



Joint Migration and Development Initiative(JMDI)

**Establishing partnerships,
cooperation
and dialogue on
M&D at local level**

Module 2



**Establishing partnerships,
cooperation
and dialogue on
M&D at local level**

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General objectives



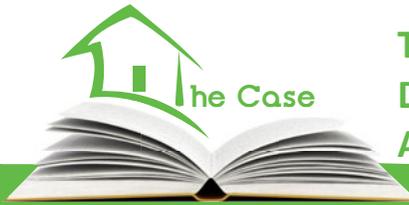
By the end of this module, participants will be able to:

- illustrate how migration and LD initiatives can influence (or be influenced by) actors and mechanisms;
- explain the different scales at which partnerships occur within the framework of M&D, and the inter-relationship between these scales;
- define forms and strategies to work with key stakeholders at local, national and international levels;
- identify relevant partners to engage in local M&D processes.

Introduction

This module aims to tackle the key issue of partnerships able to enhance local M&D processes. The stress is put on the importance of recognizing the interrelationship and complementarities that exist between different actors, and the way these actors may be linked through partnership. The module also focuses on the role LRAs play in setting up or participating in these partnerships.

The first topic explores the different scales of partnership, from the international to the local level, and the different actors involved. It also illustrates the main features of partnerships, as well as the different kinds of partnership within or across borders. The second topic focuses on local-to-local partnerships, and more precisely on decentralized cooperation, co-development and territorial partnerships. The third topic addresses public–private partnerships (PPPs) and their potential application in local M&D processes. The fourth topic deals with the different ways to partner with migrant associations, from both a territory of origin and of destination point of view.



THE MIGRATION AND DEVELOPMENT (M&D) ASSOCIATION ¹

Rationale and context for the creation of M&D

Migration and Development (M&D) is a French–Moroccan association. It was created in 1986 by Moroccan migrants who were low-skilled workers employed by Pechiney in the Alps region until it closed down due to recession. The Moroccan workers were all dismissed and had to think about going back to their country of origin. Confronted with the issue of the return of migrants, the association introduced the “*migration and development*” component to the international cooperation sphere.



The workers who founded M&D originated from the south of Morocco, an extremely poor and disadvantaged region neglected by public authorities that has suffered from drought since the 1970s. It was also a region of mass emigration, offering few job opportunities and little dynamism for economic development. Within this context the Moroccan migrants organized themselves through the M&D association and developed a project: they invested their severance pay from Pechiney in collective actions in their territories of origin that lacked basic infrastructures (roads, schools, drinking water supply and health facilities). As often happens in similar cases, the lack of physical infrastructure is initially perceived as the most evident gap between “developing” and “developed” communities/territories/countries. Interestingly, this perception evolved in parallel with the development of the association.

¹This is the representative case study for Module 2. We will go back to it throughout our reading to learn how theory can be translated into practice.



The spontaneous involvement of migrants in harnessing the potential of their migration for the development of their region of origin, through supporting local development initiatives, is what makes M&D unique. It has offices in both France (Marseilles) and Morocco (Agadir and Taliouine), which supports its philosophy of supporting migrants in building bridges in relation to development between the territories of origin and of destination. This has also been an innovative feature of the association, particularly at the time of its founding.

TOPIC 1

M&D PARTNERSHIPS: FORMS AND FRAMEWORKS, FROM THE GLOBAL TO THE LOCAL LEVEL

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3. Multi-stakeholder partnerships are key to consistent initiatives	16
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Learning objectives

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

- describe the importance of forming multi-stakeholder partnerships in M&D;
- identify opportunities for partnership involving several levels (international, regional, national, local, etc.);
- investigate opportunities for territorial partnerships and cooperation within and across borders.



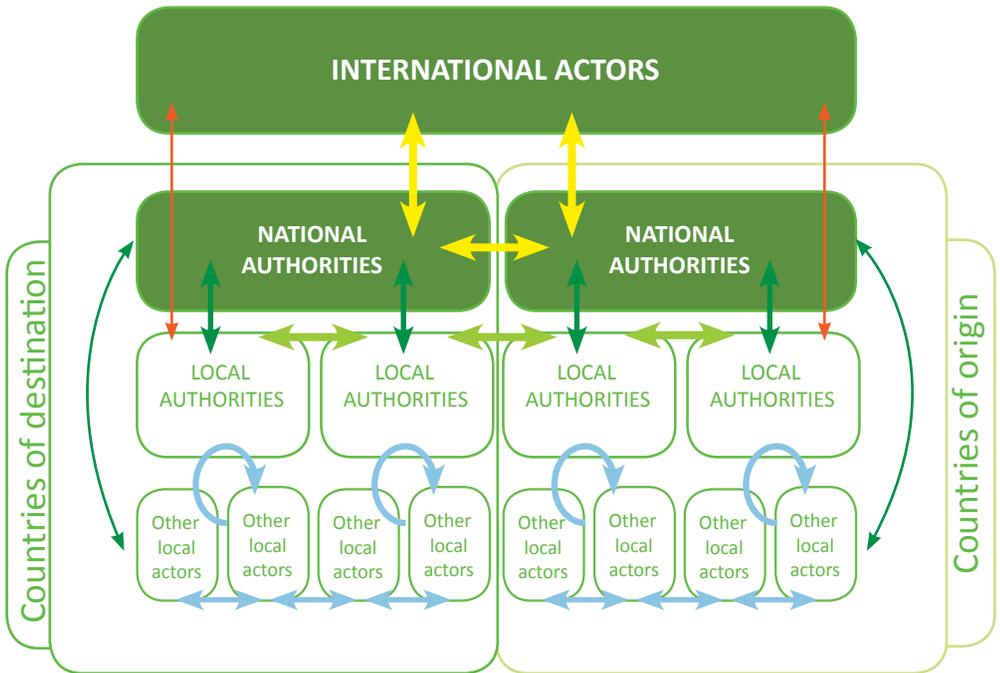
Introduction

The migration and development nexus is a complex one, linking development-related issues with migration dynamics. Working on maximizing its benefits means maximizing the positive impact of migration on development, while minimizing its negative impacts. This implies a need to engage with a broad spectrum of different actors concerned with M&D, with different views, roles, responsibilities and capabilities. In order to maximize the benefits related to M&D, dialogue among these actors – and relevant partnerships – are keys for success.

This topic aims to show the importance of such dialogue and partnerships at the local level, and to insert these dynamics into the wider national and international contexts.



Potential cooperation and partnership on migration and local development

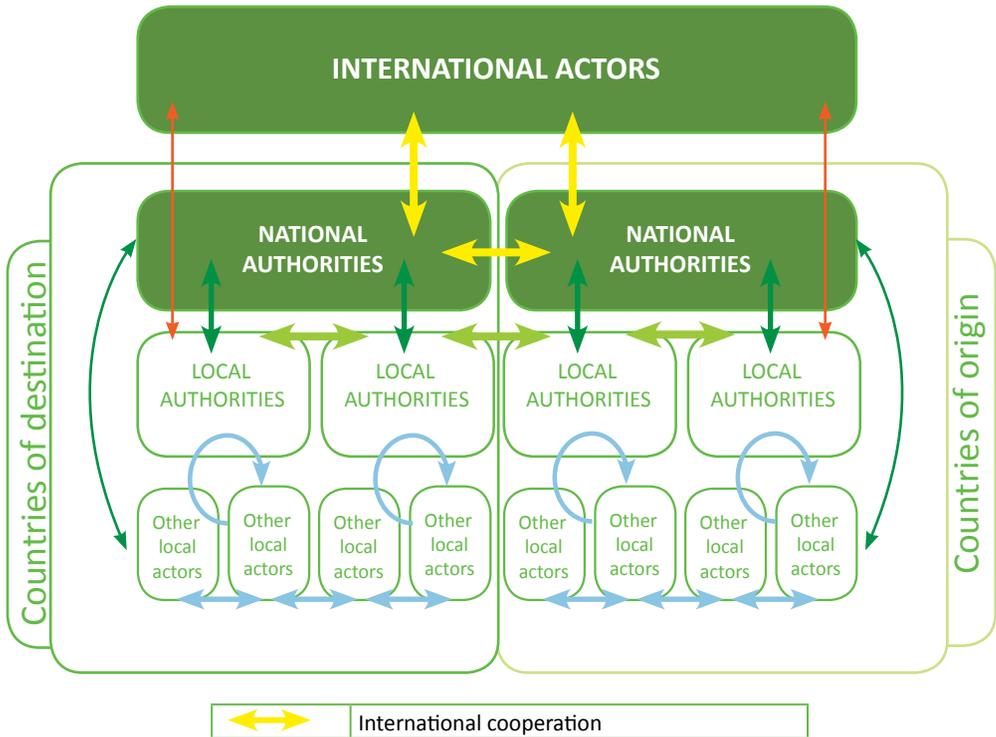


	Intra-local partnerships and PPPs
	Local-to-local (decentralized cooperation)
	Local–national partnership
	Local–international framework
	International cooperation

1. MODALITIES OF INTERNATIONAL COOPERATION²



Modalities of international cooperation



² This section is directly inspired by and modified based on the content of the following handbook: IOM, *International Migration and Development training modules: a facilitator's guide*, (2013)



International context

Governance takes many forms in the field of international migration – from local policies to national migration policies and programmes, international conventions, interstate agreements and non-binding multilateral dialogue mechanisms and consultative processes. There is no overarching global arrangement covering migration.

This could be explained by the difficulty in: reconciling national sovereignty on migration issues with participation in supranational initiatives; identifying and agreeing on common principles to govern international migration; or reconciling conflicting priorities and concerns relating to migration – as well as by the multiplicity of stakeholders in this field.

In the absence of a global migration regime, non-binding mechanisms have provided States and other stakeholders with opportunities to discuss, exchange information and cooperate to address common migration concerns.

Some major dialogue mechanisms are listed below. They are not developed, as they are outside the focus of this topic.

- International Conference on Population and Development (ICPD), Cairo, 5–13 September 1994: Programme of Action
- United Nations General Assembly: High-level Dialogue on International Migration and Development (2006 and 2013)
- Global Forum on Migration and Development (GFMD, since 2007)
- Post-2015 Development Agenda

Other mechanisms exist, such as the yearly IOM International Dialogue on Migration, the Global Migration Group bringing together the UN agencies addressing migration, The Hague Process on Refugees and Migration, or the Global Knowledge Partnership on Migration and Development (KNOMAD).



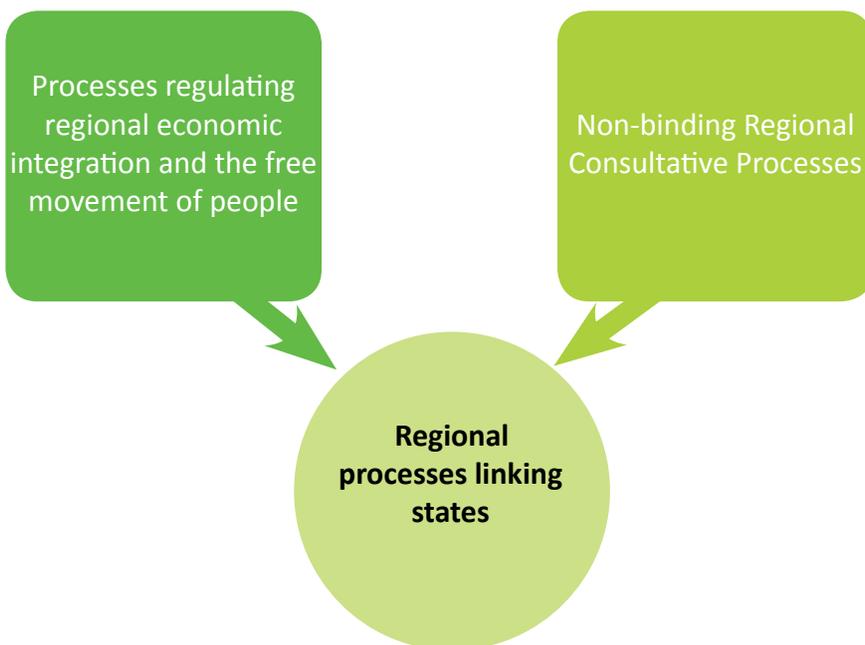
Regional processes

There are different types of regional processes linking states within the same region and influencing the management of migration. These can be subdivided into two main groups:

- **Processes regulating regional economic integration and the free movement of people** (such as ECOWAS (Economic Community of West African States), COMESA (Common Market for Eastern and Southern Africa), CEN-SAD (Community of Sahel-Saharan States), EAC (East African Community), CAN (Andean Community), CARICOM (Caribbean Community and Common Market), NAFTA (North American Free Trade Agreement), MERCOSUR (Southern Common Market), ASEAN (Association of Southeast Asian Nations) and EU (European Union))
- **Non-binding Regional Consultative Processes (RCPs)**, which are interstate, regional, informal and non-binding frameworks for dialogue solely addressing migration issues. RCPs bring together states that share interests in common migration patterns, for the identification of common issues and solutions within a depoliticized setting. Some examples are the Colombo Process (CP) in South Asia, the Abu Dhabi Dialogue linking the CP and the GCC (Gulf Cooperation Council) countries, the Migration Dialogue for Southern Africa (MIDSA), etc.



The different types of regional processes



All of these mechanisms allow consultation between international stakeholders, as well as the setting of priorities and agendas. The main challenges they face are:

- competing views between different stakeholders (for example, the need for a migrant labour force vs. the need for border control);
- issues of representation (these mechanisms are sometimes regarded as top-down, with few voices from civil society);
- translating discourse into practice (questions arise as to whether there should be mechanisms that are more binding).

2. A VARIETY OF ACTORS AND ROLES INVOLVED IN LOCAL M&D PROCESSES

Local authorities are increasingly recognized as major players in the area of development and in M&D dynamics. Theirs is a pivotal role. At the international level, their voice is presently heard through a variety of fora, including the recently created Mayoral Forum on Mobility, Migration and Development, and other international fora in which they are increasingly represented. Nevertheless, a lot remains to be done, as migration remains first and foremost an issue discussed among national governments at international level.

We discussed above the variety of challenges and opportunities that arise throughout the migration cycle in the link between migration and local development. Based on that topic, it was already clear that actions are rarely effective when undertaken by a single actor, and that each actor has its specific role and set of responsibilities.

POINT FOR REFLECTION

THE PIVOTAL ROLE OF LOCAL AUTHORITIES

Local authorities have a pivot role to play within local M&D partnerships at all scales. Indeed, because of their institutional position they have very specific assets:

- they are at the interface between different local actors;
- they are at the interface between local and national-level actors;
- they play an important role in bilateral cooperation, through the establishment of decentralized cooperation frameworks.

This pivot role is of course enhanced in a favourable decentralized framework, but in order to be maximized, knowledge and dialogue are key:

- **knowledge** of the different actors present in a territory allows one to get a deep insight into their complementarities and therefore the promoting of effective partnership;
- continuous **dialogue** with the local actors – as well as with the national and international stakeholders – makes it possible to discover their abilities and priorities, therefore building on these when planning local M&D processes.



In what sense do you think that local authorities benefit a great deal from the establishment and maintenance of platforms facilitating communication with and among local actors?



Do you want to know more about the link between migration and local development? Go to the Core Module, Topic 1.

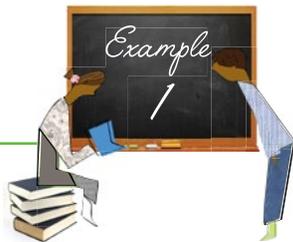
It is also clear that the variety of actors that influence local M&D processes goes beyond the local level, including national as well as international actors.

Non-exhaustive categories of actors, with their areas of responsibility, may be listed as follows:

Actors	Abilities
<p>Local and regional authorities</p>	<ul style="list-style-type: none"> • Apply the national legislative framework • (where possible) Define local legislation and regulations • Plan and implement local policies and projects within their mandate • Establish, manage and coordinate local institutions and services • Endorse local initiatives • Liaise with supralocal, national and international actors, especially with other LRAs • Liaise and partner with other local actors within and outside the territory • Provide platforms for multi-stakeholder networking • Delegate the provision of services • Manage local public funds • Mobilize (public and private) funds
<p>Population</p>	<ul style="list-style-type: none"> • Voting • Intrinsic importance, as it defines the social climate in which policies are established and actions taken
<p>Local- and national-level non-governmental institutions and organizations (including diaspora NGOs)</p>	<ul style="list-style-type: none"> • Mobilize their constituencies • Develop and implement specific projects • Advocate for their priorities • Network and partner with other organizations and institutions at the local, national and international levels • Raise funds

Local and national media	<ul style="list-style-type: none"> • Produce information • Communicate messages
Local/national academic sector	<ul style="list-style-type: none"> • Undertake research, produce data • Train highly skilled persons • Provide and maintain expertise • Liaise and partner with other academic institutions
Citizen groups and associations (most often local, with national and international federations) – including diaspora groups	<ul style="list-style-type: none"> • Come together around specific interests • Advocate for specific causes and act as spokespersons • Network with similar groups nationally and internationally • Liaise with local/national authorities
Private sector - including migrant entrepreneurs	<ul style="list-style-type: none"> • Provide goods and services • Employ people • Partner with other actors (private sector, academia, authorities) • Sponsor initiatives
Migrant individuals	<ul style="list-style-type: none"> • Create migrant groups • Establish/enhance transnational networks • Transfer transnational capitals (social, cultural, financial, human)
National authorities	<ul style="list-style-type: none"> • Define the national legislative framework • Plan and implement national policies and projects • Establish, manage and coordinate national institutions and services • Endorse initiatives • Liaise with international level • Provide necessary guidance to sub-national actors • Provide platforms for multi-stakeholder networking • Delegate the provision of services • Manage public funds at national level
International development actors	<ul style="list-style-type: none"> • Provide technical assistance • Provide thematic expertise • Promote partnership • Manage projects • Mobilize international funds • Promote national and international discourse on M&D (cf. Global Forum on Migration and Development, High-level Dialogue on International Migration and Development, Global Migration Group, etc.)

