experience and skills

Pre-departure
- Return migrants possess information on factual aspects relevant to new departures, like current regulations, socio-economic context and contacts in destination territories

Of course this list is not exhaustive: other challenges and opportunities could be added. Similarly, challenges may differ that are specific to the beneficiaries that are targeted (labour migrants, asylum seekers, refugees, migrant families left behind, spouses and children following migrants) as well as according to the local context.

Do you want to know more about challenges and opportunities during the migration cycle? Go to Core Module, Topic 1, as well as Module 1, Topic 2.

What this non-exhaustive list does reveal is the variety of issues, challenges and opportunities directly or indirectly related to migration that may be present in given territories, and that can be addressed through appropriate policies implemented at local level. The way in which these challenges and opportunities are addressed has an immediate impact on local development.

To be more precise, the fact of addressing the challenges means establishing an **enabling** environment, and the fact of drawing on the opportunities means **empowering** migrants towards maximizing their potential. Strengthening migrants' agency relies strongly on actions to both enable and empower migrants. For instance, the presence of well-organized diaspora associations alone is insufficient if they do not have the possibility of exercising their rights, if they have to concentrate their efforts on managing a xenophobic environment, or if they lack access to platforms to dialogue with authorities.

Strengthening migrants' agency

Figure 3
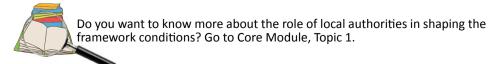
STRENGTHENING MIGRANTS' AGENCY

Enabling migrants to be protagonists

Empowering migrants to contribute to development

In other words, local authorities have a role in shaping the framework conditions to allow migrants to exercise their full potential.

Do you want to know more about the role of local authorities in shaping the framework conditions? Go to Core Module, Topic 1.
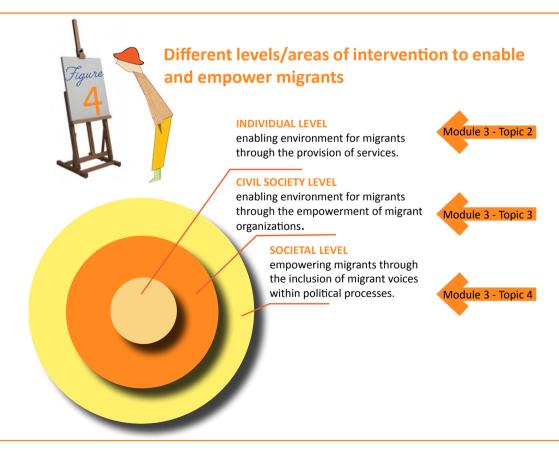
2. AREAS OF INTERVENTION TO ENABLE AND EMPOWER MIGRANTS

Strengthening migrants' agency means designing inclusive policies to allow migrants to take part in the life of their society of destination , as well as to enable them to be effectively linked with their home society.

In order to do so, it is important to design policies and tools that on the one hand consider migrants to be ordinary citizens, while on the other hand building on their specificities in terms of both challenges and opportunities.
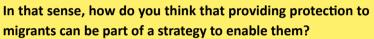
To do so, local authorities can act at three distinct levels, as discussed in the following topics in this module.

Different levels/areas of intervention to enable and empower migrants

Figure 4

INDIVIDUAL LEVEL
enabling environment for migrants through the provision of services.

Module 3 - Topic 2

CIVIL SOCIETY LEVEL
enabling environment for migrants through the empowerment of migrant organizations.

Module 3 - Topic 3

SOCIETAL LEVEL
empowering migrants through the inclusion of migrant voices within political processes.

Module 3 - Topic 4

It is important to point out that these three levels are totally interlinked, as shown by our case study, where the provision of specific services to migrants is ensured by civil society actors (including migrant organizations) under the coordination of local authorities (the BIC in our case study), which in turn coordinate the design of their policies with an institutional consultative body made up of migrants (the CCCI in our case study).

POINT FOR REFLECTION
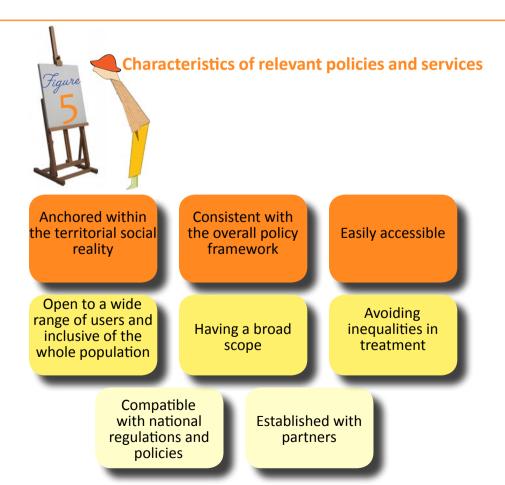
The agency of migrants can be strengthened by designing inclusive policies that will help migrants to take part in the life of their host society, as well enabling them to be effectively linked with their home society.

In that sense, how do you think that providing protection to migrants can be part of a strategy to enable them?

3. CHARACTERISTICS OF RELEVANT POLICIES AND SERVICES
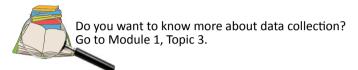
As territorial settings are highly contextually-specific when it comes to policy-making, both within a given national framework and internationally, effective policies to strengthen the agency of migrants need to be context-related. We can list some of the main characteristics of relevant policies:

Characteristics of relevant policies and services

Figure 5

- Anchored within the territorial social reality
- Consistent with the overall policy framework
- Easily accessible
- Open to a wide range of users and inclusive of the whole population
- Having a broad scope
- Avoiding inequalities in treatment
- Compatible with national regulations and policies
- Established with partners
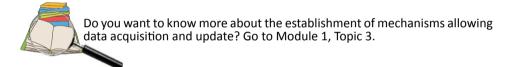
Anchored within the territorial social reality

A thorough knowledge of local migration trends and issues is a necessary prerequisite for establishing any policy or service.

In this sense, data are critical to ensuring good decision-making. These can be gathered in several ways, but should usually be collected in advance: policy-making should build on issues identified through data collection.

Do you want to know more about data collection?
Go to Module 1, Topic 3.

Therefore the establishment of mechanisms allowing data acquisition and update, such as periodic local migration profiles, should be done keeping in mind that the data acquired should enable local authorities to respond to issues that have an impact on integration and/or local development.

Do you want to know more about the establishment of mechanisms allowing data acquisition and update? Go to Module 1, Topic 3.

POINT FOR REFLECTION
LOCAL MIGRATION PROFILES

Migration profiles can be produced at the local level, where they constitute a first key step towards mainstreaming migration within development planning.

- Why do you think that it is necessary for the design of local migration profiles to liaise with the national authorities to set up a data-sharing mechanism allowing local institutions to compile the migration data acquired nationally?

- In order to design local migration profiles, why can it be useful to design a template common to all the localities within a country?

- According to you, which information should be contained in this template?

Consistent with the overall policy framework

Contextual knowledge on migration needs to predate policy-making, and should be followed by a careful mapping of national and local policies and institutions. Similarly, mapping of existing services is also very important – be they institutional, or those provided by other local stakeholders.

Indeed, in addition to promoting sustainability and cost-effectiveness, a good vision of existing services allows the avoiding of overlapping. Thus, if similar services already exist but do not cover the whole range, following the principle of subsidiarity, local authorities may decide to partner with existing service providers to complement their offering or to provide specific additional services.

The Case

CANTON OF VAUD

Bringing society as a whole "to the table" in Vaud

This process of integration of foreigners was particularly relevant to the Canton of Vaud, where approximately one-third of the inhabitants account for the 175 different nationalities currently present in the canton. The strategy adopted in the canton was not so much to create a public body to provide all of the services needed, but rather to build on already existing structures and to include civil society actors. This not only spread the burden, but also made sure that the citizens of Vaud were part of the integration effort as well.

Building on what already exists also meant that the newly initiated integration efforts should not create a parallel structure for immigrants. The regular infrastructure of the municipalities – such as schools, hospitals, kindergartens, etc. – was to serve as a basis for the integration planning.

The new policy was thus designed as a complement to this, so as to specifically refine the canton's integration strategy. In general there exists a clear distinction between regular infrastructure – in which the

policy ensures the taking into account of migrants' needs – and specific infrastructure, designed for the specific needs of migrants.

The Office for the Integration of Foreigners and the Prevention of Racism (BIC) provided coordination and management. Diaspora organizations, philanthropic foundations, associations, NGOs and many more were asked to take part in the process of developing a Canton-level Integration Programme (PIC) for Vaud. In addition, mini-PICs were started in the largest municipalities in order to gather best practices and experiences. In the end it was decided to support the three-pronged strategy, with a programme consisting of eight areas of engagement – with each of them responding to one of the strategic objectives.

Easily accessible

If policies and mechanisms exist but are not easily accessible, their usefulness can be seriously impaired.

Visibility is a key component of accessibility to policies related to **promoting the organization and political participation** of migrants, as it ensures an equal opportunity for all categories of migrants.

Visibility is also very important with regards to services. The target groups need to be aware of the existence of the services, and these should therefore be advertised through appropriate media. Here as well, the means used depend on the habits of the target groups: Do they use the Internet? Do they use specific media (particular to migrants in territories of destination)?

Accessibility is also related to the location of physical structures, which should reflect a careful assessment of:

• the main locations of the target groups, so as to ensure proximity;

- the spatial distribution, mobility and access to information technology (IT) on the part of the target groups, so as to determine a strategy for providing the service (one main physical office? several sub-offices? mobile services? a one-stop shop? online services?).

Lastly, accessibility is also determined by the presence of a simplified bureaucracy.

Set up services that are as open as possible to a wide range of users, and inclusive of the whole population

Services should be specific enough to actually respond to the demand, while being broad enough to avoid the costly need to duplicate them. For instance, if a web portal is created to provide information to a diaspora in order to attract its investments/return/networks, while local authorities want to provide similar services to encourage the reintegration of return migrants, the two could easily be combined.

Create services with a broad scope

Services that are specific to migrants may be grouped together in the form of one-stop shops in order to make access to information and other services much easier and more immediate. Migrant resource centres are examples of such one-stop shops.

Example
1

The Batangas Province One-Stop Migrant Resource Center (Philippines)

The Batangas Province One-Stop Migration Resource Center was initiated as a result of advocacy by civil society organizations such as Atikha, an NGO working in the province on the issue of migration.

The Province of Batangas has a huge migrant population. In addition to Atikha, the migrants desk of the Archdiocese of Lipa is also lobbying for programmes and services for migrants and families. The local chief executive assigned the Provincial Social Welfare Office to discuss the requirements for establishment of the centre.

Atikha had previous experience in establishing the migrant centre in San Pablo City in Laguna, so it was able to provide guidance on the process, as well a the legal, technical, financial and physical prerequisites for establishing the centre.

The provincial Planning Department was also assigned to assist in planning for the province's migration programmes. Various activities in planning and capacity building were conducted to be able to establish the centre, namely:

• a forum with various migration stakeholders on migration issues and appropriate interventions that need to be implemented;

• a forum of municipal social welfare officers, on the social cost of migration and the establishment of migrant centres/desks at the municipal level;

- strategic planning on establishing programmes and services for migrants and their families, with various migration stakeholders who will assist in social and economic programmes and services.

The following activities were conducted to ensure that the One-Stop Migration Resource Center was mainstreamed and sustainable:

- organizing of a Batangas Migration and Development Council, composed of various agencies and organizations from the national and local government, civil society organizations and the private sector, which lobbied for the establishment of the centre and leveraged their resources to be able to implement comprehensive programmes for migrants and families;

- securing the legal mandate to establish the centre, with an annual budget, through a provincial ordinance;

- preparing the physical centre, which will serve as the hub for information and services for the migrants.

The soft launch of the Batangas Migration Resource Center was in January 2010, while the public launch took place in September 2011.

Batangas is one of the provinces in the Philippines that were able to deploy their social and economic services in a cascade, not only at provincial but also at municipal level. At the present time it has eight migration desks operating at the municipal level. The capacity building training provided by the provincial government in setting up migration programmes and services had already been conducted for the top 20 municipalities for the sending of OFWs.

Lessons learned

- MRCs (Migrant Resource Centres) should be established in those provinces and municipalities with a high concentration of migrants, so to ensure buy-in by the local government and other relevant stakeholders.

- MRCs should provide comprehensive services – not only social

services, but also economic services for migrants and their families – so that the migrants and migration stakeholders would patronize and support the centres.

- MRCs should not wait for clients to visit the centres, but also need to have outreach program in the community and schools where there is a high concentration of overseas Filipinos.

- MRCs at province level should be able to provide capacity building to municipal governments, to be able to cascade their services down to the grassroots level.

- Key elements for ensuring sustainability of the MRCs are as follows:

  o the presence of advocates inside the provincial local government, in the various departments involved in social welfare, planning and legislative affairs, able to mobilize resources and mainstream the intervention of migrants and families within the local government;

  o the presence of a legal mandate with a specified budget. The Batangas Migration Center is currently attached to Provincial Social Welfare, with its own budget and network of service providers that can be tapped;

  o the presence of a multi-stakeholder partnership. The centre has a Batangas Migration and Development Committee, composed of various government agencies, NGOs and the private sector, all engaged in the initiatives and providing various concrete interventions for migrants and families;

  o NGOs like Atikha have concrete social and economic programmes and services, and continue the engagement with LGUs (Local Government Units) and schools even following the JMDI 1 project. It is able to mobilize resources from development agencies, migrant associations, national agencies and private corporations, to support its programmes and services;

  o the private sector, such as the Soro-soro Ibaba Development Cooperative, has concrete investments and business opportunities that it offers to migrants and families.

