MIGRATION FOR DEVELOPMENT: A BOTTOM-UP APPROACH
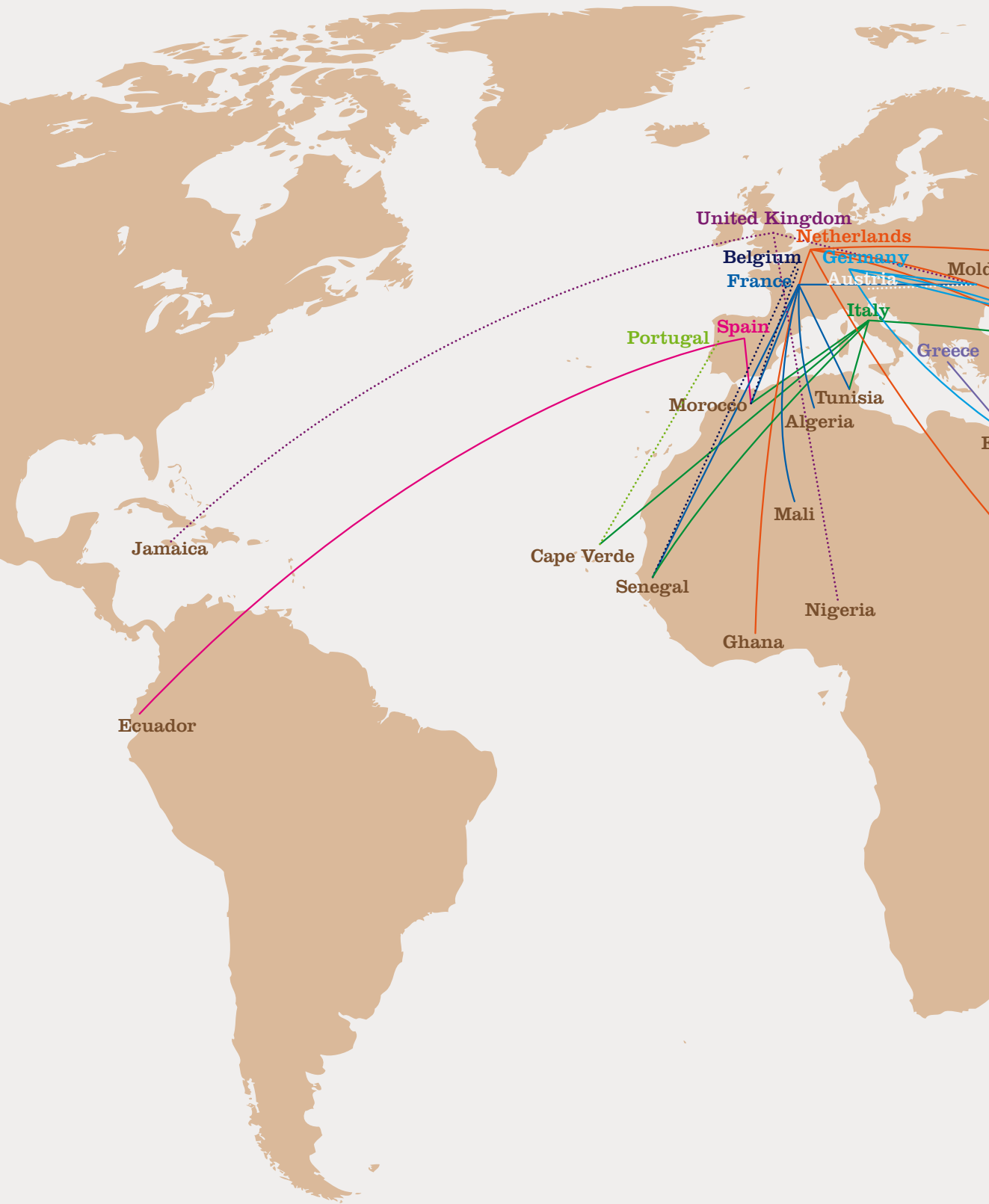
A HANDBOOK
FOR PRACTITIONERS AND POLICYMAKERS

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"Delivering as One"

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Countries involved in the Joint Migration
and Development Initiative

Joint Migration and Development Initiative

Migration for Development: a Bottom-Up Approach

A Handbook for Practitioners and Policymakers.

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Acronyms and abbreviations

ACF	Aquaculture and fisheries
ACP	Africa, Caribbean and Pacific
CeSPI	Centro Studi di Politica Internazionale, Italy
COMPAS	Centre on Migration, Policy and Society, United Kingdom
CoP	Community of Practice
CSO	Civil Society Organization
EC	European Commission
EUNOMAD	European Network on Migrations and Development
FES-ILDIS	Friedrich Ebert Stiftung - Instituto Latinoamericano de Investigaciones Sociales, Bolivia
GFMD	Global Forum on Migration and Development
GMG	Global Migration Group
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (now Deutsche Gesellschaft für Internationale Zusammenarbeit, GIZ), Germany
ICT	Information and Communication Technology
IDP	Internally Displaced Population
ILO	International Labour Organization
IMI	International Migration Institute, United Kingdom
IOM	International Organization for Migration
ISS	Institute for Security Studies, South Africa
IT	Information Technology
JMDI	Joint Migration and Development Initiative
LA	Local Authority
M4D Net	Migration4Development Network
MA	Master of Arts
M&D	Migration and Development
MDGs	Millennium Development Goals
MGH	Multi-Generational Household
MPI	Migration Policy Institute, United States of America
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
PhD	Doctor of philosophy
PRIO	Peace Research Institute Oslo, Norway
SCD	Sickle cell disease
SIG	Savings and Investment Group

SOPEMI	Système d'Observation Permanente sur les Migrations
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
US	United States of America
USD	United States Dollar
WB	World Bank

Foreword – European Commission

Over the last decade, the European Union has been paying increased attention to the nexus between migration and development. The high number of Communications and Council Conclusions addressing this issue clearly demonstrates its high importance on the European and international policy agenda.

A huge number of actors worldwide are looking for ways to make migration contribute efficiently to development, and at the European Union level this has been translated into an increased embedding of migration in EU development policies, with increasing awareness of the importance of migration as a key development factor.

The EC-UN Joint Migration and Development Initiative, implemented by UNDP in partnership with IOM, ILO, UNFPA and UNHCR and entirely funded by the European Commission through the thematic programme for cooperation with third countries in the areas of migration and asylum has been in the last years one of the main operational tools for the implementation of this vision. This handbook, produced in the framework of such joint initiative, is the result of a deep learning process which included a wide range of actors actively involved in this field, and it provides all the practitioners with very useful and practical skills development tools.

I therefore hope that this handbook will become an indispensable support to all the practitioners who have understood that the "human mobility" factor can and must play a fundamental role not only in the development of the migrants' countries of destination but also their countries of origin.

Fokion FOTIADIS
Director General
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and Cooperation - EuropeAid
European Commission

Foreword – United Nations

The need for an evidence-based approach in the field of migration and development has been a recurring theme at the Global Forum on Migration and Development.

This handbook responds to that need. A driving ambition of the EC-UN Joint Migration and Development Initiative (JMDI) has been its commitment to compile best practice both from the global community of practice it has created, the Migration4Development Network (www.migration4development.org), and from the organizations that have implemented JMDI projects. This rich body of empirical knowledge has been compiled into this handbook.

Viewing migration and development through a human development lens emphasises a decentralised, bottom-up approach, with organizations at the local and grass root level offering particular potential as actors and partners in migration and development initiatives. This handbook – together with the forthcoming IOM/MPI handbook on engaging diaspora in development, produced in the framework of the Global Forum on Migration and Development (GFMD) Platform for Partnerships – offers straightforward advice to put this theory into practice.

At the 2010 GFMD Peter Sutherland, Special Representative of the UN Secretary-General for Migration and Development, remarked that the JMDI "serves as an outstanding example of how international organizations, national and local governments, and civil society can work together to amplify the development benefits of migration". In this respect, we are grateful to all those organizations that worked on JMDI projects and whose experiences and achievements have made this handbook possible. We are also grateful to the sustained and generous support of the European Union in this area and look forward to our ongoing collaboration.

Mr. Antonio Vigilante
Director, UN/UNDP Brussels Office
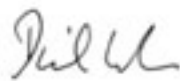
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INTRODUCTION

INTRODUCTION

This handbook is produced in the framework of the European Commission-United Nations Joint Migration and Development Initiative (JMDI). It is a four-year, 15 million euro programme supporting small-scale organizations in their concrete efforts towards linking migration and development. The JMDI reflects the acceptance of and growing interest in the strong links between migration and development. The UN High Level Dialogue on Migration and Development in 2006 and the subsequent Global Fora on Migration and Development underscored international migrants' contribution to origin and destination countries.

Funded by the European Union and implemented by UNDP, the programme represents a major innovation as far as inter-agency collaboration is concerned. Four other agencies - UNHCR, UNFPA, ILO and IOM - are also engaged in the management and direction of the programme and contribute their institutional knowledge, expertise and extensive networks to ensure its success. The JMDI's Migrant Advisory Board, composed of six experts with recognised academic and hands-on expertise in the field of migration and development, provides further substantive advice to the programme.

The overall objective of the JMDI is to provide support to a range of organizations who are actively engaged in linking migration and development at the local level. The JMDI aims to 1) set up and reinforce networks of actors working on migration and development; 2) identify good practices and share information on what works at the local and international level and; 3) feed this knowledge into policymaking on migration and development.

The JMDI issued a Call for Proposals providing approximately 10 million Euro in funding to support projects implemented through partnerships linking civil society groups, local authorities and other small-scale actors from European Union Member States and their counterparts in sixteen target countries (Algeria, Cape Verde, Ecuador, Egypt, Ethiopia, Georgia, Ghana, Jamaica, Mali, Moldova, Morocco, Nigeria, Philippines, Senegal, Sri Lanka and Tunisia).

Applications under the Call for Proposals were made according to predefined thematic areas: migrant communities; migrant remittances; migrant capacities; and migrant rights. You will see that this handbook maintains this terminology.

This handbook reflects the spirit of the JMDI – it is informed by the experiences of those who implemented projects funded by the programme and in turn aims to support civil society organizations, local authorities and other small-scale actors in the future who wish to develop their own migration and development initiative. Simultaneously, the handbook supports policymakers who wish to learn from the experiences of actors which have taken a bottom up approach to migration and development.

Since its inception, the JMDI has sought to close the gap between migration and development practitioners and policymakers. The Migration4Development Network (M4D Net) is an online community of practice with over 2,000 members worldwide. It offers the opportunity for practitioners and policymakers to meet virtually to share experiences and good practices. In this way, the exchanges that have taken place across M4D Net have also directly informed the content of this handbook.

To become a member of M4D Net, go to www.migration4development.org. With over 5,000 visitors each month, this website has become the go-to migration and development online resource centre. As well as supporting the M4D Network, it offers the opportunity for visitors to browse a wide variety of migration and development related information including news, jobs, events and a dedicated migration and development library. Members of the M4D Net are able to upload information to the website meaning it is truly a website for migration and development practitioners by migration and development practitioners.

To further support the needs of small-scale actors, the JMDI has developed an e-learning course - "Running your M&D Project Successfully". You can also find a CD-ROM containing the e-learning course in this handbook. It can also be accessed online at www.migration4development.org

The course complements this handbook because it offers practical advice on running your Migration & Development (M&D) action. From reading this handbook we hope you will develop a clear idea of the kind of actions and the types of alliances you would like your migration & development initiative to include. We then encourage you to turn to the e-learning course which will provide you with the necessary tools and advice to begin implementing your project!

Just as this handbook has been informed by the experiences of those who have implemented JMDI-funded projects, so too has this e-learning course. The course is illustrated throughout with photos and examples from JMDI projects.

Background to this Handbook

A range of handbooks and other publications have recently been produced to provide tools, advice and recommendations to practitioners and policymakers engaging in the field of migration and development (EUNOMAD 2010; GMG 2010; GTZ 2009; Horst et al. 2010; IOM 2010; MPI/IOM forthcoming). **This handbook adds to this literature by introducing a specific focus on the role and contributions that can be brought by small-scale projects. These are implemented by a range of organizations from civil society, the public and the private sector, including NGOs, migrant organizations, grassroots organizations, local authorities, universities, research and training institutes, micro-finance institutions, employer associations, trade unions, etc. Owing to the local scale of these actors' interventions, this handbook generically refers to them as 'small-scale actors'.** Although their organizational size may vary from small to medium scale, what these actors all have in common is that they enjoy close relations with the local contexts in which they operate. This is a key feature in shaping the specific advantages that characterise their engagement in migration and development, which is the topic at the core of this handbook.

The handbook is the outcome of extensive research that was conducted among actors receiving support from the JMDI during a 12-month 'Codification' exercise. The Codification aimed to understand how grantee organizations receiving support for the implementation of their migration and development projects perceived they had benefitted from participation in the JMDI, to analyse the processes and dynamics at play within their projects, and to extract the main lessons learned for the advantage also of others. This exercise should not be confused with an 'Evaluation', which

requires the independent analysis of immediate project results and an assessment of their longer-term impact and sustainability. The Codification, instead, was based on a self-evaluation on behalf of JMDI grantees, who were given the opportunity to define what is important for them. This was grounded in the systematic collection and analysis of

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information in two data-sets. The first is a database comprising 121 questionnaires compiled by JMDI grantees (58 of which based in countries of the global North, 59 in countries of the global South); the second is a data-set inclusive of 66 qualitative documents (the transcriptions of 13 interviews with JMDI grantees and staff, and 53 reports from JMDI monitoring missions). Both datasets were integrated with the systematic

analysis of additional documents such as programme documentation, project and partner level progress reports, project outputs (i.e. publications, leaflets, websites, etc.). While presenting specific advantages and limitations, this diversified data offered insight into grantees' own perspectives of their experiences. The handbook shares the main lessons learned through the Codification for the benefit of small-scale actors wishing to engage in migration and development initiatives. It is equally of interest for other practitioners, as well as for policymakers (in state institutions, international and intergovernmental organizations) in the same field.

Small-scale actors are always embedded in larger political, economic, social, and cultural contexts: migration and development projects may influence the context around them, but they are also constrained by it. In line with the focus of the Codification, under each section the handbook does not give small-scale actors instructions on 'what are the best actions' and 'how it is best to do things'. This is highly context-specific and depends on the nature of the intervention, the partners involved, the constraints and opportunities posed by the countries concerned, etc. Drawing on the experience of JMDI grantee organizations, instead, this handbook testifies to the extreme diversity of actions that can be undertaken and of ways in which small-scale actors can interact in

doing so. This is enriched by references throughout the handbook to the concrete experiences of projects funded by the JMDI. A complete list of these is provided in the final annex, and some projects are presented in greater detail in text boxes that support issues discussed in the text. Quotations from grantees also illustrate some of the concepts and ideas contained in the handbook and are highlight-brackets in the text. Graphics further assist the reader by providing a visual summary of key issues. The handbook has been written so that it can either be read from beginning to end, or by selecting specific chapters or sections that can be consulted independently.

The authors acknowledge the precious feedback and comments received by all the actors involved in the JMDI throughout the research for and writing of this handbook. They are particularly grateful to grantees for sharing with passion and honesty their views and experiences.

How to use this Handbook

This handbook has been designed as a "toolbox" for practitioners and policy-makers alike.

We invite you to either read the handbook in full, or refer to specific chapters which might be of particular interest.

You will see that the handbook is organised in three main sections, each responding to a key question:

- Who? PART I: After reviewing the links that exist between migration and development, in Chapter 1 the handbook discusses the importance of adopting a bottom-up approach in this field and explores the reasons underlying such an approach.

- What? PART II: Chapters 2-5 makes sense of the diversity of activities that small-scale actors can undertake when implementing migration and development projects.

- How? PART III: Chapters 6-8 are dedicated to exploring the ways in which small-scale actors collaborate between each other and with other actors in the implementation of their projects.

PARTS II and III are intended as practical, hands-on sections. Each chapter therefore illustrates alternative or complementary options that actors can choose from when setting up their own migration and development projects. These options are summarised at the

end of each sub-chapter in the form of a diagram which also emphasise key action points ✓ and issues ❗ to be aware of in relation to the options ⟳ discussed. Here is an example:

Networking events	Virtual networking spaces
• Bring together a limited number of actors in face-to-face contact.	• Reach out virtually to significant numbers of actors.
• Be aware of abilities / limits in identifying participants.	• Identify modes of update and maintenance.
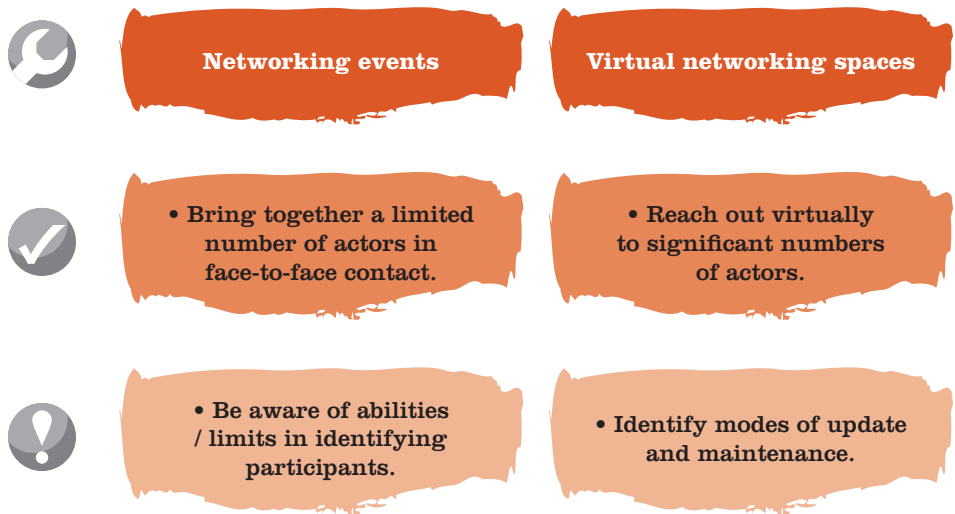
Concrete experiences of projects funded by the JMDI are provided throughout the handbook. Projects are referred to by codes (e.g. Algeria-1). You can then easily refer to the project in the final annex and find the full details of the project referred to. In addition, some projects are presented in greater detail in Text Boxes that support issues discussed in the text. We hope that these examples of JMDI projects will give you ideas for your own M&D initiatives!

Finally, look out for the practical recommendations at the end of each chapter. At the end of the handbook, overall recommendations for small-scale actors are matched with parallel recommendations for policymakers wishing to support their actions.

PART I: **WHO?**

PART I: WHO?

Chapter 1. A bottom-up approach to migration and development

This handbook is concerned with two main issues: it explores the topic of migration and development, and it looks more specifically at how small-scale actors can contribute in this field. This chapter introduces the reader to both these issues: in this introduction a brief overview is offered on why migration and development are linked and how small-scale actors fit into the picture. Both these points are then further elaborated in the next two sections. Section 1.1 illustrates the different resources that migrants can contribute towards development in their countries of origin. Section 1.2 explores the underlying reasons justifying the importance of a small-scale approach to migration and development (hereafter M&D).

Migration is a complex phenomenon. For decades experts have been asking themselves whether and how the resources generated through human mobility affect development. Approaches to M&D have been influenced by the alternation of optimistic and pessimistic discourses. Whereas in the 1960s migration was thought to contribute with financial remittances and knowledge to the 'modernisation' of sending regions, in the 1970s it was blamed for nurturing global inequalities through the transfer of cheap labour to developed regions. Throughout the 1980s and 1990s, research demonstrated that migration and its consequences are not influenced by economic forces alone. This acknowledgement that migrants and the broader structures in which

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they are embedded affect each other has led to the emergence of **M&D** as a field that considers migration an integral part of development. Larger global and national development contexts determine local development contexts, which in turn affect peoples' aspirations and opportunities to migrate. At the same time, peoples' aspirations and the opportunities available in the local contexts where they live determine how they can use the resources resulting from mobility for their own wellbeing, and for that of their communities and nations (de Haas 2010).

This reciprocal relationship between M&D is aligned with the capability approach to **human development** (Alkire 2009; Nussbaum 2011). Inspired by the work of Amartya Sen (1999), this approach understands development as the enlargement of people's 'capabilities', defined as what they are able to do and be in life[1]. Because people are seen as holding the power to shape their lives, development cannot be achieved for them, but only by them. People are their own providers of aid: they are the beneficiaries, as well as the architects of economic and social progress. The goals and the means of development are, therefore, to enhance peoples' intrinsic capacities (e.g. knowledge, health, self-respect), as well as the opportunities (e.g. access to education, employment, or decision-making processes) that make them 'capable' of shaping their own destiny.

In line with this approach, in the M&D field the role of migrants (Faist and Fauser 2011) as well as that of other small-scale actors has been revisited. Individual migrants and their associations, local authorities, civil society, NGOs, the private sector, the academic sector, etc. have become key actors in development cooperation. The international community has increasingly supported the creation of synergies with and between these small-scale actors, who have the potential to better link the migration and development dimensions of interventions in countries of origin, transit or destination. Policymakers have sought to create opportunities to involve small-scale actors in M&D (e.g. the JMDI is a concrete example of policymakers' efforts to harness the role of small-scale actors in M&D processes). Following the human development approach, small-scale actors' capacities and capabilities need to be enhanced, and adequate opportunities must be in place to support their active engagement. Among these small-scale actors, policymakers have dedicated special attention to the role played by migrants themselves. They have insisted on the protection of migrants' rights[2], the creation of more avenues for legal migration, and migrants' full participation in the societies of origin and residence[3], all of which are thought to influence their engagement in development. The human development approach has also influenced the way in which migrants'

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1. In what has become known as the 'capabilities approach' (1999), Sen suggests that development is concerned both with the processes through which a given state of wellbeing can be achieved and with the results achieved, or outcomes.
2. See: International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families (1990).
3. UNDP suggests six major directions of reform to enhance migration's positive effects on human development: "Opening up existing [temporary] entry channels so that more workers can emigrate, ensuring basic rights for migrants, lowering the transaction costs of migration, finding solutions that benefit both destination communities and the migrants they receive, making it easier for people to move within their own countries, and mainstreaming migration into national development strategies" (UNDP 2009: 4).

contributions to development are perceived: as discussed in the next section, not only financial remittances, but also social remittances such as networks and relations, skills and knowledge, ideas and values (Levitt 1998) embed developmental potential.

In sum, there is a growing recognition of the reciprocal relationship between human mobility and development. This acknowledgement goes along with efforts, on behalf of policymakers, to make room for small-scale actors to contribute actively to M&D interventions. The resources generated through migration as well as the ways in which small-scale actors can help channel them for development are further discussed in the next sections of this chapter.

1.1 Migration-development and migrant contributions

Human mobility generates a number of 'capitals'. These are the main resources, or assets, that migrants contribute in M&D: social, financial, human and cultural capital. For each of these assets, this section provides a definition and illustrates why it is important. Although it is essential to acknowledge that migrants can (and do) contribute significantly also to their host countries, this handbook focuses on the ways in which different migrant capitals can positively affect the development of home countries.

Social capital. Migrants develop and maintain social ties across different locations. The potential embedded in these social relations to yield other resources is known as social capital. This is what allows the creation of networks that facilitate the flow of information, skills, financial resources, values, ideas, etc. **Social capital** can link different groups from migrant families, to diaspora associations, to professional and business networks, or even religious congregations (Faist and Fauser 2011: 16).

M&D practitioners are increasingly interested in mobilising migrants' social capital for development. It is assumed that owing to their transnational belonging migrants possess context-related knowledge, emotional ties, legitimacy vis-à-vis local populations and insight into the diverse local realities in which they participate (de Haas 2006). Migrants are therefore accredited with a unique potential to bridge the various contexts in which they simultaneously invest, and to engage in long-term philanthropic activities. Many think that these ties are bound to weaken as migrants integrate in the areas of settlement. However, most migrants hold 'transnational livelihoods' and, thanks to the expansion of information and communication technologies (ICTs) and increasing mobility, most migrants are capable of maintaining these ties over time. They can therefore leverage on these ties to engage in devel-

opment actions on their own, or provide first-hand information to policymakers. This potential should nonetheless not be overestimated. Migrants are not always sufficiently integrated in those trans-local realities, politically aware of, or concerned with, development issues. Diasporas can be divided, migrant networks are sometimes not in place, or they might be dispersed. This hampers the mobilisation of their social capital.

To overcome such constraints M&D practitioners embark in activities aimed at better knowing diasporas, enhancing their networks, and engaging in trust-building processes, or having migrants engage directly as partners in development cooperation (see Chapter 2).

Financial capital. Migrants' financial capital has received utmost attention in particular over the last decade, partly because of the size of remittances received by developing countries (USD 315 billion in 2010; WB 2010), and the potential embedded in diaspora savings (USD 400 billion; WB 2011) for financial markets. M&D practitioners are interested in channelling these resources for development. Remittances are private funds or in-kind transfers made by migrants to their non-migrant relatives. Together with the cost, speed, accessibility and reliability of transfer services, the level of information and financial literacy of senders and recipients influence their choice of a transfer channel (Pieke et al. 2005). While informal services comply with many basic requirements, the cost of formal services in most regions remains high, as it is largely determined by financial regulations and infrastructure (Ratha and Riedberg 2005; Ratha 2007). The use of recorded services is important for governments mainly for two reasons. First, officially recorded remittances are a source of foreign exchange that contributes to recipient countries' macroeconomic stability. Second, informality is (sometimes misguidedly) associated with security concerns, such as financing terrorism or money laundering (Pérouse de Montclos 2005). These issues add to an interest for remittances' developmental effects. Remittances constitute a supplementary source of household income that allows basic necessities to be afforded, and customary events to be enjoyed (i.e. religious festivals, town celebrations, anniversaries and other family related occasions). Because they stimulate consumption, remittances could have multiplier effects in local economies. However, it has also been argued that not all the

members of a household benefit equally from remittances. Remittances could lead to dependency relations between senders and recipients, produce income inequalities between migrant and non-migrant households, or even destabilise fragile economies.

Because remittances are private funds, influencing the choices of senders and recipients regarding transfer channels and remittances' utilisation is challenging. M&D interventions thus focus on improving remittance legislative frameworks and strengthening the financial sector to foster competition among service providers and reduce transfer costs. Efforts are also directed towards the development of financial products for migrants and their families, improving financial literacy, and facilitating investment in countries of origin (see Chapter 3).

Human capital. Migrants' skills and knowledge, or human capital, constitute another asset for development. Beyond qualifications, human capital can include the occupation, interpersonal skills and self-confidence of the individual (Wescott et al. 2006: 15). Because skilled persons are thought to embody highly valued human capital, their mobility has generated vivid debate regarding the costs and benefits of migration. For example, 'brain drain' is a form of skilled migration whereby returns of investments in edu-

cation made by sending countries are thought to be lost. When highly skilled migrants are hired to do jobs for which they are overqualified, the situation is called 'brain waste'. It has been recognised, however, that knowledge benefits tend to be shared between sending and receiving countries (Wickramasekara 2002: 6). For example, skilled migrants are expected to enhance their capacities and earn higher wages abroad. This could translate into remittances, technology transfers, links to professional networks, investment and – arguably – a better integration of origin countries into the global markets. This is known as 'brain gain'. The 'brain drain', 'brain waste' and 'brain gain' debates largely refer to highly skilled or skilled persons (i.e. higher education students, professionals, people employed in high-tech and high-productivity sectors). Skills and knowledge, however, may also be transferred by people of lesser educational and professional standing, which is better understood by adopting the idea of 'circulation'. Awareness of migrants' transnational livelihoods has recently led to promote 'circulation' as an alternative to share the gains of skill mobility (Wickramasekara 2002), for instance through the geographic movement of migrant workers or through business networks (Faist 2008). Networks, in fact, need not be diaspora-specific in order to play a role in fostering knowledge transfer/exchange (Wescott et al. 2006: 16). At the policy level, three

major approaches have been reflected to address the mobility of skills: retention (through incentives), return (permanent or temporary) and circulation of skills. In a similar vein, M&D interventions adopt different strategies to map and match skills for the benefit of development (see Chapter 4).

Cultural capital. Migrants' contributions to development depend upon the realisation of their capabilities and rights. Human mobility is fundamentally an issue of choice and freedom of all people. The movement of people is most successful when individuals are in a position to make the most out of their migration (UNDP 2009: 15). Not everyone, however, has the opportunity to move freely and under dignified conditions. Constraints to migration vary and can have different consequences on migrants' wellbeing (de Haas et al. 2009). Lack of economic resources, social capital and legal restrictions to migration are examples of different levels of constraints to migration. Among possible positive outcomes of mobility, migrants' wellbeing can improve through the acquisition of new values and ideas (i.e. democracy, equity, etc.), known as 'cultural capital'. Migrants may tap into this cultural capital, for instance by contributing to peace building and conflict resolution in countries of origin. Mobility may also increase access to social, economic and political freedoms, or it "may also imply

a decrease in wealth and wellbeing, especially if such decisions are taken in highly constrained environments" (de Haas et al. 2009: 22-23). This could be the case of human trafficking, forced migration or involuntary resettling both in the case of international and internal migration. Thus, migrants need to weigh the benefits of migration in terms of wellbeing against the potential social, political and physiological costs it also entails. This is why on the one hand M&D interventions focus on enhancing migrants' capabilities through the provision of pre-departure and post-arrival information and assistance; encouraging ethical recruitment; improving migrants' integration in destination areas and lobbying at political level for migrants' rights. On the other hand, practitioners are working to increase the capabilities also of migrant households by ensuring access to services and support for them to cope with the social costs of migration (see Chapter 5).