3. MULTI-STAKEHOLDER PARTNERSHIPS ARE KEY TO CONSISTENT INITIATIVES



*Parents on the Spot, Hamburg, Germany*³

Since the 1990s the proportion of young people in Hamburg with a migrant background leaving school without a graduating has been more than twice that of the majority population. Accordingly it is a policy priority to improve educational attainment, increase the number of placements among youth with a migrant background, and strengthen school structures for intercultural dialogue and cooperation.

The project entitled “Parents on the Spot” aimed to enable parents with a migrant background to play a more active role in the schooling of their children – more specifically, in the transition from school to employment. To do so, it was important to build awareness regarding the German school system and make the parents active and knowledgeable actors in the schooling of their children. Initial contact served to build a trusting relationship between project workers and parents in selected neighbourhoods, potentially leading to formal training on German schooling, educational structures and school–employment transitions. The next stage was crucial to the project. It was one in which trained parents were encouraged to become facilitators – which is to say, to use their own social networks to pass the knowledge on to other parents. From October 2011 to December 2013, 62% of the 45 trained parents became facilitators, and an estimated 2800 parents had been reached.

³ EU-MIA is a programme funded by the EU and implemented by the ITC-ILO, with FIERI, Oxford University and COMPAS (from the EU-MIA program - source: modifications from the page http://www.eu-mia.eu/cases/ham_infosheet.

The project was designed and managed by the Coordination Office for Further Training and Employment and implemented by its staff. Additional stakeholders included the educational and district authorities and the Department for Urban Regeneration and Development. Preselected neighbourhood schools were obvious stakeholders. In addition, the neighbourhood offices were highly important for project implementation. Staffed by employees with a precise knowledge of the local area, these community hubs served to facilitate relations with local associations and key resource persons, and have provided familiar local spaces for the staging of events and training activities. In the end, parents were both beneficiaries of and actors in the project.

The above table and example demonstrate how local M&D initiatives/projects/programmes cannot be successfully undertaken by a single category of actors, but also how these categories are **complementary** in their abilities, and therefore in the roles they can assume. Complementarity is the key component of successful partnerships, as it maximizes the resources available to achieve a shared objective.



The different types of complementarities

Contextual complementarity

Exploits the connections of each partner; Fundamental in local M&D projects

Technical complementarity

Exploits the professional expertise of each partner to achieve a common goal

There are basically two kinds of complementarities:

- **contextual complementarity:** exploits the (formal, informal, personal, institutional and geographical) connections of each partner. Contextual complementarity is fundamental in local M&D

projects, as it typically characterizes the relationship between partners in territories of origin and destination. In this sense we can talk about transnational complementarity;

- **technical complementarity:** exploits the professional expertise of each partner in order to achieve a common goal. For instance, a project that requires the production of data and the use of these data to establish relevant policies will involve partners able to produce such data (for example, universities) and partners able to establish policies (for example, local authorities), as well as partners involved in the pertinent sectors covered by the policy.



Components of successful partnerships

Legitimacy of partners	Shared visions	Building trust
Mutual recognition of each partner's legitimacy	Partners share the same vision	Partners are committed to the objectives they want to achieve

If complementarity is the foundation on which partnership is built, there are there other major components that determine successful partnerships:

- **legitimacy of the partners:** In order to establish a successful and relevant partnership, it is key that there be mutual recognition of each partner's legitimacy in its own field of expertise. Similarly, in a local M&D project it is of equal importance that the target (i.e. migrant communities, migrant associations, etc.) be considered a partner, and therefore that it also recognize the legitimacy of all of the partners

involved in a partnership. To give an example: if migrant communities do not trust local authorities – and therefore do not fully recognize their legitimacy – this may in turn hamper the success of the project;

- **shared vision:** A successful partnership is characterized by the fact that all the partners share the same vision with regards to its objectives. This is ultimately reflected in the goals of a project/policy/initiative. This does not mean that the rationale for partnership needs to be exactly the same for all partners. If local authorities and the private sector partner to promote job creation, their aim will be slightly different (employment for the authorities versus profit for the private sector). However in the final analysis their general objective – job creation and its promotion – are shared. This also implies that, as much as possible, partners should be aware of and agree upon each other’s visions;
- **building trust:** Partnerships around M&D are based on trust between partners. Trust is defined not only by legitimacy and a shared vision, but also by the assumption that the partners are committed to the objectives they want to achieve, and that the motivations of each partner are quite clear and transparent.



Different types of cooperation

Stakeholder engagement	Partnerships	Strategic alliances
Temporary collaborations between project partners and other actors	Established between small-scale actors and and larger public and private actors	Established with actors with decision-making power



That being said, cooperation between actors – referred to as partnership – can take different forms according to the way the actors are actually linked to each other:

- **stakeholder engagement** refers to collaborations between project partners and other actors, who contribute in a one-off way to specific project components and are involved only at certain stages of a project. They do not necessarily participate in management and decision-making;
- **partnerships** are established between small-scale actors and larger public and private actors, in order to jointly implement an action. Partners are present at all stages of a project, and their formal cooperation ensures that all actors have official and direct ownership, influence and responsibility over decision-making;
- **strategic alliances** are established with actors that have decision-making power (national authorities, development cooperation agencies and donor organizations – but also local authorities, depending on the level of decentralization). Through the responsibility they have for establishing policies and programmes or in mobilizing resources, these strategic allies play a very important role in influencing the conditions in which small-scale actions take place. Regardless of the size of a project, it is therefore very important to involve strategic allies. This ensures legitimacy and visibility, but also provides opportunities for scaling up and for making effective links with other pertinent initiatives. Involving strategic allies also provides a real chance to inform their policies with local-level data and knowledge.

4. THE POTENTIAL FOR COOPERATION AND PARTNERSHIP ON MIGRATION AND LOCAL DEVELOPMENT

Even if as a concept migration and local development imply local action, they involve actors at a much larger scale. This is due to two key factors:

- **migration implies at least two distinct territories** (a territory of origin and a territory of destination). This is the main strength in which the potential of migration for development is embedded, and on the basis of this strength are built local strategies for maximizing the positive impact of migration. This implies that the involvement of actors from different territories is not only possible but also desired, in order to achieve the greatest impact. Decentralized cooperation builds on this feature;
- **local M&D actions, policies and initiatives are embedded within wider realities.** Local policies and initiatives should at a minimum be compatible with the national framework, and the national framework also determines the consistency between local initiatives in different territories. Moreover, the M&D discourse is embedded within priorities and strategic/theoretical frameworks that are discussed at international level. The international and bilateral levels are key in mobilizing the resources for local M&D initiatives.

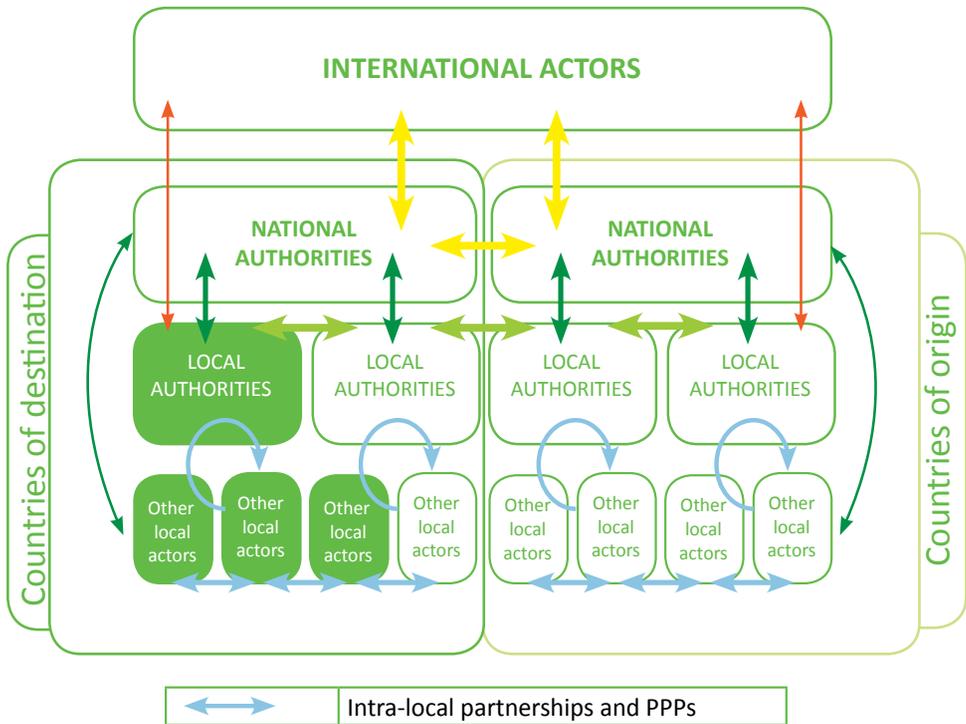
These factors open up a wide range of possibilities for partnership, alliances and cooperation on M&D. These can be looked at according to the scale considered.



Do you want to know more about how resources can be mobilized at international level for local M&D initiatives? Go to Module 1.



Intra-local partnerships





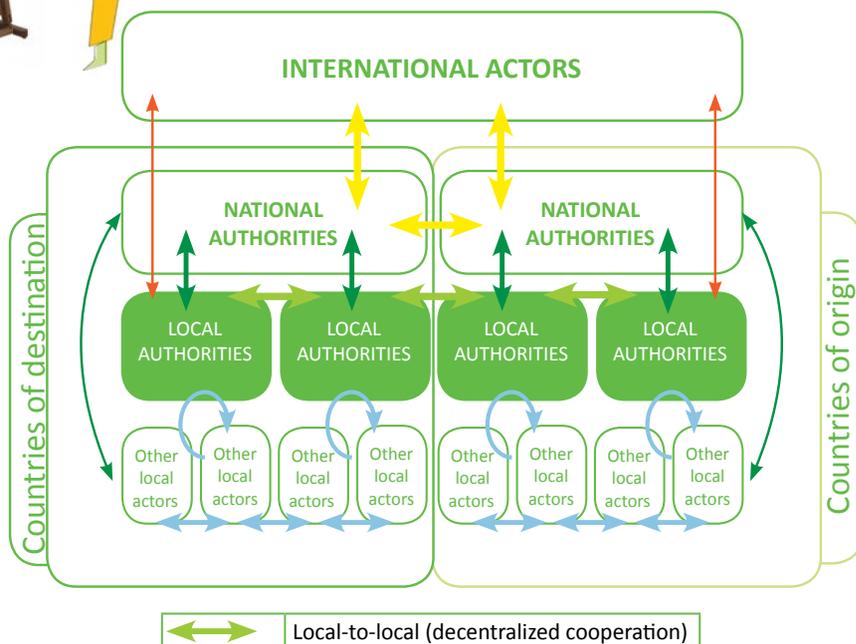
Intra-local partnership can be seen as the smallest unit of partnership, undertaken between actors from the same territory. It involves only local actors, without any partnership with actors at any other level/territory. This has the advantage of providing local answers to local challenges, but on the other hand it does not allow the harnessing of the transnational potential of migration, nor building based on similar initiatives mounted in other territories. Similarly, without being linked to other strategic allies – such as the national authorities or international actors – the impact of such partnerships remains very local.

On the other hand, if they are successful, projects built around intra-local partnership can provide an excellent base for initiating and scaling up partnerships at a broader level.

The role of local authorities can be either active (initiating a project, establishing a consistent partnership between several actors, being one of the partners, etc.) or passive (providing the conditions that facilitate the success of M&D projects, being a strategic ally to a project).



Local-to-local partnerships/cooperation



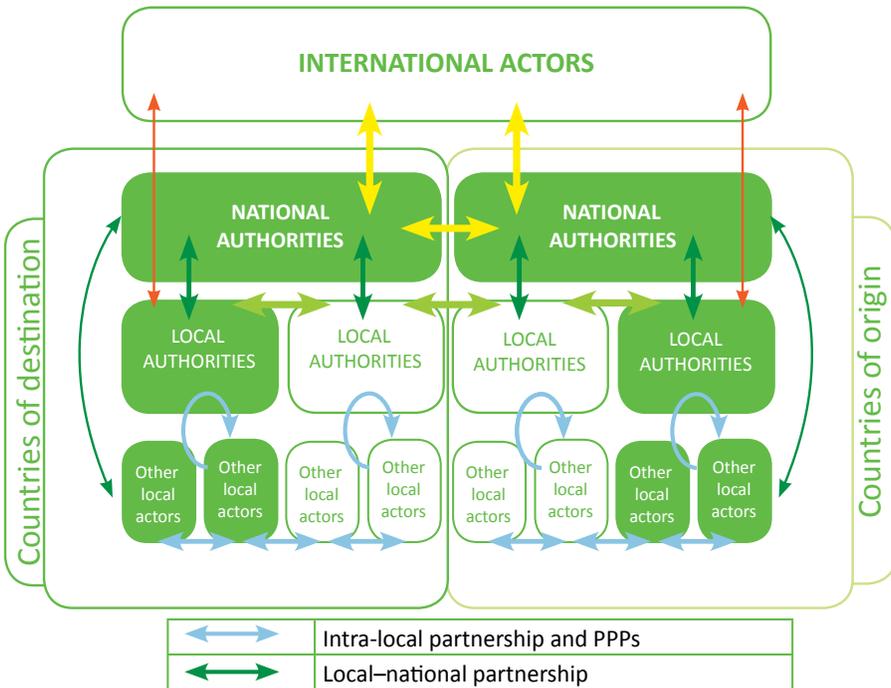
Local-to local cooperation can take place within or across borders. In the latter case we talk about **international decentralized cooperation**. This is the focus of Topic 2; it can take place both within and across borders.

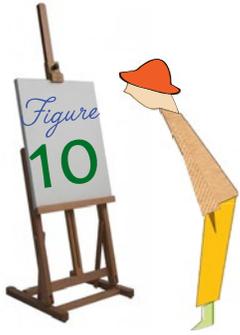


Do you want to know more about local-to-local cooperation? Go to Topic 2 of this module.



Local–national cooperation framework





Benefits of partnership and collaboration between local and national levels

Policy	Practical	Cooperation	Financial	Consistency
Local authorities can inform national policymaking on M&D	Local authorities can bring to their locality services that are otherwise available only centrally	Local authorities can build on bilateral relations to promote decentralized cooperation	Local programmes compatible with national priorities benefit from public funds	Local projects benefiting from coordination mechanisms can see their impact multiplied

Depending on the level of decentralization, the relationship between the local and national levels can vary from relative independence in terms of policies, to complete dependence. In any case, local policies and initiatives are embedded within the national framework, and their implementation depends in part on it. In that sense the national level implicitly affects the local level.

However, strategic alliances and partnerships between local-level and national-level actors can be of great interest to both parties:

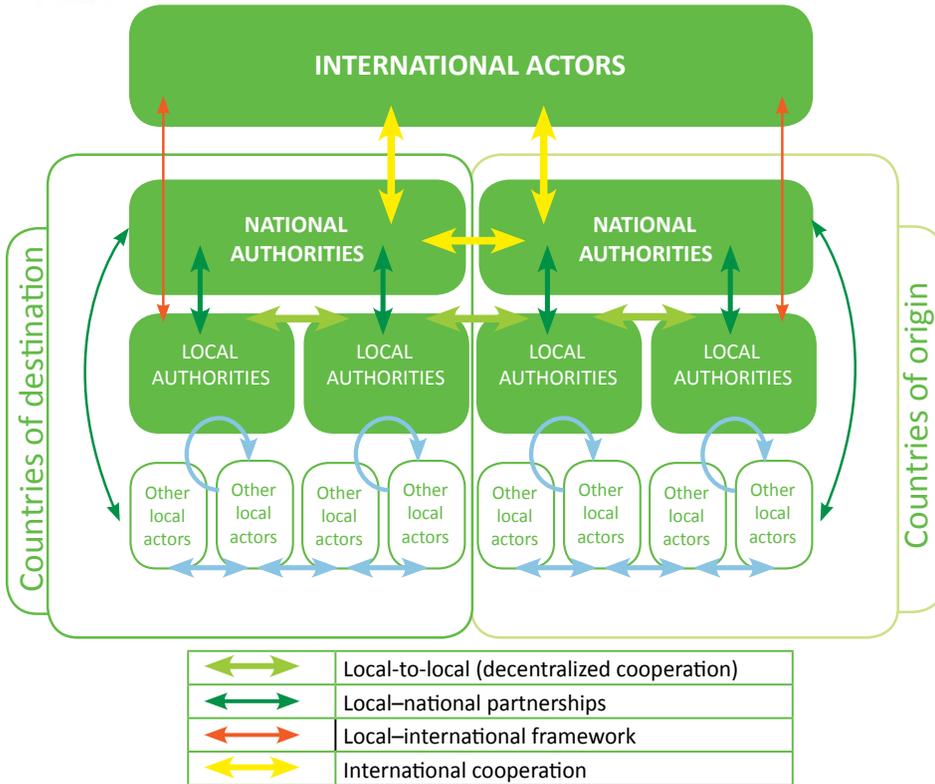
- from a policy point of view, if so enabled local authorities can inform national policymaking through the provision of a local perspective on M&D;
- from a more practical point of view, local authorities can bring services to their locality that are otherwise only available centrally;

- 
- from a cooperation point of view, local authorities can build on bilateral (national to national) relations to promote decentralized cooperation;
 - from a financial point of view, local programmes that are compatible with national priorities can benefit from public funds;
 - from the point of view of consistency, individual local projects that benefit from coordination mechanisms established at a wider scale can see their impact multiplied.

In any event, dialogue between local and national actors is key in identifying the opportunities that cooperation and partnership potentially bring.

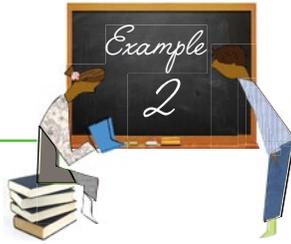


Local–international framework



If M&D initiatives are implemented at the local level, the discourse that frames them is promoted and negotiated within the international arenas. Multilateral agencies that have M&D as one of their priorities have the capacity to mobilize funds and establish programmes within which local initiatives can be inserted.