Avoid inequalities of treatment

Depending on local sensitivities, the design of policies and the provision of services exclusively for migrants/diaspora/migrant families can be perceived negatively by the non-migrant population, both at home and in territories of destination.
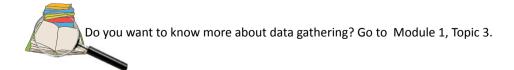
For this reason, it is important to assess whether policies and services can also be useful for the rest of the population. As an example, services looking to assist families left behind may also be useful for widows, and they should be included in this type of services. Eligibility criteria should be established carefully and in a holistic way.

Be compatible with national regulations and policies

Obviously policies should be designed in compliance with national rules and regulations, in order to guarantee their legality as well as their sustainability. For instance, when a local service or – even more evidently – a local policy is not well connected to and coordinated with the national level, risks arise both of not being able to effectively deliver the expected results, and of making that service unsustainable. On the other hand, if the provision of services responds to requirements formulated within national policies, it may even be possible to obtain funding from the national government to establish them.

Establishment with partners

Some services – such as those that are purely institutional or administrative – are better designed, owned and run by local authorities, but may benefit from partnership with other institutions or organizations, both from civil society and from the private sector. Along these lines, migrant organizations in territories of destination or return migrants in in the territories of origin and destination may be very good partners, for instance in the establishment of language schools, information services for newcomers, business orientation, etc.

Do you want to know more about data gathering? Go to Module 1, Topic 3.

KEY LEARNING POINTS

- **Migrants' "agency"** can broadly be defined as their "capacity, condition or state of acting or of exerting power".

- **Strengthening migrants' agency** means defining strategies and policies aiming to create the most appropriate environment for migrant engagement, but also the tools to make this engagement effective and strong, and therefore working to address both challenges and opportunities found throughout the migration cycle.

- The above means setting up **enabling** environments to respond to the challenges, and **empowering** migrants to maximize their potential in order to draw upon the opportunities.

- To do so, local authorities can act at three distinct levels, discussed in further detail in the following three topics:

  o **individual level:** through the provision of services that allow individual migrants to exercise their rights, and have the tools to effectively act within the societies they are linked to. The provision of services is therefore an important part of setting up an **enabling** environment for migrants;

  o **civil society level:** through the empowerment of migrant organizations, which in turn may act as real bridges between migrant individuals and their territories of origin and destination;

  o promoting migrants' organizations lies at the interface between providing an **enabling** environment for migrants, who can identify themselves with the different groups they have access to, and **empowering** migrants, who can express themselves through these organizations and participate in building collective initiatives;

  o **societal level:** through the inclusion of migrant voices in political processes, local authorities can ensure the inclusiveness and representativeness of the society they represent. Promoting migrants' political inclusion is an important step in their **empowerment**, as this allows them to effectively act within their societies;

- **Pertinent policies and services are:**

  - anchored within the territorial social reality;

- consistent with the overall policy framework;

- easily accessible;

- as open as possible to a wide range of users, and inclusive of the whole population;

- of a broad scope;

- ones that avoid inequality of treatment;

- compatible with national regulations and policies;

- set up with partners.

WHAT SERVICES FOR MIGRANTS AND THEIR FAMILIES IN THE TERRITORIES OF ORIGIN AND DESTINATION?

Index

Learning objectives

By the end of this topic, participants will be able to:
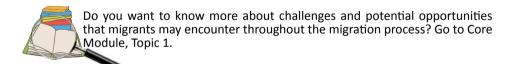
- mention examples of existing services that can be provided within the framework of migration;

- recognize services that are applicable to their own local context.

Introduction

Several kinds of services can be provided that benefit migrants and potentially enhance their migration experience. These services respond to challenges and potential opportunities that migrants may encounter throughout the migration process. The nature of the services that can be provided may be very diverse, depending on local context. In this topic we will address some of these, but it is important to keep in mind that the list presented here is not exhaustive. Similarly, the services presented here are artificially subdivided into services provided in territories of origin and destination: it is important to keep in mind that a territory is usually both a destination and an origin for migrants, in the sense that most territories witness not just in- or out-migration, but usually a mix of both.

Do you want to know more about challenges and potential opportunities that migrants may encounter throughout the migration process? Go to Core Module, Topic 1.
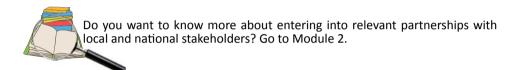
The provision of services at the local level can be threefold:

- bringing services to the local level that are available at the central level: this builds on national policies that are in place but lacking concrete expression at the territorial level;

- creating tailor-made services to respond to the local context;

- extending existing services to make them relevant/available for migrants and their families.

Local authorities can therefore liaise with national authorities to decentralize/devolve services, but also to create services or support the creation/extension of services by third parties (civil society, the private sector…), thus entering into relevant partnerships with local and national stakeholders.

Do you want to know more about entering into relevant partnerships with local and national stakeholders? Go to Module 2.
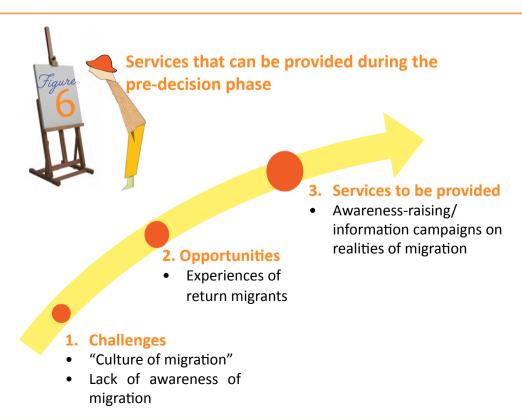
Services that can be provided in territories of origin are diverse, and aim mainly to make the migration experience more positive, or the reintegration more effective and successful. Local authorities may also set up internet-based platforms for diaspora members, linking them to their home territory.

Let us analyze the services that can be provided during the various phases of the migration cycle:

The pre-decision phase

Figure
6

Services that can be provided during the pre-decision phase

3. Services to be provided
- Awareness-raising/ information campaigns on realities of migration

2. Opportunities
- Experiences of return migrants

1. Challenges
- "Culture of migration"
- Lack of awareness of migration

Challenges

A "culture of migration" appears, wherein a large proportion of the population automatically chooses migration but without being aware of its reality, nor of the existing alternatives.

Opportunities

Return migrants are well informed as to the realities of migration.

Services that can be provided

Local authorities can organize information/awareness-raising campaigns on the realities of migration. This implies partnership with a wide range of actors, from return migrants (who can bear witness to the reality of migration), to the local media (who can disseminate the information), together with other local civil society actors. The establishment of such information campaigns requires a prior mapping of migration trends in the locality, which can be undertaken in partnership with universities and other local educational institutions. The participation of a wide range of actors, and their visibility in the campaign, reinforce its credibility and effectiveness. Information campaigns can also inform prospective migrants about additional existing services, available before departure.

Pre-departure phase

Figure 7

Services that can be provided during the pre-departure phase

3. Services to be provided
- Pre-departure orientation/training
- Fair recruitment
- Skills development and certification

2. Opportunities
- Provide prospective migrants with knowledge of their destination

1. Challenges
- Migrants lack necessary information on the country of destination
- Migrants may be in very low-skilled jobs

Challenges
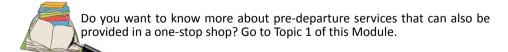
- Prospective migrants need to prepare their departure and employment abroad, but may lack the necessary information on the country of destination, on regular migration and on recruitment practices. They may therefore arrive in their territory of destination unprepared, undergo unfair recruitment practices, or turn to smugglers in order to be able to migrate.

- Migrants may find themselves in very low-skilled jobs, because they lack training or certification. They may likewise be pushed to migrate for the same reason.

Opportunities

- Services to assist prospective migrants with these challenges may exist at central level, but be unavailable at local level. The lack of availability may be physical, but may also result from a lack of information on the services that exist.

- Raising awareness/providing prospective migrants with knowledge on their targeted destination: migratory situation and existing regulations, formal and informal operation of the labour market and related opportunities/challenges, availability of services targeting migrants, or open to migrants as well as others.

Services that can be provided

- **Pre-departure orientation/training:** If pre-departure training and orientation are available in the country, local authorities may either organize its implementation within their jurisdiction, in cooperation with civil society organizations (CSOs) and other stakeholders, or outsource them and retain certain aspects (like providing enrolment services to allow participation of prospective migrants at the local level). This implies setting up agreements with organizations/institutions that provide pre-departure training and orientation, in order to organize enrolment and travel/accommodation of prospective migrants. Dissemination of information is key to the effectiveness of such enrolment services: local media may be pertinent partners in this endeavour. It is important to assess the main destination countries, as well as the existence of such services at central level. Pre-departure services can also be provided in one-stop shops, also known as Migrant Resource Centres.

Do you want to know more about pre-departure services that can also be provided in a one-stop shop? Go to Topic 1 of this Module.

- **Fair recruitment:** More and more States set standards and regulations for fair recruitment, license recruiting agencies and provide services for recruitment abroad. This is an issue tackled at the national level, in countries both of origin and destination. However, enforcement of regulations may sometimes lie at subnational level. In any event, information on fair recruitment highly benefits potential migrants.

- **Skills development and certification:** Most countries possess standards for skills certification and skills development, as well as related curricula and schooling. However, even when vocational training programmes exist at provincial level, they may not always be easily accessible by the population of rural areas or small urban centres, who may not always be in a position to leave the villages for training. However vocational training can be brought to rural areas, for instance through mobile training units, and be delivered in accordance with the constraints of rural life. The establishment of this kind of service requires careful labour market assessments, as well as a great deal of logistics. Partnering with civil society organizations or international organizations for technical assistance can be of great value in this context, and can also allow broad geographical coverage.

VSDP in Myanmar

In 2014 the Swiss Agency for Development and Cooperation (SDC) initiated the Vocational Skills Development Programme (VSDP) in two states in South-eastern Myanmar. The programme is implemented by the NGO Swisscontact. One of the components of the programme, implemented in partnership with the IOM, is the provision of mobile vocational training for vulnerable segments of the population, located mainly in rural areas. Both provinces are characterized by massive outflows of migrants to Thailand.

Therefore the Local Vocational Training (LVT) component of the VSDP – in close coordination with local authorities at the local (state) level, as well as with local NGOs – seeks to provide mobile vocational training directly at the village or township level. This looks to equip the beneficiaries with appropriate skills and certifications that aim to both enhance their employability locally, as well as to increase the quality of their periods of employment while abroad. The programme will build on existing institutional structures (schools, etc.) and partner with them to develop the curricula and implement the activities effectively on the ground.

See also:
http://www.sdcmekong.org/tag/technical-vocational-education-training/

Migration phase

Services that can be provided during the migration phase

Figure
8

3. Services to be provided
- Electronic portals providing information on business opportunities and the labour market at the territorial level

2. Opportunities
- Diaspora members have great potential for local development through contributing to local planning, investment or skill transfers

1. Challenges
- Migrants lack the necessary information to invest at home
- Migrants are unaware of job availability
- Migrants' families struggle due to the absence of the family member

Challenges

- Migrants abroad may sometimes be willing to invest in their home territory. However it is not always easy to gather all the necessary information on investment opportunities and forms, incentives that exist, etc.

- Migrants abroad may also wish to go back home to work, but it may be difficult to assess the availability of jobs. Young migrants who went abroad for studies, or long-term migrants facing the consequences of the economic crisis in destination countries – while opportunities increase in their countries of origin – may find themselves in that situation.

- Migrants' families may face huge challenges due to the absence of a family member. In extreme cases, families are left completely alone with no revenue, in addition to the social and emotional cost for family members, especially minors.

Migrants' families left behind in Moldova: the project for "Strengthening community-based support to multigenerational households left behind by migration in Moldova"

The project – implemented within the framework of JMDI Phase I – aimed at raising awareness among policy-makers and service providers at all levels as to the vulnerability of migrants' families, increasing the capacity of civil

society and state authorities to provide them with effective support, and enhancing intergenerational links between older caregivers and children. A new category was addressed in this initiative, in something that was totally different from what existing migration initiatives do: families made up of children and older people left behind by migrant parents, known as multigenerational households. The specific objective of this project was to protect the rights of migrants' families in Moldova by strengthening the capacity of older citizens, NGOs and state authorities to support multigenerational households.

The project contributed towards the achievement of three main results:

1. **Improved awareness among policy-makers and service providers at all levels as to the vulnerability of migrants' families.**

The action mobilized existing networks of older volunteers to collect data from 600 to 650 vulnerable households in ten communities across Moldova, through regular home support visits. This was accompanied by a study at the national level.

2. Increased capacity of civil society networks and state authorities to provide effective community-based support to migrants' families.

Around 215 older volunteers paid regular home visits to those households identified as most vulnerable in their communities, and worked with local authorities to ensure that they had access to information on their rights, and to assistance from service providers in key areas such as health, chidcare and education.