Migrants' engagement in M&D. Finally, it is worth mentioning that migrants' engagement in M&D can take many forms. For example, they can individually send remittances to their relatives, or they can engage collectively, through their associations, in advocacy campaigns or in the improvement of local services and infrastructures. Migrants can initiate their own projects or support other practitioners to implement projects on their behalf. Migrants can

return (permanently or temporarily) to their regions of origin or engage in development processes at a distance (i.e. participating in virtual conferences). Migrants can act out of altruism or private interest, and their engagement may be voluntary-based or professional, cost-free or subject to compensation. These different forms of participation point to the need for measures that can encourage their involvement in M&D. Political frameworks that recognise migrants' transnational engagement, multiple obligations and loyalties are likely to succeed incentivising their engagement in development processes. This includes promoting migrants' socio-economic and civil-political integration in destination and origin societies.

After having reviewed in this section the different 'capitals' that migrants can contribute to development, the next section discusses the issue of participation of small-scale actors, including migrants, in M&D.

1.2 Decentralised cooperation, migration and small-scale actors

The adoption of a capability approach to human development mentioned in the introduction to this chapter is in line with two parallel trends that have emerged in the development field over the last decades. The first is concerned with the increasing importance attributed to processes of decentralisation (i.e. the transfer of decision-making

processes and cooperation efforts at the local level, closer to the people who are directly affected), and the second with the role that can be played in development by civil society (Faist 2008). In combination, these trends have created greater room for small-scale actors' involvement in local development processes. In M&D, this has transformed the position of small-scale actors, who are viewed as 'allies' who can make important contributions, especially at the local level.

Decentralisation and civil society participation. Decentralised cooperation, just like the human approach to development, puts people at the core of decision-making processes. Participation is a means and a goal of decentralisation: it calls for greater cooperation at all administrative levels, including the sharing of responsibility between central authorities, local authorities and civil society. While local authorities have had a key role in decentralisation and local development, cooperation has been opened up to almost all forms of organised participation, from NGOs and CSOs, to grassroots associations, migrant associations, voluntary-based organizations, professional bodies, religious and community leaders, and the private and the academic sector, etc. Cooperation between small-scale actors and policy-makers is based on the assumption that the former can actively contribute to achieving development, especially when

their actions are aligned with broader local and national development goals.

This approach is in line with calls for greater synergies and coherence in M&D and multilateral, bilateral and local cooperation[4], as well as the principle of 'shared responsibility' between governments and the civil society on migration and human development as stated at the 2010 Global Forum on Migration and Development (GFMD)[5]. The value added of building alliances at different levels of M&D cooperation was explored at the Forum, both as a means to share responsibility between governmental and non-governmental actors, as well as to advance the M&D international agenda.

Sharing responsibility in M&D between small-scale actors and policymakers is first and foremost an issue of 'participation'. To encourage small-scale actors' engagement in M&D policymakers undertake several actions that are participatory in nature (consultation processes, networking, providing or matching funds to support small-scale M&D interventions, etc). These activities require diverse degrees of involvement and confer various levels of ownership over M&D processes to small-scale actors. This is true also in the case of migrants, whose participation in M&D can take various forms: migrants can initiate a M&D project independently; they can contribute with specific input during a consultation; or they can simply be the beneficiaries of interventions designed without their involvement. Each case provides an example of different levels of participation and ownership, which determine the overall position that migrants can hold in M&D interventions: as partners, stakeholders or beneficiaries.

Added value of a bottom-up approach. Small-scale actor involvement in M&D has many advantages. Besides possessing specific technical expertise, they can contribute context-specific knowledge (i.e. on local needs, representation, social tensions, community participation, etc.) and trust vis-à-vis local populations, and access areas difficult to reach for others. They can possess insight into specific issues that might escape larger development actors, provide services to underserved populations, build local capacity and match the larger efforts of policymakers in many ways. For example, they can provide evidence about the realities where they operate to inform development and migration policies.

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4. UN High Level Dialogue on Migration and Development held in 2006; Council of the European Union (2006); European Commission (2006); European Commission communication on local authorities (2008).

5. Global Forum on Migration and Development (GFMD) 2010 http://www.gfmd.org/en/gfmd-meetings/mexico-2010.html; civil society http://www.gfmd.org/en/process/civil-society.html (accessed 8/06/2011). Moreover, a new facility, the Platform for Partnerships, was presented and discussed at the GFMD 2010, visit: http://www.gfmd.org/en/pfp.html (accessed 08/06/2011).

Moreover, small-scale actors could be attractive in the eyes of other development actors thanks to the fact that they have lighter management structures and are closer to the field, thus enjoying greater legitimacy at the local level. For small-scale actors, engaging in M&D can open up opportunities to enlarge their networks, access new contexts of intervention, enhance their capacities, and build a track record to strengthen their role as key players in the M&D arena. A romantic view of small-scale actors may however blur other realities, such as the influence of the context in which these actors emerge. Some organizations, for instance, may be the product or the object of political instrumentalisation, while others may be the outcome of genuine local demands (Beauchemin and Schoumaker 2009; Bergh 2010). The size and nature (voluntary vs. professional) of small-scale actors, their organizational culture and level of financial autonomy clearly affect how they engage in M&D and what they can accomplish. Not all small-scale actors are necessarily naturally born practitioners in the field of M&D. Sharing responsibility with them is therefore favoured not only when there is political will, but when adequate structures of financial and technical support also exist.

Sharing the responsibility in M&D implies also understanding the different forms in which policymakers and small-scale actors can interact and cooperate. To engage in transnational M&D projects small-scale actors may approach donors and central authorities, familiarise with civil society structures and policy frameworks that regulate their action in the contexts where they intervene. In the case of migrants and their associations, the level of socio-economic and political integration in both areas clearly affects – and is affected by – those processes. Sometimes small-scale actors cannot access mainstream funding and therefore partner with larger actors to secure financial resources for their interventions. Moreover, different small-scale actors across different countries can join forces and establish partnerships to implement M&D projects (see Chapter 6), and they can collaborate with a wide range of local stakeholders in the contexts of intervention (see Chapter 7). It is likely that small-scale actors also seek to access the public sphere to advocate for their cause and lobby policymakers, share information to feed their practice, or turn to them for help (see Chapter 8). Differences in organizational culture, mandates, resources, and objectives of the wide range of small-scale actors involved in M&D (together with the diversity of the contexts in which they operate and of the actions they undertake) accounts for an extreme variation in the forms and the results of collaboration. A small-scale approach to M&D therefore calls

for flexibility that can accommodate the diversity of small-scale actors. As has been aptly summarised: "[t]he challenge for development actors is not to make diaspora organizations [and other small-scale actors] more like them, but to build on their unique strengths" (de Haas 2006: iii).

Recognising different forms of engagement and levels of participation is vital to clearly define the prospects between decentralised cooperation, migration and human development, and to establish more transparent forms of cooperation between policymakers, migrants and other small-scale actors. Taking into consideration the advantages and difficulties mentioned above, it would be wise to conciliate the ambitions of policymakers and small-scale actors before jointly undertaking M&D interventions, as different requirements need to be satisfied before small-scale actors can become development practitioners and collaborate effectively with other established actors in this field. Finally, there is a need to further integrate migration and development policies and achieve more coherence between the two (see GFMD 2007; GFMD 2009).

Conclusion

This chapter has introduced the reader to M&D, and to why and how 'migration' and 'development' are linked. It has also justified the importance of a bottom-up approach to M&D.

Increased awareness of the strong relationship that exists between migration and development justifies the attention that M&D has attracted over the last decades. The growing importance of M&D as a field has been accompanied by greater opportunities for the active participation through concrete interventions of migrants, civil society and, more broadly, of small-scale actors. Current dominant approaches to human development and cooperation recognise the potential of small-scale organizations as 'actors' and 'partners' in development cooperation. The advantages of working with small-scale actors are emphasised, particularly at the local dimension. Certainly, a small-scale approach to M&D has many benefits in terms of greater participation of small-scale actors in development processes, as well as in terms of cost-benefit calculations for policymakers who decide to support small-scale interventions in M&D.

Having read this chapter, the reader should possess the necessary knowledge and understanding that will allow them to make full use of the chapters in the two sections that follow. The next chapters provide practical tools that small-scale actors can use to facilitate the channelling of migrant capitals for homeland development, and suggest how small-scale actors (including migrants) can better organise themselves and interact with others to achieve this goal.

PART II. **ACTIONS**
MIGRATION AND DEVELOPMENT IN PRACTICE

PART II. ACTIONS: MIGRATION AND DEVELOPMENT IN PRACTICE

After having introduced the debate on M&D and the specific contributions that can be made by migrants through their transnational engagements (see Section 1.1), this part of the handbook discusses a range of different activities that small-scale actors may undertake to enhance the transfer of different forms of 'capital' between countries.

The four chapters that follow are dedicated respectively to detailing the ways in which: **social capital** generates networks between migrants' sending and receiving countries and can be exploited for development (Chapter 2), **financial capital** can be directed towards enhanced savings and productive investment (Chapter 3), human capital allows the transfer of skills and capacities to the benefit of sending countries (Chapter 4), **cultural capital** makes migrants and their communities more aware of their rights and favours the transfer of ideas and values (Chapter 5).

A variety of ways are available for small-scale actors to enhance the development potential of each of these forms of migrant capital. The handbook tries to make sense of this variety by providing examples of different sets of activities through which this can be done in practice, offering an overview of different 'building blocks' that small-scale actors may choose from when assembling their own M&D intervention. For each form of migrant capital, the handbook does not aim at suggesting the 'best actions', as this is highly dependent upon the specificities of the migrant group at stake, the countries involved, and the

nature of the project partners. Instead, the handbook provides examples that illustrate the diversity of ways in which things can be done and for each case it discusses the strengths and weaknesses. In real life, M&D projects rarely address exclusively one form of capital and they more often combine activities that simultaneously target the multiple contributions that migrants can bring to local development.

Overlap is in fact beneficial to the final outcome of an intervention: remittances or capacities, for instance, are better

Figure 1: Different migrant capitals can be exploited in the same M&D action

Social capital:
migrant
communities

Financial
capital:
migrant
remittances

Cultural
capital:
migrant
rights

Human capital:
migrant capacities
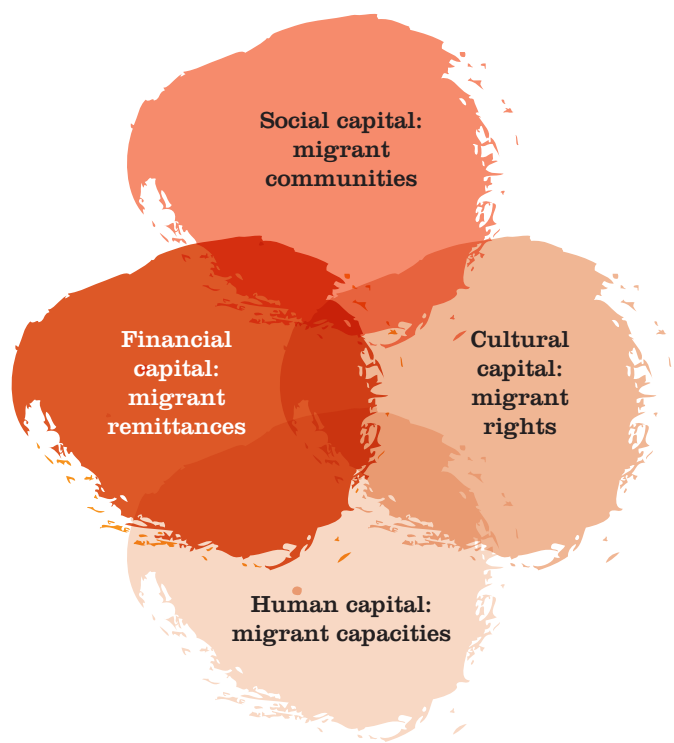
channelled when the bonds within a
community are also reinforced. The
reader seeking inspiration to set up a
M&D project should therefore use each
chapter as a sort of toolbox, in which
the different activities illustrated can be
variously combined to create a unique
M&D action.

Chapter 2. Migrant Communities

Chapter 2. Migrant Communities

In today's age of global connections and transnational flows migrants increasingly maintain and develop social relations across distant locations, investing simultaneously in home and host countries (Castles and Miller, 2009). These border-crossing social relations favour the establishment of transnational networks that allow engagement in "occupations and activities that require regular and sustained social contacts over time across national borders for their implementation" (Portes et al., 1999: 219). Social capital is the basic element on which any M&D project can be constructed; it is through these networks that the flow of other resources (human, financial and cultural capital) is made possible. Small-scale actors can engage in different initiatives that harness transnational linkages and exploit their potential for local development. These are summarised in the following figure.

Figure 2:
Actions harnessing the development potential of networks across communities
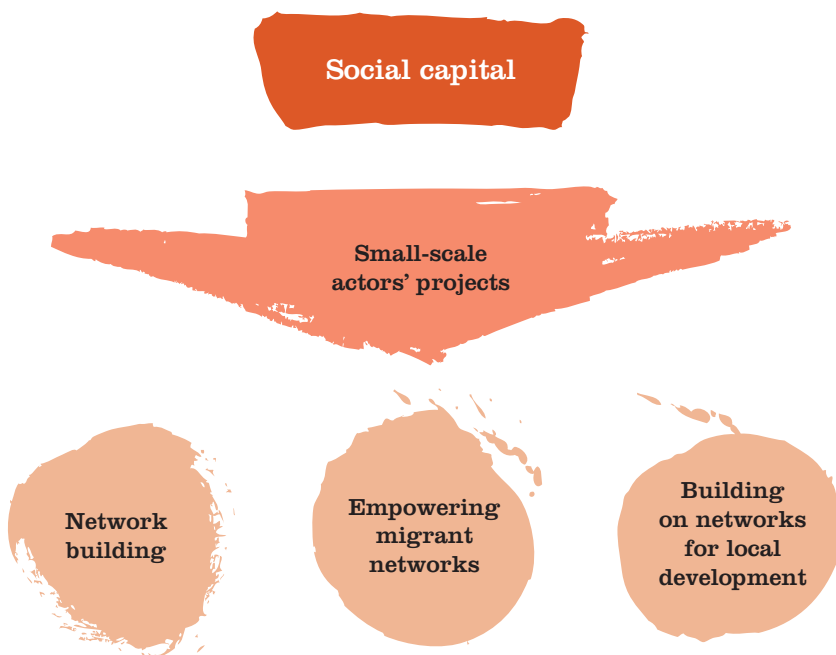
Network-building actions aim at strengthening ties within and across communities (Section 2.1); empowering efforts increase actors' knowledge about how they can favour development processes and provide them with the necessary skills to do so (Section 2.2); and setting up projects that are rooted in established networks allows migrants to contribute directly to local development (Section 2.3).

2.1 Network building

Although it is widely accepted that migrants maintain strong links with their communities of origin, the relevance of these connections for M&D should not be taken for granted. Migrants, in fact, may uphold strong contacts primarily at the level of households or among close social relations in their communities of origin, and it may be beneficial to reach out also to other key players. Small-scale organizations can help establish contact between different actors that will favour opportunities for exchange that is meaningful for local development. Interventions of this kind are defined as network-building; they attempt to harness the networks that link migrants and their home communities to each other and/or to other relevant actors elsewhere.

Before further illustrating some specific tools through which networks can be built it is useful to highlight that network-building interventions differ sig-

nificantly on the basis of the nature of the actors they bring together: they may leverage South-North, South-South or North-North links and they may connect migrants to their families, or to actors such as local authorities, civil society groups, other migrant organizations. In addition, the nature of the elements binding a network are equally variable: networks may be based on geographic links connecting migrant sending and receiving locations in different countries, but they may also leverage on other elements of common identification, such as generation (see Text box 1), gender (see Text box 4), profession, a sense of belonging to a broader diaspora community, or even a combination of these elements (see Text box 9).

Variation in the nature of the actors within a network and of the contents of the bonds linking them influences the form of network-building activities that small-scale actors might choose. Network-building, for instance, can be achieved through the organization of one-off networking events and/or through the establishment of more durable opportunities for exchange, such as internet platforms.

Networking events. Small-scale actors can promote one-off events bringing together different sets of actors, with the aim of better knowing each other and setting the grounds for further collaboration. A number of JMDI projects

Text box 1

Project:	**Cape Verde-7**
Title:	**"Cape Verde multimedia center"**
Partners:	**Associação Jovens Solidarios, Associazione di Promozione Sociale Lunaria, Associazione Donne Capoverdiane in Italia, Binario Etico**
Countries:	**Cape Verde and Italy**

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The project aimed to promote access to Information and Communication Technologies (ICTs) in the island of Saõ Nicolau, Cape Verde, as a way to enhance social inclusion and to facilitate communication between the local community and overseas migrants.

A multimedia centre was set up in Saõ Nicolau by using recycled material collected in Italy and freeware software. Training courses on ICT were offered both to local youth and to young second-generation migrants of Cape Verdean origin in Italy. Enhanced IT capacity of both these groups and access to the internet in Cape Verde allowed the project to support the creation and strengthening of transnational diaspora networks linking communities across the world with this island. The project generated great enthusiasm, particularly among second-generation Cape Verdean youths in Rome, who were actively involved in the activities of the online network set up to bring them together with AJS members in Cape Verde. In addition to relying importantly on ICTs, 'study trips' were planned in Rome and Saõ Nicolau to facilitate face-to-face meetings, and encourage further exchange and collaboration between the concerned youths. The project, moreover, succeeded in reaching out to members of the Cape Verdean diaspora worldwide who contacted project partners through the established web portal and online radio.

This project is also exemplary of capacity building within the partner organizations. In particular, AJS benefitted from peer-to-peer support, including quarterly visits from the overall project coordinator and targeted assistance in project management (i.e. accounting support, the translation of project implementation guidelines into Portuguese and reporting). Besides capacity transfer, the implementation of project activities was facilitated by bringing together partner organizations with different but complementary technical and social competences (ICT capacity, experience handling international projects, strong community links in Italy and Cape Verde).

Overall, this project offers an interesting example of how community networks linking migrants' home and host communities need not necessarily rely only on the relevance of geographic links between localities. Youth proved to be a powerful element to establish linkages between the island of Saõ Nicolau and the broader Cape Verdean diaspora. Today, it is expected that the transnational networks established within this project can form the basis for the transfer of material, human, and cultural capital that can have further impact on local development.

did so by hosting conferences, fairs, fora, seminars and workshops, in which migrant associations were invited and put in touch with local actors in their countries of origin, thereby potentially contributing to the establishment of partnerships and the rolling out of new initiatives. These events have the advantage of promoting face-to-face contact between actors, giving them the power to define autonomously the contents of further exchange. These events are however unique and non-replicable. They also target limited numbers of people, making their success highly dependent upon the organisers' capacity of identifying participants. Lessons from the JMDI show that networking events of this kind are most effective when they act at the transnational scale (i.e. when they involve actors from different countries that are connected through

migration) and when they bring together actors who did not already know each other. This requires relying either on extensive mapping exercises to identify pertinent actors in different locations, or on complementary pre-existing contacts of various event promoters (e.g. the joint ability to mobilise diaspora associations abroad and local actors in countries of origin). The choice of the channels used to communicate with target groups (e.g. one-to-one contact, media, web, etc.) also strongly conditions opportunities among them to access these events.

Virtual networking spaces. Some of the limitations faced by one-off network-building events are overcome by investing in broader structures that allow actors to establish contact and access information about each other. JMDI projects relied heavily on Information and Communication Technologies (ICTs) to set up internet portals, communicate

Text box 2

Project:	**Jamaica-22**
Title:	**"Knowledge networks for connecting Jamaica and its diaspora"**
Partners:	**Mona School of Business, KAJAN's Women's Enterprise**
Countries:	**Jamaica and UK**

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The project aimed to create networks among migrant communities for development, bringing actors together in an online environment that could promote the diaspora's structured and sustained engagement in policymaking, development planning and implementation of projects in Jamaica.

The project set out to achieve these goals by setting up the web portal http://jamaicadiasporaconnect.com. In Jamaica, the needs of local communities and institutions were mapped and community-based organizations were included in a database showcasing projects that could benefit from the support of the Jamaican diaspora. An inventory of research on diaspora issues was also made accessible via the portal. In the UK, through the involvement of a stakeholder NGO with close links to the Jamaican High Commission in London, the project reached out to individual Jamaican migrants, encouraging them to register with the portal and to make their own skills known in Jamaica for voluntary or consultancy services. In addition, the project mapped and categorised different Jamaican diaspora groups on the basis of their primary interests or sectors of intervention (education, social services, healthcare, business, etc.). Databases and web portals can pose a serious challenge for small-scale actors, particularly in terms of future maintenance. In the case of this project, this was assured by the Jamaican Diaspora Institute. Moreover, the project enjoyed the support of central authorities (Jamaica's Ministry of Foreign Affairs and the Tourist Board), whose efforts to connect with the Jamaican diaspora were matched by the project's virtual network.

This project proves that ICTs can effectively enhance the linkages between a home country and the distant places in which its diaspora is located. This technological choice, however, led to some implementation challenges. The project primarily targeted the UK-based Jamaican diaspora, made up of significant numbers of older migrants who are less technologically savvy. In addition, initial attempts to reach out to Jamaican migrants individually resulted in low registration. Hence, more friendly tools were developed and more effective strategies to reach out to the Jamaican diaspora collectively were adopted.

The creation of a web portal is an innovative attempt to bring together various diaspora groups and organizations under an umbrella structure. In addition to establishing linkages with the Jamaican diaspora that can be exploited in favour of local development processes, this project generated the unexpected outcome of enhancing contact among community-based actors in Jamaica. This approach could be replicated in other contexts and, indeed, project partners aim to broaden the portal to the Jamaican diaspora in other countries of destination.

via online radio channels, promote diaspora magazines or web blogs. A significant example comes from a project with activities in Jamaica and in the United Kingdom (UK), which established a web portal bringing together migrants and Jamaican diaspora organizations with community-based organizations active on the development scene in Jamaica. By providing information about mutual needs and expertise, the portal aimed at encouraging linkages between migrants and actors in the home country that could lead to exchange and collaboration (see Text box 2).

© UN Photo – John Isaac

While offering various advantages, the use of ICTs as tools to facilitate networking require greater efforts to enhance ownership among users. Measures must be devised to ensure that targeted actors appropriate these means, feel them as 'theirs' and make active use of them, as well as to ensure sustainability over time. Compared to one-off events bringing actors physically together, nonetheless, relying on virtual networking spaces helps reaching out to signifi-cant numbers of actors across different locations and over time. Some projects, however, came to recognise that the intimacy of face-to-face interaction is important for contacts to further develop into concrete and durable interactions. The "Cape Verde multimedia centre" project, for instance, generated initial interest among diaspora youths and later offered opportunities for them to meet with peers living in Cape Verde (see Text box 1). While gathering resources that remain available to potential users over time, the information contained in web-related structures also demands upkeep and updating.

In sum, network building can be achieved through different activities. These are summarised in figure 3, which outlines some factors that should be taken into account when planning and implementing activities of this kind.

2.2 Empowering migrant networks

A variety of actors with a potential to engage in M&D may not do so because of a lack of relevant networks, but also because of their oftentimes limited capacity or know-how. Small-scale actors can empower communities and their members to engage concretely in M&D by increasing awareness among different target groups about how they can favour local development disseminating best practices, and providing them with capacity building training.

Figure 3: Network building

	Networking events	Virtual networking spaces
	• Bring together a limited number of actors in face-to-face contact.	• Reach out virtually to significant numbers of actors.
	• Be aware of abilities / limits in identifying participants.	• Identify modes of update and maintenance.
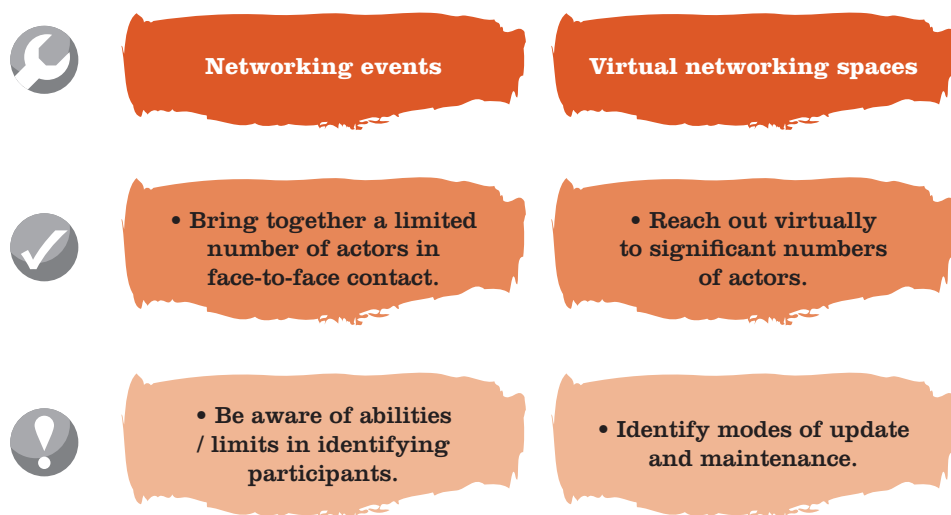
Knowledge dissemination and sharing. Networks bringing together key actors within the M&D scene (see Section 2.1) may not only facilitate the formation of one-to-one partnerships, but they may also form the basis for larger network structures. These are an important precondition for exchange of information that may lead to up-scaling and replication of best practices, ensuring coordination between ongoing interventions, and guiding new actors who wish to enter the M&D scene on what works best and why. JMDI projects relied on consolidated networks to disseminate information on M&D. JMDI project "Education to co-development in Mali"

(Mali-26), for instance, established a Migration and Development Multi-Actor Platform in the region of Kayes by formalising existing informal networks. The Platform not only allowed to bring together migrant associations and local authorities in the global North and in the global South, but also to capitalise on their experiences through mapping and extracting lessons from numerous M&D initiatives that have been implemented in the area over many years. A different strategy served similar purposes within the project "Migrant associations, village associations: network building for local development in Morocco" (Morocco-34). Not only did

Text box 3

Project:	**Georgia-17**
Title:	**"Promoting cooperation among migrant communities and local governments for local development"**
Partners:	**National Association of Local Authorities of Georgia and Latvian Association of Local and Regional Governments**
Countries:	**Georgia and Latvia**

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The project aimed to develop the capacities of local authorities in the Georgian region of Imereti in order to effectively reach out to migrants and their families, and to leverage migrant resources for local socio-economic development. This project benefited from a partnership between two organizations with a similar technical background on local governance issues, and who had previously worked together.

The project assessed needs of local communities in Georgia as well as the capacities and potential of Georgian migrants abroad. Most importantly, the project aimed at empowering local authorities by enhancing their knowledge about M&D and their capacity to operate in this field. In particular, Migration Offices were set up within the local authorities of four different towns (Kutaisi, Zestaphoni, Chiatura and Tkibuli). The project was successful in shifting local attitudes that largely perceived migration as a negative phenomenon to one that can yield positive effects, by setting up administrative means. The Georgian diaspora responded favourably, with many migrants contacting the Migration Offices hotlines with enquiries or suggestions on support services that could be developed locally to assist them in channelling their resources towards home communities. The project was supported by an excellent communication strategy, inclusive of participation in local radio and TV programs, articles in internationally distributed Georgian newspapers and the use of web resources to disseminate information within Georgia and among the Georgian diaspora. Communication with the latter was strengthened using indirect contact through migrant households in Georgia. Additionally, migrant relatives were encouraged to set up organizations to engage in permanent dialogue with local authorities.

An important lesson from this project shows that alongside migrants, their families and civil society actors, local authorities also play a key role in generating an enabling environment for migrant contributions to be beneficial to local development. The project succeeded in setting up a structure within local authorities to establish direct contact with migrants' households and to act as a conduit of communication and information sharing between sending communities and migrants. Local authorities are better positioned to liaise directly with migrant sending communities, understand their citizens' needs and how migrants' potential can be better utilised for local development. This project could be replicated in other Georgian towns, but could also be exported to other countries.

this initiative bring together civil society and migrant associations in Morocco and France, but it also facilitated the exchange of best practices between M&D experiences in other countries, namely Senegal and Mali. Given the variety and geographic dispersion of the various actors it involved, the project established that this might make the resulting network difficult to manage and therefore deliberately decided not to formalise it.

Migration and development training. Training in M&D - for migrant associations, local civil society and institutions - is another way to enhance capacities among potential M&D actors. Small-scale initiatives can do this through awareness-raising and capacity building training. The trainings offered in some projects clearly focus on the importance of social capital for local development, for instance when the capacities of beneficiaries are developed in the creation and management of networks, and in influencing migration and development policies. Trainings may also cover more general issues such as project cycle management and local development. Projects of this nature more often focus on the empowerment of civil society and show that it is beneficial to simultaneously build the capacity of actors in the global North (e.g. diaspora associations) as well as in the global South (e.g. grassroots initiatives). Initiatives may also focus on empowering actors beyond the realm of civil society, among others who in turn

can support the grassroots initiatives of migrants, their families and civil society groups. An interesting example of this kind comes from Georgia, where partners in one JMDI project enhanced the capacity of local authorities as actors who are in a position to favour the channelling of migrant resources towards local development (see Text box 3).

Various activities can empower actors within networks. The main factors that should be taken into account when planning and implementing them are presented in the figure that follows.

2.3 Building on networks for local development
Network building and empowerment activities are based on the assumption that actors who could engage in M&D are either not sufficiently connected between each other, or they lack the capacities to undertake concrete actions. This, however, may not always be the case and pre-existing strong networks linking migrant sending and receiving communities may form the basis on which M&D projects can be built.

Migrant-led initiatives. Projects of this type are rooted in an active and robust associational life of a migrant community in countries of destination. Often, projects of this type build on previous experiences of the same kind initiated spontaneously by migrants, of which they are an up-scaling or replication.