In this sense, multilateral actors are strategic allies that are traditionally linked with the States, but that are increasingly active at the local level. The JMDI is an example of this, linking multilateral actors and local authorities and empowering them in their local M&D initiatives.



Mayoral Forum on M&D

The First Mayoral Forum on Mobility, Migration and Development took place in Barcelona on 20 June 2014,, bringing together mayors and other local authorities from around the world to discuss the central role played by city governments in migration governance. The official outcome of the Mayoral Forum became the “Call of Barcelona”, unanimously endorsed by the participants. It emphasizes equality of rights, duties and opportunities as a basis for moving to a cohesive society, acknowledging the central role played by local governments in the issues of mobility, migration and development.



The Call of Barcelona and the Mayoral Forum have therefore paved the way for an **emerging political dialogue among mayors and local and regional authorities on migration and development**. The JMDI is supporting this dialogue as part of the programme’s objectives in connecting local authorities internationally to facilitate partnerships and knowledge sharing. The second Mayoral Forum on Mobility, Migration and Development will take place in the second half of 2015.

A practical exercise is proposed below in this module (see Activity 8) to reflect further on this example of the Call of Barcelona.

Public-private partnerships

The private sector is increasingly involved in partnerships with the public sector and civil society. Indeed, as the primary actor in the labour market or as developer of innovative solutions to problems, the private sector can have a large role to play in local development.



Do you want to know more about public–private partnerships? Go to Topic 3 of this Module.

KEY LEARNING POINTS

- Working on M&D implies the need to engage with a large spectrum of different actors with an interest in it, that have different views, roles, responsibilities and capabilities.
- In general it is key that **partnerships** aiming at **consistent initiatives** are **multi-stakeholder**.
- Not only is it the case that a local M&D initiative/project/programme cannot be successfully undertaken by a single category of actors, but also that these categories are **complementary in their abilities**, and therefore in the roles they can take on.
- **Complementarity can be:**
 - contextual;
 - technical.
- While complementarity is the foundation on which partnership is built, there are **three other major components** that determine successful partnerships:
 - legitimacy;
 - shared vision;
 - trust.
- **Cooperation between actors** can take different forms:
 - engagement of stakeholders;
 - partnerships;
 - strategic alliances.
- **At the international and multilateral level**, cooperation takes place in different settings:
 - multilateral dialogue mechanisms;
 - processes regulating regional economic integration and the free movement of people;
 - non-binding Regional Consultative Processes (RCPs).
- **When the sub-national level is involved**, there are several types of cooperation:
 - intra-local partnerships;
 - local-to-local (horizontal) partnerships/cooperation;
 - local–national cooperation frameworks;
 - local–international frameworks;
 - public–private partnerships.

TOPIC 2

DECENTRALIZED COOPERATION, CO-DEVELOPMENT AND TERRITORIAL PARTNERSHIPS

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Learning objectives

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

- define the concept of decentralized cooperation (DC);
- explain the role of local and regional authorities in promoting and fostering DC partnerships in relation to migration and development;
- identify the benefits of and define the necessary elements for coordination with proper multilateral cooperation frameworks;
- explain the potentials and identify the areas of intervention for DC partnerships to enable and engage migrants;
- identify the necessary information to collect before establishing DC partnerships involving M&D issues.



Introduction

Local and regional authorities (LRAs)⁴ have been increasingly recognized as innovative players in the international cooperation and development landscape. In addition to significantly contributing to local development processes through local policies and the subsequent provision of public services for the communities they administer, they increasingly implement projects and participate in international debates, as well as in multilateral frameworks for development.⁵

Throughout the 1990s a new actor surfaced in the international cooperation landscape, and was fully acknowledged in the first decade of the new century: local and regional governments – usually called Decentralized Cooperation (DC) partners. These have grown in their capacity for establishing effective and sustainable territorial partnerships

⁴ Here we use the word “authorities” in place of “governments”, as several states do not include any additional layer of government other than the national one.

⁵ LRAs have progressively grown in their capacity for association among peers and building supranational organizations of local authorities and regional authorities, the most important of them being the Global Network of Cities, Local and Regional Governments, UCLG (<http://www.uclg.org/>) and the Global Forum of Associations of Regions, FOGAR (<http://www.regionsunies-fogar.org/en/>).



for development, and in fostering multilevel governance by complementing national plans and taking part in global debates – including the process for the definition of the Post-2015 Development Agenda.

Decentralized cooperation has become a pertinent dimension of the international development system, with great potential for addressing migration and human mobility. Because LRAs are directly affected by the effects of migration on their own territories' development, and have started producing their own good practices in this field, M&D is progressively becoming an area of work for DC stakeholders.

This Topic will look into: how decentralized cooperation works; how it has evolved to take different forms, adapting to diverse territorial contexts and players, including global alliances; how it can benefit from human mobility to improve its effectiveness and inclusive outreach; and finally, how the needs and potentials of human mobility can be better addressed when framed within territorial partnerships.

1. DEFINITIONS AND ACTORS, PRINCIPLES AND AREAS OF WORK

The concept of decentralized development cooperation became visible during the 1990s and 2000s, thanks in part to a progressive global process of empowerment of local and regional authorities (whether due to decentralization or to deconcentration processes at country level). This facilitated relations between LRAs, leading to more concrete exchanges of skills and expertise in different sectors at sub-national level (region, province, and municipality). Subsequently, the exchanges involved other territorial actors not directly linked to the LRAs, extending the partnership to the territorial dimension and broadening the initial institutional framework.

Although there is no consensus on any single way to define decentralized cooperation, one simple and widely accepted definition is that it is *“an international cooperation activity carried out in partnership between two or more local or regional authorities and their sectoral branches”*.

In this case the partnership is based on an institutional agreement and mobilizes knowledge and expertise within the involved LRGs, regardless of the participation of other territorial actors.

When the relationship between partnering local governments is capable of involving and taking advantage of endogenous knowledge and resources by mobilizing other local actors from the public and private sector, as well as academia and civil society, it evolves into a **territorial partnership**.



In this case, as multiple territorial actors are engaged, the institutional agreement becomes a framework for action by diverse actors, coordinated by the LRGs.

In any event, DC initiatives are characterized by a partnership spirit and an innovative approach, when compared to the traditional donor–recipient relationship. Given the nature of its bottom-up approach, the spontaneity of interactions and solidarity among decentralized cooperation actors is one of the advantages of this form, and one of the reasons for its effectiveness. These features help to build solid institutional relations, based on reciprocal and horizontal partnerships between peers.



Partnerships in the field of Migration and Development

Al Hoceima, a Moroccan city on the Mediterranean coast, has been steadily growing of late, due to rural-to-urban migration. At the same time, many citizens have emigrated from Al Hoceima to Europe, many of them to Belgium. In the framework of a partnership between Al Hoceima and Schaerbeek Municipality (Belgium), diaspora groups living in Belgium help to mobilize technical assistance in urban planning from their community of destination, and have created a management office for the town city centre in Morocco, benefiting from the expertise of Belgian LAs.



The main innovative features of DC are:6

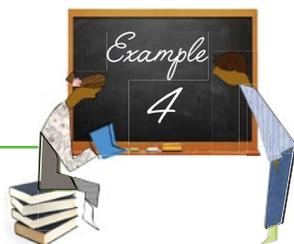
- the proximity of LRAs to the citizens and territories;
- the potential for complementing national frameworks and plans;
- the horizontal partnership, distinct from the vertical one traditionally linked to the donor–recipient approach. It is an enabling partnership, overcoming or at least reducing asymmetrical relations between the different actors involved;
- the concept of co-development, as the proximity relationship each LRA builds with its territorial actors within the DC initiative also implies a strengthening of cohesion in the territory itself;

⁶ Prof. V. Ianni, University of Naples, l'Orientale, International Forum on aid effectiveness at the local level, Foligno 2011.

- the potential for South–South and triangular cooperation at the local level, with a great variety of fast-developing practices;
- effective complementarity with multilateral frameworks to reduce fragmentation and increase overall effectiveness.

Decentralized Cooperation Partners **should not be seen as one more donor in a sea of many donors**, but as an innovative player with its own specific capacities in terms of resource mobilization through partnering with third parties (i.e. traditional donors and innovative fund-raising mechanisms) in support of common development goals.





South–South⁷ and triangular cooperation (SSTC) at local level

A key feature of the evolving development landscape is the increasing importance of South–South Cooperation (SSC), which underscores the leading role of the South in its own development. SSC is a process whereby two or more developing countries pursue their individual and/or shared development objectives through the exchange of knowledge, skills, resources and technical know-how.

Another growing trend is triangular cooperation, which involves Southern-driven partnerships between two or more developing countries, supported by a developed country or countries or multilateral organization(s), to implement development cooperation programmes and projects.

These dynamics are particularly pertinent for local actors, since LRGs and other territorial actors face similar compelling challenges and develop solutions and innovations that are highly relevant to their counterparts in areas such as migration, local capacity, basic service delivery, urban governance and local economic development.

The wealth of knowledge, experience and innovations embedded within local institutions and actors represents a great potential that can be mobilized through SSTC at territorial level, developing capacity building and knowledge-sharing across a range of local actors. The rich exchange of experiences and innovation generated by SSTC represents a vital resource, as important as financial resources.⁸

⁷ United Nations Development Programme, Regional Bureau for Latin America and the Caribbean. 2011. *Mapping multilateral support to South-South cooperation in Latin America and the Caribbean: Towards collaborative approaches*. (Panama City, UNDP). http://issuu.com/artpublications/docs/mapping_multilateral_support_to_ssc.

⁸ Extract from UNDP ART Initiative, 2013, p. 25.



SSC represents a new panorama of cooperation (bilateral South–South and decentralized South–South), in which the economies of some developing countries (BRICS, CIVETs) have been growing at a much faster pace than those of developed countries in recent years. However, SSC not only has an economic value, but also values territorial knowledge and practices. This is a specific value that facilitates the exchange and consolidation of partnerships, the generation of innovation from different experiences of local actors and the enhanced impact of international cooperation, reducing costs in favour of greater quality and impact and an enhanced vitality of cooperation actions.⁹

⁹ Mapping Multilateral support to South-South Cooperation in Latin America and the Caribbean: Towards collaborative approaches, UNDP, 2011

2. CO-DEVELOPMENT AND DECENTRALIZED COOPERATION

“Co-development” is a concept that since the 1960s has varied over time and geographical location, and according to the actors involved. Co-development within the framework of migrants as development actors only emerged in France in the 1970s, with France’s first efforts in providing official development assistance, aimed essentially at facilitating the return of migrants to their countries of origin, through established agreements between France and the migrants’ countries of origin. Based on this experience, the government reflected further on the relationships between migration and development, so as to build on the potential savoir-faire of the increasing number of migrants reaching France.¹⁰ Along these lines, the 1990s was a time of experimentation and dialogue with the various actors concerned, and led to a renewed approach to co-development in 1997 with Professor Sami Nair’s report entitled *Rapport de bilan et d’orientation sur la politique de codéveloppement liée aux flux migratoires*.

This report proposed a refurbished theoretical framework and methodology at the national level for managing migration flows to benefit migrants’ countries of origin. This was in the 1990s, in the context of a country with stagnating economic growth and a faltering capacity to absorb migrants. Co-development therefore became linked to the idea of promoting migrants as vectors for development, to facilitate the integration of existing migrants and to create the socio-economic conditions in the countries of origin to provide alternatives to further migration.¹¹ With a more multifaceted outlook, while one that still focused on controlling migration flows, Nair’s report recognized the importance of not only the national actors, but also of decentralized and local administrations and civil society, in supporting migrants’ initiatives and associations to foster development.

¹⁰ Lacroix, T., Migration, Développement, Codéveloppement : quels acteurs pour quels discours ? : Rapport de synthèse européen Informer sur les migrations et le développement (IDEM), Institut Panos, Paris, 2009 <http://www.imi.ox.ac.uk/pdfs/reports/idem.pdf>.

¹¹ Nair, S. 1997. *Rapport de bilan et d’orientation sur la politique de codéveloppement liée aux flux migratoires* (Paris, Mission interministérielle Migrations/codéveloppement, Ministry of Foreign and European Affairs): <http://www.ladocumentationfrancaise.fr/var/storage/rapports-publics/984000139.pdf>.



While efforts at the national level continued, a set of various decentralized cooperation initiatives took root involving migrants between the territories, with migration routes such as between Nord-Pas-de-Calais and Saint-Louis in Senegal, and between Seine-Saint Denis and Figuig in Morocco.¹²

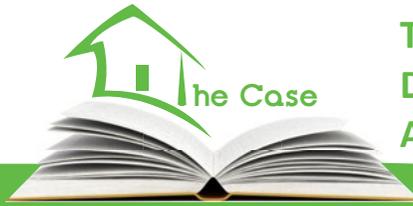
In the early 2000s this practice of co-development was then adopted across Southern Europe. Countries such as Spain and Italy, which had recently become immigration-receiving countries, adopted co-development as a dimension of their decentralized cooperation initiatives. Given the high degree of decentralization of these two countries, this link between co-development and decentralized cooperation came naturally. Decentralized cooperation initiatives went from joint efforts between local authorities and migrants' associations, in fostering integration and social cohesion and supporting migrants' associations, to fostering development in territories of origin, through the provision of funding or technical assistance to tap into migrants' knowledge and networks to enhance development cooperation efforts.¹³

The concept of co-development has also been taken on by migrants' associations, some of which have been working in migration and development since before France coined the term. One example is the Migration and Development Association based in Marseille, France and run by Moroccans, the approach of which is to carry out "co-development projects" to reinforce rural civil society in southern Morocco, based on mobilizing the Moroccan diaspora as well as fostering sustainable socio-economic development in marginalized mountainous areas.¹⁴

¹² Lacroix, T., Migration, Développement, Codéveloppement : quels acteurs pour quels discours ? : Rapport de synthèse européen Informer sur les migrations et le développement (IDEM), Institut Panos Paris, 2009+

¹³ *ibid.*

¹⁴ Migrations & Développement, Notre Approche:
<http://www.migdev.org/qui-sommes-nous/nos-objectifs-notre-approche/>



THE MIGRATION AND DEVELOPMENT (M&D) ASSOCIATION

It all started with **informal fundraising** by Moroccan immigrants living in France, with the funds then invested in local infrastructures in the south of Morocco. **Partnerships** were built up with **local associations**.

One of the strengths of the M&D is its **openness** to everyone who wanted support this development project carried out by migrants. French engineers volunteered – and not only did they bring their abilities, but they also helped to strengthen the links between the association and French civil society and public institutions. Indeed, this gave huge credibility to the association and its projects.



Over the first 15 years of its existence the M&D has mostly invested in **building local infrastructures and providing basic services** such as electricity and drinking water supply. This required building up **strong partnerships** with local actors to maintain both the infrastructures and the services. A local association was in charge of managing the project over the long term, but local authorities were included in the activities as well. As the M&D do not intend to substitute itself for the state, it has been linking local associations' and citizens' actions to the local authorities. In many cases, basic services such as electricity and water are now provided by public institutions and managed by local governments.

Since the 2000s the M&D has been **supporting local economic development activities** for improving people's standards of living. These income-generating activities include rural tourism and high-added-value agricultural crops (saffron, argan oil). The local authorities' role is thus to provide a favourable environment for migrants' investments



and local economic development, which can be done through the Local Development Plans (LDPs).

LDPs have been inserted within the 2002 Local Charter that reflects the decentralization process under way in Morocco. Designed for a six-year period, it looks to open the city up to new local development and local governance opportunities. This planning tool is intended to facilitate partnership with and the involvement of migrant associations in territorial development, as it promotes a participatory and sustainable approach.

3. ACTORS AND AREAS OF WORK

A decentralized cooperation initiative is set up on the basis of a goal identified in common between two or more involved partners. It usually implies the definition of a framework agreement committing partners to mobilize capacities and resources through socio-economic actors in and from the territories concerned, such as local companies, universities and associations, migrants and migrants' associations, as well as other public bodies with pertinent abilities.

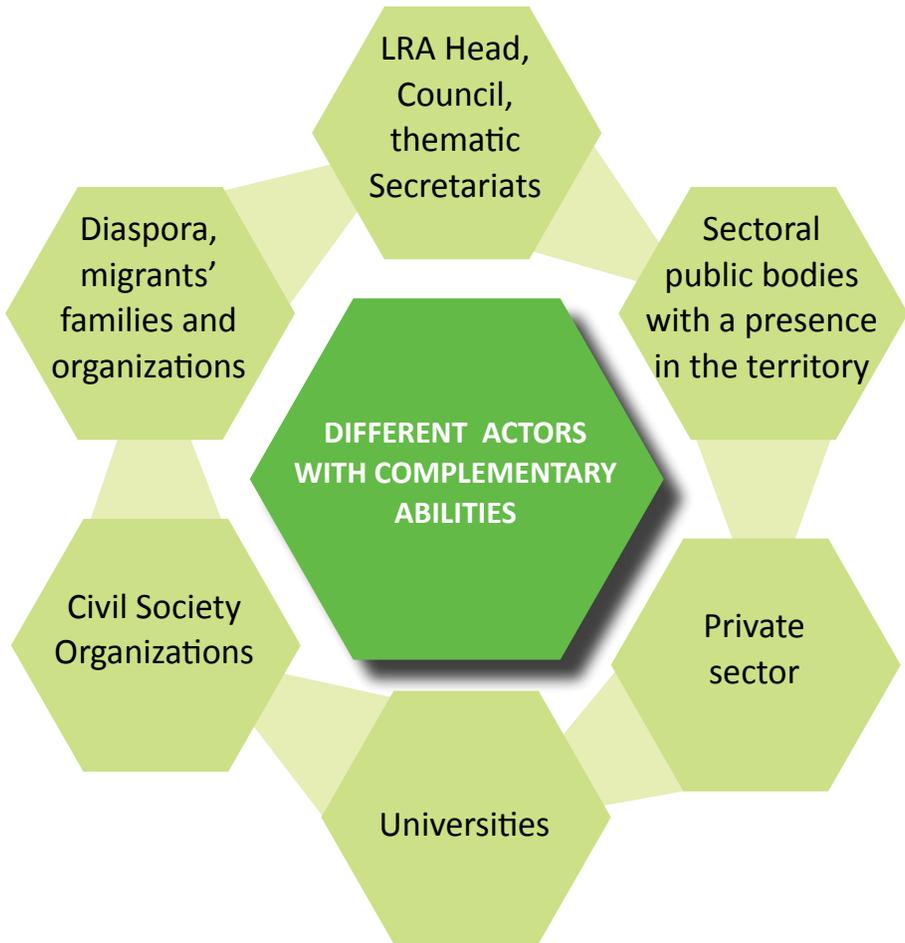
Each of these actors possesses specific expertise and knowledge, rooted in its respective economic and cultural surroundings. As a function of its own historic or geographical context, each territory/administration has developed specific knowledge in relation to a given development priority/challenge. The management solution applied is offered to a peer for knowledge transfer and capacity development, based on the latter's locally identified demand. In what could be defined as DC 2.0, partners in the North have started to associate on a territorial basis as well, to enhance their capacity to make an impact and their critical mass. This is the case of the Municipal Funds for Cooperation and the Regional Agencies for Development Cooperation in Spain.¹⁵

The following table summarizes the core abilities normally embodied by each category of DC actor, by area of work. What comes clear from the table, is how often areas of ability are present within different categories of actors. This responds to the principle of complementarity and subsidiarity.

