



# From migration to development

Lessons Drawn from the Experience of Local Authorities

**Full Report**



UNHCR  
The UN Refugee Agency





## **From Migration to Development**

### **Lessons drawn from the experience of Local Authorities**

This publication is part of the *Participation and Networking of Local Authorities* activities of the EC-UN Joint Migration and Development Initiative (EC-UN JMDI).

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## **Disclaimer**

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## Foreword

As the UN Secretary-General, Ban Ki-moon, remarked in his opening address at the 2008 Global Forum on Migration and Development, linking migration and development can create 'triple wins' - for migrants' countries of origin, for countries of destination, and for the migrants themselves. The European Commission – United Nations Joint Migration and Development Initiative (EC-UN JMDI), a €15 million, 3-year programme funded by the European Commission and implemented by UNDP in partnership with IOM, ILO, UNFPA and UNHCR, is an example of how those triple wins can be engendered by supporting the small-scale actors - local authorities and civil society groups - whose contribution to strengthening the links between migration and development is key.

The EC-UN JMDI provides a total of €10 million in grants to 54 consortia implementing projects linking 16 target countries (Algeria, Cape Verde, Ecuador, Egypt, Ethiopia, Georgia, Ghana, Jamaica, Mali, Moldova, Morocco, Nigeria, the Philippines, Senegal, Sri Lanka and Tunisia) with European Union member states. A key example of the EU-UN strategic partnership in the area of migration and development, the EC-UN JMDI was launched in 2008 to build upon the momentum on migration and development generated by the myriad initiatives being put in place across the whole of Europe. Local authorities, both in the North and in the South, have taken the lead in many of these projects, highlighting how migration and development can play out at local level in often surprising ways, as in the case of the Kayes region of Mali, where migrants' associations in France, structured by village and municipality of origin, have spurred and supported decentralisation in the areas they left behind.

One of the preliminary lessons learned arising from EC-UN JMDI-funded projects and from exchanges on the online community of practice, M4D-Net ([www.migration4development.org](http://www.migration4development.org)), is that, where local authorities are project partners, they are playing a key role in contributing to the initiatives' success, because of the close relations they have with migrant communities in the North and because their involvement in the South ensures that projects are aligned with local development needs. As this report points out, local authorities' efforts have been most effective where decentralisation has strengthened the role they can play, as in the case of the municipality of Cartaya, in Spain, which has developed a circular migration programme with Morocco to manage seasonal labour migration in the agriculture sector, or in Senegal, where regional development agencies draft development strategies through a participatory approach involving local communities and, crucially, members of the diaspora abroad.

Those focusing on migration and development often overlook the fact that migration flows tend not to be between countries of origin and countries of destination, but between specific regions in sending and host states, with most Tunisians from the Mahdia area, for instance, heading to join fellow citizens in the Sicilian province of Trapani. This report, produced by the consortium of European local authorities funded by the EC-UN JMDI, is therefore a timely preliminary attempt to analyse the key role local authorities play in the field of migration and development.

*Cécile Riallant*

*Head of the European Commission - United Nations*

*Joint Migration and Development Initiative*

## Introduction

*Each of us holds a piece of the migration puzzle,  
but none has the whole picture.  
It is time to start putting it together.  
We have an important opportunity to do this  
by identifying and sharing  
the many experiments in managing migration  
now being tried around the world.<sup>1</sup>*

As policy-makers have come to discover over the last decades the development potential of migration can be enormous, both in countries of origin and destination.

Active governments at all levels in countries of origin are learning to put in place policy and technical instruments to make it easier for citizens abroad to benefit their communities of origin. Societies of destination are increasingly willing to consider the development benefit they can receive from the presence of migrant communities on their territories: having the world at home can be a valuable asset to balance the labour market, revive entrepreneurship, and enhance global competitiveness.

The development paradigm is, however, a relatively new approach in migration management and despite an increasing awareness of its relevance, knowledge on how to enhance the development benefits of migration is scattered.

In particular, this concerns the local level of government. While global dialogue and analytical work have increasingly involved international organisations and national governments, the contribution of local authorities has not been devoted the same attention.

Giving its Opinion on the European Commission's *Global Approach on Migration*, the Committee of the Regions regrets that *the crucial role played by Local and Regional Authorities in cross-border territorial cooperation in the migration field is not sufficiently acknowledged.*<sup>2</sup>

A number of local authorities have been actively committed to connecting migration with development trends for a number of years now but access to their experiences has not been systematised and remains largely inaccessible.

Some local migration programmes work while others do not. This report looks into the experience of local authorities in migration and development so as to begin to understand why, and share this knowledge.

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<sup>1</sup> UN Secretary General Report on Migration and Development, High-level Dialogue on International Migration and Development, United Nations General Assembly, 14-15 September 2006.

<sup>2</sup> Committee of the Regions, *Opinion on Strengthening the global approach to migration: increasing coordination, coherence and synergies*, item 5, Plenary Session of 17-18 June 2009.

## *Introducing the report*

The partners of the *Networking and Participation of Local Authorities* team of the *Joint EC-UN Initiative on Migration and Development* (hereafter the “EC-UN JMDI”) have made a considerable effort to gather evidence from the experience of local authorities, both inside and outside the European Union, with specific attention paid to the 16 developing countries that are the main beneficiaries of the EC-UN JMDI.<sup>3</sup> This report is the result of an inventory of experiences, drawn up with the direct involvement of local authorities, which were asked to identify initiatives that they regard as being positive and effective, and which may inspire local authorities in other contexts.

The report is elaborated with a thematic focus on the four priorities selected for the EC-UN JMDI, which correspond to key areas of international intervention on migration and development.

These four priorities can be summarised as: the importance of remittances in developing countries, in terms of alleviating poverty, contributing to financial stability, and as potential investment resources; the important role played by migrant communities, on the one hand, in advocating and acting for the development of their communities at home, and by their representatives, on the other, in establishing mutually beneficial cooperation with administrations in receiving societies; the relevance of investing in the capacities of migrants to streamline their contribution to development in both communities of origin and destination; and finally the importance of ensuring that migrants' rights are guaranteed at all stages of the migration process.

Chapter I of the report introduces the migration and development theme and briefly illustrates the institutional context in which the EC-UN JMDI was launched. Chapter II provides a theoretical justification for the importance of the local dimension in addressing the migration and development nexus, highlighting also the relationship between integration processes and development outcomes. In Chapter III, the report focuses on the role of local authorities, highlighting the recent character of this field of operation. Chapter IV outlines the four thematic priorities of the EC-UN JMDI, and their significance for local contexts, giving samples of local authorities' work in these policy realms. A number of interesting experiences – whether individual projects or complex policy processes – were identified among those and some of them became the subject of the more detailed case studies that can be found in Chapter V. Chapter VI gives voice to the experience of a small sample of migrant associations in Europe in working with local authorities. Finally, Chapter VII presents the lessons that can be learned from this first attempt to systematise knowledge of existing practices by local authorities, introducing the policy considerations outlined in Chapter VIII to help local actors connect migration and development trends more effectively.

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<sup>3</sup> Morocco, Tunisia, Algeria, Egypt; Cape Verde, Nigeria, Ghana, Mali, Senegal, Ethiopia; Ecuador; Jamaica; Georgia; Moldova; Sri Lanka and the Philippines.

### *The approach of the report*

The report's ultimate aim is to offer to local authorities, in both countries of origin and destination, a useful reference for designing and implementing effective migration and development initiatives, and to spur further policy thinking.

It concerns local migration governance and the interconnections this has with development processes. It does not aim to explain the impact that migration produces on development: isolating the specific effects that migration brings to ongoing development trends would be difficult, as they are always the outcome of a mixture of social, cultural and economic factors.

In conceiving this study it was therefore decided to gather qualitative information on the experiences of local authorities on migration and development, rather than attempting to assess the long term impact of the different initiatives.

Similarly, this report has not organised the initiatives of local authorities according to their target groups but rather upon the approach that has informed these initiatives.

The motivation behind migration may be mixed even in individual cases. Those who are forced to leave may choose a particular destination country because of family ties or opportunities; so called labour migrants, on their end, may feel compelled to move because of poor conditions at home.

Adopting customized and effective policy responses for each migrant category can be difficult and where the migration and development nexus is concerned distinctions between different categories such as forced and voluntary migration become even less relevant.

Local administrations in regions of destination can facilitate access for refugees and asylum seekers to their rightful entitlements in the society where they have found or are seeking protection. However, there is little local administrations can do to enhance their contribution to the development of their home regions, with which they are likely to have limited contact. Moreover, refugees and asylum seekers can certainly make their contribution to the social and economic wellbeing of receiving societies but the policy instruments to support them in this regard are the same available to voluntary migrants.

The report has therefore focused on the collection of qualitative information and in the participatory process that has involved local officers in the analysis of the experience of local administrations.

To be able to identify parallels and differences at a later stage, a structured questionnaire was developed and sent to over 600 local authority practitioners within and outside the European Union. About 40 phone interviews were subsequently conducted with those local administrations who had reported interesting migration and development experiences. A similar methodology was used to gather the opinion of some 30 EU-based migrant associations on their relationship with local authorities.

This work is the outcome of a consultative process in which local authorities have pointed out what further steps, in their view, should be taken in the near future.

# I. Contextualising the EC-UN Joint Migration and Development Initiative

## I.1 Migration and development today

When we say 'migration', we refer to a complex and highly variable phenomenon, whose connotations and outcomes can be ambivalent for both communities of origin and destination. The routes which migrants follow result in closer and more numerous linkages between societies throughout the world. Challenges and opportunities are embedded in this multifaceted process.

The development potential of migration can be enormous, as scholars and policy-makers have come to discover over the last decade, but governments and civil societies are also often alarmed by the economic and social outcomes that increasing human and labour mobility can entail for communities of origin and destination.

Their positions are varied, and while resistance may at times be influenced by political spin, there is no single truth about the social and economic implications of migration, as the work scholars has made clear.

Migration can be an important leverage for countries of origin to combat poverty and to strengthen social cohesion. However, the economies of countries of origin that rely heavily on remittances might experience increasing inequalities in terms of wealth distribution and opportunities between migrant and non-migrant households as well as between different geographical areas within the same country. Moreover, a significant proportion of remittances elude formal transfer channels and not all remittances are available for community development use. Savings related to remittances can encourage people to embark on entrepreneurial ventures but analysis indicates that these savings often remain not invested, thereby creating a financial surplus which may generate inflation instead of development. Similarly, international migration entails for countries of origin the loss of educated human resources whose education costs have been borne by their home countries.

Communities of destination, on their side, experience a substantial contribution of migration to local wealth, labour market needs, local consumption and human capital – but they are often more concerned about the threat that migration can pose to overall social cohesion than they are aware of the value of having foreign human capital at home.

### *Harnessing migration for development*

Migration does not automatically generate development. This is especially true because the decision to migrate is a private undertaking and the resources that migrants mobilise are private resources not immediately or necessarily available to trigger local development processes.

The level of gains derived from migration depends largely on the effectiveness of the policy and technical instruments that are put in place to harness its benefits.

Over the last decade governments, development actors and civil societies have been gaining more insight into the relationship between migration and development while new concepts have been developed to support innovative approaches.

Local actors played an important part in this process.

One of the most interesting approaches which has produced results at the local level is the concept of co-development, which advocates cooperative solutions that can benefit destination and home communities as well as migrants themselves.

Co-development conceives migrants as *agents of development* for their home communities. The idea that migrants can become key actors of development is a cutting-edge issue in the current debate within development studies. From the perspective of governments in countries of destination, working together with immigrant communities is a modality for reinforcing the relationship with this part of the population and thus can foster social cohesion; it can also help make aid allocations and foreign investments more effective by capitalising on the knowledge of migrants and on their relations. For governments in countries of origin, co-development can be a way to alleviate unabsorbed labour demand and receive remittance flows while avoiding the loss of human resources.

Co-development provides a framework in which the role of local actors, better placed than national governments to detect and address specific community needs, is clearly prominent. It is not by coincidence that local authorities have focused so heavily on this area. Well conceived co-development initiatives have also often attracted the interest of private stakeholders.

At the EC-UN JMDI's Grant Contract Signing Ceremony on October 13, 2009 Mathieu Lafrechoux, the programme coordinator of the *Groupe de Recherche et de Réalisations pour le Développement Rural*, a French NGO which has been carrying out development work in Mali, Senegal, and Mauritania (in the Senegal River basin) in collaboration with local authorities, migrants' associations, and individual migrants who live in France, explained that: *as decentralization does not exist in West Africa, the migrants with whom we worked were the key participants in all of the initiatives which were out in the marginal areas, where there were no local authorities. Migrants' associations were aware of these problems, and decided to create federations between the various associations in France, and to create federations of "sister" associations in the South, to unite villages. This movement led to the development of a very active local civil society, which would end up becoming independent and autonomous from the movements of migrants' associations. The turning point is that without the migrants, local authorities would not have emerged at all. Many villages have become municipalities as a result of the associations created by migrants.*<sup>4</sup>

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<sup>4</sup> Mathieu Lafrechoux, 'Migration and Development: a Roadmap for Local Authorities' (seminar co-organised by the European Policy Centre on "The Role of Transnational Practices in Migration and Development"). <http://www.migration4development.org/content/migration-and-development-roadmap-local-authorities>, accessed May 2010

Efforts to enhance the nexus between migration and development policies are not unprecedented in the global debate. The United Nations and its specialised agencies, as well as the International Organisation for Migration (IOM) and the Organisation for Economic Co-operation and Development (OECD), have made crucial contributions to this aim. It is the European Union, however, that has been at the forefront of investing in the role of local actors in linking migration and development more closely and more effectively: a vision that in 2008 led the EU to fund the EC-UN JMDI.

## **1.2 The *Joint Initiative*: a partnership for local actors**

The European Union's investment in the *Joint Initiative* is an appreciation of the contribution that local actors can make to realising the benefits of migration and a commitment to support the action of local actors, local authorities and civil society players.

The whole concept of the EC-UN JMDI is based on the acknowledgement that migration flows occur among and across specific territories. Its objective is to support small-scale actors in the South and in the North – local authorities, NGOs and diaspora groups – to utilize migration as an agent for development, helping them become more active and effective in their action, and to raise awareness of good practices in migration and development.

## **1.3 The European Union on migration and development**

At the EU level the framework for the discussion of migration-related issues was defined in 1999 by the Amsterdam Treaty and the European Council in Tampere when the linkages between migration and development policies were placed in the context of partnerships with third countries.

It was not until 2002, however, that the European Council began stating clearly that migration is a potential vector of socio-economic development, both for the EU regions as well as for countries of origin.

In November 2004, the Union launched the Justice, Security and Freedom strategy for the period 2005-2010, known as The Hague Programme, which further developed the integration of migration and asylum issues into relations with third countries. In December 2005 the Council adopted *the Global Approach to Migration*, which called for a broader cooperation between the EU and third countries, particularly in Africa and in the Mediterranean, and for deeper integration of different policy areas (external relations, development, employment, justice and home affairs). The *Global Approach* affirmed

that: migration issues are an integral part of the EU's external relations and that any harmonious and effective management of migration must be comprehensive.<sup>5</sup>

Since 2005 the Global Approach has become the main methodological reference for EU action on migration issues, condensing focus on migration and development as well as on the offer of incentives to third countries to cooperate on border control and on the management of their own migration outflows. In more general terms the external relations' component is the area of EU immigration policy which has developed most clearly beyond the ambitions of the Hague Programme.

Also in 2005, the importance of the local level in addressing migration and development was explicitly acknowledged for the first time in a review of the experiences of Italian, Spanish, French, and Dutch local authorities with migrant communities and associations.<sup>6</sup>

Three years later, in its 2008 Communication *Strengthening the Global Approach to Migration: Increasing Coordination, Coherence and Synergies*, the Commission called for greater cooperation between all administrative levels, including the local level, and underlined the need to share knowledge and experience. The importance of focusing on local administrations was underlined also by the Committee of the Regions,<sup>7</sup> which suggested that local administrations should be more consistently involved in inter-institutional partnerships with Member States and with Community institutions.