Figure 4: Network empowerment

Knowledge dissemination & sharing	M&D training
• Replicate good practices.	• Build individual or collective M&D capacity.
• Rely on consolidated networks for dissemination & sharing of good practices.	• Simultaneously train actors in the global North & South.
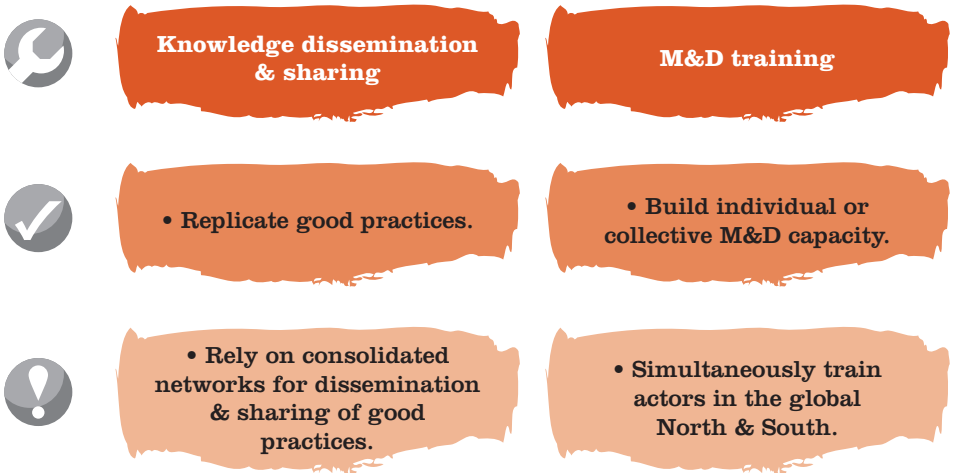
The nature of the migratory group and communities of origin allows for an extreme diversity across projects and across development objectives addressed. One common feature, however, is that these projects leverage existing community links and mobilise migrants for the common good of their home communities relying on their sense of philanthropy (see Text box 4).

Projects rooted in existing networks tend to benefit from a strong degree of migrant involvement in all stages of the project cycle, meaning that an important added value lies in the opportunity for migrants and their home communities to set their own development targets, as advocated in the human development approach (see Section 1.2). This creates room for the introduction of new ideas about 'how to do development', or it may lead to more classic development projects with an element of migrant participation in planning and implementation. The greatest challenge for projects of this kind is for them to identify bonds that effectively link migrant groups with communities in the home country (direct relation between localities of origin and destination and/or other factors), whilst also defining a sector that is relevant for local development and to which migrants can contribute directly or by mobilising their broader networks. Experiences from JMDI projects show that the local communities for which development actions may be

Text box 4

Project:	**Philippines-43**
Title:	**"Maria for the MDGs: harnessing the diaspora, local women's groups, rural banks and local governments for rural development"**
Partners:	**Economic Resource Centre for Overseas Filipinos and COS Utrecht**
Countries:	**Philippines and the Netherlands**

This project operated in the complex environment of Mindanao, where a number of insurgencies against the Government and the resulting instability make development assistance difficult to deliver.

The project assisted rural women in a number of targeted communities to access credit and establish well-designed social enterprises and ensure sustainable income-generating activities through the production of locally marketable goods.

Project activities were implemented by an interesting group of partners, including also an 'informal' partner. The Filipino migrant association Damayan had previously undertaken similar activities on a smaller scale and, by allying with the more established COS Utrecht, was strongly involved in the design and implementation of the action. This strategy allowed Damayan to secure access to resources to replicate and expand its previous initiatives. The specific positioning of this migrant association within the partnership and the fact that this intervention was born out of previous experiences of collaboration with home communities demonstrate the potential that migrant networks can have in linking home and host countries, as well as development actors within the host country. The project provided an opportunity for the Filipino diaspora to contribute directly to local development processes. In turn, migrant involvement facilitated access to local communities in an otherwise difficult area and favoured the establishment of trustful relations with local authorities from the early stages of the project. This ensured political support for project activities, for instance when the established social enterprises were launched and events were attended by institutional and religious authorities in the communities.

Another interesting aspect of this project lies in the importance of its gender dimension. The choice to focus on women generated solidarity and support to the project on behalf of women in the Filipino diaspora, but also of women in local governments, in NGOs, and among funders. Coupling the idea of women with the Millennium Development Goals, moreover, also allowed the beneficiaries to identify with something concrete and to commit to aspire to improve their positions in their own municipalities.

By relying on a combination of direct diaspora engagement in their home communities and gender as a binding element, this project ensured that the social networks of migrants could be put to the service of local development goals. This also ensured that a highly participatory and consultative process was adopted throughout the action.

networks lie at the core of these projects, and must be strong in order to mobilise other actors in home and host countries. The extreme strength of these networks may however also expose them to risks, as it could generate excessive enthusiasm and overambitious goals.

most relevant may not necessarily correspond to the communities of origin of migrants in a given country of destination. Under similar conditions, a project is most likely to achieve better results in the area toward which migrants feel a stronger emotional affinity. Migrant

In brief, building on existing community networks equates to engaging in migrant-led initiatives. The main factors that should be taken into account when planning and implementing projects of this type are summarised in the following figure.

Figure 5: Building on networks for local development

Migrant-led initiatives

• Replicate/upscale migrant-led M&D initiatives.

• Identify relevant sectors for local development to which migrants can truly contribute.
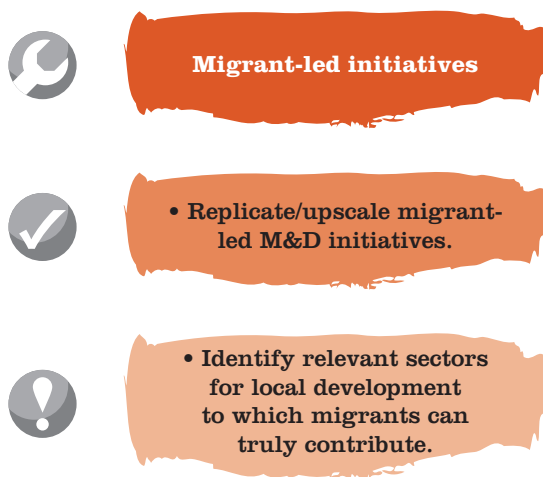
In order to harness the transnational social capital of migrants and exploit its potential for local development, small-scale actors should:

- When designing face-to-face or virtual meetings to facilitate networking between M&D actors, ensure that they lead to concrete outcomes. This can be done, for instance, by inviting participants to sign documents in which they state a willingness to further cooperate.

- In establishing (formal or informal) networks of actors in M&D, ensure that they also provide opportunities for members to access information and lessons learned through the implementation of M&D projects. Members should also be encouraged to actively provide information coming from their own M&D experiences, for instance presenting their ideas and experiences in debates and fora.

- Design trainings for the empowerment of actors in M&D that target trainees in the different locations of a transnational space (in countries of migrant origin, transit and destination). This enhances the effectiveness of capacity building efforts.

- When building projects on pre-existing links between migrant sending and receiving communities, ensure rigor in identifying actions that are relevant for local development. Strong community bonds are not, alone, a guarantee of success.

Chapter 3. Migrant Remittances

Chapter 3. Migrant Remittances

Within the M&D debate, the flows of financial resources that migrants send back to their countries of origin are those that have received the greatest attention and for the longest period of time (Pérouse de Montclos, 2005; Ratha, 2007; World Bank, 2006). Their volume, in fact, has reached important amounts, raising questions about how remittances travel between countries (through formal or informal channels) and the use that is made of them (for saving and investment rather than for consumption).

Small-scale organizations undertake diverse actions to harness the development potential of remittances, which are summarised in the following figure.

The sections of this chapter further illustrate these actions, providing insight

Figure 6: Actions enhancing remittances as development tools

Financial capital

Small-scale actors' projects

Improving financial tools & capacity

Facilitating collective investment

Supporting individual migrants' businesses
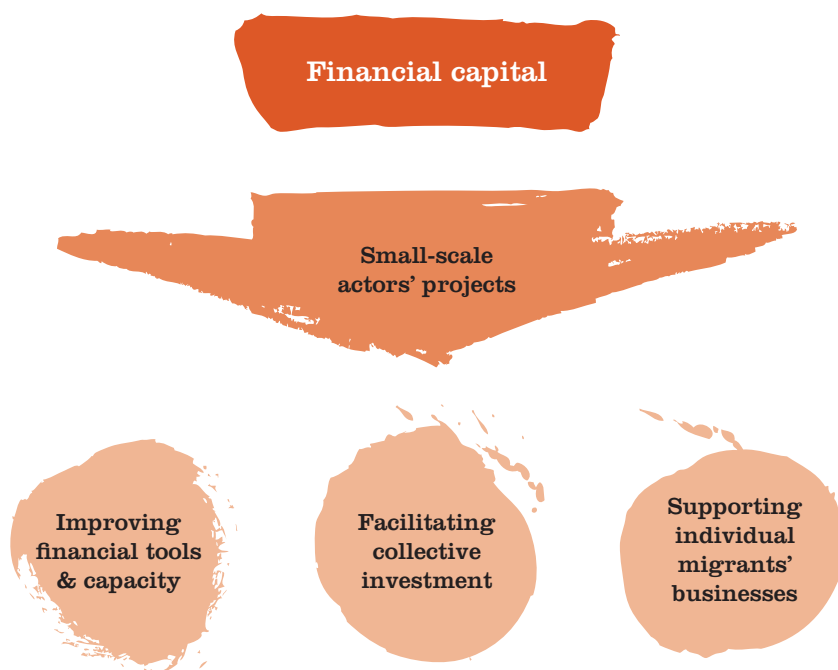
into: the promotion of new financial tools that address migrant needs and the improvement of financial awareness among migrants and their families (Section 3.1); channelling remittances towards collective forms of investment (Section 3.2); promoting the establishment of enterprises run by migrants and their families (Section 3.3). Many projects simultaneously choose a combination of these actions, for instance providing business support services whilst also facilitating access to funds through new micro-credit products designed for migrant entrepreneurs.

3.1 Improving financial tools and migrants' financial capacity

Small-scale actors can play a key role in promoting new financial tools that are designed with migrants as a specific target group. They can achieve this on the one hand by working with actors in the financial sector towards the development and introduction of products for migrant clients and, on the other hand, by improving the financial literacy of migrants and their families.

Promoting the introduction of migrant-friendly financial products. A number of financial products are increasingly being adopted by banks and other financial institutions that improve the quality of services offered to migrant clients in terms of costs, performance, innovation and ease of access. These include instruments such as remittance transfer tools, micro-credit, saving schemes, and insurance policies, each of which are further described below.

Remittance transfer tools: the costs involved in sending remittances through banking institutions and money transfer service providers are often very high (see also Section 1.1) (Ratha and Riedberg, 2005). This encourages many senders to turn to alternative informal channels, which offer services at a lower cost and other attractive features such as speed, anonymity of transactions, strategic location of payment and withdrawal points. For senders and receivers of remittances, however, relying on such channels can be risky, therefore making it imperative to increase the appeal of formal transfer channels and lowering the cost of transactions (Pieke et al., 2005). Some JMDI projects worked with local credit and savings cooperatives in the country of origin, for instance encouraging them to develop cheaper remittance transfer products, or to introduce innovative transfer tools. An example of the latter is offered by rechargeable remittance cards that offer competitive transaction costs and instant transfers: the migrant recharges a magnetic card with credit that can be immediately withdrawn in the country of origin by a remittance receiver.

Micro-credit for migrants and their families: remittance sending tools are also increasingly coupled with micro-

credit schemes. This might not directly lower the costs of sending remittances, however it does encourage their use for investment and saving. Mirroring the experience of small credit provided to vulnerable groups in many developing countries, lending products are being developed for migrants themselves or the beneficiaries of their remittances. JMDI projects have shown that it is possible to draw up agreements with savings and micro-finance institutions ensuring that credit is granted to the family members of migrants who choose to transfer remittances through their own services. This system hinges on the use of migrant remittances as a guarantee of repayment, therefore allowing migrant family members to access even significant amounts of credit that can be invested in income-generating activities. Other products foresee credit disbursed directly to the migrant.

Saving schemes: special savings products cater for migrants by making the investment of remittances an attractive option. An example is offered by managed savings accounts, which repay favourable interest rates compared to those of ordinary savings accounts. These accounts may even be opened at a distance by the migrant in person or by a trusted relative in the home country. The innovative aspect of similar tools lies in the fact that they go a step further than simply harnessing the transfer of remittances to the country of origin, as

they leverage migrant savings for local development. The underlying principle is that the funds deposited by migrants are used as collateral for the local disbursement of loans. This can enhance the social and development impact of remittances, as funds are converted into cheaper credit that is accessible to vulnerable groups or supports locally initiated businesses.

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Insurance policies: insurance policies specially designed for remittance senders and recipients finally complete the range of migrant-oriented financial products.

Small-scale actors can be crucial in informing financial sector organizations about the behaviour and needs of migrants and their families, ensuring that financial tools effectively address their specific requirements (see Text box 6). This was encouraged by various JMDI projects that undertook extensive research on how the perceptions, thinking and behaviour of migrants and remittance-receiving households

Text box 5

<table>
<tr><td>Project:</td><td>Moldova-27</td></tr>
<tr><td>Title:</td><td>"DEVINPRO Moldova 2009/2010: Strengthening the link between migration and development through developing and testing replicable migration-related products and services for migrants and their communities"</td></tr>
<tr><td>Partners:</td><td>Centre for Sociological, Political and Psychological Analysis and Investigations and International Agency for Source Country Information</td></tr>
<tr><td>Countries:</td><td>Moldova and Austria</td></tr>
</table>

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The project aimed at maximising the development impact of migration in Moldova, by improving available products and services targeting the financial capital of migrants. Through a pilot intervention, the project intended to shift the perception of migrants as a vulnerable social group to a successful business thinking category, and to move interest from migrant remittances to migrant savings and investment that are of greater relevance for the development of local economy. In particular, the project identified and, proposed financial tools that enhance balanced and durable M&D initiatives, including micro-credit, small loans for housing, mutual investment funds, pension and child education savings schemes.

The most innovative aspect of this project is the rigorous research undertaken in the first phase of the action. Quantitative surveys were carried out in migrant and non-migrant households, investigating their investment propensity and behaviour. Research was also conducted among migrants themselves, who were contacted at border points, during entry into or departure from the country. This created a sufficiently safe and comfortable setting ensuring that migrants were willing to provide confidential information, in particular about remittance and financial behaviour.

The findings of this research were disseminated among financial institutions and Government actors in order to reinforce the idea of migrants as a category of people carrying the potential to be successful business initiators, with the power to generate a positive impact on the social, human and economic development of the home country. The project team then assisted financial stakeholders to develop and test the most promising products and services. The research allowed to identify clear and verifiable indicators to monitor the process.

In order to ensure that the research would be well received both at Government level and among financial institutions, these stakeholders were systematically approached before, during and after the research was carried out. This allowed consulting them on the hypotheses underlying the project as well as on research design and methodology. This strategy enhanced the prospects for sustainability after the end of project funding. It was in fact expected that commercially viable services and interventions would be fully introduced on the market by the end of the project.

in investment differ from those of non-migrant households. The findings were shared with financial actors, who were accompanied throughout the process of developing friendly products to cater for remittance senders and recipients. The same actors were then facilitated in the testing and adoption of the most promising products and services (see Text box 5).

The key to small-scale actors' success in encouraging the development of similar tools lies to a large extent in their capacity to mobilise actors in the financial sector such as banks, microfinance institutions, credit cooperatives, etc. (see Text box 5 above and Text box 20). While this issue is discussed more broadly in Chapter 7 of this handbook, it is important to highlight here that alongside the engagement of financial stakeholders, an important part is also played by small-scale actors' ability to address migrants and their families. This makes communication with remittance senders and receivers a core issue and stresses the role played by sensitisation and financial literacy activities, discussed next.

Financial literacy. An important portion of remittances is used to cater for the basic needs of migrant families and for consumption. Although this expenditure contributes to the welfare of families and communities, there is also a risk of it being counterproduc-

Financial literacy:
"Making correct financial decisions was an issue for migrants and their families. Our project has contributed to their financial education: they have learned how to keep records of their household revenues and expenses; how to plan an expense budget for the family; how to make a savings plan to cope with emergencies and other important issues"

tive for development when it increases local dependency on remittances, fosters the demand for imported goods that in turn stifles local production, or limits the amount of financial resources that are devoted to more productive uses. The availability of new financial tools dedicated to migrants therefore needs to be coupled with actions that have a power to change people's attitudes, mentalities and behaviours. JMDI projects adopted a variety of strategies to do so: some advocated for the use of formal channels for remittance transfer, others conducted financial literacy trainings in order to educate people to better manage their finances and dedicate part of their budget to savings and investments, and still others challenged mainstream views that wrongly depict certain sectors (for instance agriculture) as unsuitable to generate profits.

Alongside these core contents, a solid M&D project which is to have an impact on remittance transfer and use needs to simultaneously address both remittance senders in their countries of residence as well as remittance recipients in the countries of origin. Adopting a combined approach at both ends of the migration trail ensures that the project is effectively targeting those who have final control over financial decisions. The ultimate decision-making power over the use of funds, in fact, may lie with the remittance sender abroad or it may lie with the receiver in the country of origin, where the money is effectively spent (or invested, or saved).

In some projects, research conducted in preparation of financial training modules among migrants and their family members showed that they were unable to make an active choice of a preferred remittance transfer channel. Remittance senders and receivers were in fact unaware of available alternative options and relative advantages and risks: in most cases they passively adopted practices

through emulation of earlier migrants. Raising awareness through communication and financial training therefore empowers migrants to make informed choices about how they transfer money. Greater information about ways in which remittances can be utilised also gives senders and receivers the possibility to choose from a wider set of options, which may include productive forms of investment and/or savings in capital markets.

Lessons from JMDI projects prove that close collaboration with other actors may further enhance financial literacy trainings. Involving financial organizations has the advantage of promoting among users financial tools that have been designed for migrant clients. This is particularly true when, in addition to a commercial mission, financial institutions have a clear social mission and therefore have a broader interest to help educate their clients. JMDI experiences also reveal additional advantages. Training savings and credit associations' managers and other local trainers to provide coaching sessions themselves yielded various multiplier effects. In some cases it allowed trainings to reach remote rural areas, in others the staff of central government institutions. These activities were not only well received by participants and local counterparts, but they also offered the additional advantage that knowledge is kept locally after the end of project funding. Similar

achievements are associated with one project that offered education in local schools to foster the understanding of migration amongst children. Thanks to the project, children achieved greater awareness of the life of their parent(s) abroad and of the importance of financial literacy. Ideally, in countries that are heavily interested by outmigration, civil society actors could advocate for the adoption of similar programs in national curricula.

The introduction of new financial tools and financial literacy campaigns among remittance senders and receivers both prove to strongly benefit from rigorous research and knowledge of remittance patterns and use among the target population. The project illustrated above (Text box 5), for instance, owes much of its success to the rigour of the initial market research. Other JMDI projects prove that the involvement of migrants themselves in the definition of financial tools can be another way of ensuring that the final products are in line with effective remittance behaviour. This was, for instance, the case of projects in which finance institutions as well as migrant-initiated civil society associations featured among the organizations involved in the actual implementation of the project (see also Chapters 6 and 7). Many projects with a focus on financial literacy benefitted from the mapping of remittance-receiving households, investigating

their consumption and investment behaviours, their modalities of access to micro-credit as well as the barriers they might face. Research undertaken within a project in Sri Lanka (see Text box 20), for instance, allowed to differentiate between categories of migrant households that present diversified consumption and investment patterns on the basis of the volume of remittances received from abroad. This knowledge allowed the elaboration of both new financial tools and of learning contents for financial literacy trainings, which took into account the non homogeneous nature of migrant households, targeting more strongly those that presented a greater need to be educated on how to save money.

This section has outlined different ways in which small-scale actors can leverage migrants' financial capital for local development by promoting migrant-friendly financial tools and improving financial literacy. The main factors affecting these activities are summarised in the figure that follows.

Figure 7: Improving financial tools and migrants' financial capacity

New financial products	Financial literacy
Allow the introduction of migrant-friendly tools (transfer, credit, savings, insurance).	Empower people by enhancing knowledge, changing attitudes and behaviour.
Rely on solid understanding of behaviour & needs of migrants and their families.	Simultaneously address remittance senders and receivers.
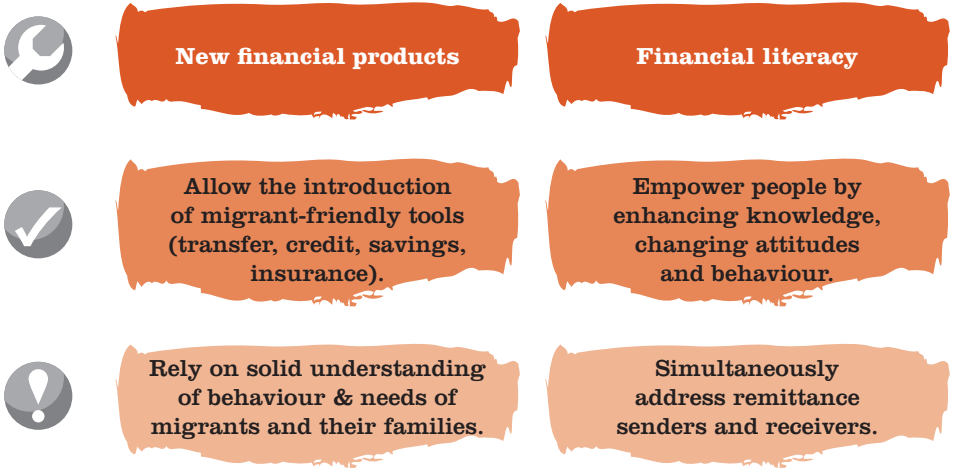
3.2 Facilitating collective investment

Financial literacy and the availability of dedicated financial tools allow migrant remittances to be directed towards collective investment. The underlying principle is that remittance flows are pooled together to achieve 'critical mass' before being reinvested. The nature of the business in which remittances ultimately are invested, and particularly the degree of involvement of migrants and their home communities, give way to a diverse range of enterprises, from independent local businesses, to cooperatives rooted in migrants' communities of origin, to migrant-initiated collective investments. Each of these is further discussed below.

Investing migrant savings in independent local businesses. Migrant remittances can constitute mere collateral to provide micro-credit to vulnerable groups in the country of origin. This requires identifying a specific category of credit beneficiaries within home communities and providing them with

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Text box 6

Project:	**Ecuador-9**
Title:	**"Strengthening the productive chain of organic coffee in the province of Loja, Ecuador"**
Partners:	**Fideicomiso Ecuatoriano de Cooperación para el Desarrollo, Paz y Desarrollo**
Countries:	**Ecuador and Spain**

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The Province of Loja is an important area of origin for Ecuadorian migrants living in Spain. The cantons targeted by this project (Espíndola, Quilanga and Gonzanama) are located in the lower Andes mountains, where it is difficult to develop competitive agriculture. The project therefore set out to strengthen the local production of a high altitude, shade-grown coffee that is particularly appropriate to the local climate and has the potential to be marketed as organically grown.

One of the major limitations for local coffee farmers is a lack of liquidity. The project signed agreements with local savings and credit cooperatives and assisted them in developing ad-hoc remittance-based financial products to disburse credit. This was made accessible to local coffee farmers, rural residents and migrants, whose repayment interest contributed to a fund to support marketing of the coffee. The project also foresaw activities for the strengthening of local coffee cooperatives from production to commercialisation, including assistance in marketing coffee regionally and to obtain for it organic certification.

Identifying a specific sector for business creation that is highly relevant for the local context is one of the major strengths of this project. Migrant remittances were reinvested collectively in local cooperatives. The project relied on migrants being interested in the investment prospects offered, as they might view them as opening up opportunities that they might get involved in upon return to their home areas. Nonetheless difficulties were encountered in identifying migrants willing to channel their remittances in the coffee cooperatives. These were further aggravated by the global financial crisis and the irregular status of many Ecuadorian migrants in Spain, which exposes them to unemployment and vulnerability. A smart solution to this problem was adopted: while the European partner mobilised migrants through their associations in Spain, the Ecuadorian association activated a one-to-one contact with migrant families in Loja. By recognising migrants' multiple engagements in both countries, this strategy facilitated contacts with migrants, generating trust and favouring their involvement. Thanks to the agreements with savings and credit cooperatives, moreover, the project secured money from alternative sources to integrate those funds that could not be raised through remittances. Ultimately, the project was successful in generating a local economic movement relying on credit that is inclusive also of internal resources, as the use of remittances partially replaced the use of (more expensive) external credit.

Although the type of crop grown is specific to the project's local context, the approach of providing technical support to small producers in a participatory way could be replicated in other countries. In particular, the activities assisting credit and savings cooperatives in reinvesting the interest generated from microcredit loans to support the marketing of local produce could be replicated elsewhere.

Text box 7

This project set out to build and enhance the capacity of Overseas Filipino Workers to contribute to the development of the economy in their home country, whilst harnessing their skills and resources acquired abroad and making return and reintegration in the Philippines a viable option.

In order to mobilise migrants to invest in the country of origin, the project adopted a strategy pioneered in the 1990s by Unlad Kabayan in the Philippines, known as 'Migrant Savings for Alternative Investment for Community Development and Reintegration' (MSAI-CDR). The MSAI-CDR was fashioned with the aim of shifting from interventions responding to migrants' immediate psycho-social and welfare needs, to actions addressing their strategic needs by channelling their resources and capacities towards community development.

At the core of the method is the fact that the value and practice of disciplined saving is encouraged among migrants through training and seminars. Savings groups (maximum 50 people) are organised on the basis of shared language or locality of origin to build capital and invest in local enterprises, to create jobs and increase the income of local communities This method entails the management of investments while migrants are still abroad, therefore creating options for eventual return to the home country. MSAI-CDR therefore emphasises investment options in migrants' hometowns, ensuring that family members or town-mates are involved in running the businesses.

The involvement of local producers and local authorities in the Philippines is built into the methodology, in order to ensure institutional support. The MSAI-CDR simultaneously mobilises diaspora organizations, local producer associations, rural banks and local government units to establish multi-stakeholder partnerships and to define mutually supportive engagements. In this way, migrants are given a strong voice in their local communities and have a power to influence local development policies and entrepreneurial initiatives. This strongly contributes to ensuring that migrants' willingness to participate can be more easily obtained.

The MSAI-CDR method has proved to be an interesting tool both for developing financial literacy and for mobilising migrants towards collective investments that are relevant for their home communities. This strategy could be easily replicated by other civil society actors in other countries. Partners in this project, in fact, have worked to develop South-South cooperation and to encourage the exportation of the MSAI-CDR method. Progress has been made in this sense in Sri Lanka, Indonesia and Bangladesh.

funding (see Text box 4). JMDI projects adopted two possible strategies in this respect: some disbursed funding for the small-scale income-generating activities of individuals, and others for the development of businesses on behalf of organised groups. For instance, women can be encouraged to transform local women's associations into economic cooperatives, which in turn can develop into social enterprises through access to remittance-derived funding and other technical assistance. In these cases, the final activities benefitting from credit may not necessarily foresee a direct involvement of migrants or their family members.

The development potential of this approach lies in its capacity to lower the cost of loans for vulnerable micro-credit receivers. Civil society organizations that have established experience working with specific target groups (e.g. women) are in a better position to ensure that the income-generating activities supported are successful. The lack of a direct involvement of migrants in the businesses supported through their funds may however come at a risk. Remittances may, in fact, be used merely as an additional source of funding to expand existing micro-credit programs. This can be avoided by ensuring migrant involvement, for instance in the selection of businesses receiving credit or in monitoring business performance. In the absence of involvement, it is not always clear what added value these savings tools offer to migrant investors. It could also be argued, however, that migrants might prefer channelling their funds towards the business of an anonymous micro-credit receiver rather than of their own kin, as this might increase the chances of repayment. Disbursements to family or friends, in fact, may be more exposed to the risk of being perceived as grants, rather than loans.

Up-scaling cooperatives in migrants' communities of origin. Remittances may also be channelled towards collective businesses that have a clear relevance in migrants' own communities of origin. In these cases, migrants are more likely to have a direct stake in the businesses. This is primarily done through support to collective initiatives such as cooperatives or social enterprises that can be chosen, for instance, by selecting a specific economic sector that is highly relevant for a local context. Migrant remittances are then used to further boost economic activity in this area. A JMDI project that strengthened the productive chain of organic coffee in impoverished areas of Ecuador offers a fitting example of this kind (see Text box 6).

The strong suitability of the selected crop for the specific region targeted by this project was a very important factor, as it enhanced the likelihood that investments made could yield good economic

returns over a relatively short period of time. This is a key issue for the sustainability of many small-scale projects involving credit schemes and business promotion, as the average project duration makes it difficult to ensure that economic activities can start effectively generating profits. From this point of view, in fact, investing on the up-scaling of existing cooperatives rather than on business start-ups might be a safer strategy in terms of economic returns. Furthermore, for migrants considering the option of going back to their home country, empowering local sustainable businesses makes the option of return attractive even in otherwise unattractive remote rural locations. Migrants from these areas may perceive their own places of origin as offering fewer opportunities, and prefer returning to larger cities, therefore leading to the overcrowding of already congested urban areas.

Migrant savings and investment groups. Other social enterprises might be promoted by migrants themselves,

such as Savings and Investment Groups (SIG). An interesting experience of this kind comes from a JMDI-funded project in the Philippines that relied strongly on an established methodology for mobilising migrant communities towards collective enterprises (see Text box 7).