3. Enhanced intergenerational solidarity between older caregivers and children left behind.

This project used small grants to bring older and younger people together for intergenerational initiatives at community level in each of the ten project areas. A total of 448 demonstration activities were conducted in the project, of a wide variety: discussion clubs; grandparents' school; handicrafts; community theatre; educational study groups; excursions to the theatre, museum and zoo; sporting competitions; planting trees and flowers; exhibitions of vegetables and handicrafts, etc.

The project's sustainability was based on working with existing structures, both governmental and community-based, and seeking to enhance both their understanding of the problems faced by migrants' families, and their ability to address them within existing resources.

Opportunities

Diaspora members have great potential for local development through contributing to local planning, investment or skills transfers. Diaspora members who have the willingness and are able to do so greatly benefit from services that enable them to make informed decisions.

Services that can be provided

- Electronic portals offering **information** on business opportunities and the labour market can be developed at the territorial level. Their development requires careful assessment of the current socio-economic situation of the territory, but also an updating mechanism, needed in order to ensure the long-term effectiveness of the service.

In addition, such portals have to be visible to diaspora members, and therefore must build on partnerships with diaspora associations and umbrella groups, as well as with similar services provided at the national level. Indeed, a good visibility strategy is key to ensuring the success and usefulness of such websites.

- Local authorities can also provide social services to families left behind. These can range from the provision of shelters, to labour market integration. However it is important to keep in mind that when these services exist, they should not be open solely to migrant families, but also to single mothers or widows who may face the same challenges as families left behind.

Example 4

BaLinkBayan website, Philippines

A play on the Filipino word balikbayan (a returning overseas Filipino), *"BaLinkBayan"* is a means to connect overseas Filipino individuals and communities back to the Philippines, through the Diaspora to Development (D2D) programme of the Commission on Filipinos Overseas (CFO). This program promotes and supports diaspora-driven initiatives such as investment, philanthropy, and technology and skills transfer.

One of the critical roles of Philippine governments (both national and local) at present is to widen and sustain the enabling environment that will facilitate and maximize migration for development. One example of this is *BaLinkBayan[3]*, a one-stop portal for Filipino diaspora engagement, particularly in: diaspora investment and entrepreneurship with diaspora philanthropy; and skills, expertise and technology transfer and exchange.

---

[3] http://www.balinkbayan.gov.ph

With the advent of technology and the exponentially increasing information overload, a migrant needs reliable, comprehensive and up-to-date information about matters ranging from investing in his/her home town or remitting money, to sharing his/her knowledge and competencies. The website will act as gateway for overseas Filipinos to access valuable business and investment information back in their home towns.

Still an ongoing process, the portal at present contains three sections: "Start a business", "Donate and volunteer" and "Access government on-line services" – which has two subsections – business permit licensing and real property tax queries.

Under *BaLinkBayan* the Naga City website enables online transactions for OFs who will be able to download their property disclosure statement forms and directly pay their tax due to the city. The provision is in process of a menu of priority city projects that they can choose to support, such as education or scholarships and the ongoing revitalization of Naga River.

In the province of Ilocos Norte, online business permit querying is already available through the portal, with provision of business permit applications in process.

POINT FOR REFLECTION
WOMEN LEFT BEHIND AND THE
CHALLENGES THEY FACE
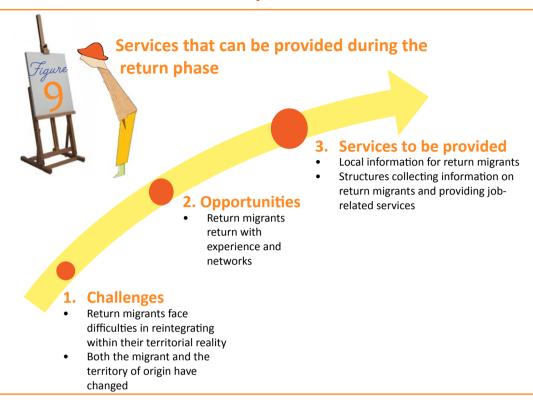
When mothers and fathers migrate, they must make arrangements with family at home, often aging grandmothers, to take on care of the children left behind. Migration presents a challenge – reorganization of care responsibilities – but also an opportunity, as remittances are used to improve living conditions and opportunities for children and other family members.

With the support of the feminist organization SISMA Mujer, Colombian migrant women in Valencia, Spain addressed the need for local childcare services by investing collective remittances in the establishment of a multiservice care cooperative in the Department of Risaralda, Colombia. This is an example of how to take women and children's needs into account, provide a social service, and also generate employment for other women at local level, while promoting the consolidation of migrant women's role as local development actors in their community of origin[4].

Can you think of a similar initiative in your own context that addresses both the challenges faced by family members staying at home while working parents migrate, as well as the opportunities offered by migration?

[4] Petrozziello, Gender on the Move, 2013, p. 96

Return phase

Services that can be provided during the return phase

Figure **9**

3. Services to be provided
- Local information for return migrants
- Structures collecting information on return migrants and providing job-related services

2. Opportunities
- Return migrants return with experience and networks

1. Challenges
- Return migrants face difficulties in reintegrating within their territorial reality
- Both the migrant and the territory of origin have changed

Challenges

- Return migrants may encounter difficulties in reintegrating within their territorial reality, due to long absences or to the loss or weakening of networks. Beyond implications in terms of culture and habits, they often face difficulties in accessing credits, especially when they have no possessions, since they lack collateral to secure the credit.

- The migrant has changed, and the territory of origin has also changed.
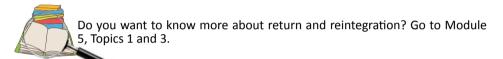
Opportunities

- Return migrants who go back to be part of their home territory's labour market bring with them much more than their ability to work – they also bring experience and networks. These can constitute assets for the local economy. Successful reintegration is a key factor in leveraging their potential and – when given adequate accompaniment – will provide a specific added value to local development dynamics.

Services that can be provided

- Similarly to the services for diasporas mentioned above, local authorities can produce information for return migrants, including information on the labour market, on business opportunities and on access to credit.

- Structures looking to collect information on the situation of return migrants, and to provide services such as job matching, skills certification, etc., may be very helpful for successful reintegration.

- Services looking to build the capacity of return migrants to increase the chances of their socio-economic reintegration.

Do you want to know more about return and reintegration? Go to Module 5, Topics 1 and 3.

Example 5

A variety of examples provided by the OECD[5]
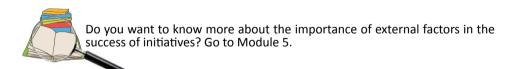
The publication of the Organisation for Economic Co-operation and Development (OECD) entitled *Coping with emigration in Baltic and East European countries* provides several examples of initiatives aimed at enhancing reintegration. Some of these were driven by local authorities.

From among these we can mention the following examples in Poland:

- *Opolskie voivodship – Here I Stay,* is a programme initiated in 2008 by the self-government of the Opolskie voivodship [province] and the Regional Labour Office in Opole. The main goals were to increase work and educational opportunities in the region and encourage the return of people working abroad. Target groups were graduates, unemployed persons and persons residing and working abroad

---

5 OCDE, Coping with Emigration in Baltic and East European Countries, (2013)

(mostly in the United Kingdom, Germany and the Netherlands)."[6]

- *"The 12 cities. To go back, but where to?"* introduced in 2009 by Poland Street (a London-based Polish diaspora organisation), was one of the most ambitious initiatives to encourage return, drawing much media attention. Twelve Polish cities were to be promoted in London through monthly presentations covering different aspects relevant to return migration, such as potential for individual development, educational and labour market opportunities and business opportunities. Meetings were open to the public and aroused much interest in the United Kingdom. Unfortunately, the programme was abandoned shortly after its inception due to the deteriorating economic situation in Poland.[7]
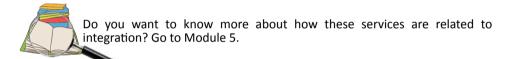
The author mentions that these programmes were not necessarily successful, due to a lack of evidence based on Polish returnees and due to a lack of precise evaluation mechanisms. The second example also shows the importance of external factors – the economic situation in this case – in the success of initiatives.

Do you want to know more about the importance of external factors in the success of initiatives? Go to Module 5.

---

[6] P. grat Kaczmarczyc, "Matching the skills of return migrant to labour market needs in Poland", in ECD, Coping with Emigration in Baltic and East European Countries, 2013, p. 122
[7] Ibid.

2. SERVICES IN TERRITORIES OF DESTINATION
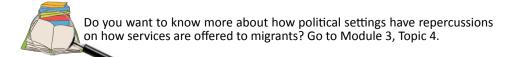
Services that can be provided in territories of destination essentially target migrants who arrive and stay in the territory, although they can impact the whole migration process, or be conceived of as stimulating/orienting targeted migrants for "local to local" investments between their territory of origin and the community of destination (cf. the "Point for reflection" below). Most of these services are related to integration and to the empowerment of migrants and their families.

Do you want to know more about how these services are related to integration? Go to Module 5.

The provision of services for migrants and their families is key in establishing a framework of enabling conditions in which migrants' contribution is enhanced, both in the territories of destination (participation in the labour force, paying taxes, etc.), and in the territories of origin.

In this context, there is a range of possibilities for offering targeted services to migrants. These depend on local conditions and national regulations. Find some of them below, related to specific challenges.

Political settings related to the integration of migrants in destination territories have obvious direct repercussions on how services are organized and on how migrants are targeted by them (for example, a migrants' council set up as part of the local administration will facilitate the design and setting up of services that more effectively include migrants, in addition to the ones specifically targeting migrants).

Do you want to know more about how political settings have repercussions on how services are offered to migrants? Go to Module 3, Topic 4.
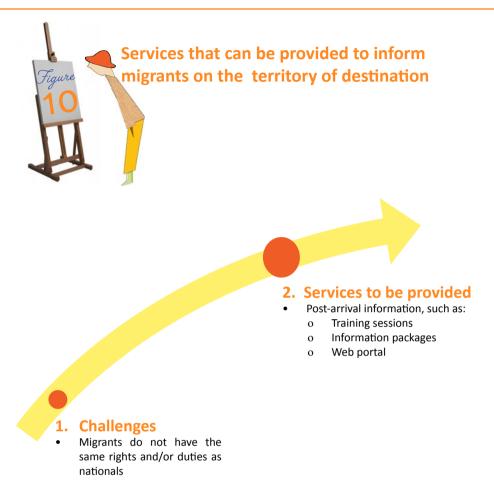
POINT FOR REFLECTION
BUILDING ON THE NEED FOR SERVICES FOR MIGRANT WOMEN

Health services that go beyond emergency care are often challenging for migrants to access, even in host countries that offer broad coverage and public access to services. This is particularly true for migrant women's access to sexual and reproductive health services, thus affecting access to family planning, prenatal and childbirth services, and methods for prevention of sexually transmitted infections (STIs). At the local level, efforts can be made to train health service providers in gender sensitivity and their patients' cultural backgrounds, potentially in collaboration with migrant women's organizations, in order to tailor their services, conduct outreach to migrant women and families, and/or make services more accessible and culturally sensitive.

Can you describe some initiatives that have been developed in your own territories to facilitate women's access to public or private health services?

Information on the territory of destination

Services that can be provided to inform migrants on the territory of destination

Figure 10

2. Services to be provided
- Post-arrival information, such as:
  - o Training sessions
  - o Information packages
  - o Web portal

1. Challenges
- Migrants do not have the same rights and/or duties as nationals

Challenges

- Most often migrants do not enjoy the same rights and/or do not have the same duties as nationals. Newly arrived migrants may face complex administrative burdens and feel lost in their new locale, due to not being aware of their rights and duties, nor of the services available for them.

Services that can be provided

- **Post-arrival information:** This can consist in training events organized periodically, as well as information packages containing details on administrative entities, available services, housing, and all the information of relevance to easing the difficulty of arrival. For instance, this can take the form of a dedicated Web portal providing access to all of the necessary information. Associating diaspora associations with the development of such tools can be critical in ensuring their effectiveness, as diaspora members have a more precise vision of the challenges encountered upon arrival. Moreover, this allows direct ownership by migrants, as well as the inclusion of information related to diaspora communities, associations, events, etc.

Example 6

Telefono Mondo, Lombardy Region in Italy

The Italian Constitution delegates legislative responsibility to the provinces in the areas of social services, assistance policies and integration.

Within this framework, services have been created to foster integration. For example, Telefono Mondo *(world telephone)* is a free telephone service that provides information to migrants in several languages (Albanian, Romanian, Arabic, French, English, Chinese, Spanish and Urdu). It offers information on where to go and what to do regarding residence permits, work, social rights, studies, citizenship, family reunification and asylum. The phone line also provides migration-related information for public service operators, social service providers, associations and employers.[8]
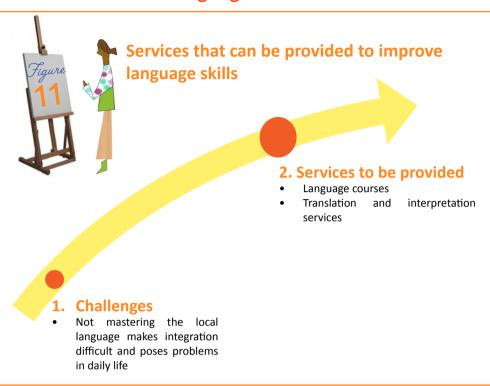
For more information: http://www.telefonomondo.it/

---

[8] Summarized from information at http://www.famiglia.regione.lombardia.it/cs/Satellite?c=Page&child-pagename=DG_Famiglia%2FDGLayout&cid=1213476625648&p=1213476625648&pagename=DG_FAMWrapper, accessed 12.2.2014.