¹⁵ Fondo Andaluz de Municipios para la Solidaridad Internacional, FAMSI: <http://www.andaluciasolidaria.org/>; confederación de Fondos de Cooperación y Solidaridad: <http://www.confederacionfondos.org/es/la-confederacion>.



DC actors possess complementary abilities



Abilities/areas of work in DC partnership

LRA Head, Council, thematic Secretariats	Political framework and coordination; institutional capacity building; citizen participation; democratic governance; strategic planning, particularly in urban planning and LED.
Sectoral public bodies with a presence in the territory	Capacity building according to respective ability/expertise vs. demand from partner territory; support in design and implementation of local public policies; sectoral interventions based on local planning in recipient location (health, education, environment, LED).
Private sector	Technical assistance and training; trade relations; mobilizing investments as well for projects related to locally identified priorities for local economic development. Assigning of value to endogenous resources.
Universities	Scientific collaboration as well in support of other sectoral interventions; fellowship programmes; M&E of development interventions; taking advantage of good practices, knowledge circulation.
Civil Society Organizations	Wide variety of abilities in any one sector and, more specifically, depending on the context: citizen participation; identity and cultural heritage; vulnerable groups, minorities.
Diasporas, migrants' families and organizations ¹⁶	A still underdeveloped set of strategic bridge-building abilities, useful to all the above categories: understanding of languages and cultural specificities on both sides of the partnership; enriched vision of local development potentials through the migratory experience; knowledge of the territory of origin, with related potential, both for identification of priorities and for investment.

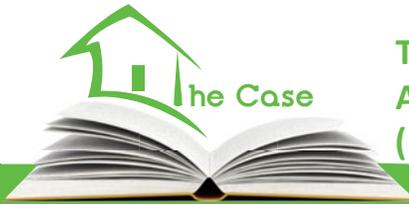
¹⁶ When duly engaged with and included in DC partnerships.

4. PRINCIPLES

In some contexts decentralized cooperation is considered to be part of local governments' external action, and is coordinated with the Ministry of Foreign Affairs at central level, whether it be a territorial, trans-border or proximity partnership. In any event, where they exist, coordination with central-level strategies is needed in both the developing and the industrialized countries, and can be achieved through dedicated agreements ensuring that DC interventions complement national strategies and plans, and/or locally formulated and centrally endorsed development plans.¹⁷ Among other measures, this will pre-empt fragmentation and overlapping, which are two of the most common limitations faced by dispersed (decentralized) cooperation initiatives.

The central role of LRAs in local development partnerships cannot overshadow the need for alignment and harmonization with the other levels of development cooperation, so as to make interventions more effective and to the extent possible replicable. In the context of migration, LRAs are in the best position to work – within national and local frameworks – on co-designing and implementing policies aiming to strengthen migrants' agency as development actors, in both territories of origin and destination.

¹⁷ Examples from the Municipality of Chefchaouen in Morocco:
http://issuu.com/artpublications/docs/pcd_chefchaouen



THE MIGRATION AND DEVELOPMENT (M&D) ASSOCIATION

Methodologies and principles – from an informal setting to a structured and credible association

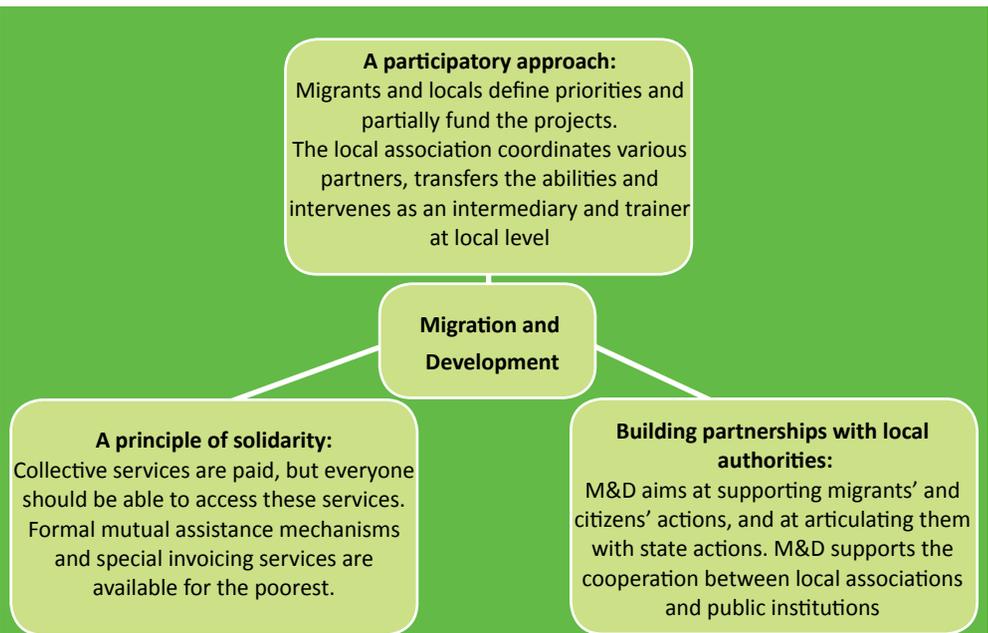
The Migration and Development (M&D) Association initially started from **informal fund-raising** by Moroccan immigrants living in France. Resources were then invested in local infrastructures in Southern Morocco and **partnerships with local associations** were developed.



One of the strengths of M&D has been its **openness** to any actor willing to support this initiative. For example, French engineers shared their technical abilities and also helped strengthen the links between the association, French civil society and public institutions. These links contributed towards the credibility to the association and its projects.

In turn, credibility – together with the originality of the approach – led to **attracting official sponsors and partners** at international level (FAO, UNICEF), European level (European funds), French level (Ministry of Foreign Affairs and French Development Agency) and Moroccan level (Ministries for Social Development, Agriculture, the Regions, Rural Municipalities, etc.).

Coming out of this empirical approach, the M&D Association gradually developed **three core action principles** that constitute the framework for its methodology:



M&D is also promoting a **cross-cutting gender-based approach**. Women are involved in all stages of the development projects and their initiatives are strongly supported. Their inclusion in local governance is also highly praised by M&D, which tries to make use of their social and economic autonomy. Finally, migrant women have a crucial role to play, not only through remittances but also thanks to their transfer of knowledge and behaviours on health, education and other issues.

5. MULTILATERAL FRAMEWORKS ADDING VALUE TO DECENTRALIZED COOPERATION

Acknowledging the interdependence between the local, regional, national and global levels, since the early 1990s several multilateral organizations and agencies have designed and put in place programmes to support multilevel interventions and/or specifically the interaction between cities, territories and decentralized partners. Some of these programmes focus on the interaction between cities and territories as a specific goal,¹⁸ other than strengthening LRAs, institutional and operational capacities and funding opportunities.¹⁹ Others aim at supporting the articulation between different levels of government and a variety of actors to articulate and work together based on commonly identified goals (organized development demand from recipient countries/territories). These programmes have been particularly conducive to providing a programmatic and operational framework in which all the potential partners in development cooperation could work and articulate their abilities and levels of action.²⁰ When duly implemented,²¹ this modality enhances the impact of each partner via articulation with the others. Generally aimed at reinforcing institutional capacities and supporting the design and implementation of comprehensive development plans, these framework programmes offer new financing opportunities to local authorities and at the same time widen the scope of decentralized cooperation action.²²

International organizations and other multilateral actors have set up several platforms to foster DC and territorial partnerships actions within comprehensive frameworks, agreed upon and endorsed as well by national governments, both donor and recipient.²³

¹⁸ <http://www.citiesalliance.org> (World Bank).

¹⁹ European Commission: http://ec.europa.eu/europeaid/sectors/thematic-programme-non-state-actors-and-local-authorities-development_en; UN Habitat: <http://www.unhabitat.org>.

²⁰ This approach has also been assigned the evocative definition of “new multilateralism”: http://eu-un.europa.eu/articles/en/article_9126_en.htm.

²¹ This is the case of the Local Human Development Programme in Cuba: http://hdrnet.org/243/1/rpr_4_7.pdf.

²² Statements by the Union of Cities and Local Governments (UCLG) in this regard: <http://www.commed-cglu.org/multilateral-2/>.

²³ See more on the UNDP ART Initiative:

http://www.undp.org/content/brussels/en/home/ourwork/democraticgovernance/in_depth/UNDP-ART-local-authorities.html and

http://www.ideassonline.org/pdf/info_11_30.pdf.



Added value of multilateral frameworks

An integrated and comprehensive cooperation system facilitates:

Complementarity between international development cooperation actors	Decreasing fragmentation	Multi-level programming and implementation	Alignment, harmonization and mutual accountability	Demand-based development cooperation	Increased SD impact
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The following are worth mentioning among the added value from this form of work:

- Establishment of an integrated and comprehensive cooperation system, connecting the local to the national and international dimension, facilitating:
 - complementarity between different international development cooperation actors;
 - decreased fragmentation;
 - multi-level programming and implementation;
 - alignment, harmonization and mutual accountability are favoured in a common operational framework;
 - demand-based development cooperation;
 - increased SD impact.²⁴

²⁴ Development priorities document from Carchi Province in Ecuador: <http://carchi.gob.ec/index.php/agenda-prioridades>; Development priorities document from L'Oriental, Morocco: http://issuu.com/artpublications/docs/oriental_francais_1 ; http://issuu.com/artpublications/docs/oriental_arabe_1

KEY LEARNING POINTS

- **Decentralized cooperation (DC)** has become a relevant dimension of the international development system, with a huge potential for dealing with migration and human mobility. Because LRAs are directly affected by the effects of migration on their own territories' development, and have started producing their own good practices in this field, M&D is progressively becoming an area of work for DC stakeholders.
- Decentralized cooperation is an international cooperation activity carried on in **partnership between two or more local** or regional authorities and their sectoral branches.
- When the relationship between partnering local governments is capable of involving and taking advantage of endogenous knowledge and resources by mobilizing other local actors from the public and private sector as well as academia and civil society, it evolves into a **territorial partnership**.
- Among the **main innovative features** of DC are the following:
 - the proximity of LRAs to the citizens and territories;
 - the potential to complement national frameworks and plans;
 - the horizontal partnership, distinct from the vertical one that is traditionally linked to the donor–recipient approach. It is an enabling partnership, overcoming or at least reducing asymmetrical relations between the different actors involved;
 - the concept of co-development, as the proximity relationship each LRA builds with its territorial actors within the DC initiative also implies a strengthening of cohesion within the territory itself;
 - the potential for South–South and triangular cooperation at the local level, with a great variety of fast-developing practices;
 - effective complementarity with multilateral frameworks, to reduce fragmentation and increase overall effectiveness.
- Over time, decentralized cooperation initiatives went from joint efforts between local authorities and migrants' associations in fostering integration and social cohesion

– and supporting migrants’ associations – **to fostering development in the territories of origin** through the provision of funding or technical assistance and tapping into migrants’ knowledge and networks to enhance development cooperation efforts. This links DC and co-development.

- **A decentralized cooperation initiative is set up** on the basis of a goal identified in common between two or more engaged partners.
- Each of these actors possesses **specific expertise and knowledge**, rooted in its respective economic and cultural surroundings. Actors may be:
 - the LRA Head, Council, thematic Secretariats;
 - sectoral public bodies with a presence in the territory;
 - the private sector;
 - universities;
 - civil society organizations;
 - diasporas, migrants’ families and organizations.



TOPIC 3

PUBLIC–PRIVATE PARTNERSHIPS

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Learning objectives

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

- adopt a broad approach to PPP;
- recognize the potential challenges raised by PPPs;
- include the private sector in the design of local policies related to migration.



Introduction

The role played by the private sector within public life is increasingly widely recognized and the subject of many discussions. Among these discussions, a central issue is the way that public–private partnerships (PPPs) may be designed and put in practice.

In the field of migration, PPPs can cover a wide range of issues – building on the opportunities raised by migration, or the challenges faced by migrants in both territories of origin and destination.

This topic aims to provide a broad vision of the possibilities local authorities have to partner with the private sector and with other public entities in order to enhance the impact of migration on development.

1. WHAT ARE PUBLIC–PRIVATE PARTNERSHIPS?

There are no universally recognized definitions of public–private partnership (PPP). Similarly the term “private” is used differently according to who uses it. However, most of the literature mentions PPP as traditionally pursued for service delivery and infrastructure. In this view, the dominant approach defines PPPs as *“a form of structured cooperation between public and private partners in the planning/construction and/or exploitation of infrastructural facilities in which they share or reallocate risks, costs, benefits, resources and responsibilities”*.²⁵

*“Philanthropic or donor-recipient relationships – such as a one-time donation – or collaborations that fail to draw on the core abilities of each party are not, in our view, true public-private partnerships. Likewise, short-term projects led by one party with participation from others – such as sponsoring an event – do not qualify. Nor do all relationships that involve cross-sector collaboration, especially those where one party is the subcontractor of another.”*²⁶

Other approaches are broader, and describe PPPs as *“working arrangements based on a mutual commitment (over and above that implied in any contract) between a public sector organization with any organization outside of the public sector”*.²⁷ This latter definition has the advantage of not only highlighting the cross-sectoral aspect of PPPs, but also of stressing the importance of a shared commitment to achieve joint outcomes, and the fact that PPPs are not limited to contractual relationships (which does not imply that they are not ruled by signed documents).

²⁵ Koppenjan J. 2005. “The formation of public-private partnerships: lessons from nine transport infrastructure projects in the Netherlands”. *Public Administration* 83(1): 135–157.

²⁶ United Nations Foundation, 2003: *Understanding Public-Private Partnership*, United Nations Foundation, 16 pp.

²⁷ Bovaird T. 2004. “Public-private partnerships: from contested concepts to prevalent practice”. *International Review of Administrative Sciences*, 70(2): 199–215.

2. WHY PUBLIC-PRIVATE PARTNERSHIPS?

There are several reasons why public and private entities join into partnership. Most often, one or more of the following reasons are behind PPPs:²⁸

- enhancement of efficiency and effectiveness through taking advantage of comparative advantages, with a rational division of labour and resource mobilization;
- to provide the multi-actor, integrated resources and solutions required by the scope and nature of the problems being addressed;
- to move from a no-win situation among multiple actors, to a compromise and potential win-win situation;
- to open up decision-making processes to promote a broader operationalization of the public good.

Along the same lines, according to the United Nations Foundation,²⁹ public-private partnerships:

- are voluntary and build on the respective strengths of each partner;
- optimize the allocation of resources;
- achieve mutually beneficial results over a sustained period;
- involve written agreements that specify the purpose and duration of the partnership, its governance, as well as exit arrangements.

In general, these points can be summarized by the fact that ideally the public and the private sector partners combine their respective strengths in order to reach common goals, which in turn allows each party to reap some benefit.

²⁸ Adapted from: Brinkerhoff, D.W and Brinkerhoff, J.M 2011: "Public-private partnerships: perspectives on purposes, publicness and good governance", *Public administration and development*, 31, pp. 2-14.

²⁹ United Nations Foundation, *ibid*.

3. CHALLENGES RELATED TO PUBLIC-PRIVATE PARTNERSHIPS

Although PPPs are of great interest in the field of migration and development, it is important to highlight some of the issues that may potentially raise obstacles to their success.

The first issue is that of **objectives**. Indeed, when partnering to reach a defined outcome, public and private actors do not pursue the same objectives. While public actors aim for the public good, private actors aim for private benefit. This may be an obstacle if the forms of the partnership are not carefully reviewed, together with the contractual arrangements.

The second issue is more conceptual, while still very important. Indeed, the notion of PPP is subjectively related to the idea that the private sector is more efficient than public administration, with efficiency being one of the conditions for a successful business model. As is observed in many cases: *“While presented as an effort to improve efficiency and effectiveness, such an objective is also based on a normative belief that the private sector is inherently ‘better’ at management than the public sector. Such normative orientations have led to a dramatic under-appreciation of the unique role governments must play in public service provision. Contracting out and purportedly more mutual arrangements under the rhetoric of PPPs have significantly reduced many governments’ capacity to effectively participate in and oversee these arrangements and to ensure they are responsive to citizen demands and contribute to a broader, more strategic vision of the public good.”*³⁰

This is why in this topic we particularly focus on PPPs directly aiming to build on the challenges and opportunities inherent in migration, and which recognize private partners not only for their relative advantages, but also for the responsibilities they bear.

³⁰ Brinkerhoff, D.W and Brinkerhoff, J.M 2011: “Public-private partnerships: perspectives on purposes, publicness and good governance”, Public administration and development, 31, pp. 2-14.