In its second Communication in 2008, *Local Authorities: Actors for Development*, the Commission fully acknowledged the fundamental role of local authorities in promoting development processes, recognising that (...) *in addition to the concrete actions in developing countries, local authorities are key to mobilising different stakeholders to work together, thus generating collaborative approaches for attaining common development goals and are keen communicators for development (increasing public awareness and rallying additional support for development). Due to their proximity and territorial presence, as well as knowledge of local needs and expertise in traditional sectors conducive to poverty reduction – urbanisation, water and sanitation, assistance to vulnerable groups and poor populations in remote areas – local authorities can participate greatly in maximising the effects of development assistance by bilateral and multilateral donor institutions. If the European Union has therefore acknowledged both the relevance of the development potential that goes along with migration processes and the importance of the role played by LAs in fostering development, the missing link is the connection between the role of Local Authorities and migration processes.*<sup>8</sup>

The most recent direction of the European Union stems from the Stockholm Programme, which will replace the Hague Programme for the period 2010-2014. The new Programme focuses on building a Europe of responsibility, solidarity, and partnership in migration and asylum matters, recalling also the importance of building comprehensive partnerships with

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<sup>5</sup> European Commission (2008), *Strengthening the Global Approach to Migration: increasing coordination, coherence and synergies*, Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, 611 final. Brussels, 8.10.2008

<sup>6</sup> Commission Communication COM (2005) 390

<sup>7</sup> Opinion of the CoR CONST-IV-022

<sup>8</sup> Commission Communication (2006): *Local Authorities: Actors for Development*. 626 final



countries of origin and of transit, in order to encourage synergies between migration and development.

For the period 2007-2013, the external dimension of the EU's migration and asylum policy was financed through geographical instruments, such as the *European Development Fund* (in the African, Caribbean, and Pacific countries), the *Development Co-operation Instrument* (in Latin America, Asia, and South Africa), and the *European Neighbourhood and Partnership Instrument* (for EU Eastern and Southern neighbouring areas), and a thematic programme of cooperation with third countries aimed at supporting these nations' efforts in better managing migration flows in all their dimensions (the AENEAS programme). This has been now replaced by the *Thematic Programme for Cooperation with Third Countries in the areas of Migration and Asylum*.

Other financial instruments that are available for local authorities in the EU are the Structural Funds, which may play a role in supporting local efforts in migration and development. The *European Regional Development Fund*, for example, is aimed at reinforcing economic and social cohesion across the EU and between the EU and its neighbouring regions. Similarly, the *European Social Fund* can have an impact on migrants' communities and capacities since it promotes access to employment for job seekers, the unemployed, women, and migrants and as it supports the social integration of disadvantaged people and the combating of discrimination in the job market. Finally, thematic instruments such as the *European Instrument for Democracy and Human Rights* (EIDHR), the programme for cooperation with *non-state actors and local authorities*, and *Investing in People*, can provide financial support to specific migration and development aspects.

## II. A Bottom-up Approach: the Local Dimension of Migration and Development

### II.1 Why interventions should also go local

Migration mobilises labour, economic and social capital, as well as knowledge and skills. These factors form one of the crossover dynamics that are proving effective in making communities in different countries join efforts to support development processes. According to this view, migration flows are not only a consequence of transnational interdependence but they also become channels for different types of exchange.

The possibilities offered by modern travel and communication have made the very notion of permanent departure obsolete. Increasing numbers of people are likely to leave the country in which they were born, either permanently or temporarily, and by so doing, ease the interactions between the regions placed along their migration routes.

It is too straightforward to describe migration as simply taking place between countries of origin and countries of destination. Migrants from the same home town or region tend to concentrate in the same geographical areas in the host country. A paradox only in appearance, the local dimension is inherent to international migration.

This is not a marginal aspect. For example, overall mobility between Italy and Tunisia may not be massive but movements between the Tunisian coastal area of Mahdia and the province of Trapani, in Sicily, are substantial. The two provinces are linked by flows – human mobility, financial transactions, dual relations, consumer goods and services – that move between the two shores and encourage local policy makers to elaborate joint responses to steer them towards development outcomes.

On December 2, 2009, around 300 representatives of local and regional authorities from around the world met with representatives of the European institutions at an international event organized in Brussels by the Committee of the Regions, in collaboration with the European Commission.<sup>9</sup> The event was an important opportunity for local and regional authorities to underline that they are in a unique position to encourage cooperative networks between different local communities and regions from the North and South of the world. The issue of migration was repeatedly raised. The Mayor of Dakar, Ababacar Diallo, stated that *our proximity to the citizens makes us unique operators in international cooperation. Most of the decisions made by big international institutions such as the World Bank, along with their financing, are aimed at local realities. Often, however, African central governments do not involve us in national development policies.* The Mayor went on to describe how migrants are amongst the people who can reverse this disadvantageous power relationship stating that *in addition to their unique knowledge of both the areas of the North in which they have settled, and those of the South which they have left behind, migrants can act as spokespersons in Europe to represent our local*

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<sup>9</sup> M4D/Local Authorities Newsletter N°. 3 December 2009

*situations, and change the European political agenda in our favour. In other words, they represent a key bridge of communication which can aid development in poor countries.*

Local authorities are at the forefront in confronting the transformations and the opportunities that migration brings about. In some cases local players have been the ones that seized these opportunities, testing policy experiments to connect migration and development effectively. While not all these efforts have led to constructive results there have been occasions where creative local authorities have put in place innovative projects, often in anticipation of national and international debates.

## **II.2 The relationship between migration, integration and development**

The relationship between migration, development and integration is not always obvious. The successful integration of migrants is often considered to be primarily of benefit to the individuals concerned and the societies of host countries. However, countries of origin can also benefit from the successful integration of their nationals into host societies. A stable and supportive host environment is likely to benefit the ability of migrants to contribute to development processes both in their communities of residence and of origin.

This approach to integration is becoming an increasingly critical aspect of effective migration management. It compels countries of origin and destination to cooperate with each other in order to adopt integrated policy approaches that link migration to labour mobility, development cooperation, trade and investment.

Governments, including local governments, operate under varying constraints and opportunities, some of which are specifically brought about by migration. Policy interventions must be considered within the context of globalization, of increased mobility, and of shifting migration patterns, all of which exert different constraints on the elaboration and implementation of the policies themselves.

One of the most important questions that governments in countries of destination have in front of them when they consider the migration and development nexus is: *How do we reconcile the development objectives that for countries of origin and for the migrants themselves can be achieved by allowing circular and return migration with the need to integrate migrants steadily in the host society?*

The transnational character of today's migrant communities makes them simultaneously relate to both their societies of destination and origin. Migrant associations are often active both as vectors of inclusion for migrant groups in the host society and as facilitators of investments in countries of origin.

According to the managing body of COS-RMH, a regional centre for international cooperation in the Netherlands that in the last four years has given support to 250 migrant organisations to commit to the development of their home communities, *involving migrant communities in international development projects helps migrants integrate into the host society.* In their view, there are two main reasons why trans-nationalism can reinforce

integration. The first is that in order to raise funds for their transnational activities migrants must improve their language skills and their knowledge of local rules and regulations: two important aspects of integration. Secondly, in order to set up international cooperation projects migrant organisations need to cooperate with other local groups: a way to foster interaction between the native and the foreign segments of the population.

## III. Local Authorities and the Development Potential of Human Mobility

### III.1 Migration and Development: a new challenge for Local Authorities (almost)

Firstly, it is important to agree on a common definition of the term local authority, a broad category that includes the largest variety of sub-national levels and branches of government, i.e. municipalities, communities, districts, counties, provinces, and regions. As the European Commission puts it, *the term local authority encompasses many different actors at different levels. In Europe, local authorities include more than 91,000 municipalities, 1,150 districts, counties, and provinces, and more than 100 regional bodies.*<sup>10</sup>

The close proximity of local authorities to their constituencies, their direct experience in implementing policy, their potential to initiate multi-stakeholder dialogue and participatory decision-making, as well as the skills that they have often developed in spatial development strategies, make local authorities important actors in migration and development governance in origin, transit and destination countries.

As mentioned earlier, there are examples of proactive local governments in the migration and development field. However, this has more often been due to the willingness and foresight of individual officers rather than to the elaboration of specific policy mandates on migration and development or of the set up of internal structures tasked with dealing with the theme.

In more general terms, migration and development remains a new field of action for local administrations.

The reasons why local authorities are diverse in their approach to migration and development depend on a number of factors. Identifying these factors may be useful to understand some of the main reasons why in certain areas or countries local authorities are more active in migration and development practices.

Some of the most influential features that diversify the ability of local authorities in this realm concern the degree of decentralisation in place, the substantial heterogeneity in the mandate, the finances and the functions of local governments in different countries and within each country and – very importantly – the fact that migration and development are seen and treated as different policy realms, which more often than not results in undefined competencies and responsibilities within the administrations.<sup>11</sup> As a consequence, initiatives in this field are promoted by different offices, often without a consistent strategy; as explicitly pointed out by the Province of Noord-Brabant, the Netherlands, in the course of the peer review: *there is no specific local or regional policy in*

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<sup>10</sup> Council of European Municipalities and Regions: *The state of Europe's local and regional government, 2006/2007 Edition*.

<sup>11</sup> Commission Communication (2008) 626, *Local Authorities: Actors for Development*.

*relation to migration and development. There is local and regional policy on migration (integration) as well as on development but not in relation to each other. Any activities or projects in this area are promoted and managed by local charities and NGOs and not accompanied by local or regional policies.*<sup>12</sup>

The most dynamic local authorities are characterized by a proactive approach to both migration and development issues and by the capability to directly plan and implement actions that reinforce the migration and development nexus. Usually they possess an adequate level of devolved functions and powers through processes of political and administrative decentralisation.

The effectiveness of local authorities' interventions is closely related to the level of administrative decentralisation in place.<sup>13</sup> Decentralisation has an impact on the possibility and the capability of local authorities to directly intervene in policy-making and implementation in any policy realm. In situations where, for example, a foreign labour force is needed, local authorities can initiate policies to optimize the inflow of migrant labour, sometimes with innovative approaches. An example of this is the municipality of Cartaya, in Spain, which developed a circular migration programme with Morocco to manage seasonal labour migration in the agriculture sector.<sup>14</sup> The same can be seen in the promotion of local economic development: the experience of the Region of Murcia, Spain, in supporting the entrepreneurship of Moroccan migrants and returnees offers a good illustration of this.<sup>15</sup> The project Migratory Model based on the Development of Business Capacity initiated by the Region of Murcia in 2006 aimed at encouraging migrants who lived in the region to start new businesses in their home countries, either by returning there in person or, indirectly, by investing their savings in local businesses or in local financial schemes. The project offered a course on business start-up, assistance for accessing resources for the start-up, and the creation of networks to link the fabric of enterprises in the country of origin with the economic system in Murcia.

Another aspect that interviews with local authorities have highlighted, and which can be relevant to explain differences in the performance of local authorities, is that some of them are too intimidated to engage in migration and development issues as this is a new field of action to them, requiring new approaches and innovative methods, while their knowledge of current migration trends and migrants' behaviours remains limited.

Indeed the effects that migration brings about in societies demands an adaptive nuanced approach to policy thinking. Local authorities tend to play more significant roles in migration and development when they have a clear awareness of migration dynamics and routes. However, not all local authorities share the same level of preparation and sensitivity in their attempts to connect migration with development.

The necessity to strengthen the capacity of local authorities has been a recurrent topic of discussion in the Local Authorities Network and is the main focus of a *EC-UN JMDI* financed

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<sup>12</sup> Questionnaire of the peer review received from the Province of Noord Brabant.

<sup>13</sup> According to the World Bank, decentralisation can be defined as *the transfer of authority and responsibility for public functions from the central government to intermediate and local governments or quasi-independent government organizations and/or the private sector*: [www1.worldbank.org/publicsector/decentralization/what.htm](http://www1.worldbank.org/publicsector/decentralization/what.htm)

<sup>14</sup> A more detailed presentation of the Cartaya experience can be found in Chapter V.

<sup>15</sup> An overview of the experience of Murcia can be found at [www.carm.es](http://www.carm.es)

project between Latvia and Georgia involving the national Associations of Local Authorities in the two countries. The Region of Madrid, which is supporting a Master's Degree in Migration and Development for practitioners, has already acknowledged the importance of providing public officers with adequate skills.<sup>16</sup>

Finally, both activism and effectiveness also depend on the availability of appropriate resources for local authorities to ensure that the process of policy-making and operating services are effectively and efficiently carried out, monitored, improved and mainstreamed.

Within European administrations it is mostly decentralised aid services that are committed to harnessing the development potential of migration for developing countries. The effectiveness of these aid services depends largely on the resources they have at their disposal, from the internal budget of the administration or through the absorption of external funds.

Although there is evidence that local authorities allocate significant financial resources for development, direct aid allocations, however, are made by only a few large regional bodies. The most significant donors among sub-national authorities in Europe are the federal states in Germany, the autonomous communities of Spain, and the regions of Belgium and France such as Rhône-Alpes and Ile de France (Communication of European Commission *Local authorities as actors for development*).<sup>17</sup>

Examples of extended decentralised competences in the two policy realms of migration and development are Spain and Italy, where decentralisation is granted in development policy and, to some extent, in migration policy. There are examples in these countries where local authorities have adopted a cross-policy approach to migration, often with positive outcomes. However, as concerned local authorities have pointed out, promising results are limited by a lack of coordination between internal departments of the administration, particularly between departments dealing with European programmes and departments dealing with development aid cooperation.

Less active local authorities, on their side, have found that the presence of committed private actors and recognized local leaders among the migrant community, as well as the experimentation of (often) small-scale or pilot initiatives that aim at capitalizing on the resources of migrants for development purposes, can have positive consequences and change the degree of activism of local administrations. Local authorities and stakeholders, until recently relatively uninvolved, have increased their commitment and policy approach by supporting grass-roots ideas. In this sense the establishment of good lines of communication at the horizontal and vertical level, the exposure to other experiences, and the increasing relevance of migration in social cohesion policy become pivotal elements of local authorities' increased awareness and action.

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<sup>16</sup> A more detailed presentation of the experience of Madrid can be found in Chapter V.

<sup>17</sup> European Commission (2008) 626, *Local Authorities: Actors for Development*.

## **III.2 Together with local authorities: horizontal and vertical partnerships**

Migration is a cross cutting phenomenon that has an effect on the overall sustainability and development capacity of a territory.

The issues and challenges facing local communities are often complex and require a holistic approach to resolve them. Migration and development is no exception. Greater coherence between migration policy and other related policy areas (such as labour market, local and regional development, entrepreneurship, social inclusion) is important to develop the administration's overall capacity to implement migration policies.

Migration management needs to be comprehensive not only in terms of the types of issues it encompasses but also in terms of stakeholders' participation. For the sustainability of development processes it is very important that they are built by mobilising different stakeholders to work together thus generating collaborative approaches for attaining common development goals. Moreover, enhanced coordination and consistency in the definition of migration and development policy objectives would be beneficial to identify and allocate the necessary resources in an efficient manner.

To this aim, local authorities can beneficially promote vertical partnerships within other levels of government but also horizontal partnerships with other actors operating at the same level.

Vertical – inter-institutional – cooperation is particularly important if local authorities want to succeed in their exchanges with counterparts in other countries, as transnational dialogue rarely occurs between counterparts at the same level - either because the level of decentralisation is unequal or because the effectiveness of co-operation relates to different levels of competence.

Developing a whole-of-migration approach that promotes and values effective partnerships is an important asset to enhance the sustainability of migration and development interventions.

A current deficiency identified by local authorities in ongoing migration management is the lack of efficient and effective coordination within the administration and with other stakeholders.



## IV. A Journey Around Local Experiences

Initiatives promoted by public administrations, although limited in number, are concerned with different aspects of migration and development. They span from the mobilization of migrants' economic resources for productive use in areas of origin, to recruitment programmes, voluntary return schemes, community development partnerships and the offer of training and education opportunities.