Services that can be provided to improve language skills

Figure
11

2. Services to be provided
- Language courses
- Translation and interpretation services

1. Challenges
- Not mastering the local language makes integration difficult and poses problems in daily life

Challenges

- Language is often an important issue for migrants and their families. Not mastering the local language makes integration difficult, and poses problems in most of daily life: visits to the doctor, shopping, finding information, etc. Migrant spouses, following a partner who obtained a job, do not easily find employment without appropriate and certified language skills.

Services that can be provided

- **Language courses:** Local authorities can create – or support the creation by civil society organizations – of affordable language schools bringing trainees to a good (certified) level. Several models exist for this, usually co-funded by local authorities and trainees. Some schemes apply a fee proportional to salary earned, while others limit participation to workers with lower income, considering that those earning high incomes can afford private courses. Some language

schools provide spaces to care for the children while parents are learning.

- **Translation/interpretation services:** Local authorities can train certified translators from the diasporas, who can then be hired to assist migrants with administrative or other tasks. Local authorities can also fund multilingual translation services, providing translators on demand. Here as well, close cooperation with diaspora associations is key.

The website milano.italianostranieri.org, Milan Italy

Since 2012 skills in the Italian language constitute a precondition for renewing a residence permit, once a migrant has stayed five years in Italy. For this reason the Municipality of Milan, Italy decided to create an online multilingual map presenting the opportunities for attending Italian courses.

The website http://milano. italianostranieri.org is the result of this initiative. It provides information on the training on offer and the possibility of searching for courses according to cost, schedule or level required.
It is presented the following way on the website:

"The site milano.italianostranieri.org comes from a need to clearly present all the Italian language courses available to foreigners in Milan, so as to allow the foreign resident to find the most suitable course. This initiative has been supported by the City Council of Milan through its

project *Integration access and its management at local level*, financed by the Ministry of Labour and Social Policies – General Directorate for Immigration and Integration Policies.

Recent rule changes (in particular the Integration Agreement) created a very tight link between the level of knowledge of the Italian language and the renewal and issue of stay permits very tight. Hence, the need to create an online map that allows the foreign resident to orientate him/herself within the environment of Italian courses.

The site will be filled directly by Italian schools, who will be able to update their offers, and upload their own materials, videos and photographs of their activities inside their profiles.

Italianostranieri.org is part of a larger project that aims to build a dedicated service for foreign residents who have just arrived in Milan, in order to help them orientate themselves simply and adequately within the public services, facilitating their process of settlement in Milan."[9]

---

[9] http://milano.italianostranieri.org/en/pages/about.

Services that can be provided to promote diversity

2. Services to be provided
- Native language courses
- Multilingual libraries
- Promotion of diaspora associations

1. Challenges
- Losing native language and culture
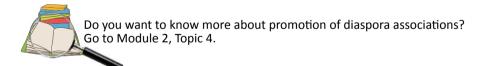
Challenges

- The native language can be lost by migrant children, especially in its written form. This raises several issues, from the loss of an important component of identity, to difficulties in communicating with relatives in the home country. Moreover, second-generation diaspora members may want to migrate back to their home country, and in this case language skills become a decisive asset. In general migration holds the risk of slowly losing contact with the reality of the home country, which is an undesirable outcome for anyone. Language however is only one facet of diversity. Living together also means leaving spaces to experience diversity, a feature often promoted by diaspora associations.

Services that can be provided

- **Native language courses:** Similarly to that which was described above, local authorities can support the establishment of native language courses for second- or third-generation migrants. This kind of initiative is usually organized by migrant organizations or by individual migrants. Local authorities can provide premises for those courses, as well as including information on the existence of such courses within their own communications.

- **Multilingual libraries** can be an asset in promoting diversity and smooth integration, by offering books in several languages. They often function as associations, where members pay an annual fee. The provision of books can be ensured by migrants who travel back home and are allocated a budget to buy them. Similarly, books may be donated by members. This kind of library also provides a meeting space where migrants from the same country can meet.

- **Promotion of diaspora associations** is very important in dealing with diversity. Although this is not done through the provision of services as such, it is a cross-cutting dynamic worth exploring. This promotion can be done through involvement of diaspora associations in several local issues, or by organizing events highlighting the diasporas and giving them a voice.

Do you want to know more about promotion of diaspora associations?
Go to Module 2, Topic 4.

Example
8

Lived diversity, Vienna, Austria

The EU-MIA (European Migrant Integration Academy) is a research-based cooperative learning and training initiative. It was funded with support from the European Union and implemented by the ITC-ILO, the Centre on Migration, Policy and Society (COMPAS) at the University of Oxford, and the International and European Forum on Migration Research (FIERI).

It has mapped several integration initiatives in Europe. Among these we can mention the "Lived Diversity" initiative of the City of Vienna in Austria.[10]

It is an initiative created by the city and implemented by Wohnpartner, the social housing provider in Vienna. The initiative aims at addressing the issues resulting from the increase in migrant population within social housing (from 9% in 1995 to 45% in 2008). It is organized around two central strands: initiatives on the housing estates, and the employment policy of Wohnpartner.

On the estates activities are organized around three strands:

• community outreach;

• conflict management;

---

[10] http://www.eu-mia.eu/cases/vie_infosheet

- networking and cooperation.

The employment policy focuses on building on the diversity of the employees:

- in 2013, one-third of the 151 employees were from a migrant background, with 19 languages spoken and with 29 different professional backgrounds;

- the employees are organized around nine neighbourhood teams. in order to build on proximity to the estates;

- development and learning are priorities for Wohnpartner; each year employees work around a different theme, ranging from general themes related to integration, to specific issues faced by given communities.

Promoting initiatives benefiting migrants

This last item does not respond to any particular challenge. Indeed, a whole range of people, organizations, associations or start-ups – not necessarily from a migrant background – may develop initiatives that ultimately benefit migrants. They may ask for support from the local authorities, even if they are not involved in the promotion of these initiatives. Paying attention to the migration components of initiatives for which local authorities' support is asked may be an asset in the establishment of enabling conditions.

These initiatives may range from the organizing of multicultural events, to the creation of start-ups for remittance price comparison: their diversity is virtually unlimited.

POINT FOR REFLECTION
ORIENTING "LOCAL-TO-LOCAL" INVESTMENTS THROUGH TERRITORIAL PARTNERSHIPS

We use the term "local-to-local investments" to refer to economic activities often carried out by migrants that leverage the opportunities generated by connecting host and territories of origin, using the demand/supply of locally produced goods or services in a reciprocal manner. Sometimes the demand for such goods and services in territories of destination is boosted at the start by existing diasporas.

Can you think of any initiative in the field of "local-to-local"?

One acknowledged example of this local-to-local form of cooperation relates to "nostalgia products" that are distributed with good success in many host countries/territories.

The role of LRAs is strategic in this field, since they can promote, set up and/or support this form via the political will and coordination of the involved parties (e.g. Chambers of Commerce and producers' associations) in order for orientation services to be operational and effective at territorial level.

Moreover, institutional umbrella agreements between LRAs from territories of origin and destination provide a cooperation framework that in itself greatly facilitates this form.

KEY LEARNING POINTS

- **Services addressing challenges and opportunities** experienced by migrants should be made available throughout the migration process.

- The provision of services at the local level can be threefold:

  o bringing services to the local level that are available at the central level: this builds on national policies that are in place but lack concrete expression at the territorial level;

  o creating tailor-made services to respond to the local context;

  o extending existing services to make them pertinent/ available to migrants and their families.

PROMOTING AND ENGAGING MIGRANT ORGANIZATIONS

Index

Learning objectives

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

- explain what migrant organizations are;

- recognize the importance of engaging migrant organizations;

- design mechanisms for effective engagement of migrant organizations.

Introduction

Migrant organizations constitute key interfaces between migrants and other local entities from civil society and the administration. Supporting and engaging them is of great value in local development processes, in both territories of origin and destination, as it permits unlocking the potential of a much wider proportion of the migrant communities.

This topic will highlight the rationale for engaging and empowering migrant organizations, as well as effective ways to do so.
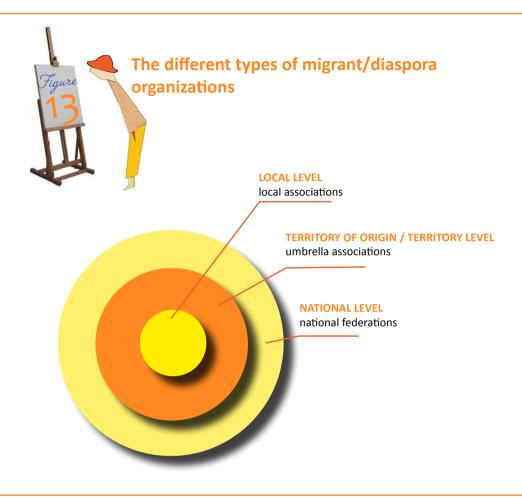
1. WHAT ARE MIGRANT/ DIASPORA ORGANIZATIONS?

Migrants from a similar territorial background often organize into associations in their territory of destination. These associations are not only a space for conviviality, but often aim at responding to the specific needs and concerns of their members, and are therefore active in advocacy and/or in facilitating access to information and services. Some organizations also look to participate in the development of their territory of origin.

Migrant organizations can take several forms and sizes, grouping persons according to various criteria, from citizenship to local origin, religion, gender, profession, shared interests, or simply the fact of being a foreigner.

As a function of the size and distribution of organizations, we can distinguish between:

- **associations,** which are active at the local level (city, province, etc.);

- **umbrella associations,** which group associations according to common criteria, such as home country/territory. These can be active at the local, supra-local or national levels. They are smaller in number than simple associations, but their memberships are much larger;

- **national federations,** which group associations and umbrella associations, and are active at the national level.

The different types of migrant/diaspora organizations

Figure 13

LOCAL LEVEL
local associations

TERRITORY OF ORIGIN / TERRITORY LEVEL
umbrella associations

NATIONAL LEVEL
national federations

If it cannot be said that individual migrants are necessarily actors in M&D (some of them are simply not interested or willing to be engaged), migrant associations constitute potentially key actors, for different reasons and offering different **opportunities**:

• the fact that organizations are created implies involvement by their members and the sharing of common views/objectives;

• associations promote discussions among members, which may lead to joint initiatives;

• associations seek visibility and partnership. They are therefore often easily identifiable, and are prime dialogue partners for other entities (including local/national authorities) that would like to engage with them.

On the other hand, migrant associations may face several **challenges:**

- a lack of funding may limit their activities and involvement;

- this may result in a lack of visibility and recognition;

- associations willing to engage in the development of their territory of origin may lack the capacities to develop projects and raise funds.

Challenges and opportunities faced by migrant/ diaspora organizations

Figure 14

CHALLENGES
- A lack of funding limits activities and involvement
- A lack of funding limits visibility and recognition
- A lack of capacities to develop projects and raise funds

OPPORTUNITIES
- Members usually have common views/objectives
- Discussions may lead to joint initiatives
- Associations are easily identifiable dialogue partners for other entities
- Associations gather migrants from the same background

Local authorities in territories of destination have a large role to play in engaging migrant associations, through assisting them with the challenges they face (enabling) as well as promoting their participation (empowering). They also benefit from the presence of migrant associations in their territory, as the latter greatly facilitate dialogue between local institutions and migrant individuals/communities aimed at social cohesion and integration.

On the other hand, local authorities in the territories of origin greatly benefit from setting up and maintaining dialogue with their diasporas, as well as setting up pertinent services to effectively engage diaspora associations in local development.
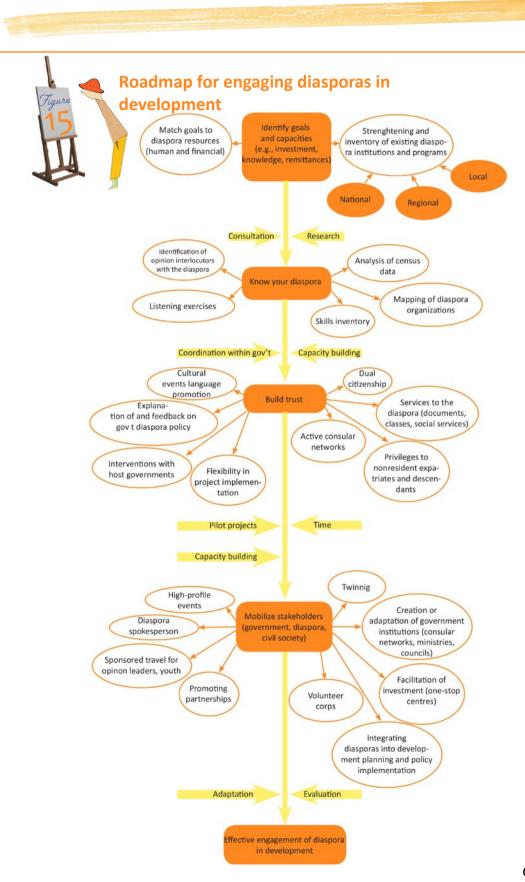
2. WHY ENGAGE MIGRANT ASSOCIATIONS?