In a similar vein, two other JMDI projects in the Philippines (project Philippines-42 "Maximising the gains and minimising the social cost of overseas migration in the Philippines") and in Ecuador (project Ecuador-10 "Entrepreneurial capacities in Chimborazo") supported the creation of social enterprises that benefitted from the resources of migrant investors while also involving their families and home communities in the businesses. In particular, the projects supported setting up alternative tourism programmes, training migrants' families to cater for tourists who would be accommodated in indigenous households. In addition to providing low-cost holiday options for tourists, this would also make new income-generating opportunities available for households with migrant members.

The identification of the businesses to be supported by these projects originates from the migrants, as opposed to communities in the home country. Migrants can therefore better see their own interests represented in the social enterprises. These attempts to organise migrants from their countries of resi-

dence towards collective investment in the homeland are facilitated by a number of factors: migrants' location (significant numbers concentrating in given destinations), their status (legal immigrants with regular jobs), and their levels of organization (migrant hometown associations represent key entry points for mobilisation).

Investing migrant savings in independent local businesses, in cooperatives located in migrants' communities of origin, or in migrant-initiated social enterprises, each present different degrees of migrant direct involvement in the economic activities supported through their remittances. This, in turn, influences the degree of ownership among migrants over the use that is made of their savings, an issue that is key in determining their willingness to invest their own funds. It is not uncommon for initiatives of this kind to face difficulties in raising funds among the diaspora. This is partly due to the fact that the idea of attracting migrant remittances for social enterprises is relatively new and calls for a need to more fully acknowledge the reasons that motivate migrants to participate.

Besides migrant ownership, other factors should also be taken into account. Migrants may be willing to invest under the impulse of solidarity, putting their remittances in credit schemes that set out to help people in need. It is, however,

necessary that migrants can identify strongly with the social categories (e.g. home communities, women) that benefit from the credit. Migrants' responsibilities towards the families and communities that they left behind may however outweigh their philanthropic interest in contributing to the development of home regions.

Alongside the social impact of remittances, economic viability of the supported businesses is another important aspect. This, in fact, not only ensures that interest can be repaid to migrant savers, but that migrants might even see participation in a social enterprise as the beginning of an investment also for themselves. In general, attempts to channel remittances towards social enterprises can struggle to compete with alternative savings tools available both in the country of origin and in countries of destination. Savings tools linked to activities that have a less explicit 'social' vocation and are directed towards more vetted and mature businesses might be perceived as entailing smaller risks

and greater profitability. It is therefore important that the economic activities supported by pooling migrant remittances are both able to generate sustainable employment for local communities and to ensure economic returns for diaspora investors. Most importantly, they should achieve both of these outcomes within the limited timeframe of a small-scale M&D project. All of these factors are summarised in the figure below.

3.3 Supporting individual migrants' businesses

The difficulties experienced in getting migrants to invest in savings and investment schemes based on collective pooling of remittances are not faced by actions that focus, instead, on promoting the entrepreneurial projects of individual migrants and their families. In these cases, migrants are investing their own money and therefore have full

Figure 8: Facilitating collective investment

Independent local businesses	Cooperatives in migrant communities of origin	Migrant savings & investment groups
• Remittances as collateral for credit.	• Indirect migrant support to collective businesses.	• Migrants' direct collective ownership over businesses.
• Verify migrants' identification with credit beneficiaries to enhance migrants' perceived benefits.	• Identify relevant, viable local businesses and ensure they match migrants' interests.	• Allow migrants to initiate collective business ideas. • Verify that necessary pre-conditions are in place (strong hometown associations, regular migrants with jobs).

Text box 8

Project:	**Senegal-47**
Title:	**"Migrants' Supporting Tools for Economic Projects: S.T.E.P."**
Partners:	**Confédération Sénégalaise pour la promotion des petites et moyennes entreprises et l'entreprenariat des migrants, Agence Régionale de Développement de Diourbel, Coordination Générale des Migrants pour le Développement, Regione Veneto, and UnionCamere.**
Countries:	**Senegal, Belgium and Italy**

This project sought to improve the quality of financial services available to migrants by introducing new tools, offering support for migrant business creation, and reinforcing information exchange about migrant entrepreneurship.

The most innovative part of the project saw the set up and strengthening of a number of Centres for the Support of Migrant Initiatives (CAIM). Disseminated across Senegal, Belgium and Italy, these helpdesks follow the migrant from the initial development of a business idea (in Belgium/Italy) to implementation in the home country. Information about individual migrants supported by the desks is exchanged across countries through an online system. Twelve business coaches (many holding a migrant background) were trained to provide information, one-to-one assistance and training to migrant entrepreneurs. The project recognises that migrants are not naturally born 'development agents' and that they must be trained to overcome outdated knowledge of the local context and lack of education or management skills. All migrants with an interest in investing in Senegal are free to approach the helpdesks and access the services offered, which sparked considerable interest among the target population. Migrants are assigned to a business coach or to other expert staff who assist them during identification, elaboration, formalisation and enterprise creation. The project also mapped existing services that support migrant entrepreneurs, including sources of financial assistance and technical support. CAIM helpdesks are strategically linked with other key institutions (chambers of commerce and Agences Régionales de Développement in Senegal), therefore, enhancing their visibility and favouring potential future buy-in.

Key lessons can be drawn from this project. It was enriched by the complementarities of all partners. In particular, partnering with organizations providing micro-credit facilitates access to funding for migrant entrepreneurs, and chances of buy-in. In addition, although their future depends on securing additional funding, the sustainability of CAIM desks benefitted from the project's strong 'training of trainers' activity.

ownership of the business. Interventions of this type involve remittance senders and receivers using their resources for productive investment in business and break out of remittance-dependent consumption patterns. Migrant entrepreneurship is a relatively lively sector independent from M&D projects in this field. Many small-scale businesses are set up by migrants in the country of ori-

gin and entrusted to relatives or friends. Two main barriers must be overcome for such businesses to be successful, as migrants often lack capacity and credit. Research undertaken by JMDI projects shows that many businesses are initiated to prepare the ground for a migrant's permanent return. Lack of business management skills, however, means that migrants are unable to understand if they are running their businesses at a profit or at a loss. Frequently, they fail and are forced into a new departure to earn more money that is reinvested again in the business, leading to another attempt to return, followed by another failure. Civil soci-

ety actors can intervene to break this vicious circle, providing migrants with assistance in running existing small-scale economic activities or in setting up new enterprises.

Business support services. Small-scale actors set up support desks dispensing a range of technical support services for the individual, such as assistance in undertaking market analyses and developing business plans, follow-up for already established businesses, etc. Projects may dispense assistance to whoever manifests an interest towards investment in the homeland (see Text box 8), or they can set selection criteria to identify the business ideas that are already more advanced and focus on supporting those. The risk of such a choice is that it may lead to ensuring credit and support for the implementation of businesses only for certain categories of migrants (e.g. returnees in the home country who have stronger business plans), while providing only

Sustainability of business support services:
"beyond the benefits for the aspiring entrepreneurs assisted during the project, the main impact of the project is that it has set up a service for support to business creation that should continue to remain operational also for future migrants"

general training to others (e.g. the holders of less advanced business ideas in host countries). Lessons from JMDI-funded projects show that support is best offered from start to finish, with services provided to migrant investors both in the country of immigration as well as in the country of origin.

The greatest difficulties faced by projects in this area are related to sustainability, on the one hand of the initiated businesses and, on the other hand, of the support services themselves. The two are intrinsically linked. The economic sustainability of the businesses receiving support is, of course, the final aim of these projects. However, the limited timeframe of small-scale civil society initiatives poses limitations to what can be expected from these businesses in terms of generating revenue. The latter can be the key to ensure sustainability of the business support services, which might continue to function without external funding when migrant entrepreneurs' savings reach a critical mass. The benefits they generate make it important for these services to continue operating beyond the lifetime of a project. In the country of origin, for instance, they can avoid the multiplication of similar business start-ups in a given area, a fact that could impair the success of individual enterprises. It is unlikely that business support services will be able to survive on sufficient repayments for the help received coming migrant entrepreneurs

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themselves: this requires businesses that are able to generate earnings that are improbable within the lifetime of a small-scale M&D action. In addition to seeking for external follow-up funding, sustainability can also be improved by other means, for instance favouring buy-in on behalf of stakeholders.

Projects enhancing the entrepreneurial potential of individual migrants often combine support to business creation and management with the facilitation of access to funding. Credit schemes might be foreseen within or independently of a project. JMDI project "REDES-CAP: support to migrants' ability in promoting development" (Ecuador-8), for instance, set up a fund based in Spain to grant micro-credit loans in support of entrepreneurial initiatives of Ecuadorian migrants in partnership with their families. The condition to access the funding was that businesses should be joint enterprises between the migrant in Spain and his/her family in Ecuador; however, the micro-enterprises could be located either in the country

of origin (with the aim of establishing a successful business for the migrant to return to), or in Spain (provided a participation of their families was foreseen from Ecuador). What is interesting about the micro-credit scheme set up by this project is its revolving nature, insofar as it tested an innovative model for continuous entrepreneurial support to individual migrants from the country of destination instead of linking migrants' business ideas with existing microfinance institutions or mainstream banks. Another interesting feature of the REDES-CAP initiative is that it supported direct links between remittance senders and receivers setting up businesses jointly. This strategy ensures that both parties feel equally involved in the project, enhancing ownership and commitment at a family level from both ends of the migration spectrum.

To conclude, supporting the individual business initiatives of migrants requires providing dedicated services for business start-ups and enhancing the performance of existing enterprises. In both cases, the following factors should be taken into account (see Figure 9).

Figure 9: Supporting the creation and expansion of migrant enterprises

Business support services

• Provide technical assistance to run / expand individual businesses.

• Cover entire business cycle in origin & destination countries.
• Ensure access to financial support within the project or by linking to external credit schemes.
• Be aware that sustainability of businesses and support services are connected.
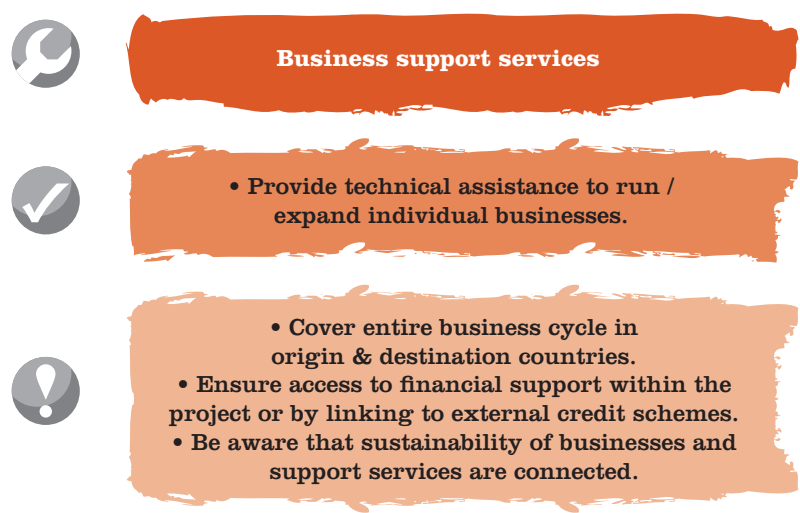
In order to harness the development impact of financial capital transferred by migrants to their countries of origin, small-scale actors should:

- Rely on accurate knowledge on the financial priorities, perceptions, behaviour and needs of migrants and their families and share it with other actors. Exchange with financial sector organizations, for instance, can facilitate the design and introduction of financial tools. Exchange with Governments in countries of origin may encourage them to create business-friendly environments that could attract migrant investment.

- Design financial literacy trainings that address all actors who handle migrant remittances at different stages (economising, transferring, spending, saving, investing). Targeting remittance senders and receivers facilitates the adoption of coherent behaviours on both sides. Financial literacy should also be gender-sensitive, as men and women may have different knowledge of finances.

- When pooling migrant remittances for collective investments, be aware that they are private resources and that having some ownership over the final businesses in which funds are invested facilitates migrants' willingness to commit. This can be ensured, for instance, by involving migrants in decisions about which businesses will receive credit, allowing them to monitor economic progress of the supported businesses or directly engaging them or their relatives in the running of the businesses.

- When facilitating investment of remittances through the creation of migrant businesses ensure continuous support from the country of residence to the country of origin. This will also allow the involvement of migrant families and communities, rather than just of individual migrants, which further enhances support services offered to small-scale enterprises.

Chapter 4. Migrant Capacities

Chapter 4. Migrant Capacities

The skills and capacities that migrants acquire during migration make up their so-called 'human' capital. Over the years, a lively debate about how the technical knowledge and know-how of migrants affects the country of origin has lived through alternative fortunes. Earlier pessimistic views of 'brain drain' perceived the exit of capacities and knowledge as a loss for the country of origin. More recent ideas of 'brain gain' (Wescott et al. 2006) have restored optimism about ways in which skills and capacities developed by migrants abroad can be beneficial to development processes in the home country through processes of transfer and exchange. Human capital can contribute to local development through return and reintegration in the home country, but also through distant forms of transnational engagement. Small-scale actors can facilitate the channelling of migrant human capital towards the country of origin. This can be done by undertaking different activities, summarised in

Figure 10: Actions enhancing the transfer of knowledge and skills
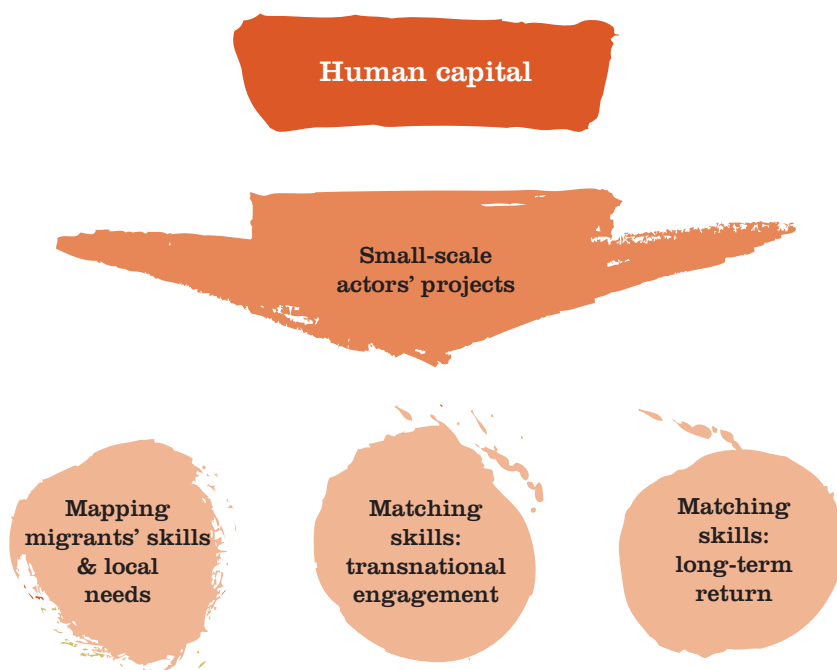
figure 10. Mapping overseas migrants' skills and/or assessing the needs of local vulnerable beneficiaries generates the necessary knowledge as the basis of any attempt to harness the transfer of human capital (Section 4.1). Actors holding complementary skills may then be put in mutual contact through matching schemes that favour skill transfer. These may take one of two possible approaches: the first requires the engagement of migrants who remain as such and is based on the idea of knowledge circulation (Section 4.2), whereas the second presumes long-term return to the country of origin (Section 4.3). Some of the activities undertaken by projects with a focus on migrant human capital have many commonalities with those attempting to harness migrant social capital by enhancing transnational contacts and networks (see Chapter 2). A specific feature of actions leveraging human capital, however, is that they imply an unequal distribution of knowledge and skills between the different members in a given network and set out to ensure its transfer for the benefit of local development.

4.1 Mapping migrant skills and local needs

Projects aiming to enhance the human capital of individual migrants for local development can either begin by mapping skills among the diaspora and then matching these with local needs, or they can proceed in the opposite direction

Mapping migrant skills and local needs:
"It is important to start this kind of projects on a research base. That's what we did. We started the project with two research activities: in the country of origin a team of experts worked on a study of local needs and, in parallel, we worked on a database of diaspora professionals abroad. In this way we had most recent research-based data and we could do the work accurately"

and identify relevant beneficiaries in the country of origin before seeking for relevant skills to compensate those needs among the diaspora. More often, project practice lies somewhere in between these two extremes and both strategies are used in combination with one another.

Mapping skills through research and migrant databases. Home communities may be largely unaware of the knowledge and skills that their overseas migrants possess. Small-scale actors can contribute to mapping skills among migrants and make this information accessible in countries of origin through the dissemination of the results of skill-mapping research, or through the compilation of diaspora skill databases and professional rosters. Projects may set out to do this in a generic

way or by restricting their focus on a defined professional sector. Mapping through research requires reaching out to migrants through questionnaires or interviews, condensing this information and disseminating it in an anonymous form. Research alone, therefore, is unable to activate direct contact between the possessors and seekers of skills. This is better achieved with professional rosters or databases, which require people to register and provide personal data; however, this raises concerns about data protection (see Text box 10). Strategies must therefore be put in place to ensure that private information about subscribers is not publicly accessible, whilst ensuring that those seeking for migrant expertise can have access to sufficient information in the database. As opposed to other skill mapping tools (such as research), databases also have the advantage of making constant updating possible on behalf of the mapped actors themselves. Databases, however, pose a series of other difficulties. Candidates for entry in a database need to be informed and incentivised to sign up. This is often done through an initial round of direct one-to-one contacts with migrants or with their families in the home country, or by disseminating information through registration campaigns. It is important that individuals can see the benefits they might derive from membership in a database, as this affects their willingness first to register and later to update their profiles. Databases, in fact,

are exposed to the risk of being created and abandoned, causing frustration and lack of interest. This leads to another major difficulty associated with databases: sustainability. Databases require up-keep and maintenance, and resources must be secured to ensure these over time. Finally, the last issue of concern about databases is that their utility ultimately depends upon end users actually consulting them. This may be favoured through buy-in of larger and more visible actors who might be interested in hosting or supporting databases beyond the lifetime of a project (see Text box 2).

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Local needs assessments. Matching local needs with migrant skills firstly requires defining a target group in the country of origin and rigorously assessing its needs, for instance conducting a local survey or research. The choice of a specific target group can differ enormously across projects and lessons from the JMDI show that it can range from vulnerable women (see Text box 9), to youths at risk of unemployment, to civil society organizations, to workers in the

agricultural field, to local businesses in different sectors that could benefit from employing former migrants with overseas work experience (see Text box 23).

Departing from local needs may avoid some of the difficulties faced by approaches that rely more heavily on mapping diaspora skills, if the capacities found among migrants are not particularly relevant for the country of origin. Highly skilled migrants in financial information technologies, for instance, may have little to contribute in terms of skill transfer if local development priorities in their home countries concentrate in the agricultural sector. However, the opposite can also be true, as projects restricting their action to a very particular category of final beneficiaries (for instance farmers utilising very specific agricultural techniques) may struggle to identify suitably qualified expertise among the diaspora. These difficulties are key for M&D interventions, as they affect the way in which the actual migration and development components of a project go hand-in-hand and thus influence the success of all other activities undertaken, such as the ones described in the following sections of this chapter.

In brief, mapping migrants' skills and local needs provides the basic knowledge, allowing supply and demand to meet through matching efforts (see Sections 4.2 and 4.3). Mapping exercises require taking into account the factors outlined in figure 11.

4.2 Matching skills through transnational engagement

Mapping efforts to identify both available skills among migrants and local development needs are then followed up by efforts to match them. These can foresee the transfer of capacities through transnational engagement (e.g. relying on migrant experts) or by setting up broader forms of institutional collaboration between organizations in the global North and in the global South.

Migrant trainers:
"The trainers' origin was a crucial factor for trainees to grant them legitimacy in their guidance… they awarded trainers recognition because despite having migrated they do not forget their country. Therefore dialogue was quickly established. The pertinence of involving migrants relies on their multiple identities… they are experts in France and they are familiar with the country of origin. Experts and trainees share a common culture that facilitates dialogue."

Figure 11: Mapping migrant skills and local needs

Research & skill databases	Local needs assessments
• Assess migrants' availability as well as knowledge/skills.	• Clearly define a target group / sector to map local needs.
• Ensure regular information update. • Take into account the time needed to conduct research / setup databases. • Address data protection concerns.	• Be prepared for lack of direct correspondence between local needs and diaspora skills.

Involving migrant experts. The transfer of professional skills and technical knowledge is at the core of most projects that small-scale actors undertake with a focus on migrant human capital. Actions within this realm provide opportunities for the transfer of competences when the skills and knowledge held by migrants are in line with local needs. This requires relying on migrants to deliver trainings or provide other expert services during short-term missions. A number of lessons can be drawn from JMDI projects concerning the involvement of migrant experts and are illustrated next.

Although migrants may possess skills and knowledge that are relevant for a professional sector in need for development in the home country, they may not be natural born trainers. This is acknowledged by projects that introduce 'training of trainers' modules before relying on migrants to deliver trainings or to undertake local missions for capacity-transfer. An interesting experience of this type was made by

German-Arab businesswomen who were providing support to aspiring women entrepreneurs in Egypt (see Text box 9). The project even reaped unforeseen benefits as undergoing training of trainers induced the migrant women to rethink their own achievements as entrepreneurs and generated new aspirations for the improvement of their own businesses.

Projects offering training modules further enhance their sustainability when training materials are produced and remain accessible after the end of the intervention. The project just illustrated, for instance, produced a training manual in Arabic that condensed useful information for Egyptian women wishing to set up their own small-scale enterprise. A documentary film was also produced showcasing the personal experiences of women who took part in the project through interviews. These materials can be reused by project partners in future initiatives.

Institutional collaboration. Migrant skills may be directed to the benefit of locally vulnerable groups, as in the examples just illustrated, but they may also be channelled towards highly technical sectors, such as health and education. The main activities undertaken by projects of this type largely correspond to those already illustrated above (e.g. relying on migrants to deliver trainings, provide expert services, etc.); the nature

of the organizations benefitting from these interventions calls for a number of additional considerations to be made.

Firstly, small-scale actors in these projects favour the establishment of transnational institutional collaborations between organizations based in different countries, with the aim of improving their service provision. These actions go beyond the mobilisation of skilled migrants to embrace a broader involvement of the overseas institutions in which they are employed (see Text box 15). Projects of this type are typically implemented in sectors affected by brain drain and they mobilise highly skilled migrants and their employers for the benefit of sister structures in the country of origin. Focusing on highly specialised sectors allows these projects to generate a win-win-win scenario for all parties involved: migrants' country of origin, migrants, and also their host institutions. Evidence of this comes from some of the projects supported within the JMDI, notably in the health sector. The project "Migrants' capacities for the Moldovan health system development - a brain gain project", for instance, set the grounds for a number of further collaborations that stemmed from the project between the medical institutions involved (see Text box 16). Secondly, the nature of the actors benefiting from these actions requires that special attention is paid to ensure that projects comply with national standards set within

Text box 9

Project:	**Egypt-13**
Title:	**"Entrepreneurial 'knowledge': towards Arab German-Egyptian women development experience"**
Partners:	**Arab Expatriates Department of the League of Arab States and Deutsch-Arab Friendship Association.**
Countries:	**Egypt and Germany**

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This project departed from the identification of a vulnerable category of Egyptian women and aimed at improving their participation in the economy. The engagement in small-scale businesses of local Egyptian women was enhanced by relying on technical assistance delivered by Arab migrant women entrepreneurs in Germany.

After having mapped the needs of the target group, the project sought among the Arab diaspora in Germany for women entrepreneurs willing to share their experiences and know-how with Egyptian counterparts. One-to-one contacts were encouraged between Arab businesswomen and local women through field visits to the small-scale economic activities set up in Egypt. Women were encouraged to develop sustainable relationships that might continue even beyond the life of the project, so that they could carry on providing each other with advice and support in small business development and management. Beyond initial expectations, the project had a personal impact on the Arab businesswomen in Germany, which made them proud to be part of the process and generated strong social bonds across communities.

The project also foresaw training of trainers at two separate levels: women migrants underwent training to learn how to transfer their own entrepreneurial skills to aspiring Egyptian women entrepreneurs. In turn the same migrant women trained 120 local trainers who reached out to further beneficiaries in Egypt. The involvement of migrant trainers was a strong value added in this project. Although some difficulties had to be overcome due to different Arabic dialects, Arab businesswomen and Egyptian counterparts largely shared the same cultural background, making it easier to understand the type of challenges that they faced as entrepreneurs. In addition, the training of trainers empowered Arab businesswomen in Germany, who became more aware of ways in which their own businesses could be improved.

This project was successful in mobilising key political actors who could provide it with further support. Dialogue with Governments was greatly facilitated by the fact that one of the partners, the League of Arab States, is itself an official body. The German partner also enjoyed already established working relations with many Arab Embassies that were beneficial for the project.

The project was innovative in relying on common profession, gender, and belonging to the 'Arab' community as combined elements bonding the migrants and local communities.

their respective field. This may require seeking authorisations from relevant government authorities. One example comes from a JMDI-funded project targeting the education sector in Georgia. The project "Turnaround Migration for Development" (Georgia-18) engaged members of the Georgian diaspora to give training in key labour professions in the city of Poti, using their knowledge to support vocational education programs offered by the state-funded Poti Professional Retraining Centre. With a view to enhance the longer term impact on the Georgian educational system, project partners involved a Dutch university to assist with the development of the training methodology and curriculum. The latter had to comply with the requirements of the training centre's license to meet the approval of the Ministry of Education and Science of Georgia.

In sum, skill-matching based on the idea of knowledge transfer and circulation takes place at a distance, for instance through short-term missions. The factors that small-scale actors should take into account when engaging in these activities are summarised in the following figure.

Figure 12: Matching skills through transnational engagement
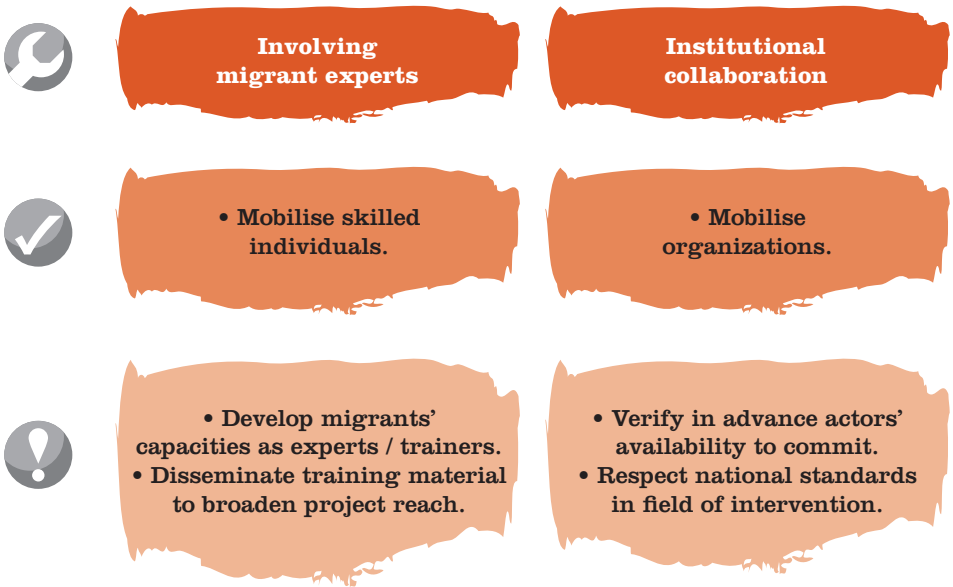
	Involving migrant experts	Institutional collaboration
	• Mobilise skilled individuals.	• Mobilise organizations.
	• Develop migrants' capacities as experts / trainers. • Disseminate training material to broaden project reach.	• Verify in advance actors' availability to commit. • Respect national standards in field of intervention.

4.3 Matching skills through long-term return

Other ways of channelling migrant skills imply a longer-term return to the home country. Two main sets of activities fall within this category: enhancing the capacities of returning migrants and ensuring that they correspond to existing local needs (e.g. up-skilling and retraining return migrants) and job placement schemes.

Up-skilling and retraining. Projects may capitalise on migrant skills by ensuring that the capacities of returnees are beneficial to local development. In these cases, migrants are offered general support in coping with intercultural challenges posed by reintegration, but they may also receive training to align their skills with the reality of local markets. Projects of this kind can up-skill less qualified workers or workers who lack skills that are in demand in local markets (see Text box 10), or they can provide reintegration assistance and re-training for qualified workers who need to adapt the skills they possess to local market needs. For instance, the JMDI project "Integration of Georgian migrants into the labour market" helped return migrants recognise which skills and experiences they acquired abroad might be transferable and identify the local economic sectors in which they would be of greater use. The project also offered retraining in their sector of original specialisation to

Up-skilling and retraining: "From the very beginning of the project we included a survey for the target groups to know better their education, professional skills and working experiences in their countries of origin and while living abroad. This was the main instrument for the development of individual plans. The survey revealed that they really needed re-training courses in various professions and also adaptation seminars to help them position themselves in the home society"

skilled migrants who had been subject to de-skilling while abroad, strengthening their capacities in a variety of fields such as time management, human resource management, presentation skills, business planning, marketing, customer relationship and job hunting skills (see Text box 23). JMDI projects show that well designed professional re-trainings are most effective when backed by research (e.g. surveys and interviews among returning migrants) that can estimate prevailing skills and the difficulties faced by returnees in reintegrating local labour markets.

Migrant Capacities

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As noted above about courses that rely on migrant trainers, the best results are ensured when material or information is produced for up-skilling and retraining courses that can assist beneficiaries (in this case return migrants) beyond the end of a project.