In this section selected local authorities' experiences that were identified during the peer review process have been organised according to the four thematic priorities of the *EC-UN JMDI*: Remittances, Capacities, Communities and Rights.

### IV.1 Making remittances relevant for community development

Remittances sent by migrant workers have become a major source of income for a number of countries. Their flows are often larger than the combined value of foreign direct investments and official development assistance.

Governments in countries of origin are faced with the challenge of capitalizing on the positive impact of remittances on their development while also ensuring that remittances do not increase inequalities among households.

Worries concerning the possible negative effects of remittances for a receiving country have been mitigated in recent years by a number of research studies that have analysed the quantitative and qualitative impact of remittances on social investments by receiving families, especially with regard to health and education expenses.

Possible concrete attempts to enhance the development outcomes of remittances include efforts to reduce the transfer costs of remittances and incentive-based schemes which aim to encourage migrant workers to invest their earnings in the country of origin. This way remittances can be channelled toward investment programmes, which can fuel community development plans, benefiting not only remittance recipients but communities at large.

The role of local authorities can be important as they can act as intermediaries between banks and other private actors and community development needs.

Migrant associations can also play an important role in helping to allocate part of the savings of individual migrants towards a community relevant use, either aimed at productive investments or at financing small-scale local infrastructure. Support from local authorities has proven to be an asset in this framework.

**Reducing transfer costs and linking remittances to productive investments:** the Fons Català de Cooperació al Desenvolupament – an umbrella organization that gathers together more than 280 municipalities in Catalunya – has embarked in the REDEL programme. The programme aims to reduce the cost of sending remittances and

provides training and technical assistance for business start-ups in Senegal in order to help migrant associations in Catalunya and local communities in Senegal maximise the potential benefits of remittances.<sup>18</sup>

**Securing and formalising transfers:** in 2005 the Region of Sicily and Banca Antonveneta, in partnership with the Tunisian *Banque Internationale Arabe de Tunisie*, inaugurated the possibility for interested migrants to open a twin bank account, whereby relatives in Tunisia could receive and retrieve remittances sent by migrants in Italy.

**Co-funding diasporas' investments in regions of origin:** the *Tres por Uno* scheme, inaugurated by the state of Zacatecas and later replicated in other Mexican states, sees the federal, state, and local governments matching each dollar contributed by migrant associations formed by Mexican migrants in the US. In 2004, Mexico's federal, state, and local governments made a total of \$60 million available to match \$20 million in migrant contributions.<sup>19</sup>

**Remittance responsiveness to community needs:** El Salvador's *United in Solidarity* was inspired by the Mexican *Tres por Uno* but it developed its own approach. It was born as a direct collaboration of migrants, local authorities, and NGOs. The beneficiary community is involved in a participatory process to decide what the investment should fund. Although the government makes its expertise available to qualify the investment project it is the community that decides where to invest. Once the project's costs are assessed, migrant associations and the local government decide on their respective role in implementing it.

## IV.2 Strengthening capacities

The enhancement of migrant capacities is important to support migrant engagement in local development. By capacities, reference is not only made to the human capital of individuals (education, training, skills, and knowledge) but also to their financial and entrepreneurial capital (trading, remittances, savings, business investments, purchase of real estate, humanitarian support) and to their social capital (networks, norms, and values that facilitate cooperation within and amongst groups).

A number of local authorities in Europe have put in place different types of initiatives to support the capacity of migrants – including specific vulnerable categories of migrants.

These include the creation of networks of skilled migrants and entrepreneurs to support the establishment of adequate frameworks for the transfer of skills and abilities, support to voluntary returnees and for their reintegration into the labour market, and the establishment of more effective and rights-based recruitment systems – this includes the elaboration of specific training courses for perspective migrants as a preferential entry channel from which both countries of origin and destination can benefit and to mitigate the consequences of brain drain on countries of origin.

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<sup>18</sup> [www.fonscatal.org](http://www.fonscatal.org)

<sup>19</sup> For a more detailed outline of the *Tres por Uno* experience see the dedicated case study in Chapter V.

**Strengthening capacities and building transnational networks:** the Agency for International Cooperation and Local Development in the Mediterranean (ACIM) has developed a training programme for public officers in Algeria, Tunisia, and Morocco to enhance their capacity to promote local micro-entrepreneurship through the mobilisation of their nationals living in France. A successful aspect of the initiative is that the training is based on the experience of Maghreb immigrants in France, who are involved in the role of trainers, and of members of a network tasked with promoting the exchange of entrepreneurial experience and knowledge.

**Harnessing professional skills to contribute to local development processes back home:** the Directorate General of Migration and Volunteering within the regional Ministry of Social Policy, Women and Migration, in Murcia, Spain has embarked in the programme *Exchange of Professional Abilities between Murcia and Morocco* in collaboration with the Moroccan community of migrants living in Murcia. The project aims to enhance the involvement of migrant communities in the development processes of origin territories by harnessing the professional skills of Moroccan migrants in Murcia, which is a needed contribution to the rural development processes in the Eastern Region of Morocco.

**Mitigating the consequences of a brain drain in health sector recruitment:** the Municipality of Modena in Italy has developed a recruitment programme for Colombian nurses to be employed in the public health service in Modena. The action entailed compensatory measures for the country of origin, which included the establishment of a 150,000 Euro fund to finance local development projects in Colombia.

**Vocational training and labour market integration for vulnerable groups:** the Spanish Region of Catalunya and its Moroccan peers in Tangier targeted unaccompanied minor migrants. The *Maghreb Programme* established by the project addresses the needs of both unaccompanied Moroccan minors in Spain and potential minor emigrants in Morocco. In order to build conditions conducive to the sustainable return of minors who are in Spain, and to prevent minors' emigration from home communities, the programme offers vocational training on the premises of a training centre established in the Tangier region. Inclusion in the labour market is facilitated through agreements with European enterprises in the Tangier region, where minors can do their apprenticeship, and the development of professional competencies among prospective returnees so that they can create their own business or work in the public administration once back to Morocco.

### IV.3 Empowering migrant communities

Migrant communities represent the physical linkage between countries of origin and destination. Migrants from the same region usually tend to migrate to the same area creating communities that are often structured around organizations, associations, NGOs and cultural groups.

The experience of local authorities suggests that to involve these communities in development efforts can be very beneficial as they provide a refined understanding of the needs, opportunities and restraints suffered by communities of origin.

In countries of destination the proximity of local authorities to migrant communities is critical to design appropriate migration policies – especially since migrants are not a homogenous group but rather a variety of national groups with diverse cultural references and social characteristics. Local authorities can have beneficial collaborations with migrant associations to gain a more reliable insight into their specific features thereby allowing them to intervene appropriately.

Governments in countries of origin are increasingly developing links with their migrants abroad. This has been an area of intervention for proactive national governments, including China, the Philippines, India, and Morocco. In recent years local authorities are also developing their interest and role in this area, as an officer of the Municipality of Douera, Algeria explains in a discussion on the EC-UN JMDI's Knowledge Platform: *as a local authority, we are working deeply to help rural families realise their projects and be stabilized in their country and assure of course their alimentary security. Finally as a local authority in a rural place we have got many projects for our diasporas. We thought it was the only way to stop migration and give the youth the opportunity to rely on us and find a job by bringing the diasporas to invest in their country of origin instead of building big houses which doesn't help in the local development. We have already realized many projects with the help of the European Union - why not with our diasporas?*<sup>20</sup>

The mobilization of pre-existing economic and production networks involving both the country of origin and destination is possibly the most successful area of intervention.

Reference is made here to those initiatives that local authorities have put in place to help migrant groups become more active in contributing to the development of their communities of origin, while also reinforcing their exchanges and integration with their new community of residence. In some cases local authorities have come to develop integrated migration management programmes that cover various policy realms in order to invest in integration while also establishing development partnerships with countries of origin.

Working with other actors has proved important in undertaking development aid action in countries of origin as well as in strengthening their overall inclusion in the host society and enhancing the capacity of migrant communities to contribute to local development processes; this includes improved access for migrants to local banking and financial services and support to migrant entrepreneurship in order to encourage the establishment of trade patterns between countries of origin and destination.

Objectives which local authorities have pursued include giving the communities the means to promote well structured initiatives, thus supporting the formation of development-oriented networks in communities of destination. The sustainability of this kind of initiative relies heavily on the capacity of migrant associations as well as on their sense of ownership of the initiatives. The skills and know-how that migrants accumulate can be instrumental in transferring new skills and creative thinking to their origin

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<sup>20</sup> <http://www.migration4development.org/forums/knowledge-exchange/migration-and-development>

communities. Innovative policies that facilitate return and circulation have marked a new era in the experience of local authorities.<sup>21</sup>

**Transferring know-how:** a social enterprise active in the agrifood sector in Emilia-Romagna, Nextia, has supported a project for the recruitment and training of Moroccan immigrants in Italy and for the start up, in collaboration with their local associations, of small enterprises in the same sector in Morocco. The project allowed for the transfer to rural areas in Morocco of the cooperative model that has made rural development successful in Emilia-Romagna.

**Building transnational exchange patterns:** a number of actors in the Piedmont region of Italy and in the Moroccan region of Chaouia Ouardigha, from which more than 60 per cent of Moroccan immigrants in Piedmont originate, have initiated a large programme for promoting employment and entrepreneurship in both regions of origin and destination. The project involved chambers of commerce and the local representation of agriculture and crafts in Piedmont as well as vocational training centres and the regional governments of Chaouia Ouardigha and Piedmont. The initiative became a structured partnership among local governments for the training of workers in the traditional craft sector in Khouribga, the requalification of local productive processes, and access to local and Italian trade channels.

**The banking sector for migrant entrepreneurship:** the Italian banking group San Paolo has launched *PRI.MI*, a credit fund for supporting migrant entrepreneurship in Lombardia. The fund cooperates closely with the local chamber of commerce, which offers business training courses to resident immigrants. The newly funded Extra Banca, a credit institution devoted to foreign immigrants who wish to start a new business, has similar goals and works closely with local migrant associations to advertise the bank's services and manage its operations.

**Investing in partnerships with immigrants' associations:** the Province of Modena has supported the local Ghanaian community in starting and developing *Ghanacoop*, an import/export cooperative enterprise that has been built upon existing solidarity relations with their communities of origin in the Central and Western Regions of Ghana, supported by their local governments. This project's social and commercial objectives contributed to the economic and social activism of Ghanaian people in both Italy and Ghana. Trade flows include Ghanaian products (pineapple, corn, tomatoes) to Italy and Emilia-Romagna local products (Lambrusco wine, Parmigiano Reggiano cheese, fruit juices, and other food products) to Ghana. *Ghanacoop* became certified by Fair Trade and, in 2006, obtained the Ethic Award, granted to the most innovative fair trade organizations. The initiative benefited from support by the International Organization for Migration (IOM) in the framework of the Migration for Development in Africa (MIDA) programme, financed by the Italian Ministry of Foreign Affairs. Moreover, at the local level, the initiative was successful in engaging the entrepreneurial private sector and the banking sector in the project (specifically the local representation of small and medium enterprises, Confcooperative Emilia-Romagna and Emilbanca). Thanks to established commercial

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<sup>21</sup> The experience of the circular migration programme promoted by the Spanish municipality of Cartaya can be found in the dedicated case study in Chapter V.

relations between Modena and Ghana a twin cooperative enterprise, *Migrants for GhanAfrica*, was founded in Gomoa Simbrofo in Ghana to produce the pineapples and fresh vegetables which were traded. Finally, a part of the profits has been invested in small infrastructure investments in Ghana. In Italy, the social impact of the project has resulted in a more positive perception of the migrant workers in Modena by the Italian community.

**Capacity building:** the London based migrant association *African Foundation for Development* (AFFORD), in partnership with Birkbeck College at the University of London, has launched the UK's first course on the role of the African diasporas in contributing to Africa's development. AFFORD has developed a model for delivering enterprise development support in African countries, tapping into diasporas' resources, with a view to support less experienced migrant associations.

## IV.4 Protecting migrant rights

Protection of migrant rights, both in countries of origin prior to departure and in countries of destination, is of fundamental importance to realizing the full potential of migration for development.

Access of migrants to equal opportunities gives them the chance to improve their income and their families' living conditions, thus increasing their contribution and participation in countries of origin and destination. Denying or impeding access to rights for migrants carries the high risk of socially and economically excluding them, with severe consequences for them as well as for their host and home communities.

International human rights instruments explicitly recognize that human rights apply to all women and men, girls and boys, migrants, refugees, and other non-nationals and that governments are ultimately responsible for their respect on their territory. Many provisions are applicable to all migrants regardless of their legal status. Six major human rights conventions cover the protection of migrants: the Convention on the Protection of the Rights of all Migrant Workers and Members of their families (MWC), the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), the International Covenant on Social, Economic and Cultural rights (ICESCR), the International Covenant on Civil and Political Rights (ICCPR), the Convention on the Rights of the Child (CRC), and the International Convention on the Elimination of all Forms of Racial Discrimination (CERD). Furthermore, the ILO has pioneered international conventions for the protection of international migrant workers.

In cooperation with national governments, civil society organizations and local authorities are beginning to play an important role in expanding and protecting migrant rights, at times working together with trade unions and the private sector, including through employers' associations, committed to defending migrant rights.

Providing pre-departure information on the rules, rights and obligations of migrants in destination countries, as well as on the dangers linked to the use of irregular channels of migration, has been seen as an important means to protect migrants from potential exploitation, helping migrants to better integrate in the host society and to make

migration work better for development purposes. Furthermore, it is important that migrants are aware of whom or which agencies they can contact in the country of destination should they need assistance, and to facilitate migrants' access to administrative and legal institutions and services.

**Local partnerships to defend migrant rights:** the 3 year project *Towards Sustainable Partnerships for the Effective Governance of Labour Migration in the Russian Federation, the Caucasus and Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, and Armenia)*, co-financed by the EU's AENEAS programme and co-ordinated by the Moscow Sub-regional Office of the International Labour Organisation, has seen local trade unions in Tajikistan, Armenia, and Kazakhstan receive targeted support to either inaugurate or reinforce their activities for the protection of migrant workers. The project enhanced the trade unions' understanding of the human and labour rights of migrant workers, whether regularly or irregularly employed, and their own role in defending such rights. Migrants' membership in trade unions was promoted and information on their labour rights was disseminated through local resource centres. Cooperation with local NGOs was sought to bolster the resource centres' services. Moreover, the project established structures for multi-sector dialogue on migration and labour issues. It endorsed the inclusion of civil society representatives in migration policy making and made it possible for countries in the region to identify common needs and enter into concrete agreements and partnerships, thus reinforcing regional exchanges and actual cooperation.

**Information services to protect migrants from exploitation:** the project *CAMPO (Country of Origin Migrant Support Centre)*, promoted by various Portuguese agencies, is a service and information centre that offers pre-departure and pre-employment information and orientation sessions to would-be emigrants in Cape Verde, notably on migrant rights and obligations as well as on the dangers linked to irregular migration, including the lack of knowledge on Portuguese immigration procedures. *CAMPO* works in close cooperation with the Immigrant Support Centre in Lisbon, ensuring that dialogue and coordination takes place between the local government and civil society actors as well as between the national and the local Immigrant Support Centres in Portugal, and has structured information sharing channels between the two concerned countries.

## **V. Looking into the Experience of Local Authorities: Some case studies**

In the course of the peer review process, which involved the members of the Network of Local Authorities, a number of initiatives were identified as being particularly relevant to illustrate the positive experiences of local administrations in different areas of migration and development.

The case studies that follow, which outline these experiences, are either complex policy initiatives that have in some cases become part of the regular activities of the local authority concerned or individual projects financed through external resources.

For all of them, the case study has focused on understanding the policy processes and the needs that motivated the decision of local administrations to undertake them, their main elements of sustainability, and the challenges and constraints that local authorities have faced.