4. PUBLIC-PRIVATE PARTNERSHIPS AND MIGRATION

The issues related to PPP are very broad, and would deserve to be covered in an entire manual of their own – highlighting successes and failures, opportunities as well as particular challenges. It would evaluate different models (roles of the public and private sector, areas for partnership, length of partnership, etc.) and conceptions (who is private? what do we mean by partnership? etc.).

In the field of migration, the application of PPP (especially when the private sector is taken to mean for-profit actors) is more limited than when it comes to more general service provision, and therefore difficult to assess. We could argue that PPPs related to migration can bring added value in two distinct circumstances:

- transnationalism provides a valuable asset in such partnership, building on **opportunities** brought by migration;
- partnership can effectively respond to **challenges** faced by migrants/return migrants/migrant families. These partnerships can build on the opportunities brought by migration, for instance in cooperating with migrant actors.



Do you want to know more about service provision? Go to Module 4, Topic 2.



Challenges and opportunities during the pre-decision phase of the migration cycle

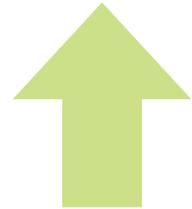
CHALLENGES

- Lack of information on the realities of migration
- Conditions of the labour market push people to migration



OPPORTUNITIES

- Return migrants possess information on migration



Challenges and opportunities during the pre-departure phase of the migration cycle

CHALLENGES

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



OPPORTUNITIES

- Return migrants possess information on factual aspects relevant to new departures





Challenges and opportunities during the migration phase of the migration cycle

CHALLENGES

- Lack of rights, increased vulnerability, access to social services
- Families left behind
- Xenophobic perception and integration issues
- Challenges of city life

OPPORTUNITIES

- Presence of diaspora groups
- Transnational networks
- Migrants contribute to economy of territory of destination
- Remittances
- Acquisition of experience and skills



Challenges and opportunities during the return phase of the migration cycle

CHALLENGES

- Reintegration
- Use of skills acquired when migrating

OPPORTUNITIES

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

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



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



Do you want to know more about the way these challenges and opportunities may be addressed in the field of service provision? Go to Module 3.

PPPs addressing challenges

PPPs can vary in nature, therefore permitting the addressing of particular challenges in creative ways.

Some fields of application are mentioned below, related to the challenges listed above.

The above are only some examples of what can be done, but many more could be added, building on the principle that matching the specificities of private actors with the challenges and opportunities brought by migration may lead to win–win situations. It is important to note that PPPs sometimes gain value if other partners participate, such as migrant organizations or other CSOs.

Table 1: Various modalities of PPP in relation to challenges

Challenges	Private sector actors	Type of partnership	Comments, examples
Lack of information on migration (pre-decision)	Media (origin)	Partnership aimed at developing an information campaign led by the public sector and disseminated by the media	Participation of return migrants adds value to the campaign
Conditions in the labour market	Diaspora entrepreneurs (origin and destination)	Set up a platform linking the business sector in origin and destination territories	See the section above
Lack of certified skills	Employers in relevant sectors (origin and destination)	Apprenticeship schemes	Skills development and certification can be achieved through subsidized apprenticeship schemes responding to national skill standards
Xenophobia in destination territories	Media and communication sectors	Campaigns	Participation of diaspora associations and other civil society organizations adds value
Unequal integration in the labour market/ difficulties in reintegration	Employers	Awards for migrant integration Codes of conduct Mentoring programmes	Local authorities can issue awards or codes of conduct that provide some publicity for employers successfully integrating migrants Build on the responsibilities of the private sector



Toronto Region Immigrant Employment Council (TRIEC)³¹

“TRIEC is a multi-stakeholder council that works to improve access to employment for immigrants in the City of Toronto and surrounding regions so that they are better able to use the skills, education and experience they bring with them to Canada.



More than 100,000 new immigrants arrive each year to the greater Toronto area. Over 40,000 have at least one university degree. In 2002, the Toronto City Summit Alliance (TCSA) identified the inclusion of migrants into the labour market as a key priority for the city. As a result, the Maytree Foundation, along with TCSA, formed the Toronto Region Immigrant Employment Council (TRIEC) in 2003. TRIEC is comprised of different stakeholders, including employers, post-secondary institutions, service providers, community organizations, regulatory bodies, and all three orders of government (federal, provincial, and municipal). It is governed by a board, council and a secretariat. It has an Intergovernmental Relations Committee, which brings together representatives from the three orders of government – federal, provincial, and municipal – to share information and enhance coordination on the issue of immigrant employment. TRIEC has developed a number of programmes to promote migrants’ integration into the Toronto region’s labour market. TRIEC became a non-profit organization in 2007.

- **The Mentoring Partnership:** Launched in November 2004, the Mentoring Partnership (TMP) is a collaboration of community organizations and corporate partners that bring together skilled immigrants and established professionals in occupation-specific mentoring relationships. Experienced professionals are recruited as mentors and community-based organizations match them with

³¹ http://www.ilo.org/dyn/migpractice/migmain.showPractice?p_lang=en&p_practice_id=49

internationally educated professionals. Mentors give 24 hours of their time over a four-month period. They share their knowledge, experience, and professional networks.

- **Career Bridge Program:** The Career Edge Organization, a private, non-profit organization, has operated the Career Bridge internship programme since 2003. It was developed in response to Canada's labour market demand for internationally-qualified professionals to acquire relevant Canadian work experience. The programme creates paid internship opportunities that last for four, six, nine, or twelve months for job-ready immigrants at a wide range of employers. To be accepted for an internship, applicants must: be legally entitled to work in Canada; have been in Canada no longer than three years, have a minimum of three years international work experience in their field, attend a screening interview; possess at least a bachelors degree from a Canadian or foreign university; possess a recent Canadian assessment of educational qualifications; seek work experience in unregulated occupations such as business, technology, and general management; lack paid Canadian work experience in their profession; be fluent in English. Employers make the final decisions in accepting applicants for an internship at their worksite and pay a stipend for selected interns.
- **hireimmigrants.ca:** The hireimmigrants.ca programme provides employers with the tools and resources to accelerate the integration of skilled immigrants into their organizations. The website provides a number of resources.

PPPs building on opportunities

The case mentioned above reflects situations in particular in which the presence of diaspora entrepreneurs in a territory of destination can be beneficial for trade and other synergies between territories of origin and destination. Indeed, local authorities can greatly facilitate these dynamics by creating links between the business communities in territories of origin and destination.

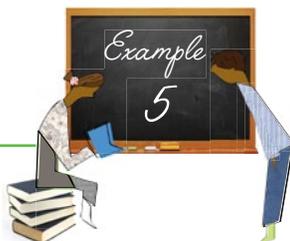
The advantage is that by assisting businesses in expanding their links, local

authorities create a positive momentum that may create **spillover effects**, such as facilitating the initiation of further partnerships linking territories of origin and destination, and even decentralized cooperation.



Do you want to know more about PPPs? Go to Topic 1 of this module.

To initiate local-to-local PPPs, local authorities can for instance create **online platforms** (or other networking tools, such as events, fairs, etc.) linking their diasporas with local businesses (for origin territories), or linking the diasporas present in their territories with other private actors (territories of destination). In many cases, territories are both of origin and of destination, and therefore such platforms have the potential to create large-scale partnerships, as illustrated by the case of Santa Maria da Feira (below).



Santa Maria da Feira: Diversity and migration as a door to new markets³²

“Santa Maria da Feira, a municipality on the outskirts of Oporto, in northern Portugal, is adapting to the reality of cultural diversity in a surprising way. Spurred by the municipality, the local business community is exploring new opportunities presented by migration: The presence of people from different origins in its territory, and the presence of Feirenses in a number of foreign countries.



³² http://www.coe.int/t/dg4/cultureheritage/culture/cities/newsletter/newsletter31/maria_en.asp



The municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships.

The municipality has regular business exchanges with Kenitra, in Morocco. The partnership, made possible thanks to the presence of Moroccan nationals in Santa Maria da Feira, started with a visit by a Kenitra delegation in 2012. Since then, a number of protocols between the two municipalities have been signed, in addition to the private sector business relations established.

Similar partnerships have been previously established in other countries, such as Venezuela, Mozambique and France. The municipality takes an active role in helping local businesses expand internationally. The diversity of Santa Maria da Feira's population is a precious resource which the council has sought to make the most of.

Besides the local migrants, Santa Maria da Feira has also reached out to the Portuguese diaspora. Many successful Feirenses abroad have responded positively, allowing the municipality to continue its mission of providing business opportunities abroad for locally based companies.

José Fonseca, who owns of a construction company based in Payerne, Switzerland, has been invited to Santa Maria da Feira by the council. The idea is to help open up the Swiss market to local construction and building materials companies. Santa Maria da Feira's location, close to Oporto's transport infrastructure, makes it a key location for doing business in the rest of Europe and further afield.

The strategy underlying these initiatives involves finding partners for development, both immigrants from around the world living in Santa Maria da Feira and Feirense emigrants living abroad, building exchanges based on cultural diversity.”

5. MODALITIES OF PUBLIC-PRIVATE PARTNERSHIPS

In general terms, successful PPPs build on the same principles as any other partnership:

- they respond to a well-defined set of challenges/opportunities;
- they build on the relative strengths of both private and public sectors to achieve a common goal;
- they imply trust between the partners.



Ultimate objective of private and public actors



Moreover, PPPs involving for-profit actors only work if they involve some sort of gain. This aspect is central to the definition of the modalities under which any PPPs take place, as the ultimate objective is by definition not the same for private and public actors:

- the public sector aims at enhancing and managing public well-being;
- the for-profit private sector aims at enhancing private profit.

Therefore, for PPPs to be sustainable their outcomes should respond to the needs of the public sector, while their forms need to be designed so that they respond to the needs of the private sector.

The simplest way to do this is to partner for **services and infrastructure**, where a private actor provides services according to public actors’ needs and regulations, while making a profit from the provision of such services (from the public sector or from the user). This is one of the most common forms of partnership currently, but it will not be discussed here as it is poorly applicable in the field of M&D.

Building on Table 1, “Various modalities of PPPs in relation to challenges”, presented in the preceding section, other modalities of PPPs can be listed:

Table 2: Subsidies

<p>Example</p>	<p>Apprenticeship subsidized by the public administration: certified employers host and train apprentices, who gain certifiable skills. Public administrations participate in the training expenses (paying part of the trainee’s salary, providing subsidies to the employer, or other kinds of compensation for the employer).</p>
<p>Outcomes</p>	<p>Trained professionals with certified skills.</p>
<p>Gain for the private actor</p>	<p>Increasingly skilled labour at low cost.</p>

Table 3: Services beneficial to the private sector

<p>Examples</p>	<p>Online platforms linking diaspora entrepreneurs together or with their territories of origin. Networking events allowing public–private discussions, etc. Mentoring programmes: public authorities match mentors (established professionals) and skilled migrants, who, through mentoring, acquire networks and know-how, increasing their employability.</p>
<p>Outcomes</p>	<p>Trade relations between territories are increased; diaspora entrepreneurs may create jobs in territories of origin. Potentially, enhanced cooperation between territories (decentralized cooperation); increased matching between skills and the labour market.</p>
<p>Gain for the private actor</p>	<p>Increased business opportunities, increased networks.</p>

Table 4: Awards

<p>Example</p>	<p>Public authorities grant awards to private actors who successfully integrate migrant workers into the labour market. Public authorities issue standards of conduct and certify private actors who follow them.</p>
<p>Outcomes</p>	<p>Private sector actors are encouraged to adopt practices that benefit the public.</p>
<p>Gain for the private actor</p>	<p>Awards and certifications are marketing tools and contribute to corporate social responsibility policies.</p>

POINT FOR REFLECTION

REMITTANCE COMPARISON WEBSITES

Remittance comparison websites are usually created by international organizations (for example the World Bank) and civil society organizations. Although they are very useful, they tend to be underused by migrants, who may not be aware of their existence, and are not convinced of the accuracy of the available data.

Start-ups have developed services providing detailed and real-time information on transfer costs for any amount of money.

These start-ups are private sector actors providing services free for migrants. Their financial resources are limited and they lack institutional recognition.

In your experience, what kind of partnership would be relevant to support their activities?



KEY LEARNING POINTS

- **PPPs can be defined** as “working arrangements based on a mutual commitment (over and above that implied in any contract) between a public sector organization with any other organization outside the public sector”.
- **There are several reasons why** public and private entities join in partnership. Most often one or more of the following reasons are behind PPPs:
 - enhancement of efficiency and effectiveness through making use of comparative advantages, a rational division of labour and resource mobilization;
 - to provide the multi-actor, integrated resources and solutions required by the scope and nature of the problems being addressed;
 - to move from a no-win situation among multiple actors to a compromise and potential win-win situation;
 - to open up decision-making processes to promote a broader operationalization of the public good.
- Among the main **challenges of PPPs** are those related to objectives: while public actors aim for the public good, private actors aim for private benefit. This may be an obstacle if the forms of the partnership are not carefully reviewed, together with the contractual arrangements.
- In the field of migration, the application of PPP (especially when the private sector is taken to mean for-profit actors) is more limited than when it comes to service provision in general. **There is added value when:**
 - transnationalism provides a valuable asset in such partnerships, building on opportunities brought by migration;
 - partnership can effectively respond to the challenges faced by migrants/return migrants/migrant families. These partnerships can build on the opportunities brought by migration, for instance in cooperating with migrant actors.
- **Outside of classic service provision**, the forms of PPP can be varied:
 - subsidies;
 - services beneficial to the private sector;
 - awards.

TOPIC 4

WORKING WITH DIASPORAS/ MIGRANT ASSOCIATIONS IN TERRITORIES OF ORIGIN AND DESTINATION

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Learning objectives

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

- explain the relevance and added value of partnering with diaspora organization;
- illustrate how such partnerships can be achieved;
- generate ideas for successful partnerships.



Introduction

Partnering with diaspora organization means building on their comparative advantages (rooted in transnationalism) and on their complementarity with respect to local institutions, in order to achieve policy objectives.

Diaspora organizations must be considered civil society organizations with a transnational specificity. Although their engagement can be achieved within mechanisms applied to engage other civil society organizations, their added value allows the targeting of specific objectives directly related to migration or to local development.

1. DIASPORA/MIGRANT ASSOCIATIONS: A DIVERSITY OF ROLES AND MODALITIES

Module 3, Topic 3 focuses on the mechanisms to engage diaspora organizations, and on the role they may play in both territories of origin and destination.



Do you want to know more about mechanisms to engage diaspora organizations? Go to Module 3, Topic 3.

It should be mentioned that although we focus here on migrant/diaspora organizations, this does not imply that all migrants in a territory belong to an organization, nor that it is only organizations that act in favour of development, nor that diaspora organizations always differ from other civil society organizations. Moreover, individual migrants may mount initiatives that are very effective for local development, or set up associations that are not really diaspora organizations, but rather initiatives in thematic areas.

On the other hand, if it cannot be said that individual migrants are always actors in M&D (some of them are simply not interested or willing to be engaged), migrant associations are potentially key actors, for a variety of reasons and offering various opportunities:

- the fact that organizations get created implies the involvement of 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 easily identifiable, and are prime dialogue partners for other entities (including local/national authorities) that would like to engage with them.



In Module 3, Topic 3, the typology of diaspora associations is defined as follows:

- **associations:** are active at the local level (city, province, etc.);
- **umbrella associations:** group associations according to common criteria, such as country/territory of origin. These can be active at the local, supralocal or national levels. They are smaller in number than associations as such, but their membership is much larger;
- **national federations:** group associations and umbrella associations, and are active at the national level.

However, for the reasons mentioned above, in this topic we will also focus on associations set up by individual migrants in order to achieve goals related to local development. In summary, in this topic we focus on all kinds of civil society organizations mobilizing diaspora members.



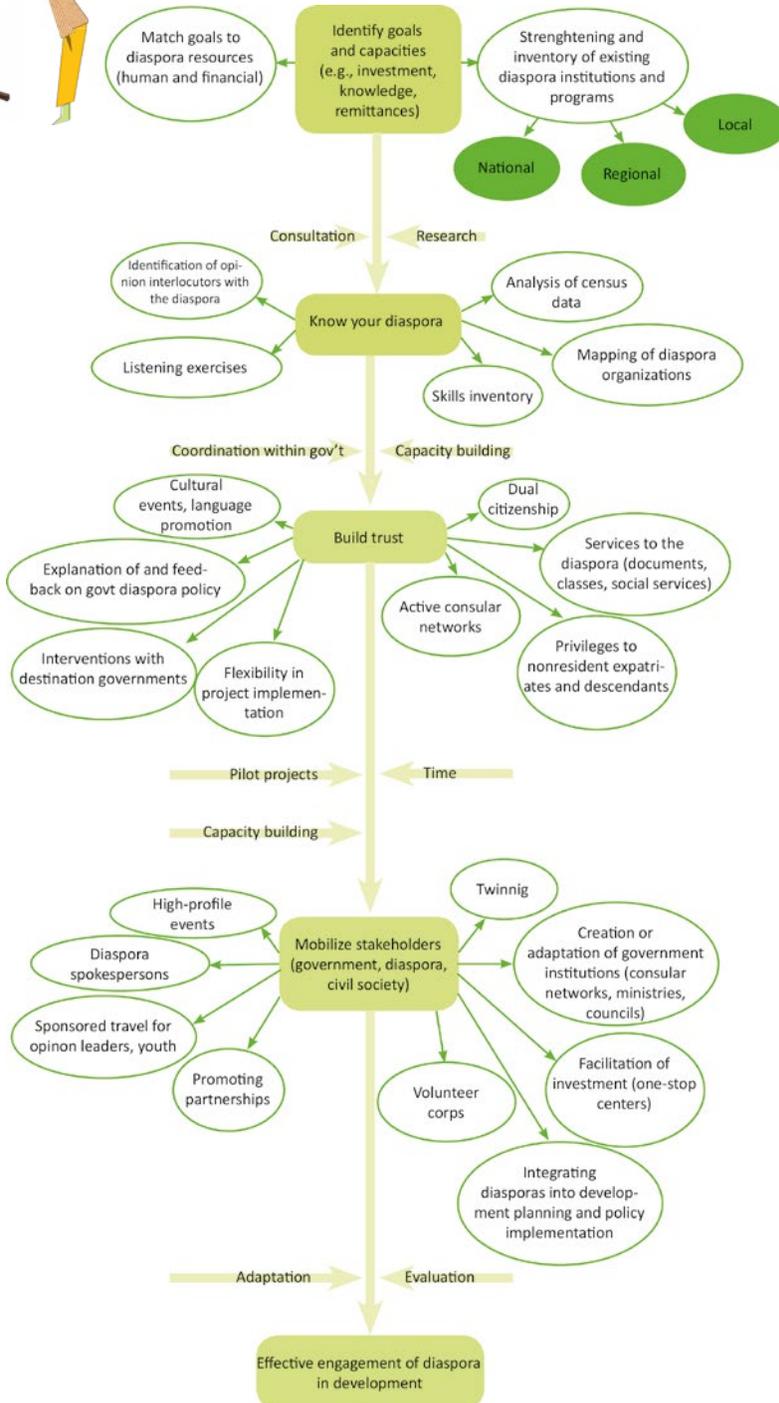
2. THE PATH TOWARDS ENGAGEMENT

Building on the content of the IOM/MPI handbook on engaging diasporas in development,³³ in Module 3, Topic 3 we discuss the steps allowing diaspora engagement, as summarized in the figure below.