Migrant associations are by definition located in territories of destination, but their contribution spreads well beyond, and can be substantial in territories of origin. Local authorities play an important role in engaging them. This is a growing trend, especially in countries and territories exposed to a flux of return migrants due to the economic crisis in host countries, and/or improving conditions at home. There are several reasons why it is particularly interesting to engage with migrant associations:

- **promotion of integration in territories of destination**: Migrant associations are aware of the particular challenges faced by migrants in territories of destination, and often possess the networks to address these challenges. This makes them important intervening parties for the provision of integration services. Indeed, migrant associations are part of wider associative networks present in territories of destination, and can engage in the provision of specific tailor-made services. Moreover, when they organize events to share information or bring migrants together, they also provide a platform allowing non-migrants to get a better view of their identity and culture;

- **in this sense, migrant associations are actors for building the social fabric.** By enhancing the visibility of the communities they represent, they also contribute to giving them a particular place in their territory of destination. As a consequence, they also promote an enhanced perception on the part of the native-born community around cultural diversity, its challenges and its opportunities;

- when it comes to the **development of their home territory,** migrant associations can create bridges, partner with civil society and/or LRAs or even the central government in the territory of origin , developing projects and initiatives. Bridge-building also relates to knowledge sharing, trade and investments (see the "Point for reflection" in Topic 2 of this module).

3. HOW TO ENGAGE DIASPORA ASSOCIATIONS?

In 2012 the IOM and MPI (Migration Policy Institute) issued a "roadmap for engaging diaspora in development"[11], targeting mainly the national authorities in the countries both of origin and of destination. The publication identified a series of elements making up pertinent strategies for diaspora engagement, summarized in the figure following.

---

[11] IOM/MPI, Agunias, D. R., Newland, K.: Developing a road map for engaging diasporas in development: a handbook for policymakers and practitioners in home and host countries; 2012

Roadmap for engaging diasporas in development

Figure 15

- Match goals to diaspora resources (human and financial)
- Identify goals and capacities (e.g., investment, knowledge, remittances)
- Strenghtening and inventory of existing diaspora institutions and programs
  - Local
  - National
  - Regional

Consultation — Research

- Identification of opinion interlocutors with the diaspora
- Know your diaspora
- Analysis of census data
- Listening exercises
- Mapping of diaspora organizations
- Skills inventory

Coordination within gov't — Capacity building

- Cultural events language promotion
- Build trust
- Dual citizenship
- Explanation of and feedback on gov t diaspora policy
- Services to the diaspora (documents, classes, social services)
- Active consular networks
- Interventions with host governments
- Flexibility in project implementation
- Privileges to nonresident expatriates and descendants

Pilot projects — Time

Capacity building

- High-profile events
- Twinnig
- Diaspora spokesperson
- Mobilize stakeholders (government, diaspora, civil society)
- Creation or adaptation of government institutions (consular networks, ministries, councils)
- Sponsored travel for opinon leaders, youth
- Promoting partnerships
- Volunteer corps
- Facilitation of investment (one-stop centres)
- Integrating diasporas into development planning and policy implementation

Adaptation — Evaluation

Effective engagement of diaspora in development

69

The first two steps – "*Identify goals and capacities*" and *"Know your diaspora"* – are fundamental. They imply:

- defining local development priorities and the way in which diasporas can participate to achieve them;

- collecting pertinent data allowing effective engagement of diasporas.

Let's now take a closer look at the following steps: "**Build trust**" and "**Mobilize stakeholders**", both of which are key factors in successful promotion and engagement of migrant organizations.

Do you want to know more about these two steps? Go to Module 1, Topics 2 and 3.

Figure 16 Building trust and mobilizing stakeholders to promote and engage migrant organizations in territories of origin and destination

Building trust

Develop communication and information, and institutionalize the link with the diaspora

Support and promote the recognition of migrants

Territories of origin

Territories of destination

Institutionalize the link with the diaspora

Engage migrant associations in local and transnational activities

Mobilizing stakeholders

Building Trust

Trust is a *sine qua non* condition for any successful partnership. This is also true within the framework of the relationship between local authorities and migrant associations. As mentioned in the IOM/MPI handbook,[12] too often, diasporas have felt that country-of-origin governments see them simply as cash cows, while some country-of-destination governments see diaspora groups demanding support on the basis of weak capabilities to deliver on mutual objectives". Building trust implies that all parties feel the value that they derive from their relationship.

In territories of origin

In **territories of origin** trust building is essentially rooted in policies and legislation developed at the national level, such as those on dual citizenship, tax incentives, access to social services, etc. However, the local level has a very important role to play, especially through *information and communication, as well as through institutionalizing the link with the diaspora.*

---

[12] Ibid., p. 29

In the present day, communication and information can be easily achieved through Web services such as:

- websites to inform diasporas about the local needs and opportunities, and the ways diasporas could participate in local development and local development planning;

- websites to allow local civil society organizations to be in touch with diaspora associations abroad.

Example 9

ARD Sedhiou attracts investments from migrants[13]

In Senegal's Sedhiou region the Regional Development Agency (ARD) has initiated the drawing up of an integrated (multisectoral) development plan, with emphasis on LED. It highlights specific areas open for investment by individual migrants and diaspora associations, consistent with locally identified development priorities. The specificity of this initiative is that migrants can contribute not only towards direct investment within already-identified priorities, but also to the identification and planning of development initiatives, combining the local perception of priorities with the enhanced vision migrants may have due to their migratory experience.

A web platform was created to achieve this aim: the Help Office for Migrants (HOM) platform. Thanks to this platform, migrants' projects can benefit from the support of the ARD and of its partners to get their ideas into concrete form.

The institutionalization of the link with diasporas may also imply the creation of a local institution in charge of them. Ideally this is better done in a decentralized context, but the example of China below shows that this is not an imperative.

Example 10

Setting up of local institutions in charge of diaspora affairs[14]

China has one of the most extensive networks of local diaspora offices. The SCOCAO (*Overseas Chinese Affairs Office of China*) is present in 30 provinces as well as in some cities and towns across China. Although local diaspora offices get their overall policy direction from the central government office, they function with relative independence, and are allowed to adopt innovative methods to attract diaspora investments.

For example, since 2004 the Economic and Technology Division of the Overseas Chinese Office of the Shanghai government has strengthened alumni associations in the United States for all of its universities. The goal is to inform Chinese graduates living in the United States about business and research opportunities in Shanghai. The central government calls together the local diaspora offices each year to coordinate implementation of national diaspora policies.

Some states in **India** have diaspora offices, with the most active being found in Kerala and Gujarat. The Kerala government created the

Department of Non-Resident Keralites' Affairs (NORKA) in 1996, primarily to protect its migrant workers from abuse and exploitation. NORKA addresses complaints against illegal recruitment agencies, provides assistance to stranded Keralites, and facilitates the repatriation of bodies. It also runs an insurance programme for unemployed returnees, unskilled labourers and domestic workers.

In Gujarat, the (State) government created a Non-Resident Indian (NRI) Division within its administrative structure. A review of its objectives suggests a stronger focus on development. Using a database that identifies migrants' technical and professional skills, the NRI Division seeks to strengthen ties with Gujaratis abroad. For a five-dollar fee, the office also issues a "Gujarat card" to Gujaratis living in other Indian states and outside India. Cardholders receive special treatment at the Gujarat government office, and substantial discounts at local hotels and shops.

Similarly, in **Mexico** 29 of the 32 states, plus the Federal District, have established state-level offices or ministries that address migrant or expatriate affairs. They have a national coordinating secretariat. Local offices aim at strengthening cooperation on migrant protection, both within Mexico and abroad. For instance the coordinating secretariat has issued pronouncements reviewing proposals for Mexico's bilateral agreements that affect migrant welfare, and for the creation of an office in the United States that will strengthen Mexican–American grassroots organizations.
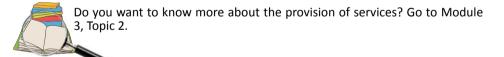
Local-level diaspora institutions are perfectly positioned to design programs in tune with home-country community needs and opportunities. With proper coordination, they can complement the activities of higher-level institutions and even share the cost of engagement. Diaspora members can also more easily monitor their contributions and investments at the local level, and more effectively hold their officials accountable, in turn increasing the likelihood of successful programs.

In territories of destination

In territories of destination the contact with diaspora associations is direct, as they are physically based within the territory. Trust building in territories of destination rests upon the recognition that migrants are an integral part of society, as well as the promotion of this recognition.

Trust building can be enhanced through various kinds of initiatives:

• creation of institutions or mechanisms aimed at dialogue with diaspora organizations. These can act as bridges between local diaspora organizations and (national) policy-making. See The Case study below as an example;

• provision of specific services, including services aimed at promoting diaspora initiatives;

• involving diaspora organizations in territorial cooperation initiatives, framed within agreements between sending and receiving territories ("territory-to-territory");

• funding/supporting cultural events to promote cultural diversity and foster integration.

Do you want to know more about the provision of services? Go to Module 3, Topic 2.

The Case

CANTON OF VAUD

Creating institutions or mechanisms to dialogue with diaspora organizations: the Vaudois path to integration

The way Vaud translated the strategic objectives into its own context not only looked to integrate the migrants within the canton, but also to make the **absolute equality in social, economic and cultural matters of all people in Vaud the overarching goal of the integration effort.** As mentioned previously, the engagement of civil society actors played an important role in this regard.

On the administrative side however, this also involves oversight of the programme by the migrants, who are at the same time its precise target. This function is taken on by a Canton-level Immigrants Consultative Committee (CCCI). The committee is a platform where immigrants are invited to discuss any and all immigration matters with state officials and the Swiss people, and thus influence the immigration agenda of the canton. The CCCI is independent of the BIC, which is only responsible for programme implementation, and is headed by the Canton-level Commissioner for Integration (responsible for all immigration policies and appointed by the canton).

In general the program is designed to cover all aspects of the integration process, starting with arrival in Switzerland. Non-state actors have a part to play in almost all of the integration steps.

- They co-develop the information provided upon arrival, through which they not only contribute to an important overview of Vaud's variety, but also make themselves and their support services visible to immigrants.

- Within the counselling element, they take part in setting out individual integration steps for each immigrant, and follow up on the information upon arrival.

- Within the anti-discrimination scheme, the BIC partners with NGOs that have historically been active in the field of fighting racism, such as the "Anti-Racism Department" (SLR).

- Associations and diaspora organizations provide valuable support, not only in language training but also in helping immigrants to deal with state services. Interpreters may accompany immigrants to their appointments and assist in the administrative processes.

The initiatives supported by the BIC are mapped by the bureau, which assists in project formulation. They are the object of yearly tenders. In this way civil society actors, including diaspora association, can propose their projects for funding.

All this is designed to create a **bottom-up movement in Vaud for the integration of incoming migrants.** A multi-stakeholder system has been created, through the establishment of a broad alliance in society for the integration effort. It ensures the effectiveness of the measures, sustainable sharing of the burden, and proper use of resources. In addition, the abovementioned mini-PICs give the integration policies a multi-level character that also contributes to the accuracy of the implementation process.

Example

11

A decentralized partnership between territories of origin and destination.

From April 2009 to April 2011, the JMDI project entitled *"Maximizing the gains and minimizing the social cost of overseas migration in the Philippines"* was implemented by Atikha Overseas Workers and Communities Initiative Inc. (Atikha Inc.), the Filipino Women's Council (FWC) and the Comitato Internazionale per lo Sviluppo dei Popoli (CISP).

PHILIPPINES

The project did capacity building for the migrants in Italy and the families left behind in the Philippines. It promoted financial literacy, savings and investment among migrants and families. The project worked on the particular migration corridor linking the Province of Batangas and Italy.

In order to maximize the potential of this migration corridor, Atikha, the FWC and the CISP explored the possibility of a twinning between the provinces of Batangas and Rome.

The FWC and the CISP held an initial discussion with the Governor of Rome, who expressed openness and enthusiasm for the partnership. On the other hand, Atikha also discussed the idea with the Governor of Batangas, who was equally positive about the partnership.

A Memorandum of Understanding was drafted and provided to both parties in January 2011, and areas for cooperation were discussed during events organized around the idea.

The following are the areas of partnership:

• promotion of investments (private, philanthropic and collective remittances);

- promotion of exchanges of experiences and study tours by officials and key staff on issues of common interest;

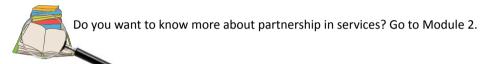- provision of social services for migrants and families in Batangas and Rome.

Unfortunately, due to the unexpected death of one of the stakeholders in the Philippines, and due to leadership transitions in both Rome and Batangas, the MoU could not be signed. This has to be seen as a lesson learned. The initiative could have come to fruition if:

- there had been a Committee on Twinning of the Provinces that engaged other government and private sector offices, not being dependent on individuals;

- the stakeholders had first secured a legal mandate or resolution on the signing of an MoU.