Job placement schemes. Job placement is another key activity for projects targeting return migrants. Projects develop specific schemes to facilitate contact between employers and (aspiring)

Text box 10

Project:	**Egypt-11**
Title:	**"Migrants skills transfer in aquaculture and fisheries: the case of Greece and Egypt"**
Partners:	**Egyptian Agribusiness Association and Athens Network of Collaborating Experts.**
Countries:	**Egypt and Greece**

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This project facilitated the development of aquaculture and fisheries industries (ACF) in Egypt by adopting a two-fold approach. On the one hand, it mapped the skills of Egyptian migrants' engaged in these industries in Greece to enable the transfer of knowledge to the home country. It created a database of aquaculture experts, fish farms in Egypt and Egyptian fishermen who migrate seasonally to Greece. On the other hand, it enhanced the capacities of some Egyptian fishermen engaged in seasonal work in Greece who were interested in working in the ACF industry during the time they spend in their home country each year. The project also created two 'sister' websites in Greece and Egypt providing information about the ACF sector and featuring job opportunities available in Egypt.

Difficulties were encountered during the compilation of a database of ACF Egyptian workers in Greece. Their largely irregular status made them reluctant to provide their personal data. This problem was overcome through the organization of promotional events in Greece at the inception of the project. These events raised the profile of the ACF workers among the Egyptian migrant community, enhancing a sense of pride among fishermen who were thus encouraged to engage in the project. Additional problems arose in making the information collected available for Greek employers, because of European data protection regulations. This difficulty was overcome by developing a thorough system that explained to fishermen what kind of use was made of their data, requested their permission and ensured that no personal information would be passed on to third parties or made available online.

The project also provided training to low skilled Egyptian migrants working in Greek open sea fisheries to upgrade their skills. Participation in the training had to be compensated with a stipend, as workers were obliged to give up their jobs during a two-month period in order to attend. The negative effects of the global financial crisis provoked the withdrawal of some stakeholders initially engaged in the training. This unexpected constraint was overcome thanks to the strong links maintained with local authorities, who referred partners to alternative local stakeholders.

The project adopted a simple but practical skills-matching strategy particularly suited for the seasonally migrating fishermen that it wished to target. The same approach could also be adjusted to target other sectors involving a seasonal dimension, such as agriculture.

Concerning the formation of alliances, this project shows the advantages of involving a dense network of stakeholders in the project, and in this case, of local authorities.

returnees who hold relevant skills to fill vacancies on the local market. These schemes are often matched with professional retraining to adjust migrants' individual career paths and ensure that the skills and experiences they have acquired abroad can be exploited in the local market. JMDI-supported projects adopted various instruments to bring together demand and supply of workforce. Some organized information days in the countries of immigration about job opportunities at home, others took on the direct task of receiving job offers from employers and distributing them among suitably qualified return migrants. Websites are also a tool to host job vacancies and match them with the profiles of job seekers contained in a migrant database. Close collaboration with key stakeholders such as employers' associations, chambers of commerce, companies in the private sector is key to the success of this kind of activity (see Text box 23).

To conclude, matching the skills of migrants returning to the countries of origin with local market opportunities is encouraged through up-skilling and retraining courses and job placement schemes. These require taking into account some general factors that are outlined in the figure below.

Figure 13: Matching skills through long-term return: an overview

Up-skilling and retraining	Job placement schemes
• Capitalise on skills. • Restore unused skills. • Address inter-cultural challenges.	• Facilitate contact between employers & employees.
• Rely on accurate knowledge of migrant skills and local markets. • Disseminate information / training material to broaden project reach.	• Collaborate with private sector and other relevant stakeholders.

In order to harness the transfer of human capital of migrants in ways that are meaningful for local development in their home countries, small-scale actors should:

- Map local needs alongside the skills and capacities of the diaspora and vice versa. Knowledge of both is essential to identify relevant opportunities for skill transfer and exchange and ensure good links between the migration and development components of a project. Both types of mapping efforts should also include a gender and age dimension, recognising that vulnerabilities and needs differ for men and women, and young and old.

- When facilitating the transfer of skills through transnational engagement (temporary return of individual migrants to deliver trainings or expert services in the framework of institutional collaboration between larger actors), ensure the constant commitment of those involved. While participation in these programmes may be voluntary for the migrants and organizations involved, it becomes most effective when the terms of collaboration are clearly spelt out.

- When facilitating the transfer of skills through long-term return to the country of origin, coordinate with other actors who have a power to influence reintegration. Training centres, employers and trade unions are some of the actors who can play a key role in favouring migrants' positive reinsertion in the home labour market, favouring certification of skills and access to employment.

Chapter 5. Migrant Rights

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Chapter 5. Migrant Rights

Cultural capital is made up of the norms and ideas that migrants acquire throughout their migratory experience. Awareness of human rights and of other values such as democracy or gender equity are important examples of cultural capital that can generate migration-driven forms of cultural diffusion and change (Levitt 1998, Ong 1999). In line with the human development approach (see Chapter 1), for migrants to truly become 'agents of development' they must be fully aware of, and able to claim, their rights. Projects with a direct concern for cultural capital therefore have a view to enhance migrants' knowledge of their rights, and to leverage this for the benefit of other beneficiaries. In the first case projects are usually implemented by non-migrant small-scale actors for the benefit of migrant beneficiaries, whereas in the second case migrants play an active role in reaching out to peers (e.g. other migrants and/or migrants' families). Small-scale actors undertake diverse activities that

Figure 14: Actions enhancing cultural capital and human rights for development
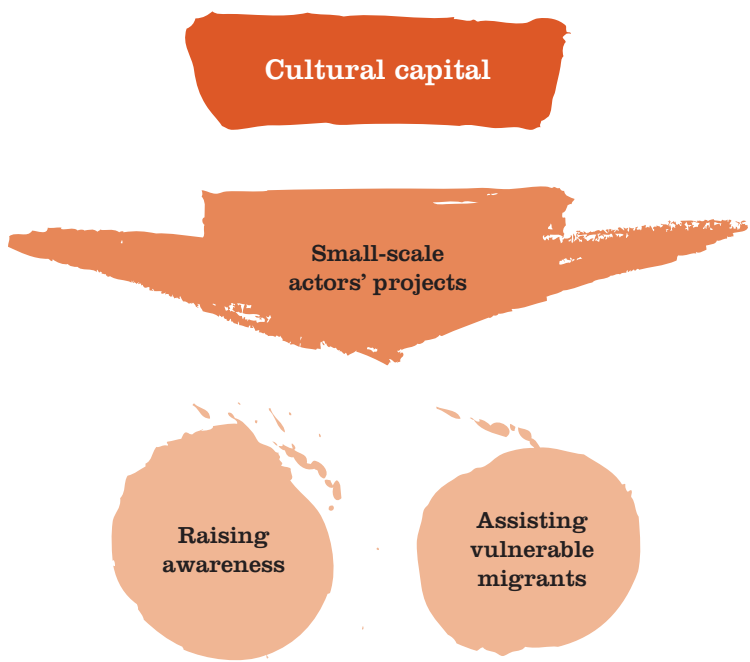
enhance migrants' knowledge of their rights and ensure their protection. These are further outlined in the sections that follow and consist of awareness raising among migrants (Section 5.1) and the provision of services in case of violation or neglect of rights (Section 5.2). More often, both activities are used in combination.

5.1 Awareness raising

Living outside their home countries may make migrants a vulnerable social category therefore making the protection of their rights as human beings, and as migrants, imperative. This requires alerting the public about a given topic of concern and disseminating information about how it could be tackled. This is done by launching information campaigns.

Information campaigns. The production and distribution of information among a target audience helps raise awareness about migrant rights. This empowers migrants by giving them access to relevant knowledge that puts them in a position to make informed decisions about their lives, in line with the principles of the human development approach (see Text box 11). Raising awareness of migrants' rights requires adopting a gender-sensitive approach, since the vulnerabilities of men and women are different and often more strongly expose the latter to discrimination, exploitation, trafficking, etc.

Rights can be promoted by ensuring their better protection not only during migration, but also by making potential migrants more aware of the challenges they might face along the way. Small-scale actors implementing projects within the JMDI, for instance, provided pre-departure information in countries of migrant origin and transit, raising awareness about the dangers of irregular migration and immigration laws in given countries of destination.

Pre-departure information: "Knowing the truth about the condition of irregular migrants both in the country of origin (where irregular emigration is a crime) and of destination (where irregular immigration is a crime) can help people evaluate the risks before attempting the journey illegally"

Most awareness raising activities target migrant beneficiaries; however, they might also increase knowledge of migrant rights among non-migrant populations. Projects supported within the JMDI targeted local populations in countries of transit and destination. The project "Migrant rights and cultural otherness" (Morocco-35) questioned the degree of insertion and the level of respect of the rights of increasingly large immigrant populations in Moroccan cities. The project gathered infor-

Text box 11

Project:	**Moldova-28**
Title:	**"Support for children and parents in migration"**
Partners:	**Child Rights Information Centre, and Accompagnement, Lieux d'Accueil, Carrefour éducatif et social.**
Countries:	**Moldova and France**

This project aimed to diminish the negative impact of parents' migration on children remaining in Moldova. The project adopted a twofold approach: Moldovan migrants were targeted by activities in France while their children and caregivers were assisted in Moldova.

Information material was produced for all three sets of beneficiaries, providing them with better understanding of the consequences of migration on the psychosocial development of children left behind. Three books for the migrating parents, as well as a guide for professionals working with children left behind, were developed. In France, the book about developing parents' capacities to understand the needs of their children and to communicate with them more effectively during separation was received with enthusiasm. It was therefore translated into other languages and revised for distribution among other migrant nationalities.

The project involved close collaboration with key stakeholders. In Moldova this took the form of working with schools in five local communities, involving managers through workshops and designating a coordinator responsible for communication with the project. This ensured local ownership and participation in the planning of activities and in adapting them to local needs. In addition, specific activities enhanced the skills of professionals working with children whose parents have migrated, in order to teach them ways to cope with difficult situations and to become more resilient and socially included. In France the project relied on the assistance of a range of actors belonging to the national network Ac.Sé, which works with victims of trafficking and irregular migration. These organizations facilitated access to the most vulnerable migrants, many of whom have children left behind. Members of the network were consulted during the preparation of the guide for parents. The project also opened a counselling centre for migrant parents in France where they could learn how to contribute positively to their children's upbringing and access broader information about their own rights.

The project assessed migrant children's vulnerabilities and is an example of how an action can promote the rights of children, parents, and the family as a whole in the migration process. The close relationship established with stakeholders in France (Ac.Sé network) and Moldova (local schools) allowed this project to stretch the capacity of existing structures in providing support for the protection of rights within migrating families.

Text box 12

Project:	**Algeria-2**
Title:	**"For most of it I have no words: irregular migration routes and communication"**
Partners:	**Algerian Forum for Citizenship and Modernity and Region of Sicily.**
Countries:	**Algeria and Italy**

This project provided pre-departure information about the rules, rights and obligations of migrants in countries of destination, as well as on the dangers of undocumented migration. The project foresaw different activities, from awareness raising campaigns to the provision of counselling services to protect migrants from exploitation.

Regular migration channels between Algeria and Italy are extremely limited, encouraging many to opt for irregular migration routes, in search of perceived better opportunities. The project raised awareness about the dangers of irregular migration and the harsh conditions migrants face once they reach Italy through the production of a full-length documentary film to be broadcast on the main Algerian TV channels and on a Tunisian chain accessible across the Maghreb. Current migrants living in difficult conditions were also targeted with information about their rights. A booklet was produced for this purpose, providing information on Italian legislation on migration and asylum, and on existing services for irregular migrants in Sicily. This component of the project paid a special attention to asylum seekers and refugees, unaccompanied minors and women migrants (who might suffer from double vulnerability).

Alongside targeting potential migrants, the project also sought to contrast the predominantly negative view of immigrants within Italian public opinion, largely fuelled by concern over the Mediterranean crossings of irregular migrants. In addition to attempts to broadcast the documentary also on the Italian media, a touring photo exhibition reached local public in Sicily.

All the activities were backed by research undertaken by academic and research institutes, focusing on the reasons pushing young Algerians to leave; the functioning of smuggling networks facilitating irregular migration from Algeria, and the emergence of xenophobia and racial stereotyping within Italian public opinion.

Lessons can be drawn from this project about the importance of selecting appropriate communication channels to reach targeted beneficiaries. In particular, information campaigns on irregular migration benefitted from the choice of video as a youth-friendly communication tool. At both ends of the migration trail, moreover, awareness-raising activities were supported by the results of rigorous research carried out in Italy and Algeria.

mation about the living conditions of asylum seekers and economic migrants and used it as a basis for sensitisation events targeting local Moroccan youths, with the aim of promoting among them a culture of equality and respect of cultural differences (see Text box 18). In a similar vein, another project addressed the negative attitudes demonstrated towards irregular migration by public opinion in Italy as a result of Mediterranean Sea crossings, through the dissemination of information to improve the perceptions of migrants held by locals (see Text box 12).

Awareness raising also exposed to numerous challenges, which are briefly discussed next.

Firstly, there is a need for projects of this type to clearly define a target audience. This may require undertaking research in the specific area of human rights that the intervention wishes to address. The above-illustrated project about mitigating the negative impact of migration on migrant families (see Text

box 11), for instance, owes some of its strengths to an earlier study on the situation of children left behind by migrating parents that had been undertaken by the Moldovan partner. Similarly, the awareness raising material developed within the project contrasting irregular out-migration from Algeria to Italy (see Text box 12) was strongly backed by research undertaken in both countries.

Language:
"Every different version of the brochure is not only translated in the language of the target migrants, but it is adapted to the culture and needs"

Secondly, alongside a clearly identified target group and knowledge of its needs, projects with a focus on awareness raising must identify suitable channels and the appropriate language to communicate their message. JMDI projects relied on a wide range of dissemination tools, from the use of media channels (documentary films, radio jingles) or other communication technologies (internet, text message campaigns), to one-to-one contact with beneficiaries (street theatre, informative events, poster campaigns), to the distribution of published material (leaflets, manuals, etc.). Each of these channels poses its own advantages and difficulties. The choice between different types of written dissemination material, for instance, may affect their ability

to reach the targeted beneficiaries as well as the clarity with which the message they contain can be communicated. Leaflets, for instance, have the advantage of being easily distributable and accessible to large numbers of people. However, they offer limited space to treat complex and delicate issues such as rights, therefore raising skepticism about their comprehensiveness. Longer publications such as guides and manuals offer an alternative that can provide more in depth information about rights and practical tools for their protection; however, they tend to be relatively long which could be a disincentive for users to consult them.

Thirdly, projects with a strong awareness raising component also face challenges in measuring their impact (i.e. increased knowledge among the target audience). Research undertaken in the early phases of a project can be used not only to gain better knowledge into rights violations, but also to assess participants' knowledge levels, their experiences and concerns on given rights. Research can therefore be used as an initial scoping study to obtain information on the needs of an identified target group and can later constitute a baseline for the evaluation of project results. Projects with an awareness raising component, however, should acknowledge the fact that changes of perception require a long time, which is usually beyond the duration of a small-scale project.

Communication channels:
"We developed websites to upload information and materials relevant to migrants to enable their easy access to information. We also published our information in brochures which were distributed to migrants, embassies, migrant associations, universities with foreign departments as well as regional immigration authorities"

Finally, awareness raising campaigns may face additional constraints when they address particularly sensitive topics. An example from within the JMDI is the project "Circular migration of women: vector of development" (Morocco-37). This initiative targeted Moroccan women working as seasonal migrants in Spain and operated within the framework of bilateral agreements between these two countries on seasonal migration. This posed a number of difficulties during project implementation, as the political sensitivity of the context hampered the freedom of action for project partners. This and other projects addressing delicate issues of violation or neglect of human rights, however, may be in a position to target audiences beyond vulnerable migrants or people who can affect their vulnerability (e.g. local populations who stigmatise migrants). If widely disseminated, awareness raising

campaigns or research findings could also contribute to improving policy-makers' understanding of the social behaviours that lie behind certain rights violations or neglect, and they can consequently develop policy remedies (see Chapter 8).

In brief, increasing awareness among migrants, their families and local populations requires engaging in targeted information campaigns. Important factors that must be taken into account in view of the latter are summarised in the following figure.

Figure 15: Increasing awareness of migrant rights

Information campaigns

- Report abuses of rights.
- Empower migrants and their relatives by increasing knowledge of their rights.
- Influence public opinion.

- Identify suitable communication channels & language for the target audience.
- Assess outreach, accessibility & depth of information provided.
- Recognise sensitivity of topic addressed.

5.2 Assisting vulnerable migrants

Awareness raising is important to enhance migrants' knowledge of their rights, but in many cases their full protection can only improve through concrete support services, which are discussed in this section.

Service provision. Services dispensing assistance to vulnerable migrants can take many forms, depending on the nature of the rights addressed (e.g. right to safety for asylum-seekers and refugees escaping from persecution or conflict, right to freedom negated to victims of trafficking, right to dignified work for labour migrants, the right to equal treatment for migrant women, etc). Services offered by small-scale actors can be distinguished on the basis of the moment in the migration cycle during which they intervene and the country in which support is provided. Assistance prior to migration largely takes the form of awareness raising activities such as pre-departure information campaigns (see previous section), whereas service provision can enhance the rights of migrants in transit countries, after arrival in countries of destination, and after return to the countries of origin.

Migrants may face difficulties in countries of transit and destination, where small-scale actors can alleviate some of the hardships they encounter and protect individuals who have been victims of abuses, trafficking or other violations of rights. These services usually comprise desks that can be contacted to report abuse of rights or can be consulted for advice (see Text box 13). They can also provide counselling services in support of migrants who need personalised assistance.

> **Services for immigrants:**
> "Migrants can find information on how to get health assistance, on the different possibilities for asking residence permit, on labour rights, on the functioning of the school in France, and on how to ask help of the Police … even if they are in irregular situation"

Assistance may also be offered in countries of migrant origin. This is the case of projects addressing the rights of families affected by migration. Integrated activities targeting migrating parents in France and caregivers in schools in Moldova were foreseen, for instance, within the project "Support for children and parents in migration" (see Text box 11). Similarly, the project "Mitigating the negative impact of migration on the multi-generational household in Jamaica" (see Text box 19) engaged in a number of activities in the country of origin. A survey conducted at the beginning of the project found that often

Text box 13

Project:	**Nigeria-39**
Title:	**"Migrant rights: Nigerian-Polish initiative"**
Partners:	**Human Support Services and Rule of Law Institute Foundation (Instytut na Rzecz Państwa Prawa).**
Countries:	**Nigeria and Poland**

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This project aimed to enhance the protection of migrant rights through the dissemination and sharing of information between Nigeria and Poland, thus covering the entire migration cycle.

In addition to activities raising migrants' awareness of their rights and obligations, the project facilitated collaboration between different actors (community based organizations, private and public institutions) that promote and protect migrant rights. Most importantly, the project foresaw the provision of specific services for migrants and refugees. Counselling, consultation and legal services were made available to ensure the protection of migrant rights, challenge exploitative labour practices and combat forms of violence against women and girls. The project worked with a team of professionals such as local administrators, local authorities, NGO officials and lawyers who received training to improve their ability to cater for migrants in their daily work and to assist them in the integration process. Lawyers were equipped with skills to ensure they could offer specific legal assistance to migrants. A hotline to report rights' violations and provide direct assistance on issues such as visas, family reunification, labour migration, etc. was set up. The involvement of the Nigerian Embassy in Poland as well as the local authorities in Lublin, Krakow and Warsaw, including border guards, also helped raising awareness about the rights and obligations of migrants in Poland.

In addition, participation in the project allowed partner organizations to enhance their capacities. Through their involvement in the conceptualisation of the project, the Nigerian partner's staff enhanced their project development skills. This partner is further applying the knowledge gained through the project in the process of revision of the Nigerian migration policy.

The most innovative aspect of this project lies in the active engagement of the Bar Association and the provision of advice and counselling through the hotline, meaning that the service provided was inter-active in nature. The service, however, also faced difficulties to provide information on legal migration frameworks in different countries of destination. This required a strategy for collaboration to be established with other country actors to allow information to be collected and made available to beneficiaries.

no prior arrangements are made for a safe place in which children can live during their parents' absence, therefore justifying trainings to enhance the parenting skills of grandparents and others taking care of children. In Jamaica, parenting trainings for caregivers allowed problematic situations to be singled out - for instance cases of child abuse - and refer them to other counselling services for further assistance. Migrant sending families were also assisted by this project in accessing social and health services for which they faced a number of barriers, therefore improving the chances that they could lead more dignified lives.

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Services for forced returnees:

"The services we provide begin from the time they return, when they don't even know where they will be spending the night. When they are brought to the shelter, we provide them with a lot of support including food, bed, personal necessities, medical and psychological care. On top of that, they are told that they will be given an opportunity to improve their lives: […] by giving them vocational trainings we enable some to get employed and others to start their own business"

Projects providing services in the country of origin can also offer support to return migrants, particularly in cases of forced return (see Text box 14).

Assistance for the specific target group of forced return migrants ranges from shelter and immediate relief, to a focus on the longer term reintegration process through psychosocial counselling, vocational trainings and support to find a job or start an independent business.

Whether they target migrants, their families or forced returnees, services provided to enhance the protection of human rights require access to the vulnerable groups they wish to address. This is essential to build a trustworthy relationship between service providers and beneficiaries, and is facilitated when small-scale actors have established experience working in this field and can count on solid contacts among migrant groups. Alternatively, collaboration with broader networks of organizations working in the field of human rights protection may also favour reaching out to those in need.

Text box 14

Project: **Mali-24**

Title: **"Improving access to mental health services for forced return migrants in Mali"**

Partners: **Association malienne des expulsés and Médecins du Monde - France.**

Countries: **Mali and France**

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Forced return is a traumatic experience for many deported migrants. In Mali, every year hundreds of migrants of different nationalities are sent to Bamako from Europe or other West African countries, or they arrive in the border posts of Kidal and Nioro du Sahel after expulsion from neighbouring Algeria and Mauritania.

This project was implemented by the Association malienne des expulsés (AME), a small organization based in Mali and founded by formerly deported migrants to respond to the needs of this target population, and a more experienced partner, Médecins du Monde. Most deportees are traumatised by their ordeal and Malian authorities have limited capacity to provide them with the necessary assistance. Representatives from the Civil Protection Department, the Ministry for Overseas Malians, African Integration as well as the police, rely for this purpose on AME, which is able to offer peer-to-peer support. Having lived through the experience of forced repatriation themselves, AME staff can relate to what the migrants are going through and thus the latter tend to trust them. AME talks to the migrants, helps them to handle the trauma and control their aggressiveness, directs them to the shelter and other services offered, such as support in reintegrating into families and home communities, and overcoming the stigma attached to deportation.

The project also aimed at setting up a referral system in the Malian health system, so that migrants who were identified as requiring follow-up from a mental health care professional could receive adequate support. This component of the project faced difficulties due to a shortage of suitably qualified staff within the national health system. The capacity to respond to the mental health needs of AME staff was however enhanced through training in basic psychological counselling and assistance. Alongside service provision activities, this project launched awareness raising campaigns on the largely unspoken difficulties faced by deported migrants.

This project deserves mentioning for raising awareness on the largely under-researched issue of the impact that return migration can have on the mental health of the returnees. The project achieved positive results in providing immediate relief to deported migrants. Further support provided to returnees in successfully reintegrating their home communities is an important step for them to find employment or set up businesses.

To conclude, assistance to vulnerable migrants and their families results in the provision of a variety of services in different locations and at different stages of the migration cycle. The general factors that should be taken into account when planning and running these services are summarised in the following figure.

Figure 16: Providing assistance to vulnerable migrants and their families

Service provision

• Address violations of rights.

• Ensure access to target group, as vulnerability might make this more difficult.
• Verify that local capacity (professional, human, institutional) is in place for eventual referrals.

In order to raise awareness among migrants about their human rights and ensure that this cultural capital is beneficial to them, their families and communities, small-scale actors should:

- Undertake research that ensures rigorous knowledge of migrants whose rights are at risk and include a gender-sensitive dimension, as vulnerabilities associated with migration are different for men and women. Research is a means to better understand existing vulnerabilities so that meaningful M&D actions can be designed. It also makes it easier to identify migrants' own priorities and their own perceptions of their rights, and to establish empathic communication with them.

- Awareness raising campaigns might target vulnerable migrant groups, disseminate information among broader populations, serve for lobbying with policymakers, or a combination of all three. Each of these audiences requires the adoption of different languages and communication channels, which should be carefully chosen.

- Establish strong linkages with target migrants. Migrants whose rights are at risk of being abused are in particularly vulnerable situations, which often also makes them the most difficult to reach. Strong linkages will enhance the way in which awareness raising messages and support services are ultimately received. Relying on existing networks supporting at risk migrants, or involving migrants who have easier access to certain groups are two of the most viable strategies.

PART III. **ALLIANCES TRANSNATIONAL COLLABORATION**

PART III. ALLIANCES: TRANSNATIONAL COLLABORATION

Having exemplified in the preceding chapters different activities that characterise M&D interventions, this part of the handbook is dedicated to discussing the ways in which small-scale actors interact between each other and with other actors for the implementation of M&D projects.

The direct participation of migrant associations, local authorities, civil society groups, charities, religious entities, private sector organizations, etc. is encouraged by current approaches to migration and development (see Chapter 1). The participation of these small-scale actors requires the establishment of 'alliances' for the implementation of projects. Within the specific context of small-scale M&D interventions, the term 'alliance' refers to collaboration established between different actors to advance common interests or causes. Alliances can result in diverse forms of collaboration, depending on the nature of the actors and the stage of the project in which they are involved. Three forms of alliance are possible, which are summarised in the figure below.

Figure 17: Alliances in small-scale M&D interventions
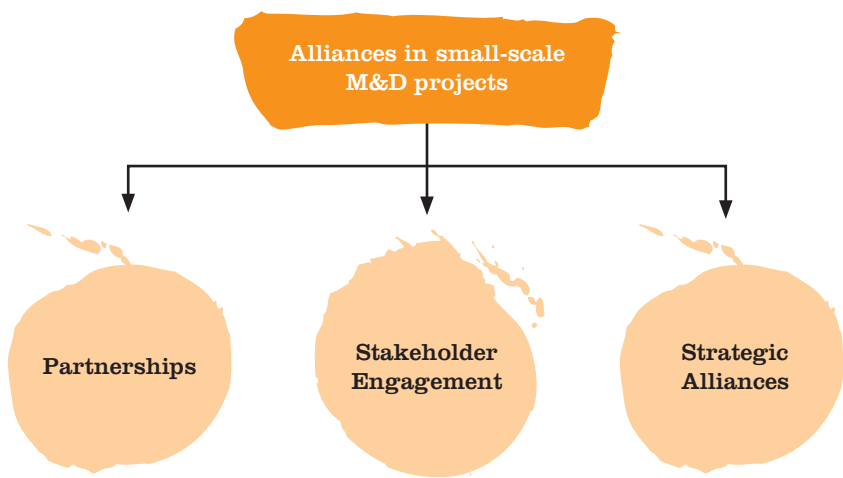
Partnerships are alliances that emerge between small-scale actors, as well as between small-scale and larger public and private actors for the joint implementation of an action. Partners participate in all stages of the project and formal cooperation ensures that all actors have official and direct ownership, responsibility and influence over decision making and management processes (see Chapter 6).

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Stakeholder engagement refers to collaborations (often formalised) between project partners and other actors, who contribute to specific project components and are involved only at given stages of a project. Stakeholders can be other small-scale actors, or larger private and public entities and their collaboration does not necessarily require participation in decision making and/ or project management processes (see Chapter 7).

Strategic alliances require collaboration (formal or informal) between the partners and stakeholders engaged in a project and other actors, who may neither be involved in decision making processes, nor directly contribute to activities. Strategic allies are typically represented by policymakers who can help boost the impact of small-scale M&D interventions, for instance creating opportunities to exchange lessons learned, increasing the visibility of partners and projects, offering meaningful synergies beyond the project. As argued in Chapter 8, in order to form strategic alliances and establish mutual learning processes with policymakers, it is important that small-scale actors are aware of the forms of engagement and actions in which policymakers are currently involved in the field of M&D (consult, for example IOM/MPI Handbook on Engaging Diaspora in Development, forthcoming).

In M&D, alliances require collaboration between actors both at the transnational level (along the same lines of flows of migrant 'capitals' between countries), and within countries (for instance to ensure coordination within a domestic context). The characteristics, benefits and challenges of each form of alliance in the chapters that follow therefore apply to both these situations.

Chapter 6. Partnerships in M&D

Chapter 6. Partnerships in M&D

Partnerships are formal instances of collaboration established between a wide range of actors (of small or medium size) to implement a joint M&D action (see Figure 18). They are based on a mutual recognition or legitimacy among the parties and entail co-ownership of the pursued goals, as well as equity in the distribution of power, responsibilities and resources. This includes sharing the benefits and the risks of the joint action. Partnerships also require leadership, to make sure that associates walk together in the same direction to reach the same target.

Because partnerships are not necessarily established among actors with the same private interests, all the aspects above are negotiated in advance, and formalised through the signature of binding documents. These may detail partners' responsibilities over the period of implementation of a joint project, or they may state partners' willingness to work together over a longer period of time.

Figure 18: Partnerships in small-scale M&D projects

The diversity that exists between partners leads to an extreme diversity also in the collaboration they establish. This chapter first reviews the essential features that all partnerships have in common in Section 6.1. This general introduction is followed by a series of more practical sections, discussing the ways in which partners' individual strengths and weaknesses are combined in M&D partnership (Section 6.2), and the ways in which partners can learn from one another (Section 6.3). Finally, partners operate within broader environments that provide external opportunities as well as threats, which are discussed in Section 6.4.