## V.1 The experience of Cartaya: integrated management of seasonal migration between Morocco and Spain

IDENTIFICATION	
<b>Local Authority</b>	Municipality of Cartaya, Spain
<b>M&amp;D priority</b>	Capacities
<b>Departments of the administration involved</b>	Municipal government, with its departments responsible for immigration and social services.
<b>Partners involved in the same community</b>	The programme started as a project co-financed by the EU Programme AENEAS (2005-2008), in which the Municipality of Cartaya cooperated with the Association of Municipalities Beturia, the Federación Agroalimentaria de C.C. OO (Agriculture Trade Union) and the NGO Andalucía Acoge. Since the project's end, the initiative has been supported by a wide range of stakeholders: within the regional government in Huelva the programme involves the employment, welfare, and health and education departments; at the national level, the consular affairs for visa issuance; outside the administration, horizontal partnerships were established with trade unions and representations of employers and with civil society organisations.
<b>Partners involved in other contexts/countries</b>	The Agence Nationale de Promotion de l'Emploi e des Compétences (ANAPEC) in Morocco was established by the project and is still operational.
<b>Other policy levels involved (national, regional, other)</b>	The initiative took place at the local level both in Morocco (Kenitra and Nador in the region of Casablanca) and in Spain (Cartaya, province of La Huelva, Andalucía) but benefited from the support of relevant national services: ANAPEC in Morocco and the consular services in Spain. Moreover, the success of the initiative encouraged the involvement of several other local and national actors, including the Spanish Federation of Municipalities and Provinces (FEMP).
<b>Country (countries) involved</b>	Spain and Morocco.
<b>Website</b>	<a href="http://www.ayto-cartaya.es/index">http://www.ayto-cartaya.es/index</a>
<b>Budget available</b>	Budget of the initial project: € 1.495.000
<b>Budget sources</b>	The European Union, through the AENEAS Programme, with co-financing from the local government and from entrepreneurs' associations. The project is now sustainable without external assistance.
<b>Period of implementation</b>	11/12/2005 – 11/06/2008 for the initial AENEAS project. The programme is still operational.
DESCRIPTION	
<b>Main elements of the initiative: a brief description</b>	The project, now a regular programme, has put in place an integrated system to manage seasonal labour migration of Moroccan workers in Spain in the agriculture sector: employed seasonal workers will have a preferential entry channel for the following year, which encourages their return to Morocco once the picking season has ended; they receive language and vocational training prior to their departure; during their stay in Spain, they have proper access to health and housing services.
<b>Objectives of the</b>	(1) To foster legal migration through a preliminary matching of labour

<b>initiative</b>	<p>supply and demand in Morocco and Spain.</p> <p>(2) To establish an integrated territorial system of services in place for seasonal workers that includes access to health and housing services.</p> <p>(3) To prevent irregular migration.</p> <p>In order to reach these objectives, the programme has envisaged: the creation of two employment services, one in Morocco and one in Spain, which are responsible for producing information and documents, for managing employment requests and for providing assistance; the establishment of services tailored to the needs of temporary workers, such as education, vocational training and language courses; the development of a horizontal partnership among local service providers, employers and the local government in Spain; the elaboration and finalization of a system aimed at facilitating communication between temporary workers and their families; the development of a web portal to spread information regarding the project; the creation of the not for profit Foundation for Foreign Workers in Huelva, which is responsible for promoting social responsibility activities, for connecting the different stakeholders, and for ensuring the sustainable development of the project.</p>
<b>The beneficiaries</b>	<p>Moroccan nationals from the cities of Kenitra and Nador interested in seasonal work in Spain. They are granted legal work, additional services and the possibility to return the following year. Employers in the province of La Huelva, Spain, who need an additional workforce.</p>
<b>Local needs addressed</b>	<p>The province of La Huelva is the second largest producer of strawberries globally. Each year, during the harvesting season, farmers in the province need thousands of field workers. A core aim of local authorities was to avoid recourse to irregular labour by local farmers.</p>
<b>Means of communication used to make the initiative known</b>	<p>Press conferences; information days in Europe and in Morocco to explain the project mechanism, especially in those regions where the presence of potential migrants is particularly high; audiovisual materials, in particular a DVD featuring interviews with workers and employers.</p>
<b>CONTEXT</b>	
<b>The decision-making process that informed this initiative</b>	<p>Local authorities in the province of La Huelva had observed widespread recourse to irregular migrant workers during the fruit-picking season. The solution proposed by a number of mayors in the province was to put in place an initiative of circular migration that would allow for the hiring of the necessary labour force, while also controlling the regularity of the process. This has also fostered dialogue among local governments, for example through the involvement of the Beturia Association of Municipalities, and horizontal partnerships between different public and private stakeholders in the municipalities. Through this project, a new whole-of-migration perspective was introduced in the dialogue among local administrations - one that includes different policy areas, such as labour market, social inclusion, education and co-development.</p>
<b>The development priorities targeted by the initiative</b>	<p>The programme is a viable alternative to irregular labour; it contributes to the enhancement of the capacities of the migrants involved, through the possibility of following courses and of accessing information during their stay in Spain; it contributes effectively to local development processes in Spain, without interrupting the inflows of remittances to rural areas in Morocco; it has established a mutually beneficial partnership between governments of departure and destination; building on existing needs and active interests, it has allowed for the occurrence of solid horizontal public and private partnerships in the regions concerned, and of vertical partnerships between local, regional and national public services.</p>

<p><b>Mechanisms (of dialogue, exchange, coordination structures) that encourage coherence between migration and other policy areas</b></p>	<p>The project promoted the creation of the <i>Foundation for Foreign Workers</i> in La Huelva, which acts as the coordinating body for the circular migration programme but also as the reference institution which ensures coherence of action – with regard to the programme – between the different services involved, from housing, to health, to vocational training and information services. Following its example, a number of local entities were established: the <i>Forum on Immigration</i> of the province of La Huelva; the <i>Commission for the management of circular migration</i> of La Huelva; the <i>Andalucia Forum on Immigration</i>; the <i>High Council for Migration Policies</i>; the <i>Forum for the Social Integration of Immigrants</i>; and the <i>Commission on employment and immigration</i>.</p>
<p><b>The involvement of actors outside the administration</b></p>	<p>The Trade Union of agricultural workers and the associations of farmers were extensively involved in the project. In particular, the Trade Union participated in the creation of the <i>Foundation for Foreign Workers</i> and shared its experience in relation to migrant workers. Farmers associations were involved as primary beneficiaries but also as contributors, since they provided accommodation for the temporary workers.</p>
<p><b>Features that make this initiative work</b></p>	<p>(1) An efficient employment service, ANAPEC in this case, operating in the country of origin with qualified and motivated personnel.</p> <p>(2) The cooperation between local administrators and national counterparts in Spain, which allowed for the efficient functioning of the circular migration programme.</p> <p>(3) The public-private partnership established with the private sector and its representations, which consented, among other things, that entrepreneurs accepted responsibility for providing housing to the seasonal workers they employed.</p> <p>(4) The partnership with public and private services in the receiving community, which allowed for a dignified presence of immigrant workers and for their acceptance by local population.</p> <p>(5) The creation of a coordinating body - the Foundation – of all stakeholders involved: administrations, trade unions, employers and NGOs.</p> <p>(6) The investment in migrants' capacities, by offering vocational training and language courses, and access to information.</p>
<p><b>Obstacles and difficulties encountered</b></p>	<p>The selection of personnel is a challenging task – especially as it entails the identification of persons who are available to enter a circular migration programme – which demands a come-and-go individual migration project. More specifically, it was hard to fine-tune the recruitment services practices of selecting the personnel for this kind of initiative. According to the Mayor of Cartaya, the first year was a disaster, since almost none of the workers came back. An additional effort had to be put in identifying the most appropriate profiles and in coordinating the employment services in both countries.</p>
<p><b>The initiative in the near future</b></p>	<p>In 2009, the Spanish government decided that seasonal workers should be selected from the Spanish unemployed; however, it proved impossible to match the entire demand of the agriculture sector and immigrant labour was nevertheless needed in La Huelva. Linking the circular migration programme with the improved access by migrants to resources for developing initiatives can enhance the development effects of circular migration. Replication would likely be possible in other countries, such as Italy and France, which have developed legislation to simplify the admission procedures for seasonal workers while facilitating their return to and reintegration in their source countries.</p>

## V.2 From Bologna to Craiova: a successful return programme for Roma people

IDENTIFICATION	
<b>Local Authority</b>	Municipality of Bologna, Italy
<b>M&amp;D priority</b>	Capacities/communities
<b>Departments of the administration involved</b>	Municipality of Bologna, Department of Social Coordination and Health.
<b>Partners involved in the same community</b>	The social cooperative La Piccola Carovana is the civil society organisation that developed the project, in cooperation with the religious organisation Poveri Vergognosi that assisted in identifying the beneficiary families. The micro-finance association Micro.bo provided counselling on micro-credit schemes and opportunities.
<b>Partners involved in other contexts/countries</b>	The municipality of Craiova, in Romania, with its Directorate General for Social Assistance and Childhood Protection, assisted in monitoring the project. Direct partners of the initiative in Romania were: the association Vasiliada, which monitored the reintegration of returning families; the Fair Credit House, a micro-finance institution that granted the loans to finance the projects of the returnees; The Foundation Terre des Hommes, which specialises in the field of childhood protection and which through its offices in Craiova has assisted the project with counselling activities; Caritas Bucharest and Caritas Craiova provided logistic support.
<b>Other policy levels involved (national, regional, other)</b>	The initiative, called ROI – Progetto per un Ritorno Operativo Imprenditoriale – was part of a rights-based programme for Roma people promoted by the municipality.
<b>Country (countries) involved</b>	Romania and Italy.
<b>Website</b>	not available
<b>Budget available</b>	not available
<b>Budget sources</b>	Regular budget of the municipality.
<b>Period of implementation</b>	2008-2009
DESCRIPTION	
<b>Main elements of the initiative: a brief description</b>	<p>The ROI project – Progetto per un Ritorno Operativo Imprenditoriale – was part of a rights-based programme for Roma people promoted by the municipality of Bologna. Specifically, ROI is a return programme for those families who were voluntarily inclined to return to Romania. They were helped to start a small entrepreneurial initiative in their country of origin, by supporting their access to local microcredit facilities.</p> <p>Activities have included the identification and selection of beneficiary families; direct support to beneficiary families by specialised institutions; support for their return and the setting up of the activity; control over the full repayment of the initial loan by beneficiary families.</p>
<b>Objectives of the initiative</b>	The overall objective has been to allow beneficiary families not only to return home but to also put in place a business activity, through which they can sustain themselves in the long term. Programme activities

	included the identification and selection of beneficiary families; direct support to beneficiary families by specialised institutions to assist them in conceiving their return project; feasibility studies, in collaboration with the programme partners in Romania; support for their return and the setting up of the activity; control over the full repayment of the initial loan by beneficiary families.
<b>The beneficiaries</b>	Roma families interested in returning to their country of origin and setting up a small business activity.
<b>Local needs addressed</b>	The social reintegration of marginalised groups and communities, as Roma people were.
<b>Means of communication used to make the initiative known</b>	Ongoing dialogue and meetings with representatives of Roma groups and with the civil society organizations involved in the support to marginalized groups. Awareness campaigns promoted by the municipality.
<b>CONTEXT</b>	
<b>The decision-making process that informed this initiative</b>	<p>The association Piccola Carovana, already a provider of social services on behalf of the administration, which because of its grass roots activities was in contact with the local Roma community, offered to develop a sustainable return programme. A number of Roma families had been recently evacuated from their camp along the local river because the police department had highlighted the risk of floods. During the same period there were a number of high visibility anti-Roma campaigns in the national media following a few criminal cases that were believed to be connected to the presence of Roma people.</p> <p>The municipality's social affairs department saw the association's proposal as a relevant opportunity to engage in a positive experience that met the requests of some of the Roma people to return to Romania, while also soliciting a sense of solidarity with the local community. The communication campaigns that were part of the project not only helped the local population accept to provide support to the Roma people who had been evacuated – through the municipality regular budget – but also to suggest new, less discriminative perspectives when considering the presence of Roma and the importance of recognising everybody's fundamental rights. The enterprise of the civil society association helped the administration put in place breakthrough ways to tackle problems of social cohesion with positive outcomes.</p>
<b>The development priorities targeted by the initiative</b>	Rights-based support to community development, by offering economic resources and skills for the social inclusion of marginalised migrant groups – steering efforts towards sustainable small development investments.
<b>Mechanisms (of dialogue, exchange, coordination structures) that encourage coherence between migration and other policy areas</b>	The <i>Permanent Advisory Committee</i> for the fight against social exclusion, a consulting body which represents many associations in the territory and the provincial <i>Migration Monitoring Centre</i> facilitated the identification of relevant partners to make the initiative sustainable and ensured appropriate dialogue between the administration and the civil society associations and networks – a tool that proved very important in dealing with an issue that had considerable exposure in the media.
<b>The involvement of actors outside the administration</b>	Both civil society and local technical institutions were actively involved in this programme.
<b>Features that</b>	(1) The selection procedure, which identifies motivated and reliable

<b>make this initiative work</b>	<p>beneficiaries.</p> <p>(2) The planning process, which is both participatory, including various experts and counsellors, and personalised, in that it is designed around the individual's abilities and needs.</p> <p>(3) The creation of a strong network of partners, which includes language mediators, local authorities in the country of origin, civil society associations, and technical partners in both territories of origin and destination.</p> <p>(4) The focus on the long term self-sufficiency of migrant beneficiaries.</p>
<b>Obstacles and difficulties encountered</b>	<p>The initiative would not be possible without the strong financial support from the local administrations and their institutional commitment to cooperate.</p>
<b>The initiative in the near future</b>	<p>ROI was intended to be a pilot project and as such it targeted a restricted number of beneficiaries. Moreover, a more extensive involvement of the administrations and institutions from the countries of origin could turn the initiative into a regular programme for the social reintegration of returnees and the enhancement of their contribution to the development of home communities.</p>

### V.3 Investing in migrants to connect integration and development patterns. A case study from Madrid

IDENTIFICATION	
<b>Local Authority</b>	Regional Authority of Madrid, Spain
<b>M&amp;D priority</b>	Capacities/Communities
<b>Departments of the administration involved</b>	Regional Ministry of Immigration and Cooperation.
<b>Partners involved in the same community</b>	The different components of the integrated policy approach that the Region of Madrid has put in place refer to two regional policy instruments: the <i>Multiannual Plan for the Integration of Migrants</i> , which focuses on the reception and inclusion of migrants in the regional context, and the <i>Plan for Development Cooperation</i> , which addresses migration and development concerns applying the co-development approach along three main lines of action: 1. the management of labour migration; 2. the fight against irregular migration and the trafficking of human beings; 3. the promotion of remittance investments for productive and community development use. Public entities involved are those responsible for social inclusion, on the one hand, and those responsible for external affairs, on the other: the regional development aid service, the employment agency, social and health care directorates, sectors tasked with public housing, education and vocational training. Civil society actors, especially migrant associations, are also seen as key partners.
<b>Partners involved in other contexts/countries</b>	Local and national authorities and local organizations involved with diasporas in migrants' origin countries.
<b>Other policy levels involved (national, regional, other)</b>	The regional government links with both the national level and their peers at municipal and provincial level, according to an opportunity assessment for the implementation of each specific objective of the policy plans. Resources come from both the regional and the State budget.
<b>Country (countries) involved</b>	Latin America, Romania, Northern Africa (origin countries of the migrant groups most represented in the region of Madrid).
<b>Website</b>	<a href="http://www.madrid.org">www.madrid.org</a>
<b>Budget available</b>	Euro 7,4 million
<b>Budget sources</b>	Public funds from the State and the Regional budgets.
<b>Period of implementation</b>	2009-2012
DESCRIPTION	
<b>Main elements of the initiative: a brief description</b>	The integrated migration programme that the Madrid Region has put in place responds to the two-fold need of addressing social cohesion concerns and making migration have a positive effect on development. To this aim, the administration engaged actively in building local partnerships and enhancing policy coherence among its departments where migration management was concerned. This is all the more relevant as the migrant population in Madrid has grown steadily over the last decade and represents about 17% of today's total population. The programme's activities encompass the offer of business support training to encourage a productive use of remittances, including for social and