³³ 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*; International Organization for Migration (IOM)/Migration Policy Institute (MPI), 2012, 256 pp.



Road map for engaging diasporas in development³⁴



³⁴ Adapted from: 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*; International Organization for Migration (IOM)/Migration Policy Institute (MPI), 2012, 256 pp.

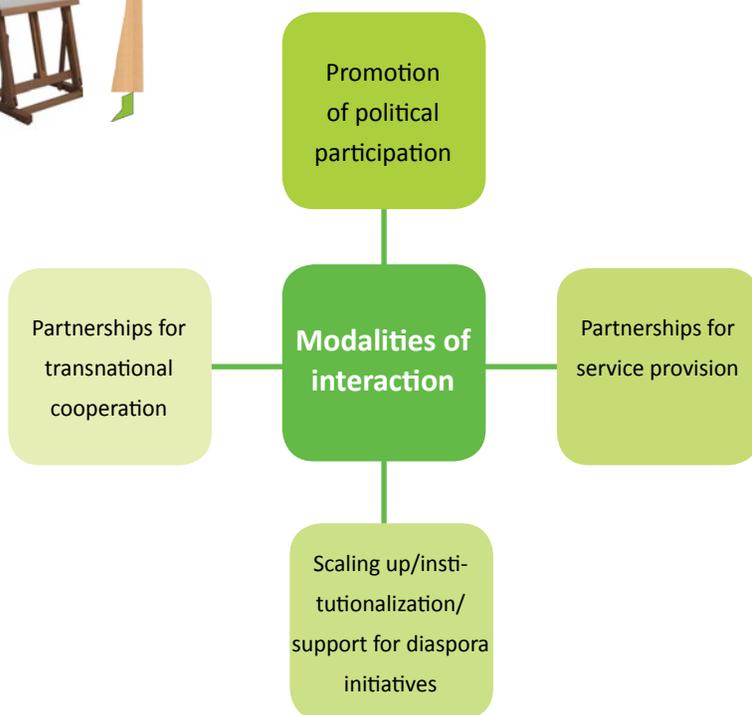
This model focuses on the forms of interaction between local authorities and diaspora associations, in both territories of origin and destination. Of course this engagement implies prior knowledge of diaspora associations and their initiatives, as no engagement can be developed without a prior mapping of what exists.



Do you want to know more about this topic? Go to Module 1, Topic 3.



Modalities of interaction



3. SCALING UP/ INSTITUTIONALIZATION/ SUPPORT FOR DIASPORA INITIATIVES

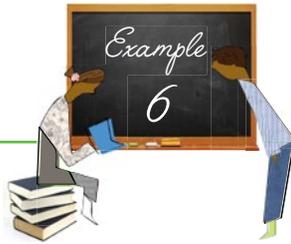
In territories of origin

Diaspora organization may set up a variety of initiatives in home territories, which are not necessarily coordinated or linked with local policies/institutions.

This brings with it the risk of reducing the impact of initiatives (see the example of the hospital in Beguedo, Burkina Faso, in the point for reflection below), as there may be an overlap with other similar initiatives, or the link may be lacking with local structures that would ensure their success.

Alternatively, diaspora associations may lack the capacity (including the funds) to correctly implement their initiatives.

Once the initiatives have been mapped, local authorities can partner with them, through proposing better placement within the local reality and the local policy objectives, and linking similar initiatives together, or proposing ways to scale up initiatives. As funds may be lacking to do so, a good coordination of existing initiatives – and a good grounding within local policy objectives – may increase the possibility of attracting funds from donors, including external donors. This is the focus of the JMDI programme.



M&D policy work in El Salvador

Support/institutionalization involving both territories of origin and destination

In El Salvador the national government has identified the need to adopt a new, comprehensive public policy on M&D, encompassing the dimensions of protection, transnationalism and (local) development. The process has the technical support of UNDP El Salvador and the JMDI.



The focus of this new policy builds on the innovative territorial/transnational aspect as of the design phase:

1. territorial approach to policy formulation, as the impact of any public policy gets reflected primarily at the local level;
2. transnational approach, able to make use of the M&D vision of the diasporas from the design phase.

In relation to the first point, existing M&D initiatives and concerned parties in El Salvador will be involved in territorial consultations and will become M&D constituencies for informing the central level regarding M&D priorities as they are seen from the territories.

Local consultations will take place in all regions of El Salvador, and similar gatherings will be organized in the main countries and regions of destination (USA, Canada, Central America, Spain, Italy), with the support of the consular networks and diaspora organizations. The systematized results of this six-month-long consultation phase will inform the design of the national policy, which will be formally approved by the legislature and symbolically endorsed by the National Council for the Protection and Development of Migrants and their Families (CONMIGRANTES).



In territories of destination

Through initiatives they set up, diaspora organizations are often active players for integration, but also more generally for social cohesion at territorial level. Although these initiatives are often small in scale and subject to funding constraints, their territorial grounding and their proximity to the issues faced by migrants makes them very relevant.

It is therefore valuable to take these initiatives on board in order to have them contribute to specific local policy objectives, such as integration, social cohesion, education, etc. In this case, partnership builds on complementarity and brings consistency between policy orientations and the actions undertaken on the ground.

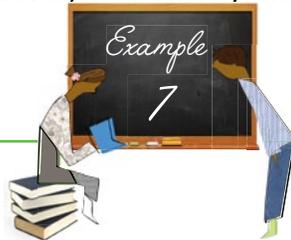
In order to build on the potential of these initiatives – once they have been identified through prior mapping – local authorities may take steps to enhance their sustainability and/or extend their scope, so that initiatives are better linked with policy priorities defined by local policymakers. It is important to mention that the aim is not to target diaspora initiatives exclusively, but rather to create frameworks in which diaspora initiatives can be linked to local institutions.

Here are some possibilities:

- **Creating networks/institutional settings linking several similar initiatives:** This implies reviewing different initiatives with similar or comparable objectives, and creating mechanisms to link them together. For instance, if several diaspora associations organize cultural events, these may be given visibility and legitimacy by the creation of a local government-led series of events within which diaspora events take place. Similarly, if several diaspora organizations have projects such as language courses, local authorities may want to create an online platform where migrants find information about language courses.
- **Creating funds dedicated to supporting integration initiatives:** This is carried out by identifying policy priorities that can be partially implemented by civil society, including diaspora organizations, and to create grants for which organizations can apply. In the example from Visby below, the Gotland Region Culture and Leisure Board provides

funds to the DBF (Democracy for the Children’s Future) summer camps .

- **Provide in-kind contributions to diaspora initiatives:** This is a very broad field of action, and may take different forms. In-kind contribution can be provided in terms of visibility – for instance, by having officials making opening speeches at events organized by migrant organizations. This can also be done through online tools, such as providing a space on official websites to highlight diaspora events/initiatives/associations. In-kind contribution can also be provided through the provision of venues for events or activities organized within diaspora initiatives, as shown by the example of Visby below .



Democracy for the Children’s Future (*Demokrati for Barns Framtid – DBF*) – Visby, Sweden³⁵

Demokrati for Barns Framtid (DBF) is an initiative set up by a migrant, Claudien Tuyisabe, following his arrival in Visby as a refugee from Burundi in 2006. DBF helps to promote the integration of children aged five and up into local Swedish community. This is done by creating meeting points for different groups through periodic activities (happening on a yearly or more frequent basis), mixing social and pedagogical activities, and using these as a hook to engage migrant youth, thus facilitating their learning, personal development and social inclusion. These promote togetherness, as well as an understanding of human rights, democracy, (racial and gender) equality, leadership and social responsibilities, and an understanding of Swedish society. They bring migrant and non-migrant youth together, and involve parents in activities, facilitating their integration and developing their skills. DBF provides activities throughout



³⁵ Source: EU-MIA Project – EU funded, Implemented by ITC-ILO, Compass, Fieri and Oxford University. Extracts modified from http://www.eu-mia.eu/cases/vis_infosheet

the year, such as swimming lessons, homework assistance, international gatherings, seminars and sporting events.

A highlight of the year is the annual summer camp. Any child may attend – whether a DBF member or not, and immigrant or non-immigrant. Forty children took part in 2013. Of these, 27 were foreign-born and 13 were Swedish. The activities at the camp included artistic workshops, meetings with eminent opinion leaders, swimming in the sea, visiting local landmarks, sports and musical activities, cooking, human rights education, and other social activities.

Beneficiaries are:

- **migrant and non-migrant children and young people:** The primary beneficiaries are migrant children, or children with a migrant background, in Gotland. DBF works increasingly with non-migrant youth, creating opportunities for intercultural contact;
- **families:** Through the young members DBF works with migrant families, involving parents as volunteers and in supporting their children's learning;
- **non-Visby residents:** The annual summer camp organized by the DBF now recruits children and young people with migrant backgrounds from the mainland – in particular, from Sweden's main cities – who rarely get opportunities to spend time in rural environments;
- **transnational beneficiaries:** Unusually, the practice also has a transnational dimension, engaging in development work in Vugizo, Burundi, in collaboration with the Burundi-based organization Development for the Future of the Youth in Burundi (DAJBU).

Partnerships:

The DBF is a grassroots initiative, driven by its founding member and functioning on a volunteer basis. It has a board of eleven people who help set strategies, goals and activities. The DBF has a close partnership with



Träffpunkt Gråbo, where it is based, and the network of organizations based there. Support is provided by individual regional politicians, municipal authorities and civil society groups.

- **Municipal partners:**

- the Gotland Region Board of Culture and Leisure provides funding for the association and several of its activities;
- the Gotland Folk High School provides the summer camp facilities free of charge.

- **Civil society partners:**

- Save the Children Gotland has been involved with the DBF since its inception. Their support ranges from the provision of office space, to collaborative activities.

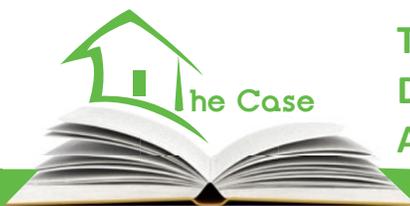
4. PARTNERSHIPS FOR SERVICE PROVISION (M&D)

In territories of origin

Since diaspora associations are potentially powerful actors for development, their contribution can complement the work of the states or municipalities on policies and infrastructures. Service provision can range from capacity building to the provision of infrastructures, and include temporary return schemes for highly skilled professionals or setting up web platforms for communicating with diasporas.



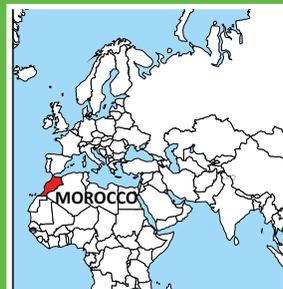
Do you want to know more about this topic? Go to Module 3, Topic 2.



THE MIGRATION AND DEVELOPMENT (M&D) ASSOCIATION

Including migration within local development policies and plans: the experience of M&D

Over the first 15 years of its existence, the M&D Association has invested mostly in **building local infrastructures and providing basic services** such as electricity and a drinking water supply. This required building up **strong partnerships** with local actors to maintain both the infrastructures and the services. A local association was in charge of managing the project over the long term, and local





authorities were also included in the activities. As the M&D Association doesn't intend to replace the state, it has been linking local associations' and citizens' actions to the local authorities. In many cases, basic services such as electricity and water are now provided by public institutions and managed by local governments.

Since the 2000s, M&D has been **supporting local economic development activities** to improve living standards. These income-generating activities include rural tourism and high added-value agricultural crops (saffron and argan oil). The role of the local authorities is thus to provide a favourable environment for migrants' investments and local economic development. This is done through the Local Development Plans (LDPs).

LDPs have been included in the 2002 Local Charter, reflecting the decentralization process under way in Morocco. Designed for a period of six years, it intends to open the city up to new local development and local governance opportunities. This planning tool is expected to facilitate partnership with and involvement by migrant associations in territorial development, as it promotes a participatory and sustainable approach.

Since another key aspect of the activities of the M&D association lies in its **consultancy and advisory role**, especially in rural development issues, it has been supporting local authorities from Talouine and Tinzert to plan and implement their Local Development Plan. It is worthwhile going into detail on this experience, as it takes advantage of the link between migration and local development policies. In regions such as Talouine and Tinzert where migration is a key issue, it is of great importance to highlight this challenge and include ways to harness its positive development impacts within the LDP. M&D has provided the two municipalities with its expertise on local development and its capacities in use of the appropriate tools and methodologies to draw up the LDP (participatory research, structured interviews, focus groups, log frame, etc.).

Despite M&D's assets, and the fact that migrants have been asked about their needs and expectations in relation to local governance and development, the issue of migration has been only partly included in the development plan, thus leaving room for improvement in linking migration to local development policies. This can be explained partly by the fact that the Local Charter does not explicitly plan to integrate the issue of migration and development, unlike in the cases of gender and environment. Although the LDP hasn't yet been fully successful,

local authorities are still focused on the legal and administrative aspects rather than on the innovative opportunities it provides. Consequently the experience has to be repeated, and relationships with local authorities have to be further strengthened.

Local authorities should be trained further and encouraged to exchange best practices. Within this perspective, M&D has facilitated **exchanges and meetings** between local elected officials from the regions of Taliouine and Tiznit in Morocco, and Alpes de Haute-Provence in France. M&D is also putting **emphasis on training** with the objective of strengthening the capacities of actors involved in the M&D nexus.

A project has been set up in Morocco to strengthen the capacities of a specific group of actors that has been targeted due to its involvement in local development and international cooperation from the perspective of migration. Each of them has been trained in the field that he/she could best perform in. Elected officials and civil servants were one of the three targeted groups, and were trained on how to plan and implement local development plans. This training represents a good path forward towards overcoming the obstacles observed in the M&D's consultancy activities, and toward meeting the local authorities' needs to become more familiar with the LDP.

Last but not least, M&D is carrying out **advocacy actions**. It has joined the **"Euro-Moroccan Platform for Migration, Development, Citizenship and Democracy"**.³⁶ This initiative seeks to create improved cooperation between NGOs from the Moroccan diaspora, to come up with a common advocacy strategy and strengthen and enlarge North–South partnerships. M&D's advocacy activities are part of the dialogue established with local authorities, and must not be neglected at any point throughout the whole process around "migration and local development policies".

However, it is important that this not be seen as replacing the state, but rather as complementing its capacities through well-established partnership. It is therefore key to agree on the respective roles and responsibilities of each party, in order to harness all of the potential of such a partnership, and to insert the initiatives within predetermined strategies.

³⁶ <http://www.migration4development.org/content/rencontre-internationale-plateforme-mdcd>

POINT FOR REFLECTION

Isolated diaspora initiatives have limited success if they are not coordinated with local policies and local realities. Watch a video on the history of Beguedo in Burkina Faso, at <http://surprisingeurope.com/tv-series/episode/under-pressure>.

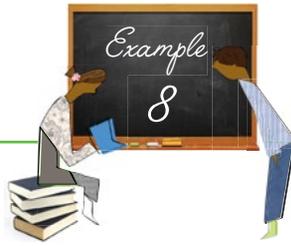
What do you think the shortcomings of diaspora initiatives may be when they are not coordinated with local authorities?

Can you think of other ineffective initiatives set up by migrant diasporas within your own context?



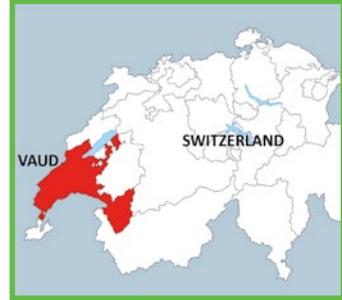
In territories of destination

Local authorities in charge of specific policies that require the implementation of several activities (integration, culture, etc.), and that possess the necessary financial resources, may choose to delegate implementation to civil society or the private sector. Issuing tenders, and assisting in project formulation, can help identify relevant activities and build on the creativity of the bidders, while influencing the kind of activities that are to take place to achieve the expected results.



The policy of the Swiss Canton of Vaud on integration

Module 3 discusses the case of the integration policy of the Swiss Canton of Vaud, where the authorities in charge of integration launch yearly tenders for application by civil society actors (including diaspora organizations). In order to be eligible, the proposals have to be in line with Vaud's policy priorities, namely:



- post-arrival information;
- protection against discrimination;
- language and training;
- encouragement at a young age (young children);
- social integration.

The same authorities actively map the existing associations and initiatives, and assist in project formulation.

In addition, community interpretation services have been delegated to the association called Appartenances (<http://www.appartenances.ch/>), which while not a diaspora association, brings together diaspora interpreters from various languages and assigns them interpreting tasks.



Do you want to know more about this topic? Go to Module 3.