6.1 M&D partnership essentials

Variety in the issues addressed by small-scale M&D projects, in the contexts in which these projects operate, as well as in the nature of partners themselves results in extremely diversified partnerships. This section tries to make sense of this, by introducing some basic elements that are common to all M&D partnerships.

This section first describes the main forces that bind different actors together in a partnership, then it elaborates on some added values of partnerships in M&D, and finally it illustrates the diverse processes that might lead to the initial formation of partnerships.

Binding forces in small-scale M&D partnerships. All partnerships feature three main forces that bind actors together: joint vision, legitimacy and complementarity (see Figure 19).

Figure 19: Binding forces in small-scale M&D partnerships

Joint Vision

Partners' legitimacy

Partners' complementarity
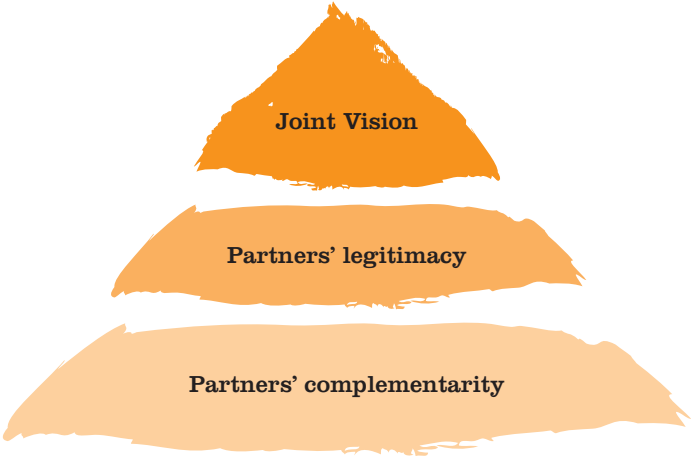
Partnerships in M&D bring together organizations with different strengths and weaknesses. Partners, for instance, may possess different organisational capacities, technical expertise, or ability to reach out to other actors, including target populations. Taken as a whole, these factors define the ways in which partners are mutually 'complementary'.

Complementarity constitutes the foundation on which partners can evaluate what they can or cannot realistically contribute to a joint project, assess the added value of each partner and define mutual roles and responsibilities. Complementarity is also a source of mutual recognition: it enhances trust and respect and confers 'legitimacy' to partners. This, in turn, helps consolidating a 'joint vision'. A shared vision on the pursued goals is the pillar of any partnership, a lack of which constitutes the major internal threat associates can face.

Added values of small-scale. Small-scale actors lie at the heart of the M&D partnerships discussed here. An important added value of small-scale organizations (see also Section 1.2) is inherently linked to the close relations they enjoy with the local context in which they are based. This is better understood through the notion of 'proximity', which indicates how close the various actors are to the field of intervention, as well as between themselves.

Proximity between actors refers generically to other allies (partners, stakeholders, strategic allies) and to project beneficiaries. It brings mutual trust, and good personal and professional relationships. With partners, this helps sharing goals and establishing participatory management structures. With stakeholders and strategic allies, it favours closer communication and exchange (see Chapters 7 and 8). With beneficiaries, it can help small-scale organizations reach out to them more effectively.

> **Legitimacy:**
> Our two local partners have outstanding experience in the field and they enjoy a real legitimacy vis-à-vis migrants. In addition, our approaches to the subject are shared in more ways than one. Our partnership with them is certainly an important factor in the success of our project.

Proximity to the contexts of intervention may derive from physical presence in the field, or from mutual understanding rooted in shared cultural traits and language, long-standing migration routes, historical relationships. It helps small-scale actors possess a thorough understanding of the political, social and economic circumstances that affect projects, which is essential to develop interventions that take into account the real needs, values, interests, and avail-

ability of target populations and to set achievable goals.

Alongside proximity, small-scale organizations enjoy lighter management and bureaucratic structures, which are a pre-condition for a certain 'flexibility' in the collaborations they establish with partners and with other allies. In some cases small-scale actors need to collaborate closely with other organizations who can provide invaluable assistance throughout project implementation, but who do not meet donor criteria to become formal partners and receive direct funding. Small-scale actors may invite these organizations to participate just like official partners in project implementation, decision making and management. Evidence from some of the projects funded by JMDI shows that similar forms of collaboration with 'unofficial' partners may be extremely

Proximity: CAMIDE has a long track record of intervention within migrants' regions of origin… in addition, migrants are the core members of the credit and savings institutions which belong to CAMIDE's network. This has allowed… the consolidation of a strong client-base within the Malian community in France. CAMIDE enjoys credibility among migrant clients…

beneficial to a project (see Text box 4). In other cases, third parties can be subcontracted to execute specific activities within a project, for instance, a survey, research, trainings, etc. (see Chapter 7).

Partnership emergence. Lastly, partnerships between small-scale actors (and broader alliances with other actors) emerge under diverse conditions. Self-mobilisation plays a major role and may be facilitated when partnerships are rooted in pre-existing working relationships, such as earlier collaborations between organizations or longstanding relations between individuals within them (see Text box 16). Previous mutual knowledge may constitute a strong binding element, and facilitates coordination among partners. It may, however, also reproduce previous mistakes, or hinder actors' ability to think differently and innovate. The strength of longstanding collaborations should also not distort partners' perceptions of their force and capacities: excessive confidence may lead to defining overambitious objectives, or to neglecting important processes such as establishing appropriate channels of communication and consultation. Partnerships can also be 'externally driven', for instance when facilitated through participation in virtual platforms or transnational networking events (see Sections 2.1 and 8.2; and Text box 21), or in response to donor requirements. Disproportionate external influence can, however, also have negative effects,

favouring the emergence of irrelevant partnerships that are motivated by actors' opportunistic behaviour rather than being an expression of genuine local needs. Finally, partnerships can be built on the grounds of actors' reputation and/or visibility in their field and they may be referred to potential partners by trusted sources.

The essential elements of a M&D small-scale partnership are summarised in the figure below.

6.2 Complementarities in M&D partnerships

The 'complementarity' introduced in the previous section allows partners to take advantage of their individual strengths and mutually supply what each other may be lacking. Through their engagement in partnerships with other actors at the local and at the transnational level, partners can increase the resources available to achieve shared objectives. The fundamental question is "how to choose a partner?" This can be simplified

Figure 20: M&D partnerships' essential elements

Binding forces	Added values of small-scale	Partnership emergence
• Identify partners' complementarities to consolidate a joint vision.	• Exploit proximity to actors/context of intervention. • Allow for flexible collaborations.	• Exploit self-mobilization. • Identify opportunities to network provided by external actors.
• Take into account partners' specific strengths and weaknesses.	• Expect local rather than broader impacts from small-scale action.	• Avoid reproducing previous mistakes. • Avoid opportunistic collaborations.

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by recognising the capacities that each partner holds, and identifying opportunities to make the most out of each other's strengths. There are two main types of complementarities that partnerships can exploit in M&D projects: transnational complementarities, which build on partners' social and geographical comparative advantages; and technical complementarities, which make use of partners' technical expertise.

Transnational complementarities. Partnerships in M&D build on partner's resources in different contexts, increasing the shared capacity to achieve joint objectives. Across different locations, transnational complementarities exploit individual partners' proximities to other actors (e.g. partners' membership; formal, informal, personal or institutional connections; existing links with beneficiaries, stakeholders, and policymakers) as well as proximities to their respective contexts of intervention (location and physical presence in a given area). Transnational complementarities offer the partnership as a whole the pos-

sibility to capitalise on the resources of one specific member to reach out to target populations and potential allies. JMDI project "Sankofa family poultry" (Ghana-19), for instance, set out to expand small holder poultry breeding as an effective means for livelihood to specific areas in the south and in the north of Ghana. The European-based partner, who initiated the project idea, had experience working mainly with Christian populations in the south of the country. The Ghanaian partner, instead, had extensive experience working in predominantly Muslim communities in the Tamale area, in the north. Both organizations leveraged their proximity to the respective target populations to scale-up small holder poultry in the two target regions. Their exposure to

Transnational complementarities:
"The differences between the contexts in which we work favour the exchange of opinions, methodologies and tools between both partners… This is how differences allow the two organizations to complete each other… that is why it is important to keep going in this direction, mutually enriching each other, [learning from] the difficulties encountered and from the differences that characterise us…"

Text box 15

Project:	**Nigeria-40**
Title:	**"Sickle cell cohort study: a sustainable pilot scheme"**
Partners:	**ZANKLI Medical Centre, Fantsuam Foundation Kaduna State and London Focus Group on Sickle Cell Africa – Medical Association of Nigerian Specialists and General Practitioners**
Countries:	**Nigeria and UK**

© JMDI

This project aimed at improving the survival of children with Sickle Cell Disease (SCD) in Nigeria through: research; early diagnosis through a newborn screening programme; and the provision of care services. These activities required the mobilisation and consent of parents and caregivers' for participation in the project.

Leveraging their proximity to target communities, and relying on an awareness raising campaign, Nigerian partners' succeeded in: a) obtaining authorisations (i.e. from village chiefs) to conduct the study; b) obtaining parents' consent to enrol infants in the screening programme; and c) engaging community health workers (doctors, nurses and midwifes) to empower beneficiaries to manage the disease. Additionally, the project created Village Health Committees that ensured accountability of screening results, and became the pillars of a grassroots referral system.

The initiative generated high expectations among beneficiaries and stakeholders, which translated into both opportunities and challenges for partners to ensure service delivery beyond the project timeframe.

Training provided by Nigerian doctors in the UK to laboratory technicians in Nigeria is expected to increase the sustainability of the services created through the project. Additional material and in-kind resources were provided by hospitals, academic and research institutions in the US and the UK. Moreover, regional and central governments supported and made important commitments to the project (i.e. Kaduna state inaugurated a SCD centre, and wished to acquire equipment to expand screening to other areas). Collaboration with government entities could bring further benefits for beneficiaries (i.e. the provision of free routine drugs and vaccines for infants with SCD) and for partner organizations (i.e. participation in policymaking in the health sector in Nigeria).

Initiated by Nigerian doctors based in the UK, this project is exemplary of effective transfer of migrants' human capital to the home country through transnational institutional collaboration in a clearly defined sector. The project succeeded also in linking activities in Nigeria and the UK, thanks to a clear assessment of the partners' technical, social and geographical complementary capacities: London Focus Group's international networks and medical expertise, Zankli's local network of professionals, and Fantsuam's community links. The clear assessment of those advantages granted each partner legitimacy to participate in the project, and facilitated the distribution roles and responsibilities among them. Furthermore, by mobilising their individual social networks, partners seized opportunities available in the context of intervention and beyond.

Text box 16

Project:	**Moldova-30**
Title:	**"Migrants' capacities for the Moldovan health system development – a brain gain project"**
Partners:	**University of Leipzig and State Medical and Pharmaceutical University Nicolae Testemitanu.**
Countries:	**Moldova and Germany**

The project aimed at strengthening the Moldovan health sector by linking Moldovan diaspora health professionals in Germany with medical institutions in Moldova. The partners: a) mapped the Moldovan medical diaspora in Germany, built a database, and assessed the needs of the Moldovan health system; and b) fostered institutional cooperation between Moldovan professionals and specialised organizations in the home country in the fields of teaching, curriculum development and research, and the design of joint follow-up project proposals.

This project built on the technical and social advantages of a partnership between two institutions with academic background. In order to reach out to Moldovan professionals in Germany, the European partner relied mainly on the team's personal contacts. The latter proved to be an extremely efficient approach, but required intensive work on establishing a climate of trust. The Moldovan partner, the major medical higher education establishment in the country, fostered cooperation with national entities interested in taking part of a transnational network of collaboration in the health sector. Cooperation among Moldovan professionals in both countries was strengthened through networking workshops, a virtual communication platform, migrant expert visits, and support provided by partners to institutions willing to develop joint projects. Approximately 130 Moldovan professionals benefited from training courses in several medical fields, and two follow up projects were funded.

Notwithstanding the climate of change prevailing after elections, the Moldovan Ministry of Health supported the project, ensuring coordination at national level. Migrants were recognised as valuable partners in the development of the Moldovan health sector, highlighting the synergies that can exist between civil society actors and the State.

This project is exemplary of the effective matching of migrants' professional competences within the health sector, through the establishment of transnational institutional collaborations. In addition, the partners' similar academic background and experience in the implementation of international projects allowed them to mobilise their individual social networks, and exploit their proximity to target populations (health professionals and institutions). The project also illustrates the positive impact that self-mobilisation had in the formation of this partnership, which emerged thanks to the initiative of a Moldovan professional who encouraged the collaboration between its German host institution and the Moldovan partner.

new and diverse target populations and geographical areas allowed them to develop social and cultural awareness that improved their outreach to beneficiaries. Another example of how the mobilisation of partners' transnational complementarities increased the partnership's operational capacity to link activities in the project is offered by a medical cooperation project between the UK and Nigeria (see Text box 15).

Technical complementarities. Alongside transnational complementarities, technical complementarities pool together partners' individual professional expertise for the benefit of a joint M&D intervention. These complementarities can make use of partners' similar or dissimilar technical capacities. Many JMDI projects exploited the dissimilar technical complementarities between partners to meet the requirements of specific project components (see Text box 15 above). In order to provide migrant entrepreneurs with information and personalised advice for business creation, for instance, the project "Migrants' Supporting Tools for Economic Projects: S.T.E.P." (see Text box 8) pooled together the diverse but complementary technical knowledge and social networks of chambers of commerce, local authorities, a financial institution, and two migrant organizations with strong links with migrant communities in Italy and Belgium. Similarly, in the project "Cape Verde multimedia centre" (see Text box

Technical complementarities "… methodologies chosen [are] reflective of our own experiences and technical strengths…"
"The partnership of this project was extremely balanced as each partner was able to complete each other's with really clear and specific skills and knowledge…"
"… Each associate is responsible for a series of specific tasks and functions, which are entirely coherent with each partner's institutional expertise. Therefore, the partnership is perfectly complementary".

1), a cooperative with ICT expertise assisted local partners in setting up a local multimedia centre by collecting second hand computers and providing ICT training to beneficiaries. The centre now acts as a means to enhance linkages between second generation Cape Verdeans living in Italy with their counterparts in the island of Saõ Nicolau.

Partners can also exploit similar professional or technical backgrounds resulting from experience in the same sector. These make it easier for partners to share the same understanding of the pursued goals, and also facilitate coordination. In addition, partners with

similar technical capacities usually have access to beneficiary populations with whom they share strong (professional/institutional) affinities, and thus can easily identify with the partners' aspirations. This is likely to be enhanced when projects hint at a clearly identified sector, as in the case of a JMDI project facilitating the transfer of skills from Moldovan doctors overseas and their home country's health system. All partners shared an academic background, and had strong links with intended beneficiaries in the contexts covered by the project (see Text box 16).

Further examples of projects that benefited from similar technical complementarities between implementing organizations come from the JMDI. The project "Strengthening community-based support to multigenerational households left behind by migration in Moldova" (Moldova-29) strengthened community-based support for the elderly left to care for their grandchildren after the migration of the parents, building on partners' complementary expertise in elderly rights and on the expertise of a network of local NGOs working for the elderly. Other projects built on tech-

Figure 21: Complementarities between small-scale actors in a partnership

Transnational complementarities	Technical complementarities
• Increase capacity to achieve joint objectives. • Facilitate reaching out to beneficiaries & allies.	• Ensure the technical resources needed for project activities. • Facilitate reaching out to beneficiaries & allies.
• Clearly assess partners' ability to identify local opportunities and utilise their proximities.	• Identify partners' specific technical/professional expertise in the sector(s) of intervention.

nical complementarities between local authorities (see Text box 3) and between partners with extensive expertise in human rights issues (see Text box 13).

A solid understanding of the transnational and technical complementarities between partners is at the basis of a solid partnership. Some of the factors that small-scale actors should weigh up when defining who to partner with are summarised in figure 21.

6.3 Capacity transfer in M&D partnerships

The transnational and technical complementarities illustrated in the previous section not only justify the reasons why certain actors come together under a partnership, but they may also allow partners to seize opportunities for mutual learning. After discussing more broadly the prospects for capacity to flow between partners, this section further details some tools available to partners for this to happen. The transfer of knowledge among partners, in fact, can make use of a wide range of vehicles, from explicit peer-to-peer support, to learning-by-doing thanks to the project design and through the implementation of certain project activities, to the acquisition of new knowledge simply thanks to exposure to the transnational contexts that characterise M&D actions.

There are many kinds of capacities that partners can transfer to each other as a result of their collaboration in M&D projects, among which are administrative and project cycle management skills, knowledge on M&D related issues, specific know-how. A number of factors can shape learning opportunities: the years of experience, scale, and sector of intervention of the organizations determine the kinds of capacities and knowledge that partners can transfer to their counterparts. Sometimes, organizational size also affects the time and energy partners

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can commit to mutual capacity building. Learning processes are greatly influenced by proximity between partners, which is essential to institute a culture of mutual support and avoid tensions (i.e. perceiving capacity transfer as a paternalistic endeavour from the more to the less experienced partner). Learning is a process built on interaction, where knowledge, ideas and resources flow in multiple directions, (North-South, South-North, South-South, etc.). Indeed, there is no indication that the context in which any given partner is based influences the direction of knowledge flows.

Text box 17

Project:	**Tunisia-51**
Title:	**"Migrants' information and training"**
Partners:	**Association pour le Développement Durable et la Coopération Internationale de Zarzis and Association Féminine Jasmin d'Orient**
Countries:	**France and Tunisia**

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This project was developed within the framework of the co-development agreement signed between France and Tunisia (2008), building on a 15 year background of decentralised cooperation between the Department l'Hérault (France) and the Government of Médenine (Tunisia). The project supported migrants' involvement in development in Tunisia and enhanced their integration in France. Through the training of migrant 'mediators' and the creation of these positions within implementing organizations, partners improved their own service provision capacities in counselling, cultural and institutional mediation, language training, etc. The project also established a transnational network of support through the creation of two information centres in Zarzis and Montpellier.

Moreover, the position of the project coordinator, both as collaborator in the project and Deputy Mayor of the Municipality of Zarzis, helped secure the participation of key institutional actors in the project steering committee (the French embassy in Tunis, the Office of Tunisians Abroad (OTE), The French Office of Immigration and Integration, and the General Council of the Department of l'Hérault). The engagement of local and national authorities ensured appropriate coordination of service provision (i.e. instead of delivering courses, partners promoted language training services offered by OTE).

The partnership also provides an example of effective ways of coping with internal difficulties. With different levels of institutional capacity, social networks, and international experience, the participation of both partners in the project design was asymmetrical. This resulted in a misunderstanding concerning the distribution of resources and responsibilities, as well as a fragile common vision on the pursued goals. Under the guidance of JMDI staff, the partners signed a Memorandum of Understanding to outline their mutual obligations in the project, ensure that they perceive the initiative as a joint endeavour, and build co-ownership of the project. The partners also agreed to maintain regular communication and organised quarterly follow up meetings to enhance internal communication. Indeed, a major lesson learned is that communication is fundamental to ensure a constructive collaboration and to consolidate a joint vision.

Moreover, the project offers a good example of the flow of social capital from the global South-based to the global North-based partner. Indeed, the Tunisian partner granted its counterpart access to a new set of actors in the country of origin. This was one of the most important achievements of the partnership.

In fact there is evidence that learning within a partnership may flow from the global North to the global South, as well as vice versa (see Text box 17). In addition, learning processes benefit not only the 'apprentice', but also the 'teacher': this is often overlooked when partnerships bring together senior and junior organizations.

Peer-to-peer support. Of the various tools available to partners to favour capacity transfer, peer-to-peer support is one of the most popular ones. Various JMDI projects provide examples of collaborative alliances that allowed enhancing project cycle and financial management skills of less experienced partners, relying mainly on this technique (see Text boxes 1 and 14). Contents of this form of capacity transfer may range from aid in the execution of specific tasks (e.g. reporting), to more holistic and formalised training sessions on specific topics (e.g. project cycle management, donor requirements, communication strategies, etc.). For instance, representatives of the European-based partner in the project "Strengthening community-based support to multi-generational households left behind by migration in Moldova" (Moldova-29) held a 'Monitoring and Evaluation' training course for project staff of both partner organizations during an inception meeting. They provided further support in planning project activities and developing a monitoring and evaluation plan.

Learning-by-doing. Sometimes, partner organizations can acquire or enhance knowledge on specific topics through learning-by-doing during implementation of certain project activities. Research or training activities can enhance the capacity of partner organizations and may be embedded in projects themselves. An initiative improving access to mental health services for forced return migrants in Mali (see Text box 14), for instance, included train-

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ing to strengthen the capacities of the Malian partner in terms of reception and psychological assistance of deported and expelled migrants. The partnership was particularly beneficial, as the European partner also organised group sessions for the Malian partner's staff, who had experienced forced return themselves, to 'heal their own wounds before they could heal those of others'. In other cases, partner organizations have multiple roles and agency within the projects, which can help them upgrading various kinds of skills. This is the case with the project "Migrant associations, village

associations: network building for local development in Morocco" (Morocco-34). In order to strengthen the interaction and professionalisation of migrant and village associations in France and Morocco, the project included a training component to improve the competences of small-scale Moroccan organizations in local development processes. The partnership included a local association based in Morocco. Thanks to its double positioning, as implementing partner and beneficiary, the association not only benefited from the training provided by the counterparts, but it further improved its financial skills owing to the fact of being entrusted the responsibility for keeping the financial management for part of the project.

Exposure to transnational contexts. Finally, partners can transfer specific assets (i.e. networks, context-specific knowledge, know-how, financial resources, etc.) to one another. This type of transfer is closely linked to the transnational and technical complementarities described in Section 6.2 and derives from the transnational nature of M&D projects and alliances, as exemplified in the project "Migrants' information and training" in which the French partner improved

Figure 22: Capacity transfer in small-scale M&D partnerships

Peer-to-peer support	Learning-by-doing	Exposure to transnational contexts
• Offer specific administrative / technical assistance. • Identify knowledge needs and organise internal trainings.	• Participate in project activities that offer prospects for capacity building. • Exploit potential multiple roles in a project.	• Exploit partners' proximities and complementary capacities.

• Build a culture of mutual support to avoid potential tensions arising from capacity transfer between partners.

its outreach capacities in Tunisia thanks to exposure to the local networks of the South based partner (see Text box 17). An additional example is offered by JMDI project "Sustainability in development projects: joint Egyptian-Cypriot initiative" (Egypt-12). The Egyptian partner had extensive experience working with vulnerable NGOs and shared with the European partner its know-how on mobilising these organizations. At the same time, the Cypriot partner transferred specific skills and training methods to the Egyptian counterpart.

In sum, capacity transfer within a partnership can be enhanced by different tools, each requesting some key factors to be taken into account (see Figure 22).

6.4 Threats and solutions

Partners may build on their complementarities to achieve greater strength as a whole and they may transfer skills and capacities between each other. Partnerships do, however, also face threats. Threats may derive from the broader environment in which partners are embedded, but they may also come from within a partnership itself. Threats of the second kind can be further distinguished on the basis of three different factors that shape them: partners' capacities, project design and implementation, and partners' relationships. Each of these threats is briefly discussed next, alongside solutions that might be available for partners to address them.

External threats. Threats may be linked to the economic, political and social environments in which partners are embedded, and where their joint action takes place. These threats largely result from situations that are beyond partners' control. For example, a global financial crisis may negatively affect the mobilisation of certain populations (see Text box 6), or the commitment of stakeholders (see Text box 10). Political instability, legislative frameworks, institutional settings, bureaucracy and even the availability of expertise or services required by a project may challenge the formation of meaningful alliances between partners and with other actors. Fragmentation among target communities (see Text boxes 19 and 20) may also influence a partnership's performance in terms of proximity to beneficiaries and stakeholders. The nature of these external threats leaves partners with little power to directly solve them, however, some responses might be devised to overcome the specific challenges they pose to a project, for instance, relying on the support of a dense network of stakeholders (see Chapter 7) and/or turning to strategic allies for help, as illustrated below in this section.

Capacity-related threats. Threats may relate to the nature itself of the small-scale actors that this handbook is concerned with. In particular, their size presents inherent advantages, however, it can also affect their financial and

organisational capacities. In general, small-scale organizations are largely dependent on public or international funding. Although small-scale organizations' operational costs and structures tend to be relatively inexpensive, this may expose them to difficulties in ensuring financial autonomy. In turn, lack of financial autonomy can lead to limited operational independence. Small-scale organizations who engage in partnerships in M&D also have different levels of experience handling international funding and implementing transnational M&D projects. They should be aware that the profile (professional vs. voluntary-based) and small size of their organizations directly affect the kind of interventions they can implement and the kind of achievements they can accomplish. Sometimes, small organizations have good ideas, they are passionate and truly believe in what they do, however, their resources, organisational skills, and awareness of support available in their context of intervention may be limited. Policymakers are increasingly creating schemes supporting the actions of small-

scale organizations engaged in M&D, meaning that many external solutions are available to address capacity-related threats. These schemes usually combine funding with capacity building measures and the advantages that small-scale actors can derive from both are briefly reviewed next.

Small-scale actors should look out for funding opportunities that explicitly target them as these schemes are tailored to overcome the specific difficulties they face. The JMDI, for example, provided full funding for selected projects, thus benefiting small-scale organizations who would otherwise struggle to find co-sponsors or contribute a percentage of the total budget (a requirement

Communities of practice:
"The Community of Practice website not only facilitated the documentation and sharing of our own experiences and best practices, but it also facilitated the sharing of events, studies, and papers around migration and development issues. I suspect that long after the end of the project, this global space will always be available to build global understanding and partnerships around migration and development issues…"

for many donor schemes). Alongside a concern for the financial resources that these schemes might make accessible, small-scale actors should also be aware of other aspects that might affect the partnership as well as the projects. The JMDI, for instance, foresaw the tenure of an individual contract between the donor and each grantee organization. This proved to be rather beneficial, especially for small-scale actors with limited experience handling international funding and large budgets, as each partner was made responsible for the accomplishment of certain tasks to contribute to the achievement of the common goals. Moreover, this created opportunities for technical capacity building, proved by the fact that most grantee organizations admitted to having improved their financial management skills and familiarity with international donors' schemes and requirements. Small-scale actors taking advantage of such opportunities also acquire a track record that will help them approach other donors.

Funding opportunities are often coupled with targeted capacity building measures. Opportunities for small-scale actors to address their capacity-related threats may be available easily and at little cost. The JMDI, for instance, launched a practical E-learning course "Running your M&D Project Successfully", open to all M&D practitioners. It can be found on the CD ROM in the flap of this handbook, and is also avail-

Project related threats:
"Assumptions underpinning the log [frame] transpired to be invalid. The 'best' way to address this would be for … partners to meet during the planning phase and joint[ly] develop the log frame…"
"We couldn't clearly see what our role in the project was… our role was clarified only when we were forced to reflect on it…"

able via the M4D website (http://www.migration4development.org/elearning/). The course takes the user on a 'journey' along the project cycle, helping practitioners reflect on the essential steps towards designing a M&D intervention; setting up a team; elaborating project management tools as well as progress indicators; and explaining the basics of evaluation. The course includes a list of references and a 'Toolbox' with examples of project documentation (e.g. templates to aid in project design such as work-plans, log-frames etc). Capacity building can also rely on knowledge management tools, such as networks that allow individuals and institutions to share common concerns, ideas, queries, expertise and information to mutually improve their work. Partners in a small-scale M&D project should link up with these networks, make use of the resources they offer and actively contribute to the resources available

with their own input when possible. Some of these networks may be initiated from the bottom-up; others may be promoted by donor organizations. The JMDI M4D Network (its global Community of Practice), for example, builds on the concept of online social networks where practitioners can share their profiles, experiences and information about their projects. Members of M4D Net also participate in policymaking processes within the framework of e-consultations that cover M&D hot topics.

Project-related threats. Threats of this type are embedded in the projects that partners jointly implement and may derive from bad project design, disconnected activities, insufficient coordination, unclear/imbalanced distribution of resources and responsibilities, etc. Moreover, these threats might lead to lack of joint vision, which in turn can damage the partnership's overall ability to empower other actors, such as beneficiaries. Many of these problems can be avoided before they arise when partners are stronger, for instance, thanks to participation in some of the overall capacity building measures offered by donors described above. Partners can, however, also seek for more punctual technical assistance, which can help prevent specific project-related threats. In anticipation of launching its Call for Proposals, for instance, the JMDI offered applicants targeted project design/development assistance through its website

(www.migration4dvelopment.org). The Initiative also prepared a wide range of project management tools (i.e. reporting templates, implementation and visibility guidelines, etc.) to assist partners in the implementation of their projects. Threats encountered during project implementation may also benefit from mentoring available on a one-to-one basis. In the case of the JMDI, this was offered through country focal points and a Programme Management Unit.

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In some countries, the Initiative carried out on-site training sessions on visibility guidelines, and assisted on coordination with strategic allies at the level of central government for grantees. Grantees also received mentoring in the preparation of press releases and reaching out to the media, increasing projects' coverage in the national press. Other solutions to project-related threats can be found within the partnership itself.

Communication:

"The frequent and regular communication via the internet, teleconferences (when possible), email and project visits is a key strength of the partnership. It helps to fine tune details of project implementation and progress, the early identification of challenges and steps required to ameliorate risks and noting what works"

Difficulties during implementation may lead to threats affecting relations between partners. Threats of both types strongly benefit from good communication and coordination measures between project partners, which are discussed in the following paragraphs.