	<p>community development purposes; the access to microfinance services for migrants and their families; awareness, information and education for development; networking and partnership building; and research. Over the last three years, the regional government of Madrid has launched calls for proposals to finance co-development initiatives. 85% of allocations are devoted to the main countries of origin of its migrant communities: Colombia, Ecuador, Bolivia, Dominican Republic, Peru and Morocco. Meanwhile, the Immigration and Cooperation Department started a grant programme to financially support associations directly promoted and managed by migrants which provide reception and integration services. The overall local budget devoted to empowering migrant associations amounted to 100.000 Euro in 2005 and reached Euro 1.000.000 in 2007.</p>
<b>Objectives of the initiative</b>	<p>(1) To foster linkages between integration processes and a development-oriented migration management.</p> <p>(2) To build solid cooperation networks with civil society actors that operate in integration services and in development aid cooperation.</p> <p>(3) To promote the inception of migrant associations in the territory of Madrid, so that they can support the administration in the reception and inclusion of new-comers and can be supported in their contribution for the development of their home communities.</p> <p>(4) To enhance the capacity of migrant communities through the offer of a comprehensive and qualitative training and education offer.</p> <p>(5) To foster and spread a rights-based approach to the effective management of the international mobility of labour and of economic resources.</p> <p>(6) To take advantage of the local and transnational opportunities embedded in the vitality and dynamism of migrants.</p>
<b>The beneficiaries</b>	The regional population as a whole. Migrants and their associations. NGOs and other civil society actors. The regional education system.
<b>Local needs addressed</b>	The societal changes brought about by migration, in terms of social composition and overall cohesion, and the need to become active actors in the management of migration flows.
<b>Means of communication used to make the initiative known</b>	Public events held in the various integration and participation centres opened in the region. Dedicated web sites and multilingual written information and videos. Publishing of studies and activity reports. Information on the programme and its activities (including its calls for proposals).
<b>CONTEXT</b>	
<b>The decision-making process that informed this initiative</b>	In Madrid's integrated policy programme, appropriate mechanisms of coordination have been established horizontally, with local social and economic actors, and vertically, with national counterparts. In particular, the regional government, universities and social actors are brought together to find effective coherence between social inclusion policies, local development goals and development aid allocations decided by local authorities. The direct involvement of migrants is deemed crucial to deal with the issues of integration and to connect origin and destination communities. Migrant associations are seen as key agents for overcoming the challenges related to migration in places of origin and destination. Local funding has been made available to support the establishment and the activities of migrant representations, which resulted in a sharp increase in the number of migrant associations. The Ministry for Integration has included in its planning active measures to promote the social and economic integration of migrants and solicit their participation in public life. Integration goals are closely interconnected with development aid



	interventions, which apply the co-development principle. The regional government has largely invested in empowering its territorial system of public and private actors to contribute more effectively to co-development, both in Madrid and in migrants' countries of origin.
<b>The development priorities targeted by the initiative</b>	Social cohesion and migrant integration. Development aid. Entrepreneurship development.
<b>Mechanisms (of dialogue, exchange, coordination structures) that encourage coherence between migration and other policy areas</b>	The participation of different stakeholders is ensured by their participation in the <i>Regional Forum on Migration</i> , a coordinating body with a consultative status at the regional government level. Public exchanges also occur at the Centres for Participation and Integration (CEPI) established throughout the region. CEPI are meeting places where migrants are offered vocational training, legal advice, employment support, cultural programmes and sport activities.
<b>The involvement of actors outside the administration</b>	The involvement of those entities of the regional territory that have a stake in the development and success of the region's migration management programme is an integral part of this policy programme.
<b>Features that make this initiative work</b>	<p>(1) Establishment of closer ties between the local level of government and, from the one hand, with the central government, and, on the other hand, with local migrants' realities, with the main result of getting a more direct control on the management of migration issues.</p> <p>(2) An early holistic approach to the social inclusion of migrants, in an initial phase of immigration for the region.</p> <p>(3) Equitable but diversified services, resulting from greater knowledge of the particular situation of each migrant.</p> <p>(4) Consistency between the measures planned by the regional government and implemented by municipalities, the State Administration and Social partners, thus avoiding duplication, identifying priorities, saving resources and joining forces so that they can mutually reinforce each other and multiply their effectiveness.</p> <p>(5) The policy has a comprehensive system of regional indicators and evaluation methods (carried out by the Regional Agency for Migration and Cooperation) that allows for close monitoring.</p>
<b>Obstacles and difficulties encountered</b>	As for all destination contexts, the main challenge in migration management is the stabilisation of outcomes, as the composition of the immigrant population is subject to constant changes.
<b>The initiative in the near future</b>	The outcomes of the programme are regularly assessed, and follow ups are based on the outcomes of these monitoring exercises. The latest project that is being promoted concerns the establishment of a <i>Professional School on Immigration and Development Cooperation (EPIC)</i> . The School is managed by the Regional Red Cross of Madrid and has the support of the Universidad Rey Juan Carlos. Courses include a Master's Degree in Migration and Development.

## V.4 Building networks: the experience of the Veneto Region in the management of labour migration

IDENTIFICATION	
<b>Local Authority</b>	Regional government in Veneto, Italy
<b>M&amp;D priority</b>	Capacities
<b>Departments of the administration involved</b>	Department of Immigration, Labour Agency, Department for International Cooperation, Department of Socio-health Affairs.
<b>Partners involved in the same community</b>	The programme entails a coordinated system of interventions in which the different public and private actors involved are responsible for the part of the activities that is in line with their mandate. These include a wide range of actors: municipalities, local social and health care units, the public education system, employers' associations, vocational training institutions, banks, regional union of chambers of commerce, business support services, and migrant associations for workers.
<b>Partners involved in other contexts/countries</b>	The regional migration management system in Veneto entails partnerships with peer entities in the countries of origin of the most represented immigrant groups on the Veneto territory. Agreements, depending on their ultimate goals, are concluded with different counterparts: national ministries of labour and welfare, regional development agencies, regional governments, labour agencies; economic partners and civil society actors.
<b>Other policy levels involved (national, regional, other)</b>	Interventions refer to different regional policies and are designed in accordance with the national quota system and national legislation for actions related to a preferential entry for workers who received pre-departure training and for seasonal migration interventions.
<b>Country (countries) involved</b>	Italy, Romania, Moldova, the Ukraine, Senegal, Albania (the focus is on the most represented countries of the migrant population in Veneto).
<b>Website</b>	<a href="http://www.regione.veneto.it">www.regione.veneto.it</a> ; <a href="http://www.venetolavoro.it">www.venetolavoro.it</a> ; <a href="http://www.venetoimmigrazione.it">www.venetoimmigrazione.it</a> ;
<b>Budget available</b>	About 1 million Euro for the period 2007- 2009
<b>Budget sources</b>	Public funds, mostly from the regional budget, with specific actions funded by the national level and ad-hoc projects funded by EU and UN programmes (Thematic EC Programme on Migration and Asylum, Interreg programmes, FAO/IFAD).
<b>Period of implementation</b>	2007-2011
DESCRIPTION	
<b>Main elements of the initiative: a brief description</b>	The Immigration Information Network of the Veneto Region is designed to inform and link public and private operators dealing with social and employment issues in relation to migrants in order to improve their response and planning capacity. The regional government has established tripartite social-dialogue and a migration advisory board to design the regional 3-year plan on migration. To this aim, the different regional services (labour agencies, chambers of commerce, universities, social affairs) elaborated detailed analysis of migration related data, which enable them to form a reliable basis for policy planning. The 3-year plan foresees the strengthening of cooperation among regional

	departments for the exchange of data and information on the services in place, as well as improved coordination in the implementation of services. In order to improve the management of migration flows, the region's government has entered into dialogue with public and private institutions in the countries of origin. Partnerships have often been created with pilot projects funded with external resources.
<b>Objectives of the initiative</b>	1. To develop a migration governance system that actively responds to the challenges of globalisation processes and which facilitate the mobility of workers and reinforce the interconnections of concerned communities. 2. The monitoring of socio-economic changes and migration trends. 3. The establishment of participative mechanisms. 4. The promotion of horizontal private and public partnerships at the local level, and with relevant services in countries of origin, and of vertical cooperation with the national level. 5. To foster a European dimension in the formulation of the regional strategy, in order to enhance overall coherence in policy making and in the allocation of resources, to streamline the effectiveness of policy interventions.
<b>The beneficiaries</b>	Migrants and their associations, local authorities, officers and practitioners, enterprises.
<b>Local needs addressed</b>	To move away from an approach to migration informed by a sense of emergency and, on the contrary, to embed migration in the general local governance framework. To test experimental projects for the gradual establishment of an integrated system of services for the beneficial management of migration flows in terms of the integration of the migrant population in schools, society, and work, and its impact on development processes.
<b>Means of communication used to make the initiative known</b>	Public events, training of officers, dedicated web sites, information material (multilingual guides and visual material).
<b>CONTEXT</b>	
<b>The decision-making process that informed this initiative</b>	The local social dialogue on migration and social integration insists on the importance of governing and encouraging mobility, not least to benefit development trends. The building of a regional cooperative network that involves a variety of public and private actors as well as the promotion of partnerships with regions and countries of origin are integral parts of this approach.
<b>The development priorities targeted by the initiative</b>	In line with regional development goals, development priorities include social cohesion, entrepreneurship development, development aid, labour and employment goals, strengthening the local knowledge base, strengthening of the civil society, public communication, dialogue between cultures and the internationalisation of the regional productive system.
<b>Mechanisms (of dialogue, exchange, coordination structures) that encourage coherence between migration and other policy areas</b>	The Regional Board on Immigration (Veneto Region, provinces, municipalities, trade unions) and the Regional Advisory Board on Immigration, which reunite representatives of diaspora groups, NGOs working on migration issues, regional and local public services (work, school, health care, social services), the regional association of municipalities, employers' representations, and departments in the regional administration.  The Regional Employment Agency has developed some pilot projects which aim at giving a structured approach to the governance of migration for economic reasons, including actions and services aimed at guaranteeing: 1. the regional demand for foreign labour through the

	<p>investigation and detection of the employment needs of the productive sectors; 2. adequate migrant labour supply through the assessment of professional and language skills of workers abroad through activities carried out in the countries of origin. Moreover, the Region has set up the <i>Regional Return Desk</i>, an information service that works to assist return migration and reintegration in the countries of origin. The Desk does not provide financial incentives for potential returnees but acts as catalyst for opportunities offered by the large network in the regional territory that include chambers of commerce, the local banking system, employers' associations and so on.</p>
<b>The involvement of actors outside the administration</b>	<p>It is a core feature of migration policy development in Veneto to engage in partnerships with a range of public and private partners.</p>
<b>Features that make this initiative work</b>	<p>(1) The presence of a regional migration observatory that provides thorough knowledge of migration phenomena with periodic information on social integration and work; the evaluation of successful practices of integration across the territory; the evolution of the relationship between migration, demography, development and employment.</p> <p>(2) The creation of a Regional Information System (Migration Information Network), aimed at exchanging knowledge and information on migration issues and on services between public and private institutions, with specific attention to municipal governments, migrant associations, employers representations and trade unions.</p> <p>(3) The collaboration with peer counterparts in countries of origin.</p> <p>(4) The networks created and partly formalized by framework agreements with various actors including regular meetings, a commitment to collaboration and communication in line with each network member's role and competence.</p>
<b>Obstacles and difficulties encountered</b>	<p>Global changes and insufficient resources to ensure the continuous coordination between different sectors are some of the problems exacerbated by the global crisis. Different functions and powers of central and regional levels that complicate the smooth coordination between levels. The difficulty of ensuring the activism and financial sustainability of established networks. The decrease in local resources that can be expected for the next programmatic period will likely affect the mainstreaming of pilot experiences in the short term.</p>
<b>The initiative in the near future</b>	<p>The upcoming changes in the regional government with the lead taken by a local political movement (Lega Nord) are not likely to bring radical changes in this strategy. However, a transition phase will follow with implications that will especially concern external relations and decentralized cooperation.</p>

## V.5 Defending rights for enhancing development in the experience of the municipality of Cuenca in Ecuador

IDENTIFICATION	
<b>Local Authority</b>	Municipality of Cuenca, Ecuador
<b>M&amp;D priority</b>	Rights
<b>Departments of the administration involved</b>	Department for Sustainable Human Development.
<b>Partners involved in the same community</b>	The main partners of the Municipality of Cuenca are the Human Rights Commission of the National Parliament, the Social Pastoral Diocese of Cuenca and the United Nations High Commissioner for Refugees. The Municipality has signed an agreement with the Human Rights Commission to establish a Human Rights Office; with the Diocese the Municipality has elaborated the programme "Casa del Migrante" (Migrant's House); with the UNHCR the Municipality has established a Casa de la Solidaridad (Solidarity House).
<b>Partners involved in other contexts/countries</b>	Ecuadorean diasporas in America and Europe; local, national and international organizations such as the NGOs' Network SIREPANM for the Prevention and Attention to Abused Children and Adolescents; the Ecuadorian Red Cross; the Provincial Board of Azuay; Hebrew Organization of Immigrant and Refugee Aid (HIAS).
<b>Other policy levels involved (national, regional, other)</b>	Local, national, and international.
<b>Country (countries) involved</b>	Ecuador
<b>Website</b>	not available
<b>Period of implementation</b>	2001- ongoing
DESCRIPTION	
<b>Main elements of the initiative: a brief description</b>	The approach of the Municipality focuses on respect for human rights and on disseminating knowledge of the social and economic rights of migrants as a tool to avoid exploitation and to promote a more extensive and efficient development process. The main outcome of this approach has been the implementation of an <i>Integral Protection and Development System</i> for migrants and their families. This is a public strategy to coordinate the action of public institutions, private associations, and the local community. By means of this strategic programme, the Municipality has been able to plan and formulate projects and services concerning the population's welfare and rights. The most relevant of these projects are: the establishment of the <i>Human Rights Office</i> , the creation of the <i>Casa del Migrante</i> , and the foundation of the <i>Casa de la Solidaridad</i> . In 2001 the Municipality of Cuenca signed an agreement with the Human Rights Commission of the National Parliament for the establishment of a Human Rights Office. This office has been in charge of coordinating all the actions used to defend the rights of migrants and their families as well as strengthening a process of diffusion, knowledge, awareness, and respect for human rights. At the same time, the Municipality promoted, with the