5. PROMOTION OF POLITICAL PARTICIPATION

The political inclusion of migrants is the subject of Module 3. In this section we discuss only those main features of political participation that may be considered a form of partnership, in the societal sense of the term. Indeed, providing a voice to migrants implies creating a framework of mutual responsibilities in relation to the entire society.



Do you want to know more about the political inclusion of migrants? Go to Module 3, Topic 4.

In territories of origin

The political inclusion of migrants is less widespread in territories of origin than in territories of destination. This does not mean that it does not exist – and in some territories the election of members of the diaspora is now accepted. Political inclusion also means out-of-country voting, which however depends on national legislation.



In territories of destination

In territories of destination it is much easier to include migrants in political life, even when no formal voting right is granted by law. In Module 3, Topic 4 we identified:

- consultative processes: mechanisms aimed at bringing together the voices of migrants – who cannot be represented in other ways – and to include them in policymaking;
- inclusion of migrants in trade unions, and the provision of a right that allows better protection of migrants' rights, while empowering them politically;
- migrants elected at local level: this depends on the legislative framework, but when allowed, the election of migrants can be seen as an indicator of successful integration.

6. PARTNERSHIPS FOR TRANSNATIONAL COOPERATION

Local authorities can build on the existence of diaspora associations to strengthen their role in development cooperation. This is done mainly through structures created within donor countries that cooperate with developing territories. In order to involve diaspora associations, donor countries must of course also be territories of destination.

There may be several ways to do so, from decentralized cooperation, to co-development initiatives (see Topic 2 of the present Module 1). The aim is to take advantage of the presence in a particular “donor” territory of associations (including diaspora associations) that are willing to contribute to development – and of the links they possess with local actors in their territory of origin– to identify promising projects and support their development and implementation.

The modalities may be multiple. Here we can cite the example of the Vaud Cooperation Federation (FEDEVACO) in Lausanne, Switzerland.



FEDEVACO, Lausanne, Switzerland³⁷

The Vaud Cooperation Federation (FEDEVACO) was created in 1998. It is an umbrella organization comprised of around 40 civil society associations.

FEDEVACO allows authorities at several levels (national, cantonal/regional and municipal) to contribute to international solidarity, through co-financing a great diversity of development projects in countries of the global South and Eastern Europe. Any project proposed by a member association has to be evaluated according to the criteria established by a technical commission (TC), composed of volunteer experts possessing deep experience in the field. FEDEVACO's expertise provides:



- a guarantee as to the quality and sustainability of projects and of the partner in beneficiary territories;
- monitoring and evaluation of the projects;
- informing and raising the awareness of the authorities and the general public with regard of the projects supported;
- oversight of the final reports.

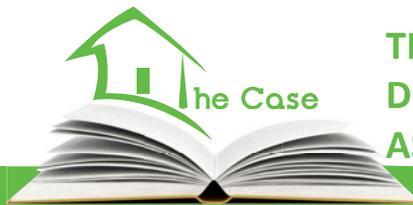
This service provided by public authorities not only allows the authorities to be relieved of part of their work, but also ensures that the public money used to support development projects is well used. Moreover, it avoids uncoordinated duplication of funding requests.

The principle applied is that projects presented by the members need to be implemented with partner organizations/institutions in the beneficiary territory. Members assist in project development and the respective implementation, monitoring and evaluation.

³⁷ <http://www.fedevaco.ch>

FEDEVACO is one of several similar structures in Switzerland, with every French- or Italian-speaking canton possessing one.

Although the members are not necessarily diaspora organizations, such a structure has great potential for engaging them if they become members.



THE MIGRATION AND DEVELOPMENT (M&D) ASSOCIATION

Lessons learned from the M&D's approach

The table below summarizes M&D's initiatives and their corresponding impacts.

These initiatives are classified according to four different approaches, which might be cross-cutting, highlighting the four key elements driving M&D's actions

Approach	Multi-stakeholder	Bottom-up approach	Integrated territorial approach	Pragmatic approach
M&D initiative	M&D involves actors in countries both of origin and destination, from the very beginning	M&D was initiated by migrants	M&D has strongly grounded its activities in specific territories and societies. M&D focuses its action on supporting territorial development by building partnerships with LAs and other relevant actors, based on endogenous potentials	M&D has developed its activities progressively, taking into consideration local needs and demands

Approach	Multi-stakeholder	Bottom-up approach	Integrated territorial approach	Pragmatic approach
Impacts	<p>Transnational cooperation</p> <p>Positive image for migration</p> <p>Credibility at the international level</p>	<p>Migration and local development synergies are better addressed (remittances, return, social transformation, cohesion of communities...)</p> <p>Enhancing trust in the community of origin regarding LD projects (suspicion towards top-down or North-South approach)</p> <p>Easier to map data on migration from the inside</p>	<p>Sustainable activities</p> <p>Long-term effects</p> <p>Local economic development impacts are felt more strongly</p>	<p>Growing abilities and skills</p> <p>Strong and recognized expertise</p>
M&D initiative	<p>M&D insists on participation by local Moroccan actors at all stages of the development projects, and emphasizes the role of each actor:</p> <ul style="list-style-type: none"> • inhabitants: defining priorities according to their needs; • local associations: implementing and coordinating the projects; • local authorities: supporting the projects and implementing broader local development plans (LD policies). 			<p>M&D's activities in supporting the capacities of local authorities are implemented prior to the promotion of decentralized cooperation in their activities, since they felt that Moroccan local governments were not yet ready</p>

Approach	Multi-stakeholder	Bottom-up approach	Integrated territorial approach	Pragmatic approach
Impacts	<p>Ownership of the project by all actors</p> <p>Solidarity and social cohesion among the communities and between the communities and migrants</p> <p>Migration and LD coordination are optimized</p> <p>LDPs are more efficient</p> <p>Data collection is more effective</p> <p>Synergies and convergence between migration and LD policies</p>			<p>Avoid failures</p> <p>Strengthen M&D relevance</p>
M&D initiative	M&D does not intend to replace the public authorities, and is seeking to integrate migration into local development policies			
Impacts	<p>Infrastructures and services are maintained</p> <p>M&D participates in the design of the Local Development Plans and seeks to integrate migration into them</p> <p>M&D is part of the debate on migration for local development, which is essential in order to contribute to the development of the political agenda and local policies</p>			

KEY LEARNING POINTS

- **Partnering with diaspora organizations** means building on their comparative advantages (rooted in transnationalism) and on their complementarity with respect to local institutions, in order to achieve policy objectives.
- **The modalities of interaction with diaspora associations** are:
 - scaling up/ institutionalization/support for diaspora initiatives;
 - partnerships for service provision (M&D);
 - promotion of political participation;
 - partnerships for transnational cooperation.





TRAINING ACTIVITIES

<p>Activity 1: Introduction to Module 2</p>	<p>Overall Module 2</p>
<p>Activity 2: The different types of cooperation among actors involved in local M&D</p> <p>Activity 3: National–local cooperation frameworks</p>	<p>Topic 1</p>
<p>Activity 4: What is decentralized cooperation?</p> <p>Activity 5: Information to collect before establishing DC partnerships involving M&D issues</p>	<p>Topic 2</p>
<p>Activity 6: Opportunities and challenges of PPP through the four phases of the migration cycle</p>	<p>Topic 3</p>
<p>Activity 7: Initiatives involving diaspora organizations</p>	<p>Topic 4</p>

**Activity 8:
The Call of Barcelona**

**Activity 9:
Wrap-up**

**Review and
Conclusion of
Module 2**



If you are starting your training course with Module 2, 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 Module 2

World Café



The metaphor of the “world as café” points out the importance of the often invisible webs of dialogue and personal relationships that enable us to learn.



Objectives:

- appreciate how migration and LD initiatives can influence (or be influenced by) actors and mechanisms;
- recognize the different scales at which partnerships occur within the framework of M&D, and the interrelationships between these scales;
- raise awareness about the forms and strategies for working with key stakeholders at local, national and international levels;
- list some of the pertinent partners to engage in local M&D processes.

Organize four tables completely covered with paper (for example, with flipchart paper).

Chairs will be placed around the tables, and markers or Post-its will be laid out on all tables.

A different topic will be discussed at each table. The corresponding question should be written on the table (one question per table):

- Table 1: How can migration and LD initiatives influence (or be influenced by) actors and mechanisms?
- Table 2: What are the different scales at which partnerships occur within the framework of M&D, and what are the interrelationships between these scales?
- Table 3: What are the most appropriate modalities and strategies to work with key stakeholders at local, national and international levels?
- Table 4: Which partners should be engaged in local M&D processes?

Divide participants up into four heterogeneous groups, ensuring that different functions, territories, or expertise are represented in each group. Each group elects a “facilitator” who will act as the host. The instructions regarding the role of the host are available in Annex 1 below.

Each group sits at a different table and discusses the question printed on their table. Answers are written and/or drawn directly on the paper covering the table.

There are four rounds. The first one should last about 15 minutes, while the others will last from ten to 12 minutes.

Once the time for a given round is over, participants move to another table and discuss the next topic, developing their conversations coming out of the information left by the previous group(s).



Groups do not migrate all together. Participants are asked to make new groups.

Hosts are assigned to their tables and remain there during the entire duration of the activity.

When participants have visited all the tables and discussed the four questions, they convey the results in plenary session.

Hosts bring their “tablecloths”, hang them on the wall, and summarize the discussions that took place at their tables.

Tips



- This activity should be organized at the very beginning of Module 2, as it will allow participants to investigate the main concepts discussed in this module and to connect with each other
- Play music at the end of each round, to signal that the time for the round is over and that participants should migrate to other tables
- Place a variety of markers and crayons of many different colours on each table, to encourage participants to draw (all participants are invited to write and draw, not just the host)
- To simulate an informal, relaxed café atmosphere, you can place drinks, snacks or candies on the table

Materials



- Flipchart paper or large pieces of paper to cover the four tables
- Markers and crayons of different colours
- Pins or magnets to hang the tablecloths on the wall for the report-back
- Instructions on the role of the host, available on each table

Time



- 10 minutes to present the activity and each of the four questions to be discussed
- 50 to 60 minutes to organize the four rounds: 15 minutes for the first round and 12 minutes for each subsequent discussion
- 20 to 30 minutes for the report-back

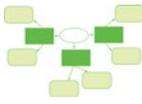
Annex 1

I'm a table host – what do I do?

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

Activity 2: The different types of cooperation among actors involved in local M&D

Mindmapping



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

Objectives:

- explore the complementarities of the different actors involved in local M&D processes, and the potential cooperation they can establish.

Divide participants up into groups of four or five participants.

Each group has 45 minutes to draw a **concept map** (see Appendix 3 for examples), charting the different types of cooperation that can be established among actors involved in local M&D.

Participants can base their discussion on the list of actors potentially involved in local M&D, as proposed in Appendix 2 below. This list is not exhaustive, and can be added to by participants.

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

Tips



- This activity should be organized at the end of the section on “A variety of actors and roles involved in local M&D processes”
- Avoid creating groups larger than five participants, as personal participation decreases when groups get too large
- During all stages of the activity, walk around between the groups to make sure they have understood the instructions, and facilitate the discussions as needed
- To present the concept maps in plenary, ask participants to congregate around each concept map while the group who has designed the map presents it. One presentation at a time, so that all participants can be present during the presentation. This way there is no risk of damaging the concept maps while moving them. Moreover, participants remain standing and moving, and hence the class remains more dynamic

Materials



- Flipcharts and coloured pens, pencils, markers, coloured paper, coloured stickers, dots, etc. for each group
- A greater variety of material may enhance the participants’ creativity
- Copies of Annexes 2 and 3 for each group

Time

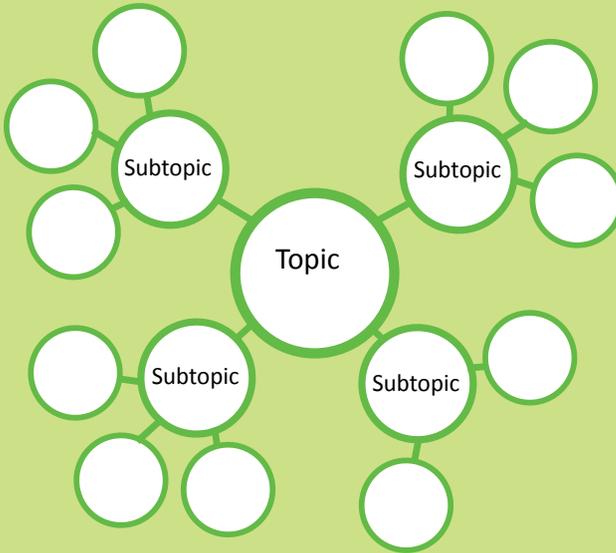


- 45 minutes for group work to prepare the concept map
- 8 minutes per group to present the concept map
- 15 minutes for Q&A

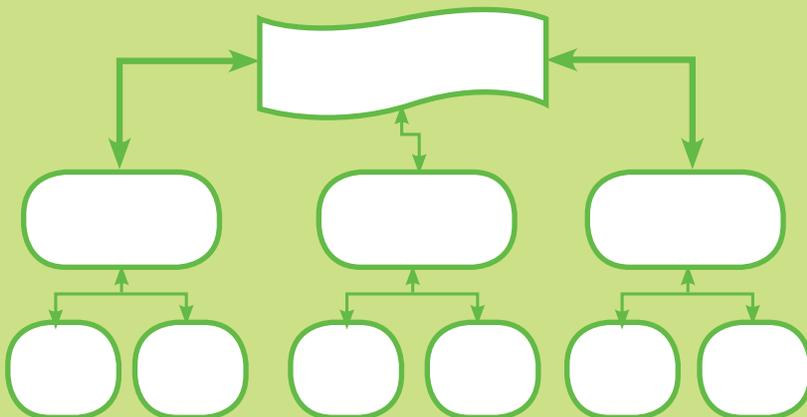
Annex 2: Actors involved in local M&D processes

- Local and regional authorities
- The population
- Local- and national-level non-governmental institutions and organizations (including diaspora NGOs)
- Local and national media
- Local/national academic sector
- Citizen groups and associations (most often local, with national and international federations) – including diaspora groups
- Private sector – including migrant entrepreneurs
- Migrant individuals
- National authorities
- International development actors

Annex 3: Examples of concept maps³⁸

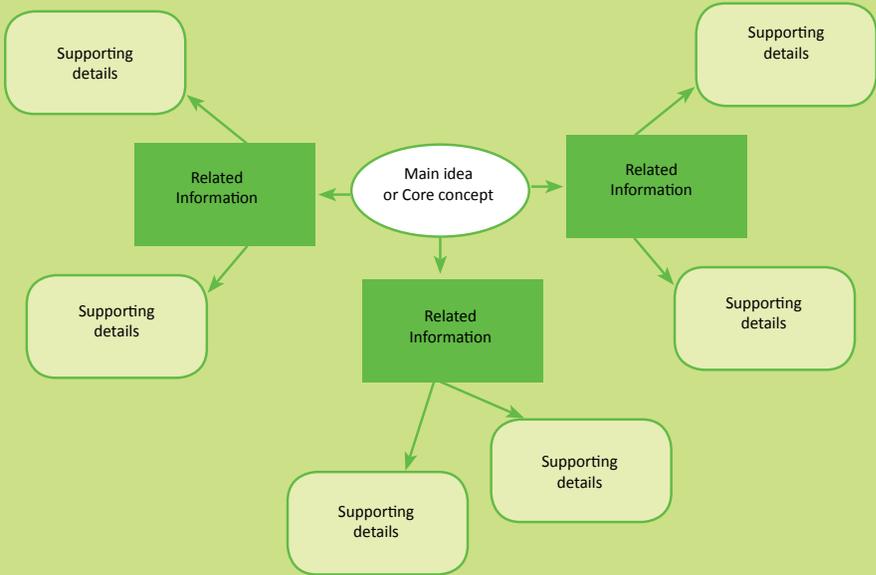


Cluster map

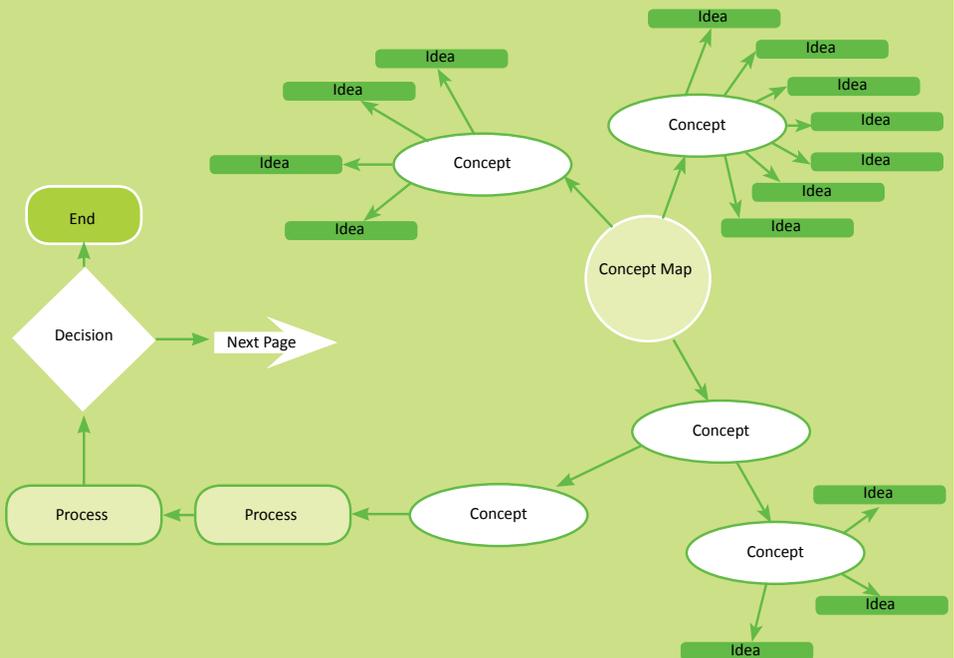


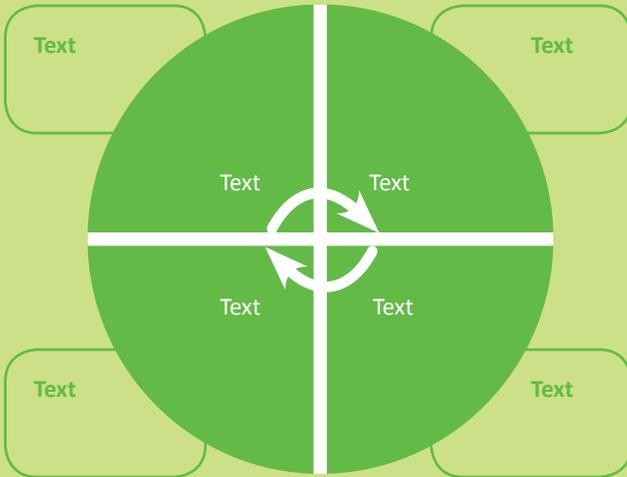
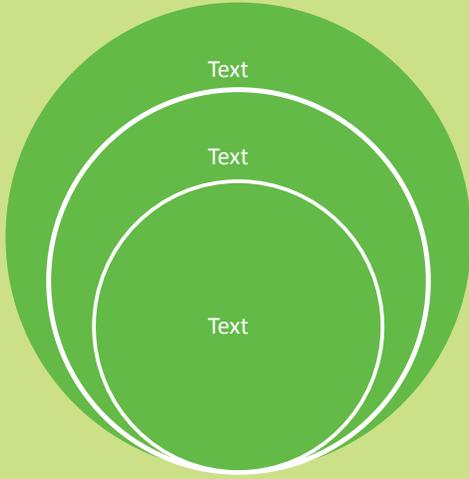
Flow chart map

³⁸ <http://imgarcade.com/1/graphic-organizers/> and <http://www.edrawsoft.com/concept-mapping-software.php> and Microsoft Word SmartArt graphics



Cluster map





Activity 3: National/local cooperation frameworks

Brainwriting



Brainwriting is a non-verbal idea-generating methodology. Like brainstorming, brainwriting allows a group to collectively build ideas.³⁹

Objectives:

- articulate national/local cooperation frameworks.