Relational threats. Discrepancies between actors' political agendas, motivations, approaches and cultural differences may lead to threats in the relational dynamics within a partnership (i.e. equity, commitment, 'paternalistic' attitudes towards less experienced actors, etc.). Fragmentation and lack of trust are two important internal threats of this kind, which may be aggravated by personal disagreements or harmful power dynamics. Changes in the institutional configuration of the members of a partnership may also be harmful, generating delays or inter-

ruptions of activities, the disruption of trust building processes or a rupture in social networks. Institutional changes are particularly dangerous when they affect actors who hold a certain authority over the projects (i.e. president, project coordinator). Institutional and thus leadership changes alter the interests, communication styles and social networks of partnerships, affecting their overall performance. Good internal communication among partners is the main solution to similar threats. Because partnerships in M&D cut across different countries, building a joint vision requires special attention towards the constant conciliation of potentially divergent views, cultural perceptions, and technical approaches. Good communication may rely on regular consultation, contact (virtual or face-to-face), information sharing, and the establishment of participatory management structures that give voice to all partners. Some partners plan regular meetings and short exchange visits to develop a mutual understanding and increase proximity vis-à-vis one another. In addition to internal communication, external solutions might also be available to solve relational threats. Programmes set up by donors in support of small-scale actors, for instance, may foresee mediation services that can help address internal misunderstandings. Many agencies, in fact, appoint 'facilitators' among their staff and entrust them with the provision of guidance

and advice throughout projects. Their main function is mediation, and small-scale actors may call upon facilitators to overcome difficulties that arise in collaboration between partners (see Text box 17).

In brief, different threats faced by partnerships and some of the factors that partners should be aware of are summarised in the following figure.

Figure 23: Threats in small-scale actors' M&D partnerships

External threats	Internal threats Capacity-related / Project-related / Relational
• Secure a dense network of stakeholders & strategic allies.	• Seek targeted funding, external capacity building and one-to-one assistance. • Participate in M&D knowledge sharing networks. • Enhance internal communication.
• Beyond partners' control	• Seek internal as well as external solutions.

Partnerships are alliances between actors for the implementation of a joint project. There is no single, best solution to choose the 'right' partner(s) and to establish a partnership that works. Actors wishing to exploit the advantages built into this form of collaboration and avoid possible threats should:

- Ensure that partnerships are built on a joint vision. The pursued goals must be clear to all partners and this is favoured by open debate prior to and throughout project implementation. Regular meetings and partner visits organised should be based on a pre-defined agenda, and 'next steps' and responsibilities should be drawn up in writing. Cooperation agreements, project documents and work-plans further assist partners in consolidating a joint vision when they reflect the contribution that each partner can realistically make to the project, and when they identify a leader who is responsible for keeping the partnership on track.

- Identify the complementarities that exist between partners. Every partner should be able to clearly see how it can contribute to a joint M&D action and recognise the interdependencies among partners. This will help distribute specific roles, responsibilities and resources.

- Identify partners' knowledge needs and find ways of embedding learning processes in a partnership: offer targeted assistance, organise training sessions for partners, take part in project activities that offer capacity building prospects, and exploit different roles in the project to learn. These learning efforts must recognise that knowledge flows in multiple directions and benefits all those involved in the process (i.e. both those at the giving and at the receiving end of capacity transfer).

- The transnational dimension of M&D projects imposes specific challenges. Put in place mechanisms for regular and open communication (i.e. telephone calls, Internet-based teleconferences, e-mail, etc.) and face-to face contact (i.e. travel should be included in budget design). This will help to jointly overcome obstacles when they occur.

- When difficulties within the partnership cannot be solved internally, seek external support. Many M&D programmes and schemes offer assistance and tools (e.g. targeted financial support, capacity building measures, one-to-one mentoring, mediation services) that can help partners get back on track.

# Chapter 7. Stakeholder engagement in M&D

Chapter 7. Stakeholder engagement in M&D

Stakeholders are actors who can make significant contributions at specific stages of a M&D project, without however figuring as full partners. The type of stakeholders that it might be beneficial to involve in a project is largely determined by the domain of intervention and the transnational nature of the project itself. An extreme variety of stakeholders can therefore engage in small-scale M&D actions, ranging from individuals, to associations, institutions, groups, networks, etc. Most stakeholders, however, belong to three different groups of actors: migrants and their families, local authorities, public and private service providers (see figure 24).

The diversity of actors who can engage in a project as stakeholders is matched with equal diversity in the contributions they can make. Stakeholders can: provide additional resources (financial, material, social); expand service delivery and/or ensure buy-in of services set up by a project; facilitate coordination and avoid overlap with existing activities/services; provide assistance in overcoming unexpected risks; and confer legitimacy and political support to M&D projects. This chapter is dedicated to further discussing the engagement of stakeholders in small-scale M&D projects. It starts by presenting some

Figure 24: Stakeholder engagement in small-scale M&D projects
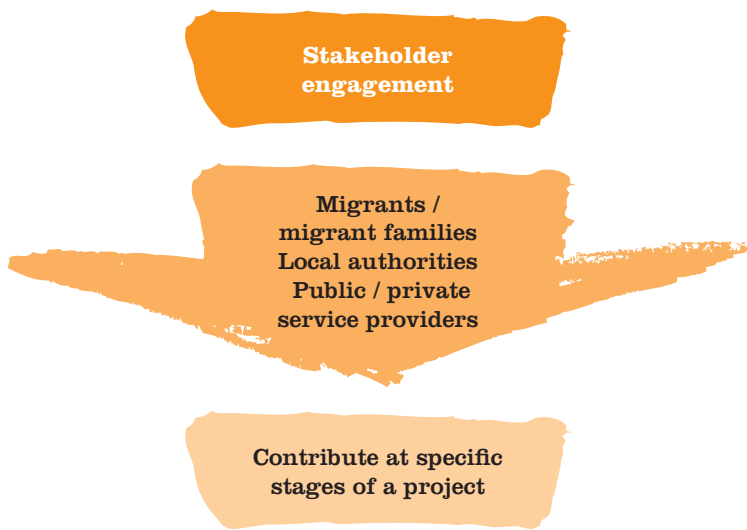
tools for the identification of relevant stakeholders (Section 7.1), then further discusses the advantages brought to projects by different kinds of stakeholders (Section 7.2). Finally, possible modalities regulating collaboration with stakeholders are illustrated at the end of the chapter (Section 7.3).

7.1 Identifying stakeholders

The precondition for partners to reach out to stakeholders and invite them to engage in a collaboration is that they, themselves, have a clear idea of the goals pursued through their action. This hugely facilitates partners in seeking qualified stakeholders who share the same, or similar, intentions. Partners also need to identify the contributions that stakeholders can make to their projects, and they need to be aware of what their projects can offer in exchange to stakeholders. While engagement on behalf of stakeholders is driven mostly by altruistic purposes, it can, in fact, also be influenced by the gains and losses they perceive that might result from collaboration. Similar to the case of

partnerships, alliances with stakeholders may derive from previous experiences of collaboration, or they might emerge anew.

Stakeholder analysis. Taking for granted that a clear knowledge exists among partners of what kinds of contributions might be made to a project by stakeholders, it is important that partners map the relevant actors in the contexts of intervention. This 'stakeholder mapping' is followed by a 'stakeholder analysis', which consists of classifying the actors on the basis of two guiding criteria: an assessment of potential stakeholders' interest in the intervention (how the project may affect them), and an assessment of the degree of influence they have over the project (how they may affect the intervention). In a M&D project, there is a need for

Complementarity between partners and stakeholders:
"Before launching the project we met different stakeholders to convince them to associate with the project; our mission consisted in presenting them the project to make sure that our objectives are not mutually contradictory and that our actions are complementary, so that they feel ownership over the project and contribute to its success."
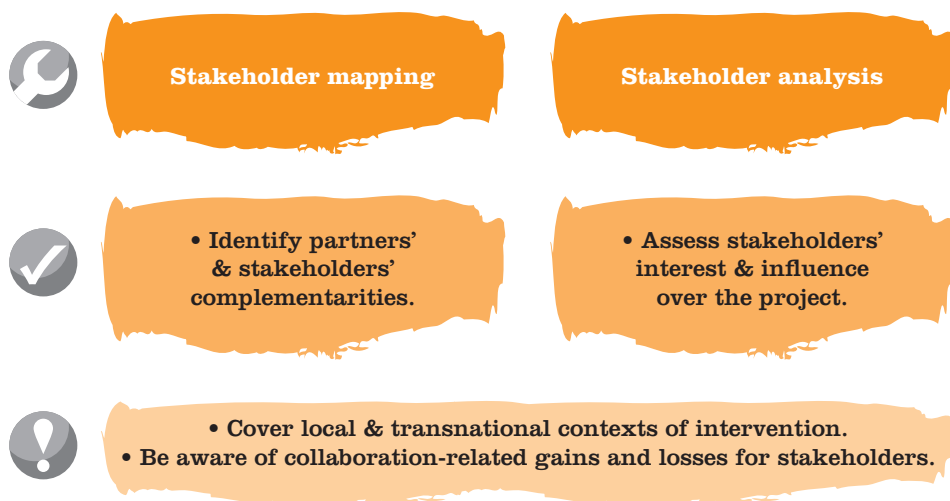
such a stakeholder analysis to include a transnational perspective, as partners may need to mobilise stakeholders in the same local context in which they are themselves based, and/or in other locations within the transnational space of action of a project.

Similar to what happens within a partnership, the crucial step leading to the creation of alliances with stakeholders is the identification of the complementarities that exist between stakeholders and partners (see Section 6.2). Stakeholders who really share the same interests as partners and who have adequate resources to contribute to an intervention are, obviously, worth approaching and fully engaging. Once stakeholders who will be actively contributing to a project have been defined, it is, however, still important to keep other relevant actors identified during the mapping phase informed about the project. These, as well as stakeholders with whom a more active collaboration is established are, in fact, embedded in specific contexts and belong to larger networks of actors that can influence M&D projects. It is, therefore, useful to create a dense network of stakeholders to which partners can turn in case they have to overcome unexpected difficulties.

In sum, the factors that partners in small-scale M&D projects should take into account when identifying stakeholders are summarised in the figure below.

Figure 25: Identifying stakeholders for small-scale M&D projects

Stakeholder mapping

Stakeholder analysis

- **Identify partners'
  & stakeholders'
  complementarities.**

- **Assess stakeholders'
  interest & influence
  over the project.**

- **Cover local & transnational contexts of intervention.**
- **Be aware of collaboration-related gains and losses for stakeholders.**

7.2 Benefits of stakeholder engagement

The mapping and analysis of potential stakeholders requires a detailed understanding of the advantages and difficulties brought about by collaboration. This issue is treated in this section for each main category of stakeholder: migrants and their families, local authorities, private and public service providers.

> **Stakeholder networks:**
> "One of the key achievements of the project is the breadth and effectiveness of the growing network of interest and support."

Migrants and their families. Migrants bring, individually and collectively (i.e. through their associations), essential contributions to M&D actions through their transnational flows of social, financial, human and cultural capital (see Section 1.1 and Chapters 2-4). In addition, they can also bring added value as stakeholders within an alliance. Their participation seems to bring major advantages in two main areas: access to information and knowledge and mediation.

Migrants and their families can provide invaluable knowledge and information to partners about their own situation and experiences. This makes them key informants who may be engaged in surveys, mapping exercises, documenta-

ries, the elaboration of training materials, etc. Migrants and their families can also act as mediators in reaching out to target populations, especially when partners do not possess strong links with migrant communities. Partners in a country of origin, for instance, may rely on migrant families to gain knowledge of and establish contact with their relatives abroad (see Text boxes 3 and 6). The involvement of migrant stakeholders may also enhance practitioners' knowledge, and help them better advocate for migrants' needs and interests. In the JMDI project "For most of it I have no words: irregular migration routes and communication" (see Text box 12), for instance, migrants participated in a documentary, testifying about the complexities inherent to undocumented migration.

Projects can also grant migrants a primary role in advocacy and engage them as mediators between project partners and target populations to send specific messages (see Text box 18). The major advantage of this kind of engagement is that partners gain credibility and legitimacy vis-à-vis the populations that are mediated.

Migrants and their families occupy a privileged position as stakeholders in M&D projects. Collaboration with them in projects, however, requires a clear assessment of the following: the time and resources needed to mobilise

Text box 18

Project:	**Morocco-35**
Title:	**"Migrant rights and cultural otherness"**
Partners:	**Cooperazione Internazionale Sud Sud and Fondation Orient Occident**
Countries:	**Italy and Morocco**

The project aimed to promote the protection of Sub-Saharan African migrants' rights in Morocco, and to enhance their social integration in the country. To achieve this, the partners first carried out rigorous ethno-anthropological research on Sub-Saharan immigration in Morocco in collaboration with the Centre Jacques Berque. Then an awareness raising campaign targeting the civil society, public institutions and the media was launched. The partners also developed pedagogical tools (a theatre play, a comic and a film) on intercultural education in order to raise awareness on human rights, promote a culture of equity, prevent discrimination and improve the public image of Sub-Saharan immigrants. As a sustainability strategy, the partners trained a number of organizations in the use of the pedagogical tools developed through the project. Furthermore, an on-line platform was launched to expand the dissemination of research findings and educational tools to support sub-Saharan migrant's integration in Morocco in the long-run.

This project deserves mentioning for raising awareness on the issue of south-south immigration and integration, and for the innovative approach adopted to prevent discrimination targeting elementary and secondary school students. The project trained Sub-Saharan African migrants to perform in the theatre play, testify of their experiences and have a chance to change public opinion. The play contained traditional songs and dances to promote Sub-Saharan African customs and foster greater intercultural understanding among young Moroccans. UNHCR was also approached to provide input on refugee and asylum seeker issues to be incorporated in a didactic comic. Partners encountered some difficulties in producing the film, given the largely irregular status of the target population and, consequently, their fear of being filmed.

The partners further coordinated their activities with public entities in the education sector interested in the awareness raising tools proposed by the project. They shared with these institutions the research findings, a brochure on the prevention of discrimination, and the set of pedagogical tools.

The major lesson learned is that, if they are given the appropriate tools, migrants (regardless of their migratory status) can become important stakeholders and advocate for their own rights. In addition, in contexts where political frameworks on migration are under development, education and information activities can influence the public opinion and attract the attention of policymakers.

migrants and their families (which may be cost free or subject to compensation); the level of socio-economic and political integration of migrants in countries of origin and destination; their level of organization; their individual profile; their relation to other actors, as well as their priorities.

Local authorities. The advantages of involving local authorities in M&D interventions lie not only in the influence they can have over the projects (i.e. bureaucracy, control, authorisations, local leadership), but also in their proximity to the contexts of intervention. Although the value added of their engagement is always context-specific, they are close to citizens and in local communities people sometimes trust local authorities more than other actors. They possess invaluable context-related knowledge and can help partners better understand local needs and jointly identify the best mechanisms to tackle those needs. Local authorities possess their own networks that can be transferred to a partnership and help part-

ners establish links with other relevant actors, or organise target populations. Acknowledging these advantages, the JMDI facilitated the participation of local authorities both as partners and stakeholders in M&D interventions. The project "Migrants' information and training" (see Text box 17), for instance, involved an association in Tunisia whose president was also a local authority. This conferred credibility to the intervention and facilitated reaching out to other stakeholders, including local and central authorities. Local authorities can also confer greater visibility and legitimacy to interventions and to the actors involved in them. Thanks to the collaboration with local authorities, partners in the project "Migrants skills transfer in aquaculture and fisheries: the case of Greece and Egypt" (see Text box 10) were able to overcome unexpected constraints owing to the withdrawal from the project of the initial stakeholders, due to the effects of the financial crisis. Local authorities were of capital importance, as they helped partners to link with alternative stakeholders.

Local authorities:
"The new Ambassador was an ally, and together with senior officers attended and participated in meetings and promoted the project activities to their home offices in the Philippines."

The commitment of local authorities to a project can occur both in the country of origin (see Text box 15) and in the country of destination. The Philippines Embassy and Consulates in Italy helped partners in the project "Maximising the gains and minimising the social cost of overseas migration in the Philippines" (Philippines-42) to mobilise other stake-

holders, and they provided materials and venues for several project events.

When local authorities share a common vision with partners, they can develop a sense of ownership over a project that will lead them to commit time, energy and additional resources (e.g. office space, venues for events or trainings; necessary authorisations; services and expertise; access to information; etc.). Local authorities are in a position to provide four main kinds of support vis-à-vis M&D projects. Firstly, they can create a supportive environment around a project. Secondly, they can engage in / advocate for the continuity and sustainability of interventions beyond the projects' lifetime. Thirdly, they can foster mutually enriching collaboration: for the partners, the projects, and for local authorities themselves. For example, in the project "Promoting cooperation among migrant communities and local governments for local development" (see Text box 3) local authorities were involved as both implementing partners and stakeholders. Proximity between citizens and their respective municipalities allowed local authorities to know the needs of their citizens better, and improved citizen participation in local decision-making process. Moreover, local authorities enhanced their own role as decision makers in migration-related affairs. Fourthly, local authorities can foster more participatory development processes. The project "Maria for the MDGs: harnessing the diaspora, local women's groups, rural banks and local governments for rural development" (see Text box 4) offers a good example of democratisation of development cooperation. Diaspora actors were able to engage local government units, which provided opportunities for beneficiaries (rural women and migrant family organizations) to participate in development policy in the municipality.

Local authorities can bring precious contributions to M&D projects when engaged as stakeholders. Partners wishing to collaborate closely with local authorities should, however, consider the following: the characteristics of an administration (bureaucracy); availability (local authorities have busy agendas that may lead to inconsistent participation or commitment); political interests (risk of political instrumentalisation of the projects, nepotism in the selection of beneficiaries, etc.); and political context (elections or changes in leadership). For further information about the engagement of local authorities in

M&D processes, including best practice examples, please consult the report produced by the JMDI "From Migration to Development: Lessons Drawn from the Experience of Local Authorities" (JMDI 2010), also available at: http://www.migration4development.org/content/migration-development-lessons-drawn-experience-local-authorities.

> **Context-related knowledge:**
> Our stakeholders possess "… special insight into the culture, associations, relationships that exist in the community …"

Public and private service providers. Public and private service providers include a wide range of actors (financial institutions, employer or business associations, training centres, hospitals, academic or research institutions, ICT professionals, the media, NGOs, grassroots groups, charities, community leaders, etc.), who can offer their services to projects. Depending on their nature, public and private service providers bring specific technical expertise to M&D projects. Examples from JMDI projects show how close collaboration may benefit a project when established with diverse service providers such as financial institutions (see Text boxes 5 and 20), employers (see Text box 23), medical institutes and universities (see Text boxes 15 and 16), schools (see Text box 11), and lawyers (see Text box 13).

Civil society actors such as NGOs or grassroots organizations are further examples of key stakeholders. They often possess strong links to the local communities, networks and context-related knowledge that can help with mobilising target populations or pooling additional resources for projects. The JMDI project "Strengthening community-based support to multigenerational households left behind by migration in Moldova" (Moldova-29) offers a good example of collaboration with a network of local NGOs who shared the same concern as partners for elderly people. These NGOs facilitated the mobilisation of elder volunteers, who mapped multigenerational vulnerable households in 10 regions to strengthen community-based support offered by 'response teams' formed by elder volunteers themselves and local civil servants. These teams were integrated within the National Referral System and were, therefore, in perfect coordination with government-run services. Civil society actors in general can also provide targeted services (see Text box 19).

Actors such as village chiefs, community leaders, religious organizations, etc. hold great leadership in the contexts of intervention and could therefore influence target populations' perceptions about the interventions and their inclination to engage in the projects. Their participation can be crucial in building trust and proximity between

Text box 19

<table>
<tr><td align="right">Project:</td><td>**Jamaica-21**</td></tr>
<tr><td align="right">Title:</td><td>**"Mitigating the negative impact of migration on the multi generational household in Jamaica"**</td></tr>
<tr><td align="right">Partners:</td><td>**HelpAge International and Hope for Children Development Company Ltd.**</td></tr>
<tr><td align="right">Countries:</td><td>**Jamaica and United Kingdom**</td></tr>
</table>

© UN Photo – Milton Grant

This project aimed to diminish the negative impact of migration on multigenerational households (MGH) in Jamaica by increasing their access to information and public services, ultimately reducing their socio-economic exclusion. The project sought to enhance parenting skills; improve households' access to social assistance programmes (Programme of Advancement through Health and Education, Jamaica Drugs for the Elderly Programme, and the National Health Fund); offer caregivers training in micro-credit, remittance management and marketable skills; and improve policies and programmes targeting migrants and their families through increased awareness of policymakers on the difficulties faced by MGHs. These actions were backed by a baseline study on the needs of MGHs and the gaps of existing policies and programs. Partners were keen on involving key government ministries since project inception and consulting them throughout the project. Health Fairs organised within the project constitute a good example of coordination with central authorities and the private sector. These events brought together public and private institutions offering a wide range of services from HIV testing, to registration in the National Insurance Scheme, to delivery of birth certificates, etc. Partners subsidised the cost of certain professional services that required compensation for participation in the Fairs.

As a sustainability strategy, the project relied on the institutionalisation and ownership of the activities at the community level. With 20 years of experience working in target communities, the Jamaican partner secured the engagement of a wide network of local stakeholders. Building on the concept of a 'one stop shop' offering not only parenting skills training, but also Health Fairs were held at local schools and churches. Direct involvement in these activities raised the profile of local actors and built their ownership and capacity to replicate these events. Career Guidance Trainings and Expos were also held at local schools. Project events enjoyed appropriate media coverage, and were advertised through local radio stations and town criers. Catering for workshops was provided by local restaurants, whose owners were also invited to share their business management experience with project beneficiaries.

Targeting around 1,500 MGHs households in three different communities the project also contributed to forging good relationships among residents. The venues selected to house the events were perceived as neutral and safe locations in these otherwise fragmented and violence-prone neighbourhoods.
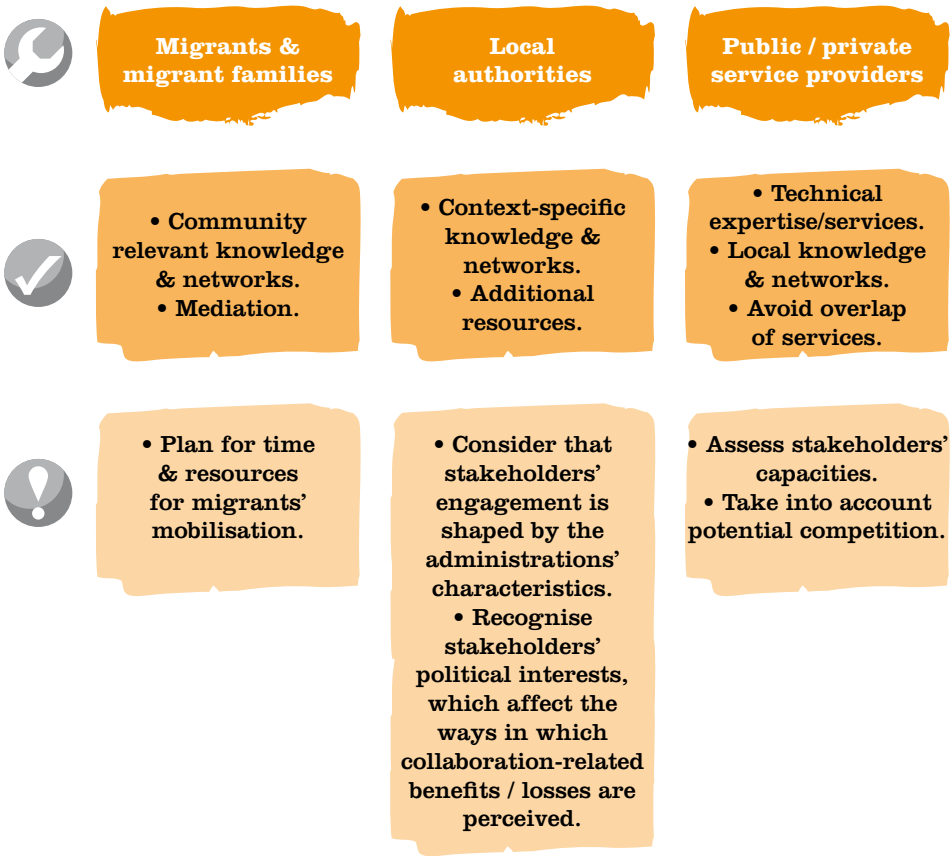
Overall, this project shows the importance of consulting and involving government institutions, as well as building the capacity of local stakeholders and service providers to expand service delivery and guarantee the sustainability of activities or services beyond the project lifetime.

practitioners and target populations. Civil society actors of this kind can act as mediators to spread their message and implement their agendas, particularly when partners work in difficult political and institutional settings.

Public and private service providers, including civil society actors, are major players who deserve recognition as key stakeholders in small-scale M&D interventions. Partners wishing to collaborate closely with public and private service providers should, however, take into account the following: the major obstacles to their engagement are linked to their capacities, strengths and weaknesses; the major threat to their engage-

Figure 26: Benefits of stakeholder engagement in M&D projects: an overview

Migrants & migrant families	Local authorities	Public / private service providers
• Community relevant knowledge & networks. • Mediation.	• Context-specific knowledge & networks. • Additional resources.	• Technical expertise/services. • Local knowledge & networks. • Avoid overlap of services.
• Plan for time & resources for migrants' mobilisation.	• Consider that stakeholders' engagement is shaped by the administrations' characteristics. • Recognise stakeholders' political interests, which affect the ways in which collaboration-related benefits / losses are perceived.	• Assess stakeholders' capacities. • Take into account potential competition.

ment is posed by harmful power dynamics, when partner organizations and these stakeholders are inclined towards competition rather than cooperation.

7.3 Forms of collaboration with stakeholders

Having reviewed some basic tools to map stakeholders and assess their relative advantages and risks, this section first offers an overview of possible tools with which stakeholders may be initially approached, then it illustrates the main forms in which collaboration can be organised and regulated.

Approaching stakeholders. The key to engage stakeholders lies in how projects are presented to them: these must prove to reflect their interests, concerns, availability and resources. Most importantly, stakeholders should be approached with clear information about the kind of support that is expected from them and what type of relationship might be

established. Partners usually engage stakeholders by sending formal letters of invitation or request or by organising formal meetings or launch events, during which they present their projects and seek stakeholder support.

Forms of collaboration. Once collaboration with stakeholders has been secured, it can take two main forms, which are outlined next.

Formal collaboration is characterised by the signature of cooperation documents (e.g. Memoranda, Agreements, etc.) that outline mutual obligations. Formal collaboration therefore entails paperwork, which requires time to be drafted, reviewed and endorsed by all parties. This form of collaboration, however, offers the advantage of binding in writing the fundamental engagements accepted by the parties, thus conferring formality, transparency and accountability to the collaboration. The signature of such documents, moreover, may protect alliances from unforeseen changes that the organizations involved may experience. Many projects have used these tools to establish cooperation with stakeholders, especially with local authorities.
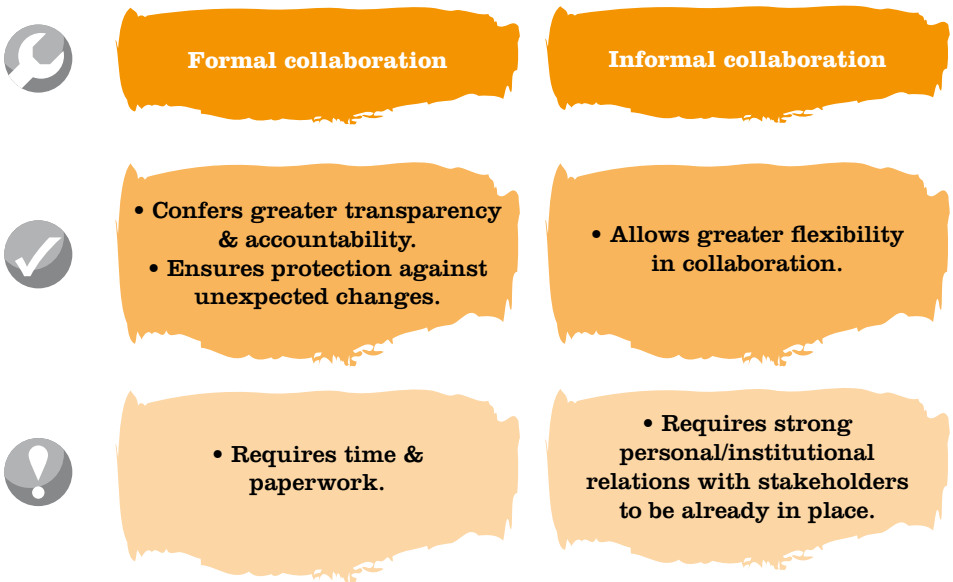
Informal cooperation is usually established on the basis of personal contacts or unofficial encounters between partners and stakeholders. These contacts can be sporadic (i.e. inviting stakeholders to take part in project-related events such as seminars, conferences, trainings, etc.) or they may involve more consistent forms of collaboration. Informal cooperation comes with the advantage of greater flexibility, however, some believe that a formalised collaboration may facilitate project planning. The establishment of one or the other form of collaboration depends strongly on the local contexts, as well as on the kind of relationships (personal, institutional, direct, and indirect) that exist between partners and stakeholders.

To conclude, approaching and collaborating with stakeholders requires the following basic elements to be taken into account (see Figure 27).

Figure 27: Types of collaboration with stakeholders in M&D projects

	Formal collaboration	Informal collaboration
✓	• Confers greater transparency & accountability. • Ensures protection against unexpected changes.	• Allows greater flexibility in collaboration.
❗	• Requires time & paperwork.	• Requires strong personal/institutional relations with stakeholders to be already in place.

Stakeholders are actors who can make significant contributions to specific stages of a M&D project. Partners wishing to successfully engage stakeholders in their M&D projects should:

- Be aware of which aspects of a project might benefit from the engagement of actors who are external to the partnership and map suitably qualified organizations. The nature of M&D projects may require extending mapping efforts beyond local realities to the transnational field, in order to cover all the countries that are relevant for a project.