	<p>support of the Diocese of Cuenca, the establishment of the <i>Casa del Migrante</i>, which was inaugurated in April 2007 to foster the integration and the socio-economic development of migrants and their families in Cuenca. More concretely, the <i>Casa del Migrante</i> supplies specialised information on legal, economic, and social aspects regarding migration issues; it gives advice to national organizations which support migrants and their families; it provides advice on how to avoid economic exploitation as well as on existing opportunities to migrate and to find a job abroad; it advises migrants and their families on problems related to irregular migration, human rights violations, fraud and extortion; it offers information on the rights and duties of migrants, psychological support, and economic incentives for micro-entrepreneurial activities; it promotes economic development initiatives as an alternative to emigration for Ecuadorean families. The <i>Casa del Migrante</i> is working in coordination with <i>Casa de la Solidaridad</i>, a joint initiative of the Municipality of Cuenca and the UN High Commissioner for Refugees. The <i>Casa de la Solidaridad</i> is mainly a transit camp for the weakest refugees groups, such as women, children, and adolescents. Its main actions include: protection of human rights, with a particular attention to the weakest groups of refugees; work placement and economic integration, also through the strengthening of vocational training programmes; legal, social, and psychological support; support for the voluntary return to countries of origin.</p>
<b>Objectives of the initiative</b>	<p>(1) On a wider level, to elaborate an overall strategy for dealing with an increased presence of migrants. This strategy was conceived using a human rights-based approach, that is to rely on the diffusion and on the strengthening of migrants' rights as a tool to foster integration and development.</p> <p>(2) On an operational level, to support migrants and their families in Cuenca through different actions, such as raising the awareness of their rights and duties, supplying legal, economic and social support against fraud, extortion, and violence, organizing cultural and artistic events for children of migrants, providing training and skill-development for entering the labour market or for initiating micro-entrepreneurial activities.</p>
<b>The beneficiaries</b>	Migrants and their families, asylum seekers and refugees.
<b>Local needs addressed</b>	Cuenca is both an area with high emigration rates but also a context of immigration, mainly of Colombian refugees and migrant workers from Peru. The project aims to reduce the negative impacts of migration on local cohesion and welfare.
<b>CONTEXT</b>	
<b>The decision-making process that informed this initiative</b>	The experience of the Municipality of Cuenca has been developing since 2001, when the Municipality of Cuenca and the Human Rights Commission of the National Congress signed an agreement for the establishment of the Human Rights Office. That agreement was the first step of the Integral Protection and Development System for migrants and their families. The idea behind it is to deal with migration issues in a way that will favour social cohesion and welfare for all the citizens of the community.
<b>The development priorities targeted by the initiative</b>	The priority is to ensure social cohesion and local well-being, which could be put in danger by disorganized migration. Through its initiatives, the Municipality of Cuenca aims not only to avoid the negative effects of uncontrolled migration but also to put in place a system that will benefit from migration. By protecting migrants' rights, the local authorities aim to better integrate them into the local system, so that they will have a positive social and economic impact on development.
<b>Mechanisms (of</b>	Coherence between different policy areas is ensured by the fact that all

<p><b>dialogue, exchange, coordination structures) that encourage coherence between migration and other policy areas</b></p>	<p>initiatives undertaken by the Municipality are placed within a single strategic framework, the Integral Protection and Development System. Moreover, this system is in line with the Cuenca Strategic Plan and with the Plan for Equal Opportunities. The agreements with the National Parliament and UNHCR ensure coherence with national and international standards.</p>
<p><b>The involvement of actors outside the administration</b></p>	<p>Private actors include credit cooperatives, which have supplied credit to productive enterprises and young people who have the desire to migrate.</p>
<p><b>Features that make this initiative work</b></p>	<p>(1) The capability of a local authority in an area of outward emigration to include the management of migration issues in local welfare policy.</p> <p>(2) The ability to successfully put together complementary resources coming from a multi-level partnership (national, international, private and religious) in developing a human rights-based approach to migration and development.</p> <p>(3) Effective public communication as an element for sustainability over time.</p> <p>(4) Efforts to ensure the wide participation of public and private stakeholders at all levels</p> <p>(5) Combining policy needs in different fields: social and psychological support, health care, food and nutrition, training and education.</p>
<p><b>Obstacles and difficulties encountered</b></p>	<p>The skills and resources of the personnel involved in the initiative should be enhanced, particularly as it concerns their capability to offer support to migrants in developing income generating activities.</p>
<p><b>The initiative in the near future</b></p>	<p>The Municipality aims to strengthen the existing projects, especially to improve the ability of the <i>Casa del Migrante</i> to improve the living conditions of migrants and their families. In order to reach its aim the municipality has developed a Strategic Plan 2010-2020, which foresees the creation of a System of Social Economy, to strengthen economic development capacities, and of an Observatory of Migration and Development, to improve data collection and analysis.</p>

## V.6 Senegalese migrant communities: Confesen builds partnerships for development

IDENTIFICATION	
<b>Local Authority</b>	Support to the diaspora-led initiative was made available, in Senegal, by the Regional Development Agencies and the regional governments of Djurbel and Kaolack. In Italy, by the regional government in Veneto, the local labour agency and the Union of Chambers of Commerce.
<b>M&amp;D priority</b>	Capacities/Communities/Remittances
<b>Departments of the administration involved</b>	Regional development agencies.
<b>Partners involved in Senegal</b>	CMS (Crédit Mutuel du Sénégal), CNCAS (Caisse Nationale de crédit Agricole), BIS (Banque Islamique au Sénégal), BRS (Banque Régionale de Solidarité), IOM/MIDA, APIX (Agence nationale chargée de la Promotion de l'Investissement et des Grands Travaux), CAIB (Consortium pour la Promotion et le Développement Industriel), UNCAS (Union Nationale des Coopératives Agricoles du Sénégal) ; Ministry of Microfinance and Small and Medium Enterprises of Senegal.
<b>Partners involved in Italy</b>	UEAPME (Union Européenne de l'Artisanat et des PME), FPE (Fonds de Promotion Economique), CESCOT VENETO, CONFESERCENTI Padova, Consorzio ETIMOS/Banca Etica, ACSI (Association Culturelle des Sénégalais d'Italie).
<b>Other policy levels involved (national, regional, other)</b>	Ministry of External Affairs, Italy; Ministry of Microfinance and Small and Medium Enterprises of Senegal.
<b>Country (countries) involved</b>	Senegal, Italy, France, Belgium.
<b>Website</b>	www.confesen.com
<b>Budget available</b>	not available
<b>Budget sources</b>	Regional funds, EU funds, private resources.
<b>Period of implementation</b>	2005 – ongoing
DESCRIPTION	
<b>Main elements of the initiative: a brief description</b>	CONFESEN started as a business support service dedicated to migrants residing in Veneto, established by the local representation of small traders (Confesercenti) in partnership with the Senegalese diaspora in the region. It has since evolved into a more complex reality that offers transnational services and tools with the explicit aim to value the human and financial resources of the Senegalese diaspora in Italy. In order to achieve this aim, it has developed and put in place specialised structures, which include: 1. A financial instrument, Mec-Confesen: Mutuelle d'Epargne et de Crédit de la Confesen, to expand access to microcredit in rural areas in Senegal and support the productive investment of migrants to the benefit of areas of origin. 2. CAIM - Centres d'Accompagnement des Initiatives de Migrants, in Padova (Italy) and in Kaolack et Diourbel in Senegal, to put high level



	experts – mostly among migrants – at disposal of the Senegalese diaspora to support them develop their business ideas and development cooperation projects. 3. The FOSAP (Senegalese Forum of Business and Partnership). 4. The Central Equo System, dedicated to the insurgence of cooperatives of local producers in Senegal, in the agri-food sector.
<b>Objectives of the initiative</b>	(1) To improve the access to remittance transmission in rural areas; (2) To promote productive investment of migrants' capital in favour of micro-entrepreneurship in Senegal; (3) To promote innovative partnerships between formal financial institutions and micro-finance operators; (4) To promote exchanges between Italian and Senegalese institutions.
<b>The beneficiaries</b>	Senegalese business promoters in both Senegal and Italy. The local population living in the rural areas of Kaolack and Djourbel in Senegal. Migrant communities in Italy.
<b>Local needs addressed</b>	To facilitate rural development valuing the skills, relations and resources of migrants. To strengthen the capacity of migrants to act as development agents.
<b>Means of communication used to make the initiative known</b>	Communication and continuous dialogue with the diaspora and migrants in the country of destination and other EU countries, increased collaboration among local authorities with study visits and meetings. Inclusion of migrant media (TV and radio) in the communication campaign.
<b>CONTEXT</b>	
<b>The decision-making process that informed this initiative</b>	Confesen has spurred from the initiative of the Senegalese diaspora, which found in Veneto private and public actors ready to invest in the presence of immigrants as a potential vector of economic development. More concretely, Confesen could count on the understanding of local economic representations in Veneto that migrant entrepreneurship is important both for local development processes and as a means for the internationalisation of local productive districts. Moreover, regional authorities supported the economic initiative of migrants supporting productive returns.
<b>The development priorities targeted by the initiative</b>	In Senegal: rural development through entrepreneurship and productive use of remittances, capitalization of migrants' capacities with return programmes; social cohesion targeting specific groups of population (youth and women) also by means of social enterprise.
<b>Mechanisms (of dialogue, exchange, coordination structures) that encourage coherence between migration and other policy areas</b>	CONFESEN's opportunity to incrementally build a dialogue and include public authorities and economic actors has been possible through the social capital that it has managed to maintain through the positive inclusion in the country of destination and its ability to maintain strong ties with the territories of origin. Also, CONFESEN has accompanied groups of returnees and built a business incubator for small and medium-sized enterprises of migrants with Italian funds and with the cooperation of local authorities in Senegal.
<b>The involvement of actors outside the administration</b>	The different activities of CONFESEN are connected to local development governance. The initiative springs from the capacity of diaspora associations and individuals and is reinforced by the institutional support and coherence with local development goals of the involved regions of Senegal and Italy.

<p><b>Features that make this initiative work</b></p>	<p>(1) The ability to maintain a delicate balance in order to ensure an open dialogue simultaneously with the territory of origin and destination as well as to create a relationship between them. Local authorities are motivated to participate because the activities are relevant to different dynamics associated with mobility and they strive, through a multi-stakeholder approach, to achieve local development objectives.</p> <p>(2) The response to real phenomena of permanent or temporary mobility and the increased capacity of local authorities thanks to the cooperation with the private sector stimulated by the diaspora to contribute effectively to local development processes.</p>
<p><b>Obstacles and difficulties encountered</b></p>	<p>Limited funds and structured mechanisms of Senegalese local authorities dedicated to the linkage of migration and development.</p>
<p><b>The initiative in the near future</b></p>	<p>The future development and large scale impact of this experience depends on the passage from a phase in which the activities rely on few leaders of the diaspora and individual officers in local authorities who are aware of the link between migrant capacities and the achievement of socio-economic welfare to a next phase. Where this awareness and related capability becomes more widespread and mainstream it can be embedded in strategies of local development involving the community at large.</p>

## V.7 Tres por Uno in Mexico. The joint investment of diasporas and home governments in Mexico

IDENTIFICATION	
<b>Local Authority</b>	Originally the State of Zacatecas in Mexico, presently 26 states in Mexico and their municipalities.
<b>M&amp;D priority</b>	Remittances
<b>Departments of the administration involved</b>	Social, Education, Culture Departments.
<b>Partners involved in the same community</b>	Hometown Associations (HTA) (diaspora groups and their counterparts in origin countries).
<b>Partners involved in other contexts/countries</b>	Hometown Associations and the private sector.
<b>Other policy levels involved (national, regional, other)</b>	National, state and local governments all participate with co-funding of the projects.
<b>Country (countries) involved</b>	Mexico – USA
<b>Website</b>	Not available
<b>Budget available</b>	Not available
<b>Budget sources</b>	Public and private (collective remittances) For each dollar invested by migrants in projects in their hometown, the Federal, the State and the municipality governments will match one dollar each (3X1).
<b>Period of implementation</b>	1999 - ongoing
DESCRIPTION	
<b>Main elements of the initiative: a brief description</b>	This is probably one of the best-known experiences of a community development use of remittances. This successful programme has been initiated by the Hometown Associations (HTAs), which united Mexican migrants residing mainly in the United States. Born during the 60's as local clubs of migrants who helped each other in case of injury, HTAs have grown in number and financial capacity, to the point that they were able to financially support small community infrastructure projects, such as the reparation of plazas, churches, sports associations. In 1986 the 1x1 programme was launched: the state of Zacatecas supply one dollar for each dollar invested by HTAs in Zacatecans communities. In 1993 the programme became 2x1, with the support of the federal state. From 1993 to 1999 310 basic infrastructure projects were completed through the programme. In 1999, the programme became the 3x1 it is today, with the contribution of municipalities. Since 2001, the programme has been administered by the Ministry of Social Development (SEDESOL), on the initiative of HTAs. A Committee of Validation and Attention to Migrants (COVAM) evaluates the proposals and decides which ones are most urgent. Since the Federal state can finance a maximum amount of around US\$72.000, the projects can reach a dimension of US \$290.000. By

	2005, 18 per cent of all Mexican municipalities had participated in the programme. Main outcomes include the construction of factories and roads, and the repairing of buildings and churches. In 2006 Western Union, the main global money transfer agency, entered the programme as a new partner, thus elevating it to Cuatro por Uno (4 x 1) and opening participation to the private sector.
<b>Objectives of the initiative</b>	(1) For HTA, the programme has represented a chance to contribute to the development of their community of origin by aggregating and directing resources towards communities instead of single families. (2) For federal, state and local governments, the programme is a powerful tool to attract resources to invest in local development and infrastructure. (3) A common objective is the establishment of transnational ties, which are consolidated and institutionalized by the programme.
<b>The beneficiaries</b>	Local Mexican communities
<b>Local needs addressed</b>	Individual remittances do not have a direct and consistent effect on the overall social development of a community but on the contrary might favour social exclusion, by reaching only some families. One of the main problems for recipient countries has therefore been to elaborate mechanisms to put remittances to more productive and collective use. The 3x1 programme not only provides funding that is used for collective purposes but it also creates a multiplication effect involving actors from different levels of government. Thanks to this multiplication effect it is possible to reach the threshold to invest on larger projects that benefit the community at large.
<b>Means of communication used to make the initiative known</b>	The 3x1 became highly visible when the Mexican President Vicente Fox institutionalized the initiative in 2001. HTAs are able to raise collective remittances using a range of promotional techniques including: cultural events benefit dinners, dances, bingo; by selling cakes, raffle tickets and pastries; fiestas; and by sponsoring beauty pageants. Western Union's participation in the programme has also brought more publicity.
<b>CONTEXT</b>	
<b>The decision-making process that informed this initiative</b>	The 3x1 comes from a bottom-up process, which has seen the initiative rising from HTAs of Mexican citizens who emigrated to the United States. During the 1980s the state of Zacatecas recognized the potential of collective remittances and launched the first programme. The Federal and local financial involvement has represented the recognition of the value of the programme and the will to enhance it.
<b>The development priorities targeted by the initiative</b>	The 3x1 was mainly directed towards social development projects and basic infrastructures. However, the impact on poverty reduction has been limited and local labour markets are still weak. More recently, though, the initiative is shifting to productive investments and examples of small commercial activities opening in the US market to sell Mexican products, aiming to improve local economic development, are increasing.
<b>Mechanisms (of dialogue, exchange, coordination structures) that encourage coherence between migration and other policy areas</b>	The main coherence mechanism comes from the fact that all levels of government are involved, thus ensuring that all concerns and points of view are taken into consideration. The Committee that judges the projects was established with the aim to avoid duplication of activities.  Another coherence mechanism is the presence of HTA representatives both in the USA and in Mexico. This allows for dialogue and a degree of cross-border coordination to link collective remittances use to local projects.

<b>The involvement of actors outside the administration</b>	HTAs are the main actors of the programme and are composed of Mexican citizens living abroad. Civil society and recipient communities are also important actors, since projects have proven more successful when the active involvement of citizens is widespread.
<b>Features that make this initiative work</b>	<p>(1) The participation of the diaspora and civil society in the decision-making processes at all levels.</p> <p>(2) The continuing dialogue and interaction across borders, mostly due to the role of HTAs in the initiative.</p> <p>(3) The use of collective remittances for community projects broadens the base of people benefiting from financial resources coming from migrants.</p> <p>(4) The programme includes a transnational approach that enhances knowledge on development processes.</p> <p>(5) The participation of the three levels of government, even when not completely smooth, ensures adequate public investment.</p> <p>(6) The mechanisms set up to ensure participation through (public and private) investment and the recognition of the migrants' role in social development of origin communities can be the basis for wider public policies.</p> <p>(7) The interest and efforts to amplify the range and nature of projects from social to economic development projects.</p>
<b>Obstacles and difficulties encountered</b>	Even though the programme has received international interest, large parts of the recipient communities do not seem to know about the programme - this is mostly due to the limited capacity of local authorities to plan public communication about the programme. Some difficulties also arose around the coordination of the different interests of central and local governments particularly with regard to the approval of specific projects. According to the evaluation, the local level still shows structural weaknesses in terms of transparency, accountability, monitoring and follow-up of approved projects. Undoubtedly, the 3x1 has yielded significantly wider social benefits for origin communities than common remittance channels; however, local and regional economies of recipient communities still show little improvement in poverty reduction or in diffusing decent working conditions.
<b>The initiative in the near future</b>	The social focus on local development that has characterized the 3x1 from its inception needs to add a more economic perspective in the future with recent initiatives moving in this direction. The usefulness of such initiative will need to balance the necessary contribution of the diaspora with the need to foster autonomous (and facilitated by cross-border cooperation and enterprises) economic development, so as to avoid an over-dependence on remittances.