Timing of an agreement is very crucial. The partnership can be forged if the local chief executives still have the time to sign the agreement within their term of office.
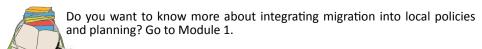
4. MOBILIZING STAKEHOLDERS

Once information about the diaspora is obtained, and trust built, engagement can be effective. Engagement can take different forms, but generally works in terms of partnership between local authorities and diaspora organizations, or between diaspora organizations and other civil society organizations.

Do you want to know more about partnership in services? Go to Module 2.

In territories of origin

While high-level political involvement depends on national governments, local authorities can actively promote the engagement of their diasporas. The institutionalization of the relations with diasporas as described above is certainly a very effective way to engage them. However this depends a great deal on budget considerations, and therefore on the level of priority given to diaspora engagement at the national and/or local level, as a function of the degree of decentralized governance the country enjoys.

Beyond institutionalizing the link with diasporas, the role of local authorities in territories of origin is one of coordination: this is the essence of mainstreaming – or integrating – migration into local policies and planning. Local authorities put together the institutional framework that will best accommodate what migrants and their organizations bring with their initiatives. They assess the situations in terms of needs and potentials, establish synergies between institutions, and define the modes of partnership with diasporas, as well as the way to integrate them into policy-making and planning.

Do you want to know more about integrating migration into local policies and planning? Go to Module 1.

Example
12

Agreement between ADEL Morazán, COTSA and the Municipality of Guatajigua[15]

On 20 August 2014 a cooperation agreement was signed between the Morazán Local Economic Development Agency (ADEL Morazán), the local government of Guatajiagua (Morazán Department) and the American Transnational Salvadoran Communities (COTSA) of Washington, Maryland and Virginia.

The general objectives of this agreement are:

- inter-institutional collaboration aimed at a better future for youth, through the establishment of alliances and;

- the generation of self-employment opportunities, as well as improvement of the endogenous potential of Guatajigua, through implementation of a youth association as well as an individual entrepreneurial initiative. Both are part of a previous agreement signed at the end of May 2014 by the JMDI and ADEL Morazán, within the framework of the project entitled "Youth undertaking their future in seven municipalities of the Department of Morazán, by means of self-employment to dynamize the local economy".

The first step toward reaching these objectives is the generation of knowledge on migratory dynamics in Guatajigua. Moreover, the entrepreneurial abilities of Guatajiguan youth should be strengthened in order to implement one cooperative and one individual enterprise through the use of technology. Enterprises should also be strengthened through their management and through the distribution of material, equipment and tools to develop productive initiatives and entrepreneurial services for realizing sustainable and effective business ideas.

---

15 From the Spanish text at http://www.adelmorazan.org/index.php/novedades/noticias/165-firma-de-convenio-entre-adel-morazan-cotsa-y-la-alcaldia-de-guatajiagua.html, accessed 12.2.2014.

In territories of destination

Migrant associations are physically located in the territories of destination, and local authorities can engage migrant associations in activities that are both **local** (within their jurisdiction) and **transnational.**

Within their own jurisdiction, local authorities can involve migrant associations in integration-related activities, as well as to extend their participation to the wider associative life of the territory. The following possibilities exist:

• engaging migrant organizations in dialogue. This can be done through implementation of platforms for dialogue between local authorities and migrant representatives. Dialogue is an important feature of trust building, and also allows the taking into consideration of the interests, viewpoints, potentials and difficulties of migrants in the design of policies;

• engaging migrant organizations as service providers within the framework of integration programmes. Specific services aimed at integrating migrants into the host societies can be implemented through projects developed by civil society. Migrant organizations are thus important actors within civil society, as illustrated by The Case study. Once the local integration policy is designed and its priorities set, a call for projects can be a good way to implement the policy. Of course dialogue with migrant organization is key in defining both the design of the policy, as well as its priorities;

• supporting/sponsoring events organized by diaspora organizations is a very effective way to build trust, as well as to communicate around migration within the destination society.

Example
13

The Switzerland-Africa dialogue event

In 1997, issues related to migration were coming to the fore all over Europe. At this time the head of the local Department of the Interior of the Geneva region in Switzerland, responsible for justice and police, in consultation with his colleagues at the local executive level, nominated 18 migrant representatives to represent the migrant communities during discussions on migration held within an ad hoc foundation gathering state and non-state actors around the topic of management of migration. One of the 18 representatives had the idea of replicating the event and creating the Switzerland–Africa Dialogue Event, which was quickly endorsed by the Geneva authorities as well as by several international organizations. The tenth edition of the Switzerland–Africa Dialogue was held in Geneva in 2013. On this occasion, the "*Podium for Africa*" programme was launched. It aims at enhancing dialogue and providing opportunities for partnerships involving the diaspora.

Migrant organizations are often engaged in **transnational activities**, for instance in partnerships with civil society organizations and local authorities in their territories of origin for the identification and implementation of development projects. Often funding and capacity constraints are the issues that may hamper the success of such ventures. Local authorities can assist this process by providing a direct link between migrant organizations and funding entities, as well as developing instruments aimed at building the capacities of migrant organizations for project cycle management, to support their engagement with partner organizations in their territories of origin .

Another more innovative form of involvement of LRAs in supporting diaspora organizations in a real partnership is through the abovementioned decentralized partnership between territories of origin and destination. (cf. the example of Italy and the Philippines above).

KEY LEARNING POINTS

- **Migrant organizations** are key interfaces between migrants and other local entities from civil society, as well as from the administration.

- **Migrant associations** are for various reasons potentially key actors, offering different opportunities:

    o the fact that organizations are created implies the involvement of their members and the sharing of common views/objectives;
    o associations promote discussions among members, which may lead to joint initiatives;
    o associations seek visibility and partnership. They are therefore often easily identifiable, and are prime dialogue partners for other entities (including local/national authorities) that would like to engage with them;
    o associations of migrants gather migrants from the same background.

- On the other hand, migrant association may face several **challenges:**

    o a lack of funding may limit their activities and their involvement;
    o this may result in a lack of visibility and recognition;

    o associations willing to engage in the development of their territory of origin may lack the capacities to develop projects and raise funds.

- There are various reasons why it is of great interest to engage with migrant associations:

    o promotion of integration in territories of destination;
    o building of the social fabric;
    o development of their home territory.

- **Trust building** and **mobilization of stakeholders** are key steps for diaspora engagement.

- In the territories of origin local authorities have a very important role to play, especially through **information and communication, as well as through institutionalizing the link with diasporas.**

- In territories of destination, trust building can take several forms:

    o creation of institutions or mechanisms looking to dialogue with diaspora organizations;
    o provision of specific services;
    o involvement of diaspora organizations in territorial cooperation initiatives;
    o funding/supporting cultural events.

PROMOTING POLITICAL PARTICIPATION AND ENGAGEMENT IN POLICY-MAKING

Index

Learning objectives

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

- take stock of the different mechanisms allowing migrants to be part of the political life of their territories of destination;

- describe the advantages related to the political participation of migrants;

- conceptualize mechanisms to allow the political participation of migrants in territories of origin.

Introduction

Legislation defining eligibility for political positions is usually set out at national level. Thus the role of local authorities in promoting the political participation of migrants lies more in the creation/promotion of institutions aiming to joint together migrants' voices and insert them into institutional processes. Indeed LRAs can innovate within the existing national regulatory frameworks by proposing intermediate solutions, as we will describe in this topic. Since the territorial level is where society actually interacts, it is the best level at which to create mechanisms to include migrants' voices in policy-making.

In this topic we will explore some of the possibilities for local authorities to promote migrants' participation in the political life of the territories. Migrants' involvement in the political life of a territory contributes to more inclusive societies, taking into account the challenges and opportunities brought about by migration.

1. CONSULTATIVE PROCESSES

Consultative processes are mechanisms that local authorities can put in place in order to gather the voices of migrant communities within the framework of policy-making. The rationale for such mechanisms is to provide a platform for dialogue between local policy-making and a section of the population – the migrant communities – that does not necessarily have the right to vote or to be formally represented within local governance structures.

There are several advantages to setting up such consultative bodies:

- **representativeness of voices:** Migrants do not necessarily have the formal right to vote, but can have the possibility of expressing their opinions within consultative institutional bodies that inform decision-makers, and therefore of participating in the democratic processes of their territory of destination. Where the percentage of migrants in the destination society is high, this also means that the voices heard within the institutions become more representative of the actual population;

- **thematic expertise:** When migrant representatives are called on to express themselves on topics related to migration and integration, they do so with specific contextual knowledge, thus adding value to the policy debate;

- **trust building:** Giving voice to migrant communities in local policy-making, albeit in a consultative manner, is an important component of trust building, and therefore of building good relations with migrant communities.

The creation of consultative bodies to effectively represent migrant communities should respond to the following criteria:

• their existence should be placed within a legal framework. In many European countries of destination, national legislation allows local and regional governments to set up thematic or ad hoc consultative bodies;

• their role within local decision-making institutions should be clearly defined;

• the forms through which they are representative of the whole migrant community should be clearly defined (election/nomination of representatives, consultation with migrant organizations);

• their role should encompass participation in policy-making in the field of integration in the widest sense of the word;

• their creation implies well-managed coordination mechanisms linking

migrants, migrant associations, decision-making bodies and civil society.

Lastly, consultative bodies may be of two distinct but not mutually exclusive natures:

- representing the entire migrant community, regardless of origin;

- representing a defined portion of the migrant community (based on origin).

The Case

CANTON OF VAUD

A consultative body to have an influence on local institutions in Vaud

In Vaud, the **Canton-level Immigrants Consultative Committee** (CCCI) has a role as an extra-parliamentary consultative body that aims to influence local parliamentary decisions related to migration and integration within the canton (province). It is composed of representatives of the largest migrant communities, nominated by the local government to represent the migrant communities present within the territory. The role of the CCCI is regulated by a regional law; its mission is to:

- constitute a place for exchange, dialogue and information between foreigners, authorities and the Swiss population;

- study and document the issue of integration within the territory;

- formulate recommendations related to integration for the local authorities;

- take positions on draft laws looking to modify the legislative framework on migrant integration;

- facilitate the link with and between municipal committees for specific topics.

Example
14

Consultative bodies in Italy and France

In Italy several regions and municipalities set up consultative bodies called **consulta immigranti** (councils of immigrants) that aim to give a voice to migrants who do not have official voting rights, but who are nonetheless part of the social fabric of the territory. In Bolzano Autonomous Province all the non-European migrants who have no formal right to vote, but who are over 18 years old and hold regular status with, no criminal records, have de facto the right to vote within the council. The president of the council, elected by the members, has the right to participate and speak at municipal council meetings. The president therefore has the right to speak on all the issues raised during meetings, and to influence local decision-making. In addition, the council has a role in supporting projects and initiatives related to migrant integration.

In Nantes in **France** 'the city facilitates engagement from migrant communities in its policy-making processes and removes barriers to participation". A 'proactive' policy was developed to welcome and

integate migrants coming to Nantes. The Mission for Equality, Integration and Citizenship' is integrated into Nantes' public policy with regards to foreigners. Coprod Migrants CNCE is the centre of the Coprod Migrants project. In 2004 the community of Nantes created an authority for participation by foreigners, called the CNCE (Nantes Council for Foreigners' Citizenship). The main objective of this authority is to lead the city in developing a public policy of welcoming and integration through the active involvement of foreigners themselves.[16]

---

[16] http://www.eu-mia.eu/cases/coprod-migrants-cnce-2013-conseil-nantais-pour-la-citoyennete-des-etrangers-council-for-thecitizenship-of-foreigners

2. ORGANIZING AND REACHING OUT TO MIGRANT WORKERS

The right of workers and employers to form and join organizations of their own choosing is an integral part of a free and open society. In many cases these organizations have played a significant role in their countries' democratic transformation.

As a membership-based organization, trade unions are mandated to represent their members, protect their rights and interests, and provide services in fields ranging from education to social security. Such organization is based on the power of the collective and on solidarity, engaging in spheres ranging from the workplace to industry and society. Trade unions can act as the voice of working people and a facilitator of integration.

One of the most effective ways of empowering and preventing the exploitation of migrant workers is by guaranteeing the right to join trade unions in destination countries. However, often in many countries this right is denied to migrant workers, by the law of the destination country, by their employment contract, or by their immigration status. The ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) and the Committee on Freedom of Association (CFA) have repeatedly reaffirmed the fundamental rights of workers – including migrants and those with irregular status – to form and join trade unions and be protected against any act of discrimination, including on the grounds of trade union activities.[17] Overly restrictive nationality provisions related to trade union rights risk depriving migrant workers of the right to elect their representatives in full freedom, especially in sectors where they account for a significant proportion of the workforce. However migrant workers often work in sectors that are traditionally outside of the trade union movement (such as agriculture, health care, construction, domestic service and the hotel and restaurant trade), which can make organizing them challenging.

---

[17] As an example: Case No. 2121, complaint of 23 March 2001 by The General Union of Workers of Spain (UGT); ILO, Committee on Freedom of Association, Report No. 327, Vol. LXXXV, 2002, Series B, No. 1, paras. 561-562. http://webfusion.ilo.org/public/db/standards/normes/libsynd/index.cfm?hdroff=1

At local level trade unions should work with civil society – in particular with migrants' associations – to reach out to migrant workers and organize them.