Ask participants to sit in a circle.

Explain that the objective of this activity is to reflect on the different frameworks supporting national/local cooperation.

Establish the three rules of this activity:

1. There are no bad ideas. Now is the best time to think outside the box
2. Judging is not acceptable at this stage of the activity
3. This exercise is intentionally silent, and must remain so

Write the topic of: “the different frameworks for supporting national/local cooperation” on a whiteboard/flipchart.

Distribute cards and pencils to the participants.

Working individually, participants have three to five minutes to write their ideas concerning the above-mentioned topic.

When the time is up, participants are asked to pass their card to the person sitting to their left.

Participants read the card they received and add to it with their own ideas.

Repeat the process at least two times, with each participant writing on 4 cards in total.

Collect the cards and stick them on the whiteboard/flipchart.

Ask participants to come to the whiteboard and place stars/dots next to the ideas they find the most persuasive.

Summarize the main ideas and answer any questions participants may have.

³⁹ Source: ITC-ILO Compass. <http://compass.itcilo.org/methodology/brainwriting/>, accessed March 2015.

<p>Tips</p> 	<ul style="list-style-type: none">• This activity should be organized at the end of the session on “local–national cooperation frameworks”• If stickers are not available, just ask participants to tick the most pertinent ideas
<p>Materials</p> 	<ul style="list-style-type: none">• One paper/card and pencil per participant• Stickers such as dots or stars
<p>Time</p> 	<ul style="list-style-type: none">• 5 minutes to explain the activity and set up the room (preferably in a circle)• 15 to 20 minutes to generate ideas• 20 minutes for a debriefing

Activity 4: What is decentralized cooperation?

Take a stand



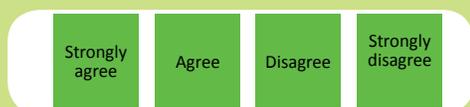
Objectives:

- discuss the concept of decentralized cooperation.

Before the activity

Create some space in the classroom (if needed) and divide that space into four areas.

Identify the first area with “strongly agree”, the second one with “agree”, the third one with “disagree” and the fourth one with “strongly disagree”.



During the activity

Explain that you are going to read four statements aloud, one after the other.

After each statement, participants should move to the section representing their opinion about the statement that was just read.

Read statement 1: *“Decentralized cooperation is an international cooperation activity carried on in partnership by two or more local or regional authorities and their sectoral branches”*, and ask participants to stand on the section of the room representing their opinion in relation to this first statement.

Ask participants from each section to justify their position.

Offer a final answer (when there is one).

Repeat the steps for the other three statements.

- Statement 2: *“Decentralized cooperation initiatives are characterized by a traditional donor–recipient relationship”*.
- Statement 3: *“Decentralized cooperation partners are just other donors in the sea of many donors”*.
- Statement 4: *“Decentralized cooperation provides many opportunities for South–South and triangular cooperation at local level”*.

Tips



- This activity should be organized at the beginning of Topic 2, before the section on “Definitions and actors, principles and areas of work”
- When dividing the space, make sure there is enough room for several or all participants to congregate in each of the four spaces
- The different areas can be identified by placing flipcharts or large Post-its in each space (with corresponding text)
- Statements should be changed or updated as may be needed to respond to the participants’ working contexts.

Space



- Space in or outside the classroom

Materials



- Flipchart or large Post-its

Time



- 30 to 45 minutes, depending on the complexity of the questions and the intensity of the discussions

Activity 5: Information to collect before establishing DC partnerships involving M&D issues

<p>Group work</p> 	<p>Objectives:</p> <ul style="list-style-type: none"> • review the decentralized cooperation partnerships that exist in participants' territories; • identify information to be collected before establishing DC partnerships involving M&D issues. <p>Divide participants on the basis of their countries/ territories.</p> <p>Each group has 30 minutes to list and map the different decentralized cooperation partnerships that exist in their territories.</p> <p>Ask each group to focus on one or two of these partnership initiatives and to identify the information that should be collected before establishing DC partnerships involving M&D issues.</p> <p>Ask each group to present their work in the plenary.</p>
<p>Tips</p> 	<ul style="list-style-type: none"> • This activity should be organized at the end of the section on "Multilateral frameworks adding value to decentralized cooperation"
<p>Materials</p> 	<ul style="list-style-type: none"> • Flipcharts and markers
<p>Time</p> 	<ul style="list-style-type: none"> • 45 minutes for preparation • 8 minutes per group to present the results of the group work • 15 minutes for Q&A

Activity 6: Opportunities and challenges of PPP throughout the four phases of the migration cycle

Speed Dating



Speed Dating is a method for getting participants to think very rapidly about a topic or a question.

In pairs, participants are able to confront and enrich each other's ideas. The setting is very informal, and allows for thinking and discussion in a safe environment.



Objectives:

- recognize the opportunities and challenges presented by public-private partnerships during the four phases of the migration cycle:
 - o pre-decision phase;
 - o pre-departure phase;
 - o migration phase;
 - o return phase.

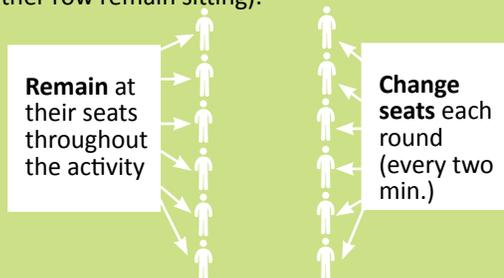
Set up two rows of chairs, making sure there are as many chairs as there are participants.

Invite participants to sit down, facing each other. During the entire duration of the activity the discussions will take place in pairs; participants will discuss with the person facing them (that person will change with every round of discussion).

First topic

In pairs, participants have two minutes to discuss the first question: "What are the opportunities and challenges presented by public-private partnerships during the pre-decision phase of the migration cycle?"

After two minutes, announce that the time is up, and ask the participants sitting in **one of the rows, to move one chair to the right** (participants in the other row remain sitting).



Discussion continues on the same topic, but the pairs discussing the topic are different.

Repeat a third time. This means that the participants will have explored the first question with three different participants, having continued to enrich their vision of that first topic.

	<p>Second topic: Participants are now asked to discuss the second question: “What are the opportunities and challenges presented by public–private partnerships during the pre-departure phase of the migration cycle?” Repeat the same process as with Question 1.</p> <p>Third topic Participants are now asked to discuss the third question: “What are the opportunities and challenges presented by public–private partnerships during the migration phase of the migration cycle?” Repeat the same process as with Question 1.</p> <p>Fourth topic Participants are now asked to discuss the fourth question: “What are the opportunities and challenges presented by public–private partnerships during the return phase of the migration cycle?” Repeat the same process as with Question 1.</p> <p>At the end of the activity, tell the participants to organize the classroom again.</p> <p>Organize a brief plenary session to summarize the four questions that have been discussed.</p>
<p>Tips</p> 	<ul style="list-style-type: none"> • This activity should be organized before the session on “public–private partnerships and migration” • This activity also acts as a great energizer: with the rounds being very brief, the pressure to start discussion as soon as participants are sitting is very high • This activity gives participants a great opportunity to explore and discuss the different topics before they are presented during the class, which leads to better understanding and retention
<p>Space</p> 	<ul style="list-style-type: none"> • Chairs organized in two parallel rows
<p>Materials</p> 	<ul style="list-style-type: none"> • Whiteboard or flipchart to write the questions to be discussed • A watch with a timer
<p>Time</p> 	<ul style="list-style-type: none"> • 2 minutes per round, three rounds per question: 2 min x 3 rounds x 4 questions = 24 minutes (excluding preparation of the room)

Activity 7: Initiatives involving diaspora organizations

<p>Expert Panel</p>  <p><i>A group of expert speakers presents, analyzes and discusses different initiatives involving diaspora organizations.</i></p>	<p> Objectives:</p> <ul style="list-style-type: none">• review initiatives involving diaspora organizations;• analyze the successes and shortcomings of the above-mentioned initiatives;• generate ideas for successful partnerships. <p>Before the session: Identify two or three speakers who can present and discuss initiatives involving diaspora organizations, and invite them for a one-and-a-half to two-hour session.</p> <p>Explain to the experts that they are invited to present some initiatives involving diaspora organizations, as well as the lessons learned from these initiatives.</p> <p>Prepare some questions about the topic, to stimulate the discussion; communicate the questions – as well as the format and logistics – in advance to the speakers.</p> <p>During the session: Present the objectives of the session, as well as the experts.</p> <p>Allow about 30 minutes (depending on the total number of speakers) for the experts to present their initiatives, and then invite participants to pose questions during the follow-up period.</p> <p>At the end of the session, summarize the main ideas and outcomes.</p>
<p>Tips</p> 	<ul style="list-style-type: none">• This activity should be organized at the very beginning of Topic 4• Once the floor is open for questions, make sure that the questions remain focused on the topic. Clarify questions as needed• Have a conversation with the speakers before the session, to explain what is expected from them as well as the format of the session

Space



- If available, use armchairs or a sofa, instead of chairs, to imitate a “TV setting” and to help the experts feel comfortable

Time



- One-and-a-half to two hours, depending on the number of speakers and participants

Activity 8: The Call of Barcelona

Group work



During this group work, participants will analyze the Call of Barcelona and look at the implications it might have for stakeholders at different levels.

Objectives:

- review the different topics in Module 2, through study of the case of the Mayoral Forum on Mobility, Migration and Development (Call of Barcelona).

Divide participants up into heterogeneous groups. Each group should be comprised of four to six participants.

Explain that the objective of this activity is to review the different topics in Module 2 through a study of the Call of Barcelona. During this activity, participants are invited to review the course material.

Each group has one-and-a-half hours to read the case, and discuss and prepare answers to the following questions:

1. Which stakeholders at each of the various levels should be involved in responding to the demands formulated by the representatives of the Call of Barcelona?
2. What types of actions at each of the various levels are required to meet these demands?
3. More specifically, what activities could be organized at local level to implement these demands?

Explain that each group should appoint a rapporteur to present its work in the plenary. The outcome of its work should be captured on a flipchart paper that will be hung in the classroom.

Once the preparation time has elapsed, participants convene back in the plenary.

Each group displays the result of their discussions in the room and participants have ten to 15 minutes to roam around and look at the work of the different groups. The rapporteurs stay by their group flipchart, to present their work and answer questions from other group members.

Tips



- This activity should be organized at the end of this Module (Module 2).
- To promote the heterogeneity of the groups, ensure that the various functions, territories or expertise are represented in each group.
- Rotate between the groups during the work. Make sure that the instructions are clear, and facilitate participants' discussion as needed.

<p>Space</p> 	<ul style="list-style-type: none"> • Enough space to organize several working stations; groups should be able to work quietly, without being disturbed by other participants
<p>Materials</p> 	<ul style="list-style-type: none"> • Flipcharts, markers and Bostik or Scotch tape to hang the flipcharts on the classroom walls • At least two copies of the Call of Barcelona for each group
<p>Time</p> 	<ul style="list-style-type: none"> • 90 minutes to read the case, discuss and answer the questions • 20 minutes for the plenary session • 15 minutes for Q&A

Annex 4: Call of Barcelona – Mayoral forum on Mobility, Migration and Development

You have one-and-a-half hours as a group to read the case, discuss and prepare answers to the following questions:

1. Which stakeholders at each of the various levels should be involved in responding to the demands formulated by the representatives of the Call of Barcelona?
2. What types of actions at each of the various levels are required to meet these demands?
3. More specifically, what activities could be organized at local level to implement these demands?

At the end of your work you should be ready to present to the other participants.

“Call of Barcelona”

The Mayoral Forum on Mobility, Migration and Development, held in Barcelona on 20 June 2014, brought together mayors and other local authorities from cities around the world, along with representatives

of international organizations. It was organized by the City Council of Barcelona, in collaboration with the International Organization for Migration (IOM), the Global Knowledge Partnership on Migration and Development (KNOMAD) of the World Bank, the United Nations Institute for Training and Research (UNITAR) and the European Commission. It was also supported by the following organizations and institutions: Council of Europe, EU Committee of the Regions, Joint Migration and Development Initiative (JMDI), Metropolis, The Hague Process on Refugees and Migration (THP), United Cities and Local Governments (UCLG) and the United Nations University Institute on Globalization, Culture and Mobility (UNU-GCM).

As announced by the Mayor of Quito at the Mayoral Forum in Barcelona, Quito intends to host the second Mayoral Forum on Mobility, Migration and Development in 2015.

The Mayoral Forum reflects a will to highlight the role of cities at the front line of addressing migration and the need to discuss the value of mobility for development in cities and around the world.

The starting point for the Forum of Mayors is the shared conviction that migration is a primarily positive, urban phenomenon, and that cities are its main pole of attraction and driving force.

The **reflections and thoughts** of the participants included the following ideas:

1. human migration has contributed positively to the development of cities and major metropolitan areas worldwide;
2. human mobility creates diversity, which in turn is an asset making cities richer and more competitive spaces, with greater prosperity;
3. cities are the closest level of government to citizens. Faced with the challenges for governance of migration, mobility and development, cities are charged with achieving integration processes and ensuring social cohesion. These processes begin in the neighbourhood, district and city, in public spaces, in schools and in workplaces;
4. cities also fight against segregation and inequality, and often have to cope on their own with multiple challenges of coexistence,

housing, irregularities and security, among others;

5. cities experience the complexities of human mobility, but have little or no voice in global forums where priorities on the agendas for human mobility are determined;
6. likewise, the bodies responsible for the management of migration flows tend to make decisions without considering their impact at the local level. This may at times result in decisions that generate exclusion and segregation at the local level, and in local leaders encountering difficulties in exercising their responsibility.

The demands

For all of these reasons, cities and representatives of international organizations participating in the Mayoral Forum on Mobility, Migration and Development:

1. demand dignified treatment and respect for all people, regardless of their origin. Authorities must assure the same rights, duties and opportunities to all persons residing in their territory;
2. ask for a voice and role in deciding on migration policies. They request that the international community pay attention to local integration policies, and take cities into account as key actors in discussions and decision-making processes on the design of migration policies;
3. demand that legislation take a more realistic approach, in order to minimize the generation of exclusion of persons who are in an irregular situation in relation to the regulations;
4. call for the adoption of legal frameworks that facilitate processes of integration of all residents in our cities;
5. ask for strong action against discrimination and the increase in xenophobic and racist discourse in some parts of the world;
6. finally, they demand sources of funding for local integration policies and accommodation of diversity.

Activity 9: Wrap-up

Peeling the onion



This activity is a playful, interactive and efficient way to review the different topics discussed during this module.

Objectives:

- review the most important topics in Module 2;
- clarify questions and concerns;
- provide additional information.

Explain that the objective of this activity is to review the different topics discussed during Module 2, and that the winner will receive a small prize. (You might be amazed by the incentive created by the prize!)

Give each participant one or two sheets of (A4) paper.

Working individually, participants have 15 to 20 minutes to review the content of the module and formulate one or two questions that they would like to pose to the group.

Each participant writes his/her questions (a maximum of two) on different sheets of paper (**one question per sheet of paper**).

Once all of the questions have been written, collect all the sheets of paper and **crumple them into an onion** (see the example below).



Ask participants to form a circle.

Pass the onion to the first participant, who unwraps the first layer of the onion, reads the question aloud and tries to answer it.

If that first participant cannot reply, someone else can propose an answer.

Whoever answers the question gets one point. Write points on a flipchart to record which participant has the highest score at the end of the activity.

Repeat the previous steps until the onion has been completely peeled.

The winner is the participant with the highest score. He/she takes the prize!

Tips



- This activity should be organized at the end of Module 2
- It is best organized with a group of ten to 12 persons maximum. For larger groups, an activity such as the Gallery Walk is preferable, as explained in Module 3
- Make sure to correct or fill out the answers as needed

Materials



- One or two sheets of (A4) paper for each participant
- One small prize (chocolates, sweets, project T-shirt, etc.)

Time



- 45 to 60 minutes

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Financed by



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