## **VI. Working with Local Authorities. The opinion of a sample of migrant associations in the EU**

Evidence gathered in the course of the peer review suggests that migrant associations can be strategic partners for local authorities in involving migrants in development efforts. However, there is limited available knowledge on existing mechanisms and cooperation practices between migrant associations and local authorities. In this chapter, the opinion of a limited number of migrant associations will be reported, and their interaction with local authorities in host societies will be further examined, as well as the way in which these associations are seen by host societies and local authorities.

The observations made here are based on the results of a survey that included 30 migrant associations established in different European Union countries, representing about 30 nationalities, and selected by using the snow-ball technique. Obviously, their feedback cannot be seen as representative of all migrant associations and their relations with local authorities. Nevertheless, because a number of local authorities had pointed out that the impact of their migration and development strategies had greatly increased since they had started to cooperate with migrant groups, it was deemed important to enquire about the opinion of migrant associations on their relationship with local authorities.

Their responses, although limited from a quantitative perspective, have given significant qualitative indications concerning the mechanisms of dialogue and cooperation in place with local authorities, as well as indications of the positive and negative aspects of the relationship.

Almost every association declared that their main goal is to help their community integrate into the host society. Notwithstanding this, most associations emphasised their commitment to maintaining linkages with their home communities and some of them are active in this sense. They have regular exchanges with their home communities, or with their home countries, through their embassy networks. Cooperation with local authorities in the countries of origin is less frequent.

Associations generally judged their cooperation with local administrations in positive terms. They indicated that the relationship is positive for both migrants and the local authorities, since it helps migrant communities to become more aware of how the local community functions while it provides local authorities with valuable insight into the needs of migrants. In development terms, local authorities are in a better position to design ground-based and effective interventions.

The survey has also highlighted some difficulties in their relationships. Firstly, the limited definition of internal competences within administrations makes it more difficult to consolidate the relationship with associations. Associations complain about the difficulty they have in identifying the units responsible for migration and development issues within administrations. Also, they feel that their role is underexploited; while local authorities have learned to value the role of associations to establish a connection with migrant communities, the associations also considered that local authorities should involve

associations further, for instance by considering them strategic partners in developing migration policies and in accompanying ongoing processes of social and economic transformation.

In order to enhance the involvement of migrants, structuring dialogue and participation is important at both the administrative and the political level. In Italy, for instance, immigrant representatives are elected to advisory bodies of the local government (called "consulte"). Today, more than 40 municipalities have introduced the possibility of the election of a foreign municipal councillorship. This role normally addresses integration issues related to the access to social services managed by the municipalities - including housing, employment, discrimination, the promotion of rights and participation in political life. Consulting mechanisms are however rarely established at the technical level.

The main lesson that migrant associations highlight is that even where there is cooperation with local authorities, this needs be consolidated. The aim should be not simply be to improve dialogue, but also to embark on concrete joint initiatives.

From the point of view of local authorities, a critical aspect in establishing successful relationships with migrant associations is the capacity of the associations to represent a wider community, i.e. whether they can be considered as legitimate representatives of community interests. One may select its counterpart based on its membership size, and this can possibly be a first criterion to assess the capacity of an association to significantly represent the interests and issues that rise from national groups. However, this is not the only indicator of the level of representation, and the challenge remains, for local authorities, to develop criteria that can measure how representative a migrant association is. Societies that receive immigrants are beginning to learn that there is in fact no such category as "immigrants": different national groups, in different contexts, behave differently and this should be taken into account in the process of establishing solid relationships with these new segments of the local society.

## VII. Is This a Good Practice? Lessons we can learn

In general terms, our journey through the experience of local authorities has shown that local authorities in different contexts tend to have different levels of commitment and capacity.

Migration itself does not bring development nor is it an impediment to development. Rather the impact of migration on development depends on the policy strategies and the environments in which the migration process takes place as well as on the characteristics, resources, and capacity of individual migrants and migrant groups. The relevance of the environment and of the specific realities where migrants live, work, and interact with the territory stresses the importance of the local level of administration in dealing with the issue. Learning from available local experiences is therefore important. A number of lessons can be learned from current practice.

In terms of **policy coherence**, because migration and development cover a broad range of issues that fall within the competence of different ministries and government bodies, the experience of the few local authorities that have managed to achieve the establishment of integrated programmes indicate that to pursue synergies between migration and development policies it is important to invest in the establishment and maintenance over time of institutional set-ups that serve as dialogue and coordination frameworks. The need to operate in partnerships with a wide range of stakeholders was also highlighted by most of the local administrations involved in the peer review to further the effectiveness and sustainability of policies designed to improve the developmental impact of international mobility.

Encouraging the structured representation of migrant groups is in the interest of local authorities in both countries of origin and destination. The connection between successful integration and the extent to which migrants are effective in contributing to development has been highlighted on several occasions during the peer review process. Migrants should be encouraged to contribute to local development and local development planning should take into account all social and economic dynamics in a given territory. Local consultative processes are deemed to have an important role to play in promoting the integration of migration issues into local and regional development plans and in fostering coherence between migration and development policies. A better social and economic integration into the structures and institutions of the receiving society can become an incentive towards a more transnational commitment for development initiatives. Promoting the establishment of migrants' associations oriented towards solidarity and development objectives is perceived as necessary. Reference was often made by both local authorities and the representatives of migrant associations to the value of gathering migrants' concrete input in all phases of the process, right from their early involvement in the design and implementation of specific policies and practices. Experience shows that **migrants' ownership** is reinforced when there is a direct contribution from migrant groups in terms of human capital (skills and capacities), financial capital (by investing or putting at disposal remittances for development), and social capital (by



facilitating relationships and building on family and social networks for better cooperation and joint action between origin, transit, and destination countries).

**Migrant inclusion and integration** can propel the human and financial capital necessary to link the migration experience of individuals or groups to the development of their country of origin. Even if the majority of EU member states do not have a national integration policy, and local authorities do not have formal competences on integration, an increasing number of regions and municipalities in the EU plan and implement integration programmes while also embarking on migration and development projects financed by a group of diverse donors. This results in a heterogeneous approach even among territories within the same country, as the migrant associations responding to the questionnaire have pointed out. Integration programmes include language courses, venues for intercultural dialogue, the support for initiatives to fight discrimination and xenophobia, and other varied experiences that target both European citizens and third-country nationals. In such initiatives, the development potential of migration for origin countries remains a marginal approach. Nevertheless, these experiences can have positive externalities, which relate to the empowerment of migrants. When better integrated migrants acquire more skills, as well as social and economic resources, then they are able not only to thrive in the host society but are also better able to contribute to their community of origin. This potential, though, does not automatically turn into practice unless there is a clear understanding as well as a strong will and mandate to tackle integration within the framework of global dynamics, external relations, and the joint development of origin and destination areas.

It is important that local authorities can count on a solid **knowledge base**: sustainable policy-making needs to be based on solid empirical evidence of social and economic trends in order to ensure that policies are based on existing needs and demands. This ensures that policies are not distanced from actual socio-economic trends. Migration dynamics are not static; policy initiatives must fit demographic, social, and economic developments. Exposure to the experience and methods developed in other contexts can also form an important part of the local knowledge base.

Especially as migration and development is a new field of action it requires solid **monitoring and evaluation** tools that allow for the progressive fine-tuning of the options that are tested. Local authorities that have built comprehensive migration and development programmes highlighted that their learning-by-doing was very important in order to steer investments towards effective and sustainable set ups.

In order to achieve a sustainable, participative approach to the governance of migration it is important not only that sufficient political will is present but also that administrations and stakeholders have the **internal capacity** to develop and implement effective policies.

It is also necessary to ensure that the objectives of the various migration policy initiatives are understood and accepted, not only by governmental authorities and their social and private partners, but also by citizens. A comprehensive migration management programme driven by political commitment should also be understood and supported by public opinion and should inform community attitudes. When policy initiatives are

perceived to be genuinely motivated and reflective of local interests such support will have long lasting benefits. **Public communication and appropriate dissemination of information** are essential tools in migration and development policy.

## VIII. Policy Inputs for the Near Future

This closing section shares some considerations as to how local policy can enhance the benefits of the migration and development process and suggests policy instruments with which local authorities can make a difference.

The aim of this report is to facilitate the transfer of key components of policies or of institutional arrangements which have proved effective in their original contexts.

To formulate rigid policy recommendations is inappropriate: local authorities cannot simply transfer their own (successful) models to peer administrations. The success of an initiative depends broadly on local factors. The ways and approaches with which local authorities guide the development impact of migration on their territory should be consistent with their priorities, functions, and peculiarities.

However, on the basis of the lessons learned and upon the example of local authorities which have proved most active in steering mobility flows towards development outcomes, some considerations can be taken into account for current and future work on migration:

- Cross-departmental communication and working will sometimes be sufficient to enhance policy coherence but in many cases more will be required. This may include making appropriate institutional arrangements at various levels to allocate responsibilities and identify the specific roles of each unit involved. Reinforcing institutional coherence will in turn also allow for the identification of focal points across government departments and sectors, ensuring better communication lines between the administration and other stakeholders. The aim is to promote participation in planning and consensus and support to policy initiatives.
- The functional allocation of responsibilities should also be complemented by the development of effective methods of coordination among the departments that deal with different aspects of migration. This will foster the overall cohesion of local authorities' approaches and initiatives as well as of overall migration-related policies.
- The active involvement of partners that have a direct stake in migration policy, such as government structures, workers and employers organisations, and civil society organisations, should be sought on a regular basis to ensure local ownership of the policy process and outcomes, which is essential for long term sustainability. Emphasis on coordination and partnerships will help to minimise duplication while building on the strength of existing networks. This can be achieved through the use of participatory approaches in all stages of policy development, from planning to monitoring and evaluation, and through the holding of regular planning and review meetings.
- Trans-national partnerships should be placed within existing frameworks of regional or multilateral dialogue to ensure appropriate effectiveness and sustainability in this policy area; the Committee of the Regions and its regional initiatives, such as ARLEM, are at the forefront of this realm.

- Encouraging the involvement of migrants in receiving societies does not necessarily imply that policies target migrants exclusively. Migration policies are policies that concern the entire population. Tailoring programmes to migrants exclusively may have adverse consequences on the integration of immigrants in the society at large. Programmes should, to the maximum extent possible, follow an inclusive approach and encourage migrants to be active within societies.
- It is recommended that all segments of the population be involved in local policy making. It is in the interest of local authorities to encourage the establishment of the solid representation of migrant communities and that migrant representatives are seen as important stakeholders for consultation during the policy making process. Diasporas should be engaged according to their migration profile.
- The monitoring and mapping of the activities of formally registered migrant associations will help establish an interactive platform for regular contacts and exchanges with migrant associations. In light of the importance for local authorities to have reliable counterparts representing civil society groups it is important that they develop a set of indicators that can guide them in the identification of migrant associations which reliably represent migrant groups.
- Capacity is an important component in the process of building local authorities' engagement in a relatively unexplored policy field. Capacity building sessions should be tailored to the specific needs of target administrations in order to develop expertise, to raise the awareness of involved officers, and to strengthen the relevant legal systems. These can include in-class training but also study visits, to enhance exposure to the experience of others, as well as workshops and seminars, conceived of as participatory initiatives to develop a process of sustainable dialogue.
- Future actions should also explore possibilities for launching twinning projects that would allow administrations in the region to gain a closer insight into the experience and the methodologies developed elsewhere. The possibility of accessing community support for such schemes could be assessed notably in the framework of the EU Framework Programmes on Research and Development.
- Capacity building investments should target local administrations but also relevant non-governmental actors, including trade unions and employers' representations.
- Supporting the establishment of a structured local research infrastructure on migration issues or, alternatively, including migration issues as a study focus of existing research structures is very important. The regular monitoring and analysis of labour market trends and of socio-economic processes impacted by migration flows should also be focused on.
- The dissemination of information to the various policy sectors of the administration, between the different levels of the administration, and to the population should be ensured. In particular, local authorities in contexts with high emigration rates should invest in pre-departure access to information concerning legal migration channels, employment opportunities abroad, and support services for their reintegration upon

return, including for the starting up of a business. Diaspora and returnee associations, as well as local government or non-governmental institutions that are in contact with migrants, can be extensively involved in reaching migrants and in the design of information campaigns. In receiving societies local administrations should make sure that immigrants have access to reliable information on available assistance, their rights and duties, employment and local services, and the cooperation of civil society. Cooperation with migrant associations should be sought to design effective information campaigns.

- Finally, in those countries where decentralisation is not in place or is incomplete, local authorities should continue negotiations with the central government to expand their competences on social and economic aspects. Efforts in this sense can receive effective support by different international aid donors.

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# Annexes

## **Annex I.**

### **Methodology for participatory mapping and peer review**

This report was based on the outcomes of a broad participatory methodology that included the mobilization of local authorities, mostly but not exclusively in Europe and the 16 target countries of the *EC-UN JMDI*.<sup>22</sup> This approach is consistent with the bottom-up approach of the *EC-UN JMDI* and aims to understand the complexity of the migration and development dynamics from the perspective of local authorities.

In the past twenty years an explosion of participatory mapping initiatives throughout the world, in both developing and developed countries, can be witnessed. Participatory mapping is, in its broadest sense, the creation of maps by local communities. For the purpose of this report this was done with the direct involvement of local authorities. The opinion of some migrant associations was also sought in order to gain some insight on their experience in working with local authorities, on what worked and what did not.

The added value of this approach is that it allows the experiences of a wide range of public actors to be gathered and that it creates a network of local authorities that can serve as a platform from which knowledge and experiences can be shared.

Participatory mapping provides a valuable visual representation of what a community perceives as its place and the significant features within it. It is a process that can contribute to building community awareness, in addition to allowing for the creation and the reinforcement of exchanges between local authorities, by sharing their knowledge and experiences. Through the peer review it is also possible to identify the successful practices of local authorities so that future initiatives might be more likely to succeed and ultimately contribute to positive development outcomes.

In line with this perspective, the partners of the Networking and Participation of Local Authorities Team have strived to gather evidence on the experience of local authorities within and outside the European Union. As there is no systematic access to the work of local authorities the methodology chosen to investigate current policy trends was to involve local authorities in building the knowledge base and participating in a qualitative peer review process. The team has used an initial database of over 600 contacts and has been assisted by other networks and institutions (the Committee of the Regions, the Assembly of European Regions, and the Council of European Municipalities and Regions, among others) for information and feedback.

This report is mostly informed by the first-hand information, perspectives, and experiences of local authorities (and other relevant actors at the local level) involved in the creation of a local authorities' network, officially started with the *EC-UN JMDI*. While many secondary sources have been used, especially with regard to world-wide initiatives that involve local

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<sup>22</sup> The target countries are: Morocco, Tunisia, Algeria, Egypt, Cape Verde, Nigeria, Ghana, Mali, Senegal, Ethiopia, Ecuador, Jamaica, Georgia, Moldova, Sri Lanka and the Philippines.

authorities, the bulk of information gathered and assessed in this report refer to the direct voice of the local authorities' network of the EC-UN JMDI.

Before starting the peer review as a qualitative assessment in an effort to identify successful features that local authorities can refer to while moving further in their commitment, the EC-UN JMDI network participants were asked to contribute to the creation of a knowledge-base of project initiatives and policies (Annex II). This phase has led to the identification of some relevant practices in which local authorities have been involved and that were capitalized on during the EC-UN JMDI Knowledge Fair held in Brussels at the end of 2008 and the EC-UN JMDI Virtual Fair launched concurrently with the Global Migration and Development Forum held in Athens in 2009. This mapping exercise has provided an overview of existing commitments in the four priorities of the EC-UN JMDI.