_____

18 ILO, *In search of Decent Work - Migrant workers' rights*: A manual for trade unionists, (2008)

Example
15

The "trade union passport" in India

IT workers in several Indian cities, including Bangalore and Hyderabad, have set up forums of IT professionals and have applied for affiliation to the Union Network International (UNI),[19] a Global Union Federation.

In response, the UNI has produced a "UNI passport" to help mobile workers maintain their union rights and obtain support as they move from country to country. The UNI passport also provides service workers with:

- access to a worldwide network of more than 900 affiliated unions;

- a welcome from a local affiliated union in the destination country;

- help to familiarize themselves with their new local community – with mailing lists for information and invitations to cultural and political events;

- the opportunity to get involved in local activities – working groups dealing for example with professional issues or training courses;

- information on working conditions, banking, taxes, housing, schools, health care and pensions.

- advice on employment issues, contracts or local labour laws, and collective agreements;

- legal support if things go wrong with employers.

---

3. MIGRANTS ELECTED AT LOCAL LEVEL

More and more migrants or descendants of migrants in territories of destination are now eligible to vote and be elected to political positions, either through naturalization or due to legislative frameworks allowing established migrants to access political positions.

Although the legislative framework is usually defined at national level, and therefore not controlled by the territorial level, and although the election of migrants is the result of democratic processes that cannot (and should not) be influenced by local authorities, it is important to mention here the importance of this aspect.

Indeed, if the electors in a territory vote for migrants or descendants of migrants to represent their interests, this is already a sign of successful acceptation of migrants as part of society. This demonstrates how important integration work is, resulting in societies where migrants form an integral part and are recognized as such.

Example
16

Intipucá is one of the municipalities making up the Department of La Unión in El Salvador, with a population of 7567 inhabitants and a surface area of 94,49 km², made up of two cantons and 14 hamlets.[20] It is one of the municipalities with by strong flows of migration, mainly to the United States. When one visits the municipality one can see in the Municipal Park a monument raised to the Intipuquan emigrant, who its residents report as having left in February of the year 1967, looking for better opportunities.

One of the important aspects as regards Intipucá is that among the candidates that put themselves forward for the position of Mayor in the municipal elections for the period 2009 to 2012 was an emigrant – Hugo Salinas – who after more than 20 years living abroad, more precisely in Arlington, Virginia in the USA, decided to put himself forward to seek to contribute to the development of his municipality of origin. Starting in the year 1992, in which he decided to emigrate permanently, Mister Salinas founded the "United for Intipucá–USA Foundation", in conjunction with other friends, to the purpose of organizing the community. In order to shape that organization, popularly elected positions were created and people were invited who were interested in getting organized. They would hold community activities, raffles, donations, parties, excursions, meals and the election of the Intipucá patron saint festivities queen in Washington, DC, from among the daughters of Intipuquan residents abroad, among other activities. Everything that they collected was for the implementation of aid. In Intipucá they worked with a local organization that was charged with development of the projects. Some of these are as follows: support for the Cultural Centre, extension of the land for the cemetery, aid to churches, the municipal stadium, school equipment and economic support for people who are ill, among other things.

---

[20] Almanaque 262, United Nations Development Programme (UNDP) and Dr. Guillermo Manuel Ungo Foundation (FUNDAUNGO), San Salvador, 2009.

Following an initial attempt (2005–2006), in the year 2008 he decided to get involved once again in politics and to run for the post of Mayor. That same year he returned to the country in order to participate in the election campaign, moved back permanently in order to participate in the elections for the 2009–2012 period. At that time he won the elections and took up the post of Mayor.

The experience during his administration centred on the appropriate management of municipal funds. Despite encountering a town administration in debt, he modernized tax collection and carried out changes in the municipal rates, since they were still in *colones* – despite the fact that the country was dollarized.[21] He managed to refinance the town administration's debt, and sought to carry out works in line with the needs of each one of the communities of the village. He held open town council meetings[22] to learn about these needs. During his management he managed to involve the Salvadorans abroad in various municipal development projects.

He established the mechanism of municipal ambassadors, who were Intipuquans abroad who were prepared to be linked to development processes in the municipality. This was instituted by means of a municipal agreement, taking into account community service and support of the people. They have recently accepted people coming from other countries as municipal ambassadors – at present they have people from Italy, United States and Nicaragua. These ambassadors participate in the municipality's patron saint festivities through the help that they provide.

One of the disadvantages faced during his period as Mayor was that due to being a migrant, many people thought that he didn't know the needs of the village. Nonetheless, he showed that despite having being outside, he always kept an eye on Intipucá and its needs, through the Foundation and the trips that he would take to the country. He showed that he always sought to continue to maintain his tie with Salvadorans abroad, and that it is important to establish the connection between migration, remittances, investment, development and Salvadorans abroad, so as to continue working and linking the brothers and sisters abroad with their communities of origin. He stressed that there are other compatriots who, like him, have resided abroad and have run for municipal cargos.

At present Mister Hugo Salinas is once again running for Mayor, for the period from 2015 to 2018.

---

21 In 2001 El Salvador adopted the USD as its official currency, in place of the former colón.
22 Known as "cabildos abiertos" in Spanish, these are public hearings periodically scheduled by the municipal authority; they usually function as a public accountability mechanism.
23 *Interview carried out with Mister Hugo Salinas*, Thursday, February 12, 2014 at 11:30 am in Intipucá, La Unión

Example
17

Electing migrants to local political positions[24]

The regional parliament of Brussels in Belgium has a high proportion of elected members who are non-European. This reflects the migratory profile of the region, with high levels of immigration. Brussels is therefore a good laboratory to assess whether this aspect modifies the way the region deals with foreign policy. A study published by Pax Christi Wallonie–Brussels in 2012 shows that elected officials with a migrant origin demonstrate high loyalty to the party they represent and do not put forward communitarian claims, meaning that they work representing the society in which they live, rather than the society they originate from.

---

[24] http://www.migrations-magazine.be/les-numeros/item/412-sociopolitique-des-nouveaux-belges#.VE-fejJ5Bjs.email
http://paxchristiwb.be/files/files/analyse-2012-la-participationpolitique-des-etrangers-et-des-belges-d-origine-etrangere.pdf

Example

18

Upala Municipality in Costa Rica

Upala Municipality in Costa Rica is located on the border with San Carlos, one of Nicaragua's most marginalized areas. Human mobility has been part of the local "landscape" over recent decades, particularly with Nicaraguan citizens crossing the border to sell their products, access better services or look for seasonal/stable employment. A rooted culture of tolerance and widespread awareness of the strong social, cultural and economic ties connecting the two sides – together with the clear vision of the municipal government, the re-elected mayor of which is a Costa Rica national of Nicaraguan descent – has facilitated promotion of a "trans-border identity" approach that considers the border as a single development area. In this case the effects speak for themselves of the integration efforts undertaken by civil society organizations that have been able to engage the local government and convince the local population, despite the work that still needs to be done.

4. IN TERRITORIES OF ORIGIN

Political participation of migrants is more widespread in the territory where they reside, and is linked with integration. But political participation and engagement in policy-making can also take place in their territories of origin, linked to local development.

For this to happen it is important that there be an adapted national legislative framework, creating the link between the local authorities on the one hand, and diaspora associations abroad on the other.

To illustrate this we can take the example of the CONMIGRANTES (National Council for the Protection and Development of Migrants and their Families), established in El Salvador in 2011.

Example
19

El Salvador - CONMIGRANTES
(National Council for the Protection and Development of Migrants and their Families)

In 2011 El Salvador approved the special law for the protection and development of Salvadoran migrants, mandating the creation of the National Council for the Protection and Development of Migrants and their Families (CONMIGRANTES). CONMIGRANTES is an autonomous and decentralized non-profit institution under public law, organized on an inter-institutional basis, with the participation of civil society and migrants. CONMIGRANTES has been converted into an inter-institutional and inter-sectoral coordination body at state level. Its role is to create and apply comprehensive policies on migration and development and those to protect migrants and their families living in El Salvador, as well as to coordinate activities between consular services and public and private institutions. CONMIGRANTES is composed of governmental representatives from several ministries, and from the Union of Salvadoran Municipalities (COMURES), as well as civil society organizations, including diaspora associations, academia, local NGOs and associations of SMEs.

POINT FOR REFLECTION

What coordination mechanisms do you think are necessary to develop such policies for integration?

KEY LEARNING POINTS

- The role of **local authorities** in promoting the political participation of migrants lies in the creation/promotion of institutions aiming to bring together migrants' voices and insert them within the institutional processes.

- **The participation of migrants** in the political life of a territory is an asset in the shaping of inclusive societies, taking into account the particular challenges and opportunities for local development brought about by migration.

- **Consultative processes** give a voice to migrants, even when they do not have the right to vote or be elected.

- Sometimes migrants may be elected at local level: it is a sign of successful acceptation of migrants as part of the society.

- **Political participation** and engagement in policy-making can also take place within the territories of origin, linked to local development, if there is an appropriate legislative framework in place.

TRAINING ACTIVITIES

Activity 1: **Introduction to Topic 1**	**Topic 1**
Activity 2: **Characteristics of policies and services for migrants**	**Topic 1**
Activity 3: **Challenges, opportunities and services in territories of origin during the four phases of the migration cycle**	**Topic 2**
Activity 4: **Challenges faced by migrants in territories of destination and services provided to migrants**	**Topic 2**
Activity 5: **Building trust and mobilizing stakeholders to promote and engage migrant organizations in territories of origin and destination**	**Topic 3**

Activity 6: Promoting political participation and engagement in policy-making	Topic 4
Activity 7 : Wrap-up	Review and conclusion of Module 3

If you are starting your training course with Module 3, 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: Introduction to Topic 1

The carousel

A carousel is an activity that involves rotating small groups from one workstation to another, so that each group has the opportunity to discuss a variety of topics. This activity is very useful for collecting ideas, knowledge and opinions on various topics.

Objectives:

- find out about the main items to be discussed during Topic 1:

    o   What can the role of local authorities be in strengthening the agency of migrants?

    o   What are the main areas of intervention for local authorities to enable and engage migrants?

    o   What information should be collected in order to establish services and policies aimed at enabling and engaging migrants?

Place three flip charts in three different locations in the room, making sure there is enough space in between the workstations so that participants have enough room and peace and quiet to work at each of the stations.

Write the following questions on the three different flip charts (one question per flip chart)

- **Flip chart 1:** "What can the role of local authorities be in strengthening the agency of migrants?"

- **Flip chart 2:** "What are the main areas of intervention for local authorities to enable and engage migrants?"

- **Flip chart 3:** "What information should be collected in order to establish services and policies with a view to enabling and engaging migrants?"

Divide participants into three groups and provide each group with markers of one particular colour (for example, Group A gets red, Group B green and Group C black).

Ask each group to go to a different workstation. Participants have ten minutes as a group to answer the question raised on the flipchart.

When the time has elapsed, ask each group to move to another workstation (doing so as a group). At this next workstation, the group reads the answers from the previous group and makes its contribution to the issue. They may also discuss why they agree or disagree with answers from the previous group (ten minutes).

When the time has elapsed, repeat the step (ten minutes).
In the plenary, read the answers written on the three flip charts, correct any mistakes, and complement them with additional information.
Wrap up with a PowerPoint presentation (designed based on the information presented in this manual).

Tips	• Organize this activity at the very beginning of the topic, as it will allow participants to explore the main concepts discussed in this first topic
	• Chairs do not necessarily have to be provided at the workstations, as standing is a good way to energize participants
Materials	• 3 flip-charts
	• Markers of three different colours
Time	• 5 minutes to present the activity and each of the three questions to be discussed
	• 10 minutes for each round of each of the group discussions (ten minutes x three rounds = 30 minutes)
	• 15-minute wrap-up and discussion (not including PPT presentations)

Activity 2: Characteristics of policies and services for migrants

Questioning in the round

The facilitator goes around the circle, asking each participant to express one idea about a given topic.

Objectives:

- to explore the eight characteristics contributing to the making of pertinent policies and services provided to migrants.
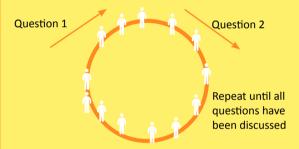
Ask participants to stand up and form a circle.

Start the discussion by putting up the Question 1: *"Why should policies and services be anchored in the territorial social reality in order to be relevant?"* Select one participant in the circle (or ask for a volunteer) to give ONE answer to this first question.

Once an answer has been given, ask the **following participant** in the circle to give another answer to the same question. **Repeat until participants run out of ideas for this first question.**

Now put up Question 2 for discussion: *"Why should policies and services be consistent with the whole policy framework in order to be relevant?"* Repeat the same procedure as described above.