The main goal of the subsequent peer review of local administrations' experiences has been to collate the views of local authorities with regard to their role in stimulating a positive connection between migration and development and to develop policy inputs for policy makers concerning the creation of an enabling environment necessary to strengthen and sustain their role. The main rationale has been to directly involve local authorities in the identification of those elements in their migration and development practices that can be regarded as positive features, which can serve as references for others.

The peer review used a questionnaire (Annex III) and a series of bibliographic references, which were shared with local authorities to facilitate their understanding of the field of migration and development. The questionnaire and the bibliographic references were also posted on the Knowledge Platform of the EC-UN JMDI in order to reach its subscribers. Finally, the Committee of the Regions forwarded the materials to its members. In addition to the questionnaire and bibliographic references the peer review process conducted individual interviews with local administrations. Moreover, 30 migrants' associations based in the EU responded to a questionnaire (Annex IV) that was developed to gather their inputs concerning their collaboration with local authorities. Furthermore, a workshop was held in December 2009 to gather further insight from local authorities. Thanks to this process it has been possible to identify a series of examples and case studies, which in turn have allowed for the identification of lessons learned and the formulation of the policy inputs included in this report.

## **Annex II.**

**Questionnaire to map migration and development practices promoted by local authorities**



**EU-UN Joint Migration and Development Initiative  
Networking and Participation of Local Authorities  
YOUR INITIATIVE ON MIGRATION&DEVELOPMENT**

**IF YOU HAVE MORE THAN ONE RELEVANT M&D INITIATIVE YOU WISH TO BE KNOWN, PLEASE SEND ONE TEMPLATE FOR EACH INITIATIVE.**

**PLEASE REMEMBER THAT THE INITIATIVES YOU SUBMIT MUST BE FUNDED, PROMOTED OR IN ANY REGARD INVOLVE A LOCAL AUTHORITY.**

**1. Title**

---

*1.1 Title of the project/initiative*

*1.2 Promoting institution (name, admin. level, country)*

*1.3 Origin of funding*

*1.4 Partners/implementing partners*

*1.5 Beneficiary country/countries*

*1.6 Total budget*

*1.7 Initiative website, if available*

**Comments, if any:**

**2. What?**

---

*2.1 Main thematic area of the initiative<sup>(1)</sup>*

Please indicate to which thematic priority of this Program your initiative refers to: Remittances; Capacities; Communities; Rights (you can find a selection list on the cell below)

**Comments, if any:**

### 3. When?

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3.1 Start/end of the initiative

**Comments, if any:**

### 4. Where?

---

4.1 Where was the project/initiative implemented (country + village, town, district, province, with geographical location, etc.)?

**Comments, if any:**

### 5. Who?

---

5.1 Target groups (who/how many people or communities)<sup>(2)</sup>

5.2 Beneficiaries (who/how many people or communities)<sup>(3)</sup>

5.3 What local political and institutional authorities were involved, if any?

**Comments, if any:**

### 6. How?

---

6.1 Brief description of the initiative (max 10 lines)

6.2 Main problems/needs of the community/communities that the initiative addresses

6.3 Activities

[Greyed-out text area]

6.4 Overall goal and specific objectives

[Greyed-out text area]

6.5 Results

[Greyed-out text area]

6.6 Outputs, if any

[Greyed-out text area]

**Comments, if any:**

[Greyed-out text area]

**7. Why is a good practice?**

---

7.1 Please select applicable feature(s) from the following list (please click on the cell below and select the option on the right)(if more than one, please add rows)<sup>(4)</sup>

[Greyed-out text area]

**Comments, if any:**

[Greyed-out text area]

**8. Lesson Learned**

---

8.1 What is (are) the key lesson(s) learned from this project/initiative?

[Greyed-out text area]

8.2 What have been the major challenges of this project/initiative and how were they overcome (if they were)?

[Greyed-out text area]

8.3 How to improve similar projects/initiatives in the future?

[Greyed-out text area]

**Comments, if any:**

[Greyed-out text area]

## 9. Potential for Replication?

---

9.1 How easy would it be to replicate this initiative elsewhere?

9.2 How could the initiative be replicated in a different context?

9.3 What would be the economic and political constraints for scaling-up?

**Comments, if any:**

## 10. Acronyms & Abbreviations

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10.1 Full expansion of acronyms and abbreviations used

### Legenda:

<sup>(1)</sup> 4 Thematic Areas of the Joint Initiative:

1. Migrant remittances: facilitation, leveraging for development, reduction of transfer costs, etc;
2. Migrants' capacities: use of migrant skills for development, circular migration, mitigation of 'brain drain', etc.;
3. Migrants' rights: information for prospective migrants and returnees; returnee reintegration policies, etc;
4. Migrant communities: links with countries of origin/destination, etc.

<sup>(2)</sup> Target groups: groups/actors who are directly addressed by the project

<sup>(3)</sup> Beneficiaries: the groups or individuals that ultimately will benefit and will be positively affected by the project

<sup>(4)</sup> Features of a good practice:

1. Ownership and participation dimension: direct involvement and ownership process in the practice of different groups, actors and categories of people from planning to implementation stages;
2. Economic and social impact on the life of the people living in the country of origin.
3. Cost efficiency and effectiveness: a balance of the costs needed to realize a determinate project and the economic advantages that derive from it;
4. Institutional dimension: articulation and relationship with local, national authorities within the framework of sectoral policies;
5. Valorisation of differences and cultural dimension: the ability of the practice to appreciate, enhance and valorise the differences and diversities characterising people like diversity of gender, race, age, culture, values, education, different abilities, etc.
6. Adaptability: the ability of the practice to adapt to the needs of people participating in it and the different social contexts in which the practice is set;
7. Transferability: the possibility to be reproduced in a different policy sector and different cultural and territorial context. This variable must take into consideration the cost of planning and implementation that permit the reproduction of the practice in another context;
8. Limitations and improvements: capacity to identifying the limitations and to introduce modifications that may be carried out to improve the practice.

## **Annex III.**

### **Questionnaire used in the peer review**

# POLICY RECOMMENDATIONS ON MIGRATION & DEVELOPMENT: THE VIEWS AND EXPERIENCES OF LOCAL AUTHORITIES

The JMDI, with the support of the Networking and Participation of Local Authorities team, is involving local actors in a peer review process aimed to formulate policy recommendations for local actors, in order to support their efforts to enhance the development impact of migration.

The questionnaire below has been developed to collect the policies and initiatives of local actors in 1 or more of the 4 thematic priorities of the JMDI.<sup>23</sup> Their inputs will allow for the identification of case studies to be taken into account in the formulation of policy recommendations that will be published in the JMDI context (provisional title of the volume: *Integrating Migration Policies in Development Strategies: the Role of Local Actors*).

The documentary references attached shall support the participation of local actors in the peer-review process.

## QUESTIONNAIRE<sup>24</sup>

<b>1. Identify one policy measure/good practice in one of the 4 main thematic strands of the Joint Initiative (pls. see footnote 23):</b>
---

- thematic strand (Remittances - Communities - Capacities - Rights):  
.....
- name/title:  
.....

<b>2. A brief description of the main elements of the policy/practice:</b>
--

- background (date of introduction, the reasons for developing the policy/practice, the problems it is intended to solve, target groups)  
.....
- origin of financial resources: local budget – national budget – external funds, including EU funds  
.....

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<sup>23</sup> The 4 thematic areas of the Joint Initiative are: Remittances: facilitation, leveraging for development, reduction of transfer costs, etc; Capacities: use of migrant skills for development, circular migration, mitigation of *brain drain*, etc; Rights: information for prospective migrants and returnees; returnee reintegration policies, etc; Communities: links with countries of origin/destination, etc.

<sup>24</sup> Please return the questionnaire by email to [jmdi.local@gmail.com](mailto:jmdi.local@gmail.com)

- contribution of such a policy/practice to development objectives and strategies (also indicating which aspects of EU, national, regional and/or local strategies it addresses)

.....

- institutional set up and working methods to implement the policy/practice (including mention of the different policy levels involved)

.....

- results so far

.....

- any intended future adaptations to the policy/practice

.....

3. **Main questions and areas of debate on the policy (or the policy area)** within your context/country

.....

4. A brief assessment of the **obstacles and constraints encountered**

.....

5. A brief assessment of its **potential transferability to other contexts**

.....

6. **Dissemination/public communication tools** that have been used

.....

## **Annex IV.**

### **Questionnaire used in the survey of EU based migrant associations**



## QUESTIONNAIRE

This questionnaire consists of open and closed questions.

Data of the person compiling this questionnaire:

First and Last Name:

Phone:

Email:

Address:

<b>1</b>	a. Name of the association b. number of members:	
<b>2</b>	Country/ies represented:	
<b>3</b>	Date of establishment:	<input type="checkbox"/> more than 10 years <input type="checkbox"/> Between 10 & 5 years <input type="checkbox"/> Between 5 & 3 years <input type="checkbox"/> Between 2 & 1 years <input type="checkbox"/> Less than 1 year
<b>4</b>	Location in host/destination country:	
<b>5</b>	Location in origin country (if applicable):	
<b>6</b>	Nature of the association:	<input type="checkbox"/> Local <input type="checkbox"/> National <input type="checkbox"/> Transnational
<b>7</b>	Main purpose of the association:	<input type="checkbox"/> Cultural <input type="checkbox"/> political <input type="checkbox"/> Economic

		<input type="checkbox"/> Integration <input type="checkbox"/> Links with origin country <input type="checkbox"/> Legal support <input type="checkbox"/> General support to members
8	Brief description of activities:	
9	Among the activities carried out by your association, are there any linked to the four windows (see foreword: remittances, capacity, communities, rights) of the Joint Migration and Development Initiative? If so, which one/s? .....	
10	Main sources of finance:	<input type="checkbox"/> Member fees <input type="checkbox"/> local regular financing <input type="checkbox"/> national regular financing <input type="checkbox"/> financing from origin country <input type="checkbox"/> Other (describe) _____
11	Where your association is located, is there a territorial system that ensures dialogue and participation of immigrants or diasporas in local civic life? (E.G. joint dialogue tables, councils, migrants' representatives in institutional and political bodies) Use the space below if you want to add comments or notes:: _____ ...	<input type="checkbox"/> Yes, there are mechanisms, they are permanent and they work <input type="checkbox"/> Yes, there are mechanisms, but they do not work on a regular basis <input type="checkbox"/> Yes, but they are insufficient and are not used <input type="checkbox"/> No, I am not aware of any such system
12	Does your association work with or together with authorities in the host country?	<input type="checkbox"/> Yes, national authorities (which ones?) _____ <input type="checkbox"/> Yes, local authorities (which ones?) _____

		<input type="checkbox"/> No
<b>13</b>	Does your association work with or together with authorities in the origin country?	<input type="checkbox"/> Yes, national authorities (which ones?) _____ <input type="checkbox"/> Yes, local authorities (which ones?) _____ <input type="checkbox"/> No
<b>14</b>	If you have answered YES to one or both the previous questions, with what kind of local authorities do you collaborate? (more answers are possible)	<input type="checkbox"/> Municipalities or counties/provinces <input type="checkbox"/> Regional authorities <input type="checkbox"/> Universities or schools <input type="checkbox"/> Chamber of Commerce or similar institutions <input type="checkbox"/> Development agencies or research bodies etc <input type="checkbox"/> Other (please describe) _____
<b>15</b>	If you have answered YES to one or both the previous questions, in which way the collaboration has been initiated? Use the space below if you want to add comments or notes:: _____	<input type="checkbox"/> My association sought and started the collaboration <input type="checkbox"/> my association with other associations sought and started the collaboration <input type="checkbox"/> Authorities initiated the collaboration with my organization <input type="checkbox"/> Authorities started collaboration with my organizations and other with similar purposes
<b>16</b>	If you have answered NO to questions above, what are the reasons for not collaborating with local authorities?  Use the space below if you want to add comments or	<input type="checkbox"/> we are not interested in collaborating with local authorities <input type="checkbox"/> We have tried, without

	notes:: _____  	response from local authorities  <input type="checkbox"/> We do not have enough information to start collaborations with local authorities  <input type="checkbox"/> Authorities have contacted us, but we are not interested in their activities <input type="checkbox"/> Other reasons (please describe on the right box)
<b>17</b>	If you collaborate in activities/projects with local authorities, how would you describe such collaboration?	<input type="checkbox"/> it is a continuous collaboration  <input type="checkbox"/> It is an occasional collaboration  <input type="checkbox"/> it is an one-time collaboration, not on regular basis  <input type="checkbox"/> We have collaborated in the past, but not anymore
<b>18</b>	If you have relations with local authorities in the host country, how would you describe such relations?	<input type="checkbox"/> Excellent, the interest to collaborate is mutual in the majority of situations  <input type="checkbox"/> Good, there are a good number of interesting themes of collaboration  <input type="checkbox"/> Sufficient, but relations are not structured or continuous, we are missing reference points in the authorities  <input type="checkbox"/> Poor, there is no common ground for fruitful collaboration
<b>19</b>	What kind of collaboration/activities/project do you	<input type="checkbox"/> Integration in general

	<p>carry out with local authorities? Use the space below if you want to add comments or notes:: _____</p>	<p><input type="checkbox"/> Integration on the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Education/training</li> <li><input type="checkbox"/> Culture &amp; dialogue <input type="checkbox"/> Language</li> <li><input type="checkbox"/> Politics</li> <li><input type="checkbox"/> Work/labour issues</li> </ul> <p><input type="checkbox"/> Rights on the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Refugees/asylum seekers</li> <li><input type="checkbox"/> Women</li> <li><input type="checkbox"/> Minors</li> <li><input type="checkbox"/> The Aged</li> </ul> <p><input type="checkbox"/> Mediation</p> <p><input type="checkbox"/> Association capacity building</p> <p><input type="checkbox"/> Projects on remittances</p> <p><input type="checkbox"/> Project to transfer competences</p> <p><input type="checkbox"/> Project of development cooperation with origin countries</p> <p><input type="checkbox"/> Entrepreneurship projects</p> <p><input type="checkbox"/> Other (describe)</p>
<b>20</b>	<p>What are the positive effects/results of the activity/ies in collaboration with local authorities? And the negative ones?</p>	
<b>21</b>	<p>In your opinion, who should do more to improve the collaboration with local authorities both in origin and</p>	<p><input type="checkbox"/> We, the migrant associations</p>

	<p>destination countries?</p>	<p><input type="checkbox"/> Local authorities</p> <p><input type="checkbox"/> Both associations and local authorities</p> <p><input type="checkbox"/> National authorities</p> <p><input type="checkbox"/> Origin countries</p> <p><input type="checkbox"/> Other (describe)</p>
<p><b>22</b></p>	<p>How can the collaboration between migrants associations/NGOs and local authorities be improved both in origin and destination countries?</p>	<p><input type="checkbox"/> More collaboration between countries</p> <p><input type="checkbox"/> More recognition of the role of migrants associations</p> <p><input type="checkbox"/> Better knowledge of the migrants' reality both in origin and destination countries</p> <p><input type="checkbox"/> More public information and training for migrants' associations and citizens in general</p> <p><input type="checkbox"/> higher involvement of associations in the development of migration policy</p> <p><input type="checkbox"/> Other (describe)</p> <p>_____</p>
<p><b>23</b></p>	<p>What suggestions/ piece of advice would you give to local authorities both of origin and destination countries so that the collaboration on migration &amp; development is more and more fruitful?</p>	

I consent to use the answers I gave in this questionnaire for the elaboration of the report on policy recommendations to local authorities in the framework of the JMDI.

I understand that the personal and association data will not be released unless officially requested and granted by me

Please return this questionnaire to the following email address:  
[jmdi.local@gmail.com](mailto:jmdi.local@gmail.com)

THANK YOU FOR YOUR COLLABORATION