Question 1

Question 2

Repeat until all questions have been discussed

Same procedure as above for Question 3: *"Why should policies and services be easily accessible in order to be relevant?"*

Same procedure as above for Question 4: *"Why should policies and services be open to a wide range of users and inclusive of the whole population in order to be relevant?"*

Same as above for Question 5: *"Why should policies and services have a broad scope in order to be relevant?"*

Same procedure as above for Question 6: *"Why should policies and services avoid inequalities of treatment in order to be relevant?"*
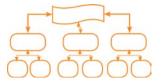
Same procedure as above for Question 7: *"Why should policies and services be compatible with national regulations and policies in order to be relevant?"*

Same procedure as above for Question 8: *"Why should policies and services be set up in cooperation with partners in order to be relevant?"*

Tips ✓	• Organize this activity before presenting the section on "Characteristics of relevant policies and services", as it will allow participants to explore the main concepts discussed in this session • Make sure to respect the order in which participants are standing in the circle, thus ensuring that all participants can express their ideas • As the facilitator you should stand in the circle together with the participants and summarize and complete participants' answers as needed • This activity is suitable for 12 to 30 participants
Space	• Space inside or outside the classroom to form a circle with all participants
Time	• Total activity time: 30 to 40 minutes

Activity 3: Challenges, opportunities and services in territories of origin during the four phases of the migration cycle

Mindmapping

Mindmapping provides learners with a visual image of what a topic is about. It will enhance comprehension and long-term retention of information.

Objectives:

- investigate the challenges faced by migrants in their country of origin and the opportunities they represent for their it, and consequently the services they shoauld be offered to make their migration experience more positive and their reintegration process more effective and successful.

Divide participants up into four groups. Each group has 30 minutes to draw a concept map laying out the challenges faced by migrants in their home country, the opportunities they represent for their it, and the services that should be provided in order to ease their migration and return processes.
The concept maps will be presented in plenary.

- Group 1 will focus on the pre-decision phase of the migration cycle.

- Group 2 will focus on the pre-departure phase of the migration cycle.

- Group 3 will focus on the migration phase of the migration cycle.

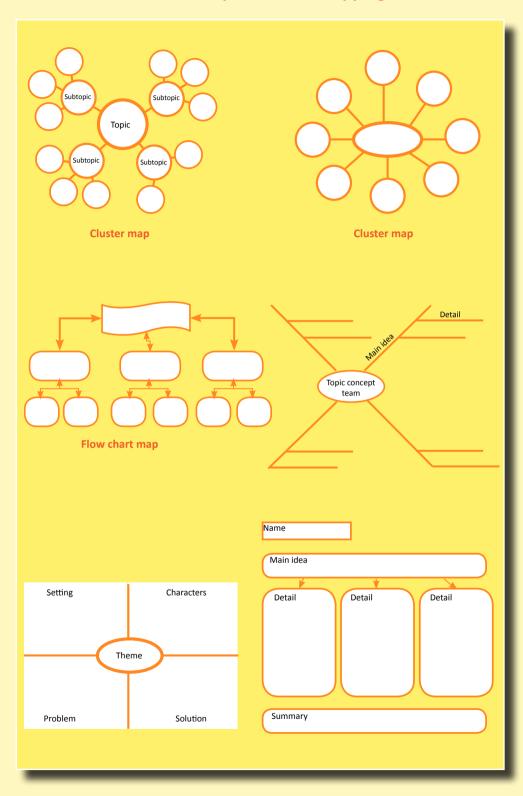- Group 4 will focus on the return phase of the migration cycle.

See Annex 1 for suggestions of concept maps.

When the time has elapsed, each group has eight minutes to present their concept map in the plenary.

Tips ✓	• Organize this activity before presenting the section entitled "Services in the territories of origin", as it will allow the participants to explore the main concepts discussed in this session • A quick and easy way to create four groups is to assign a number between 1 and 4 to each participant. Once numbers have been assigned participants are grouped according to their number. Participants with number 1 form Group 1, participants with number 2 form Group 2, etc. • For presenting the concept maps in the plenary, ask the participants to congregate around each concept map while the group who has designed it presents it (one presentation at a time, so that all participants can attend the presentation). This way there is no risk of damaging the concept maps while moving them. Moreover, participants remain standing and moving, hence the class remains more dynamic
Materials	• Flip charts and coloured pens, pencils, markers, coloured paper, coloured stickers, dots, etc. for each group • A greater variety of material may enhance participants' creativity
Time	• 30 minutes group work to prepare the concept map • eight minutes per group to present the concept map (eight minutes x four groups = 24 minutes) • 15 minutes for questions-and-answers (Q&A)

Annex 1: Examples of mindmapping[25]

Cluster map

Topic
Subtopic
Subtopic
Subtopic
Subtopic

Cluster map

Flow chart map

Detail
Main idea
Topic concept team

Name

Main idea

Detail

Detail

Detail

Summary

Setting
Characters
Theme
Problem
Solution

25 http://imgarcade.com/1/graphic-organizers/

Activity 4: Challenges faced by migrants in territories of destination and services provided for migrants

Group work	**Objectives:**
	• investigate the challenges most commonly faced by migrants arriving and staying in territory of destination; • analyze the services that may be provided to facilitate migrants' integration and empowerment.
	Divide participants up into three groups: • Group 1 has 20 minutes to analyze the challenges faced by migrants in their host country in **finding information on the territory of destination**, and the services that should be provided in order to facilitate the integration and empowerment of migrants in their territories of destination. • Group 2 has 20 minutes to analyze the challenges faced by migrants in their host country due to **inadequate language skills**, and the services that should be provided in order to facilitate the integration and empowerment of migrants in their territories of destination. • Group 3 has 20 minutes to analyze the challenges faced by migrants in their host country in **retaining their identity**, and the services that should be provided to promote diversity in their territories of destination. When the time has elapsed each group has five minutes to present its analysis in the plenary (using a PowerPoint or Prezi presentation, flip chart, etc., depending on the participants' preferences).
Tips	• Organize this activity before presenting the section on "Services in territories of destination", as it will allow participants to explore the main concepts discussed in this session • When organizing the group work it is your role as a facilitator to circulate between the groups, ensuring that the instructions are understood and, as necessary, guiding the participants in their discussion and/or assignment of tasks

Materials	
	• Flip-charts and markers
Time	
	• 20 minutes for group work • Five minutes of presentation per group (five minutes x three groups = 15 minutes) • 15 minutes for Q&A

Activity 5: Building trust and mobilizing stakeholders to promote and engage migrant organizations in host and territories of origin

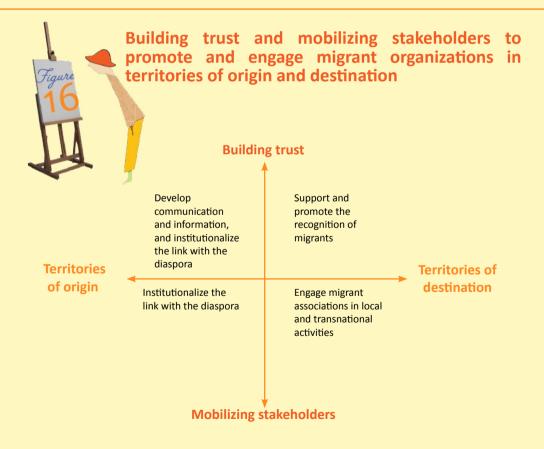| Brainstorming (with a twist)	Objectives:
Learners write down their ideas on Post-its, which are in turn placed on a chart.	• reflect on the topics of "Engaging diaspora associations" and "Mobilizing stakeholders"; • relate the abovementioned topics to the work environment of the participants; • reflect on an initiative that could be organized in the participants' work environment to engage diaspora associations and mobilize stakeholders.
	Copy Figure 16 (see following this table) on a whiteboard or large piece of paper (for example, put together two or more flip chart papers and post them on the wall). Briefly present Figure 16, without however going into details. Give each participant four large Post-its or four pieces of (A5) paper. Individual reflection: participants have ten minutes to reflect on an activity that could be conducted in order to: • build trust in territories of destination; • build trust in territories of origin; • mobilize stakeholders in territories of destination; • mobilize stakeholders in territories of origin. Once the individual reflection time has elapsed, ask the participants to come to the board one by one and place their pieces of paper in the corresponding section of the figure, reading their suggestions aloud. Once all participants have come to the board, the facilitator collates and summarizes the answers. Wrap up with short PPT presentation (designed from the information presented in this manual).
Tips 	• Organize this before presenting the topics "Engaging diaspora associations" and "Mobilizing stakeholders" • Maximum size of the group: 12 to 18 participants

Materials	
	• Regular room with easy access to the whiteboard or paper chart affixed to the wall
	• Whiteboard or flip chart papers
	• Large size Post-it or A5 paper sheets (four per participants) plus Scotch tape
Time	
	• 5 minutes to present the figure and the activity
	• 10 minutes of individual reflection
	• 15 minutes to post papers on the figure
	• 15 minutes for wrap-up and discussion (not including the PPT presentations)

Building trust and mobilizing stakeholders to promote and engage migrant organizations in territories of origin and destination

Figure 16

Building trust

Develop communication and information, and institutionalize the link with the diaspora

Support and promote the recognition of migrants

Territories of origin

Territories of destination

Institutionalize the link with the diaspora

Engage migrant associations in local and transnational activities

Mobilizing stakeholders

Activity 6: Promoting political participation and engagement in policy-making

Country case study	Objectives:
	• reflect on the mechanisms that can encourage participation by migrants in politics and policy-making.
	• Divide participants up into country/territory groups where the JMDI is active (participants originating or working in countries where the JMDI is not active will join the previously mentioned groups); • each group has 60 minutes to analyze their country/territory context and reflect on the mechanisms that should be developed to support migrants' participation in politics and policy-making; • presentation of the group discussion in plenary; • wrap-up with short PowerPoint presentation (designed based on the information presented in this manual).
Tips	• This activity should be organized before presenting the section on "Promoting political participation and engagement in policy-making", as it will allow participants to explore the main concepts discussed in this session • If most participants come from or work in countries where the JMDI is not active, identify a country and prepare some documents to present the context for that country. Allow more time for The Case, to provide time for reading
Materials	• Flip chart and markers
Time	• 60 minutes for group work • 10 minutes per presentation per group • 15 minutes, wrap-up and discussion

Activity 7: Wrap-up

Gallery walk

Participants write on charts on pieces of paper taped to the training room walls. The charts display questions related to the main topics discussed so far in the training program.
This activity will help learners remember the information taught so far in the course.

Objectives:

- review the most important topics in Module 3;
- clear up doubts and concerns;
- complement the information.

Before conducting this activity, the facilitator must prepare charts on pieces of paper with review questions about the most important topics in the course (one topic per chart/piece of paper).
For example, one question could be "What are the characteristics of policies and services for migrants?''

When you are ready to start the activity, explain its purpose, which is to review the main topics that have presented during this Module 3.

Participants move individually from chart to chart and write their own answers to each of the questions (or read the answers, once most have been given).

At the end of the activity the facilitator walks from one paper/chart to the next, summarizing, correcting and complementing the information posted on the different paper charts.

Tips

- This activity can also very useful for assessing whether all the information has been properly understood. Should that not be The Case, it is important to take some time to clarify the potential misunderstandings

Materials

- Charts/pieces of paper, markers and Scotch tape
- There must be enough space to hang the charts and allow participants to walk around them

Time

- 30 to 40 minutes (not including preparation time)

Bibliography

www.merriam-webster.com/dictionary/agency	**TOPIC 1**
http://www.sdcmekong.org/tag/technical-vocational-education-training/ http://www.balinkbayan.gov.ph/ http://www.telefonomondo.it/ http://www. milano.italianostranieri.org http://www.famiglia.regione.lombardia.it/cs/Satellite?c=Page&childpagename=DG_Famiglia%2FDGLayout&cid=1213476625648&p=1213476625648&pagename=DG_FAMWrapper http://www.eu-mia.eu/cases/vie_infosheet Kaczmarczyc, P. 2013. "Matching the skills of return migrants to labour market needs in Poland", in OECD (2013). OECD. 2013. *Coping with Emigration in Baltic and East European Countries* (Paris, OECD Publishing). Petrozziello, A. 2013. *Gender on the move: Working on the migration–development nexus from a gender perspective*. Training manual. (UN-Women).	**TOPIC 2**
http://migrantsoffice.ardsedhiou.org/ http://www.adelmorazan.org/index.php/novedades/noticias/165-firma-de-convenio-entre-adel-morazan-cotsa-y-la-alcaldia-de-guatajiagua.html Agunias, D. R.; Newland, K. 2012. *Developing a road map for engaging diasporas in development: a handbook for policymakers and practitioners in home and host countries*. (Geneva and Washington, DC, International Organization for Migration and Migration Policy Institute).	**TOPIC 3**

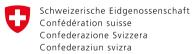|	
http://www.eu-mia.eu/cases/coprod-migrants-cnce-2013-conseil-nantais-pour-la-citoyennete-des-etrangers-council-for-the-citizenship-of-foreigners http://www.lemonde.fr/europe/visuel/2014/10/07/en-suisse-romande-des-etrangers-au-c-ur-des-institutions-locales_4501796_3214.html http://www.migrations-magazine.be/les-numeros/item/412-sociopolitique-des-nouveaux-belges#.VE-fejJ5Bjs.email, accessed 29.10.2014 http://paxchristiwb.be/files/files/analyse-2012-la-participation-politique-des-etrangers-et-des-belges-d-origine-etrangere.pdf International Labour Office. 2008. *In search of decent work – Migrant workers' rights: A manual for trade unionists* (Geneva, ILO). United Nations Development Programme and Dr. Guillermo Manuel Ungo Foundation (FUNDAUNGO). 2009. *El estado del desarrollo humano en los municipios de El Salvador* (San Salvador, UNDP and FUNDAUNGO).	**TOPIC 4**

Financed by

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Implemented by

http://www.migration4development.org/