- Anticipate the advantages and difficulties associated with stakeholder engagement: different types of stakeholders bring different resources, but also pose different challenges that small-scale actors must be aware of in advance. Stakeholder analysis tools can assist partners to asses these when all of the following are taken into account: compatibility of aims between partners and stakeholders, relevant skills and resources that stakeholders possess, stakeholders' motivation (including gains and costs) to get involved in an intervention.

- Define a strategy to approach and engage stakeholders. First impressions count, so the way in which a project is initially presented to potential stakeholders is likely to condition future exchange. Avoid a 'one size fits all' approach and be open to identifying the most convenient form of collaboration (formal or informal).

Chapter 8. **Strategic alliances in M&D**

Chapter 8. Strategic alliances in M&D

Strategic allies are actors who are invested with decision making power. They are defined as 'strategic' because of the influential position they occupy and are typically represented by central authorities, development cooperation agencies, donor organizations, and policymakers in general. Strategic allies may be responsible for formulating policies and legislative frameworks in M&D, or they may mobilise resources towards the realisation of M&D programmes and, as such, can offer support to small-scale actors that goes beyond the lifetime of a project (see Figure 28). Small-scale organizations, in fact, are embedded in larger political, economic, social and cultural contexts that they influence and that have an impact on them and their M&D interventions.

One of the major ambitions of small-scale organizations who involve strategic allies in M&D projects is to foster dialogue and inform policymaking processes. At the same time, states and international development agencies are embedded in larger dynamics where

Figure 28: Strategic alliances in small-scale M&D projects

Strategic alliances

Policymakers

Ensure support beyond a M&D project

migration and development have become top priorities. They need evidence to formulate pertinent M&D policies and have taken meaningful steps towards cooperating with small-scale actors for this purpose. This two-way relation between small-scale actors and policymakers is in line with the main ambition embedded in a small-scale approach to M&D, which is ultimately about facilitating mutual learning processes between policymakers and practitioners to jointly contribute to the development of evidence-based frameworks that make migration work better for development (see Section 1.1).

This chapter discusses what steps small-scale actors can take to establish constructive collaboration with strategic allies. Tools that can help identify strategic allies are outlined in Section 8.1. This is followed by a discussion of some of the benefits and difficulties that may result from collaboration (Section 8.2), to conclude with an overview of possible forms that collaboration with strategic allies can take (Section 8.3).

8.1 Identifying strategic allies

Reaching out to the right strategic allies requires, firstly, understanding who they are. This is not an easy task for small-scale organizations because they cannot afford to exclude any actor who may have an influential role over their cause, and their projects.

Analysis of forces. A useful tool to identify strategic allies is to carry out an 'analysis of the forces' that operate in the transnational sector of intervention and have a power to favour the changes advocated by a project (e.g. amendments in development or immigration policies) or to contrast them. Identifying key institutions and organizations on both sides may enable project partners to see which strategic allies will support their action and which ones will need to be persuaded. Partners should also identify and engage those actors who will really add value to their cause and hold influence or power over social transformation processes. Projects that have been successful in bringing together relevant partners and stakeholders may also be in an advantaged position to engage in dialogue with strategic allies at the policymaking level (see Text box 20).

As in the case of partnerships and stakeholder engagement, knowledge of strategic allies may build on previous experiences of collaboration and on their complementarity (see Sections 6.1 and 7.1). Exchange with actors

Text box 20

Project:	Sri Lanka-49
Title:	"Leveraging remittances for socioeconomic development in Sri Lanka"
Partners:	Sarvodaya Economic Enterprises Development Services, International Network of Alternative Financial Institutions Asia, and Bangladesh Support Group
Countries:	Sri Lanka and the Netherlands

This project set out to improve financial literacy among remittance senders and recipients and expand formal financial services and products to channel and invest remittances. To achieve this, the partners adopted a threefold approach addressing three sets of actors (remittance senders and recipients, financial institutions and central authorities). First, partners offered financial literacy trainings to remittance senders in four countries of destination (France, Germany, Italy, and the Netherlands) and to remittance recipients in Sri Lanka. For this purpose, ad-hoc training materials were developed. Second, partners collaborated with mainstream financial institutions and Micro-finance Institutions (MFIs) to develop financial products for migrants and remittance recipients. Partner organizations also offered business trainings and development services to remittance beneficiaries, and linked them with mainstream financial institutions and MFIs. Thirdly, partners engaged key institutional actors, including the Central Bank of Sri Lanka, the Bank of Ceylon, the Sri Lanka Bureau for Foreign Employment (SLBFE), and the Ministry of Finance. They shared with these entities evidence and recommendations to improve existing remittance policy frameworks in Sri Lanka. In particular, partners documented the deficiencies of the financial sector, and proposed to the Central Bank of Sri Lanka innovative financial products for remittance recipients (e.g. rechargeable remittance cards). The SLBFE was also approached to incorporate a training module on financial literacy in its pre-departure orientation course for migrant workers.

The project was also in line with a recently launched government scheme targeting returnees and encouraging the productive use of their remittances. This allowed partner organizations to enhance their visibility and credibility vis-à-vis government institutions, and the likelihood to be involved in future developments of the remittance sector in Sri Lanka.

The partnership was grounded on previous collaboration among the organizations, and it proved to be perfectly complementary in technical and social terms. Partners' roles were in line with their individual strengths and proximities. In particular, the choice of the European-based partner, which was entrusted with the mobilisation and education of Sri Lankan migrants in Europe, was strategic. As a migrant organization established by Dutch-Bangladeshi migrants, this partner was able to reach out to a deeply divided conflict-driven, Sri-Lankan diaspora in Europe, which perceived the partner from Bangladeshi origin as a neutral actor. Overall, this project is exemplary of the strategic choices and good collaboration at partnership, stakeholder (public and private financial institutions) and strategic alliances levels (central authorities).

at the level of strategic allies is further boosted when enabling political frameworks are in place that encourage cooperation between small-scale civil society organizations and policymakers. In Ecuador, for example, the National Constitution (2008) recognises the central role of human mobility in Ecuadorians' economic and social life, and reaffirms the government's commitment to coordinate its action with civil society actors within and beyond its borders (Art. 392). The entity responsible for the implementation of Ecuador's migration policy, Secretaría Nacional del Migrante (SENAMI), extended its support to a large-scale project known as 'REDES Remesas y Desarrollo' (2006-2009), and to the smaller initiatives of various organizations implementing JMDI projects in Ecuador, among which the project "REDES-CAP: support to migrants' ability in promoting development" (Ecuador-8). The former president of one of the partners in the REDES-CAP project supported by JMDI had been a Representative in Ecuador's National Assembly, which may have put the association in a good position to further form strategic alliances. While favourable political frameworks are of utmost importance in facilitating

Figure 29: Identification of strategic allies in small-scale M&D projects

Analysis of forces for/against project goals

Identification of correlated actors & institutions

- **Identify complementarities with strategic allies and involve influential actors.**

- **Study potential advantages embedded in existing political frameworks.**
- **Make sure to map previous collaboration instances and eventual proximities with strategic allies in search for opportunities to link with them.**

exchange with strategic allies, other factors may also have an effect. Proximity, for instance, facilitated the project "Knowledge networks for connecting Jamaica and its diaspora" (see Text box 2) in reaching out to the Jamaican High Representative in London: this policy-maker, in fact, shared the same office building with one of the stakeholders involved in the project. This facilitated regular contact and close collaboration with this public entity, which provided its support to the action.

In brief, identifying relevant stakeholders for M&D projects is best done by taking into account the factors summarised in figure 29.

8.2 Benefits of involving strategic allies

Strategic allies are invested with decision making power therefore making the establishment of dialogue and knowledge exchange that can inform policymaking and advocate for social change a major advantage of their involvement in M&D projects. This may be beneficial to small-scale actors and to the beneficiaries of their projects, but also to strategic allies. Both these sets of advantages are outlined next.

Benefits for small-scale actors and beneficiaries. For small-scale actors engaging in M&D projects, and for the beneficiaries of their actions, the following advantages can be derived from dialogue

Advantages:
"The findings from the baseline survey and the audit of legislation and programmes for migration conducted through the project will establish a foundation for continued partnership between state and non-state actors with a vested interest in migration and development issues… The successful implementation of the project has positioned [the organization] as a credible development partner, certainly within the UN and EC supported programmes. This achievement will add to our ability to mobilise grant funding for other development issues."

with strategic allies: increasing legitimacy and credibility; enhancing visibility and recognition; boosting the impact of projects; broadening networks; avoiding overlap and enhancing exchange.

Increasing legitimacy and credibility: Close cooperation can award small-scale actors with greater legitimacy and credibility at local, national and international level (see Text box 9). This may hold true vis-à-vis beneficiaries, local and national authorities, donors and even other partners and stakeholders. Cooperation with strategic allies can

help small-scale actors enlarge their social networks and gain a place in the development marketplace.

Enhancing visibility and recognition: Through their participation in the larger development apparatus (i.e. receiving international funding) and successful implementation of M&D projects, small-scale practitioners gain visibility and recognition. This can influence their future access to other sources of funding.

Boosting the impact of M&D small-scale interventions: By sharing information, project results and lessons learned with strategic allies, practitioners can develop dialogue that might influence policy-making processes. Having established knowledge and expertise on a specific topic through their M&D interventions, many JMDI grantees are called upon by policymakers for comments or advice.

Broadening networks with relevant actors: Solid links with strategic allies may even benefit the formation of other alliances with partners, stakeholders and other strategic allies. The formation of alliances at all these levels presupposes the existence of contacts between practitioners in the M&D arena. Small-scale actors can benefit from the initiatives of policymakers and institutional donors to provide to encourage networking. These may include mechanisms to foster virtual or face-to-face interaction among actors from different lev-

els of the M&D cooperation structure. An example of the first kind is offered by communities of practice (see Section 6.4). Examples of the second kind are offered by international fairs (see Text box 21) or other events bringing small-scale and other actors together in face-to-face interaction. Within the framework of the JMDI in Morocco, for instance, UNDP organised a launch event involving all grantee organizations in the country, central authorities and key institutional actors. The event received appropriate media coverage and resulted in an opportunity for JMDI grantees to exchange and network, and to gain visibility and official support for their projects.

Avoiding overlap, enhancing exchange: In this last advantage, strategic allies may assist in preventing duplication and overlap, or they may activate exchange between actors working on similar topics or sharing the same interests who would otherwise not be aware of each other. Within the framework of the JMDI, for instance, grantees from projects providing assistance to deported migrants in Mali and Ethiopia (projects Ethiopia 14 "Socio-economic reintegration for illegally trafficked Ethiopian women and returnees from the Middle East" and Mali-24 "Improving access to mental health services for forced return migrants in Mali", see Text box 14) were put in touch and invited to share ideas and experiences. Similarly, other

Text box 21

The JMDI Migration for Development Knowledge Fair

Hosted by the European Commission and JMDI partner agencies, the 'Migration for Development Knowledge Fair' took place in Brussels, from December 1st to 4th, 2008. This three-day meeting brought together over 450 M&D practitioners (representatives of non-governmental and civil society organizations, migrant associations, diaspora groups and policymakers) from around the world to define and identify good practices on how to enhance the positive linkages between migration and development. The Fair included workshops, presentations, panel discussions and a 'Knowledge Marketplace' where practitioners exhibited concrete examples of projects that make migration work for development.

The Knowledge Fair had a strong impact in the formation of alliances between actors engaged in M&D. Indeed, some formal or informal encounters translated into actual partnerships that submitted project proposals for consideration to the JMDI Call for Proposals.

The Knowledge Fair not only encouraged the formation of alliances, but also provided an opportunity for small scale actors to enlarge their social networks and gain significant exposure and visibility in the international M&D arena.

Overall, the importance of these kind of one-off networking events relies on the fact that they allow people to meet face-to-face. One of the most important lessons learned is that in the absence of long-standing working relationships among small scale actors, alliances can be fostered through the activation of formal and informal encounters in transnational networking platforms that promote personal interaction and exchange. The organization of such kinds of events, however, requires an appropriate budget, careful planning and extremely efficient logistics.

Visit: http://www.migration4development.org/knowledge-fair

Strategic alliances in M&D

Text box 22

<table>
<tr><td>Project:</td><td>Morocco-36</td></tr>
<tr><td>Title:</td><td>"Mutualising migrants' competences for solidarity and economic development of Morocco"</td></tr>
<tr><td>Partners:</td><td>Agence internationale pour le développement économique et social and Association Nouas</td></tr>
<tr><td>Countries:</td><td>France and Morocco</td></tr>
</table>

© UN Photo – Evan Schneider

The project sought to enhance the competences of local careers advisors, and improve vocational orientation and careers services for Moroccan graduates to help them find employment or undertake self-employment activities. To achieve this, the project upgraded the skills of nine Moroccan advisors responsible for providing career support and business development guidance to beneficiaries in three regions in Morocco (Tanger, Fez, and Settat). Advisors also offered counselling services to small and medium enterprises. The network of advisors (mostly with experience in micro-finance) was identified through a mapping exercise, and mobilised by the Moroccan partner to engage in the project.

Due to different levels of proximity between partners and the network of advisors (the project coordination was based in Europe and the Moroccan partner was based in Casablanca), partner organizations realised the importance of building constructive alliances with local stakeholders. The fact that public structures (i.e. the National Employment Agency, regional investment centres and chambers of commerce) were already providing assistance in job placement and business development to the target beneficiaries further motivated partners to create synergies with those actors and avoid the duplication of services, whilst ensuring buy-in to their intervention.

During a monitoring visit undertaken by the JMDI country focal point, partners were encouraged to engage the provincial delegations of l'Entraide Nationale in the network of local career advisers. This public entity (a branch of the Ministry of Social Development, Family and Solidarity) is present throughout the national territory and has extensive experience in social protection, education and decentralised service provision for vulnerable populations. Partners upgraded the occupational counselling skills of some Entraide Nationale staff, to expand service delivery in the target areas.

One lesson to be drawn from this project is that the identification of key stakeholders and the establishment of institutional networks of collaboration can significantly reduce the risks of overlap and ensure adequate support for small-scale M&D interventions. Through the projects partner organizations can create synergies with local and national entities that add value to the initiatives and can broaden partners' networks. In order for such alliances to be activated, partners must design a clear strategy to map and reach out to relevant actors, but they can equally rely on the advice of external facilitators to identify collaboration opportunities.

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grantees were encouraged to produce joint publications, such as a Guide for Older Caregivers that two projects had foreseen to develop to empower households affected by migration (projects Moldova-29 "Strengthening community-based support to multigenerational households left behind by migration in Moldova" and Moldova-28 "Support for children and parents in migration", see also Text box 11). Partners can also rely on strategic allies to enhance their relations with stakeholders and other strategic allies. Contacts with key actors in M&D cooperation structures often secure access to the deep knowledge they possess of the overall M&D strategies, programmes and initiatives undertaken by international, public, private and/ or civil society actors at national and international level. Small-scale actors may benefit from these networks, for example to ensure projects' buy-in or visibility (see Text box 22).

Benefits for strategic allies. Collaboration between small-scale actors and strategic allies can also be beneficial for policymakers, for instance, to build proximity to certain contexts or target populations. This facilitates a better understanding of the trends and processes that affect peoples' lives, and the gathering of evidence to support policymakers' own practice. Small-scale projects can generate data, build local capacity, provide direct services, etc. that are complementary to policymak-

ers' efforts. Small-scale projects can also touch upon issues that are not being addressed through larger frameworks (bilateral, regional or multilateral) of development cooperation.
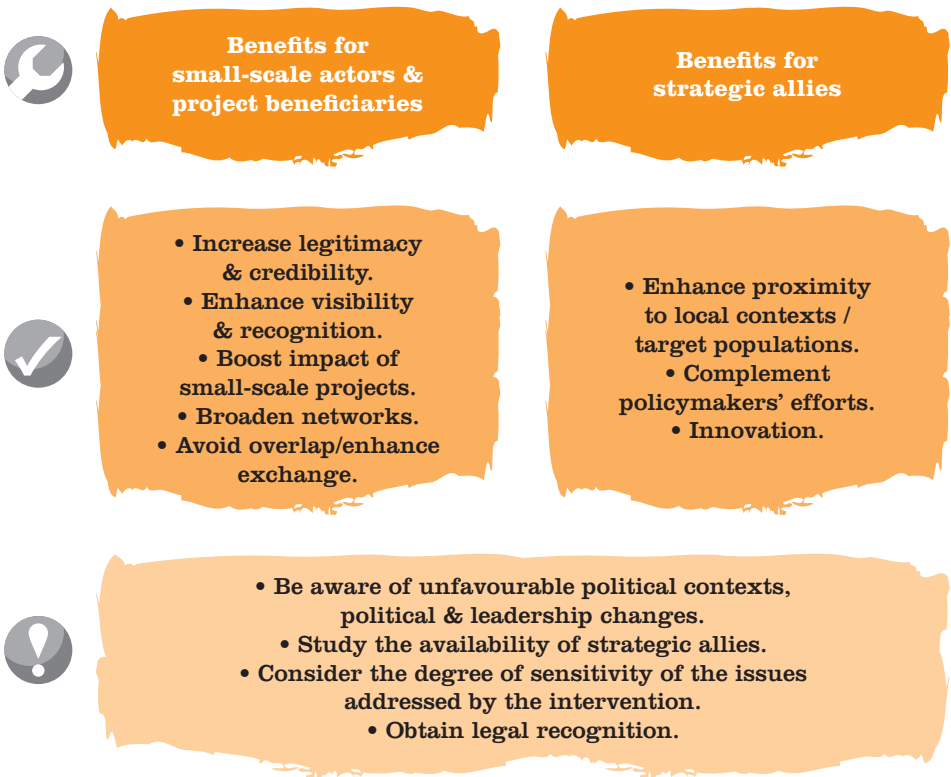

One major difficulty associated with the involvement of strategic allies in M&D projects is the existence of unfavourable or restraining political contexts that may hinder collaboration and exchange. Political changes, which lead to leadership changes, are also a potential constraint on alliances between small-scale organizations and policymakers. In addition, policymakers may have busy agendas that may make their participation inconsistent or hard to secure. Sometimes, difficulties may also be inherent to the specific issues addressed by interventions (i.e. undocumented migration, forced return, migrants' rights, etc.). For example, in a context where undocumented migration is steady and significant, and immigration laws have been tightened in response, the formation of alliances between partners and authorities can

be thorny, especially if the goal is to create a more positive public opinion on migration realities in receiving contexts.

Finally, being a legally recognised organization is an advantage (sometimes a condition) for small-scale actors wishing to be considered as legitimate interlocutors in policymaking processes.

To summarise, the following figure illustrates the main factors shaping the benefits and challenges of involving strategic allies in small-scale M&D projects.

Figure 30: Benefits of strategic ally involvement in small-scale M&D projects

Benefits for small-scale actors & project beneficiaries

Benefits for strategic allies

- Increase legitimacy & credibility.
- Enhance visibility & recognition.
- Boost impact of small-scale projects.
- Broaden networks.
- Avoid overlap/enhance exchange.

- Enhance proximity to local contexts / target populations.
- Complement policymakers' efforts.
- Innovation.

- Be aware of unfavourable political contexts, political & leadership changes.
- Study the availability of strategic allies.
- Consider the degree of sensitivity of the issues addressed by the intervention.
- Obtain legal recognition.

8.3 Forms of collaboration with strategic allies

The most important requirement in involving policymakers in M&D projects is to be aware of national and international migration and development trends, policies, priorities and approaches. Adopting a shared approach and language facilitates exchange with policymakers. In addition, an 'analysis of forces' indicating those who might favour or contrast partners' causes is useful to identify strategic allies (see Section 8.1). Once these are known, it is important to devise a communications strategy that can convince policymakers of the benefits of awarding their support to M&D projects. This can be done by relying on three main tools, which are more often used in combination: lobbying, involvement in project events, and direct involvement in projects.

Lobbying. An important tool to establish a dialogue with influential actors in the M&D arena is lobbying. It addresses policymakers through targeted communication that can pressure them in making certain decisions. JMDI grantees launched communication campaigns to share project results, data, research findings and other materials with policymakers at different levels to influence policymaking (see also Section 5.1). Being positive and constructive (providing strategic allies with concrete recommendations and evidence) appears to be more beneficial than just being critical.

> **Lobbying:**
> "Regular lobbying and effective response to the needs of deported migrants have granted us the opportunity to integrate our concerns in the guidelines for the formulation of an immigration policy on which the Government is willing to embark"

Also, lobbying can be more effective if it seizes a political momentum, for instance, when various actors unite in advocating for the same change.

Involvement of strategic allies in project events. Events are often foreseen within small-scale M&D projects and strategic allies can be invited to attend. Many JMDI grantees, for example, organised launch and closing events, conferences, seminars, discussion fora, visits to project activities, inauguration ceremonies, etc. Foreseeing the presence of policymakers allows small-scale actors to present their projects, share results, and seize opportunities to network with strategic allies and other stakeholders. Compared to communication for lobbying purposes, which may not require direct contact, face-to-face interaction with strategic allies and other actors generates additional benefits such as generating partnerships. Events have to be carefully planned and organised to ensure appropriate media

coverage, boost the projects' visibility and ensure interest on behalf of the desired strategic allies. Partners can rely on the support of external facilitators to secure participation of key institutional actors. In Mali, for instance, the UNDP country office organised an official launch event of the JMDI, which
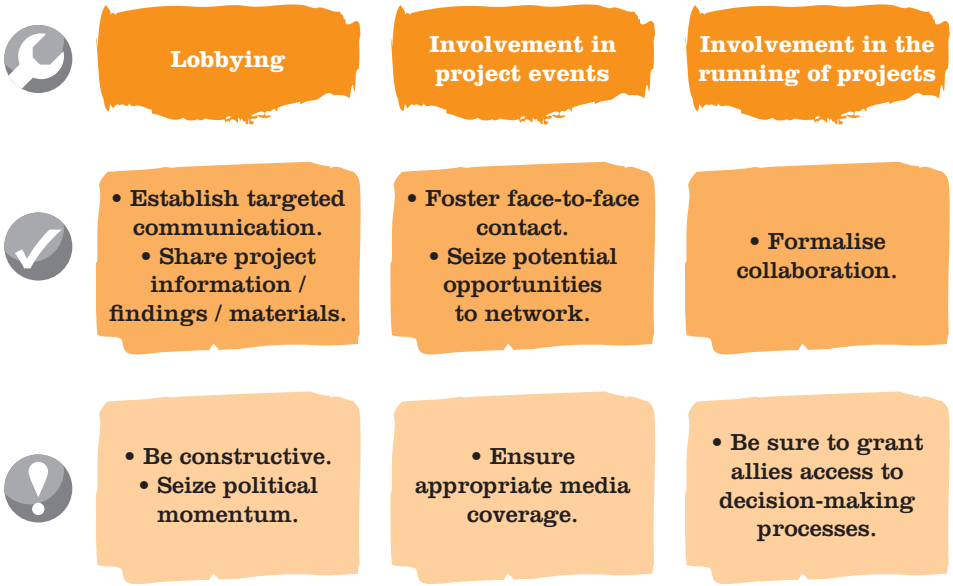

brought together grantees implementing projects throughout the country, civil society, central authorities (the ceremony was chaired by a representative of the Ministry of Malians Abroad and African Integration) and the press. The IOM field office provided support to JMDI grantees in Georgia in a similar way. Moreover, on the occasion of the International Migrants' Day, partners in the project "Improving access to mental health services for forced return migrants in Mali" (see Text box 14), organised a conference and debate on 'Immigration and Human Rights' that was broadcast by national television, two radio stations and followed by the press. Another example of successful involvement of policymakers is offered

by a project targeting the integration of Georgian migrants into their home country labour market (see Text box 23).

Direct involvement in projects. Collaboration with strategic allies in small-scale M&D interventions can also be formalised by inviting them to participate in project management, consultation, and monitoring and/or decision making processes. This technique can also be extended to local authorities and other stakeholders. JMDI-funded projects "Migrants' information and training" (see Text box 17) and "Strengthening community-based support to multi-generational households left behind by migration in Moldova" (Moldova-29), for example, both established project 'advisory groups' or 'steering committees' in which local and national authorities were represented. In the Moldovan project, partners explicitly stated that the purpose of the advisory group was to create a mechanism to share project findings with government institutions in order to influence policies that address the impacts of migration on vulnerable households left behind.

Tools such as those just described not only help partners inform policies, but can also raise partners' awareness on governments' priorities. To conclude, small-scale actors seeking ways to collaborate with strategic allies should take into account the following figure (see Figure 31).

Figure 31: Forms of strategic ally involvement

	Lobbying	Involvement in project events	Involvement in the running of projects
✓	• Establish targeted communication. • Share project information / findings / materials.	• Foster face-to-face contact. • Seize potential opportunities to network.	• Formalise collaboration.
❗	• Be constructive. • Seize political momentum.	• Ensure appropriate media coverage.	• Be sure to grant allies access to decision-making processes.

Text box 23

Project:	**Georgia-15**
Title:	**Integration of Georgian migrants into the labour market**
Partners:	**Georgian Employers Association and Bildungswerk der Wirtschaft GmbH**
Countries:	**Georgia and Germany**

The project sought to promote the reintegration of qualified returnees and internally displaced persons (IDPs) into the Georgian labour market. To achieve this goal, the partners mapped the competences of returnees, offered them vocational training, technical retraining and psychological support to adapt their competences to the local labour market needs, and offered them job placement and business development assistance. The partners also elaborated recommendations for employers and policymakers regarding the reintegration of qualified (return) migrants into the Georgian economy. Recent readmission agreements signed between Georgia and European Member States could further provide a supportive base for the project.

Reaching out to the target population proved to be a difficult task in view of the lack of information on which partners could draw upon to identify project beneficiaries. Instead, the involvement of employers was secured by drawing on the Georgian partner's membership base. The project mapped the needs of these potential employers and highlighted the benefits the project could offer them by employing highly skilled returned migrants.

The partnership was grounded on previous working relationships and similar technical capacities between partner organizations. The German partner has extensive experience in vocational training, the Georgian partner is an employer association whose membership allowed for the implementation of the project's job placement component. Through the project, the capacity of the Georgian partner, in terms of training methodologies and job placement, was also enhanced thanks to study tours organised to Germany.

The partnership also benefited from a network of collaboration involving international organizations (UNDP, IOM, and ILO). Participation in JMDI was activated thanks to information that circulated through this network of actors about the Initiative. In addition, the partners mapped actors working in the migration sphere at national level, which allowed them to be involved in relevant meetings and conferences in Georgia, boosting their visibility vis-à-vis influential actors and donors in the M&D marketplace in the country and beyond (i.e. the State Commission of Migration, the Danish Refugee Council, and others). This also increased their chances to raise awareness on the situation of their target beneficiaries among policymakers. For example, partner organizations' representatives met with the Ministry of Labour, Health and Social Affairs of Georgia and the national parliament during a study visit in October 2009.

Overall, the project is exemplary of a good analysis of forces favourable to the project objectives, and good links with national and international actors who are likely to call upon partners to contribute to reintegration and migration policy debate in the country.

Strategic allies are actors who occupy influential positions and hold decision making power. Collaboration with them brings various advantages that usually extend beyond the duration of a single M&D project. In order to involve strategic allies in their interventions, small-scale actors should:

- Be aware of the trends, policies, priorities, approaches and professional language used in migration and in development by governments, international agencies, and policymakers in general. These actors have websites and produce documentation that small-scale actors must be aware of and consult.

- Identify the most influential actors within policy structures that can be associated with the objectives of a project. Mapping and analysis of forces are tools that small-scale actors can use to assess which actors could act in favor of their cause.

- Establish strategies to engage strategic allies. This requires being aware of the benefits that small-scale actors, but also strategic allies, may derive from collaboration. Communication with policymakers to share project findings or to lobby for a particular cause, for instance, can provide them with evidence to inform policymaking processes. Involving policymakers in M&D projects through attendance at project events, or direct participation in project management and decision making, are additional ways to involve strategic allies.

FINAL
RECOMMENDATIONS

When designing and implementing migration and development actions, small-scale actors should:

1. **Provide room for migrants' multiple contributions.** Within a given action, migrants may simultaneously contribute different resources (social, financial, human and cultural capital) and the chosen project activities should allow all these resources to be simultaneously exploited.

2. **Ensure actions are based on relevant transnational links.** Migration and development projects are built on a transnational dimension and the locations connected by a project must be linked by meaningful networks. Most migration and development projects do this by rooting their actions along the same lines of established migration systems between sending and receiving countries, however, significant linkages may also be justified otherwise (e.g. based on gender, profession, generation, etc.).

3. **Promote migrant participation throughout migration and development actions.** The success of a migration and development project does not necessarily require migrants to figure among actual partners. It does, however, require their active participation (as partners, stakeholders or beneficiaries). The engagement of migrants is better achieved by allowing their direct involvement throughout the different phases of a migration and development project (identification, design, implementation, monitoring and evaluation).

4. **Verify migrants' availability to engage.** When mobilising migrants, take into account their availability to get involved in projects. This may require being flexible in the planning of time (e.g. allowing their commitment to take place during evenings, weekends and holidays) and resources (e.g. foreseeing voluntary as well as compensated contributions).

5. **Share experience-based migration and development knowledge.** Make time to engage actively with existing networks of peers by sharing experiences and lessons learned from implementing small-scale migration and development projects. Consulting and contributing to this kind of knowledge is essential for positive experiences to be replicated and past mistakes to be avoided.

6. **Set realistic expectations.** Proximity to the field of intervention often translates into strong commitment and enthusiasm on behalf of small-scale actors. This, however, should not lead to overestimating what can be achieved within the given timeframe and financial resources avail-

able for a migration and development project. Projects create expectations among beneficiaries and stakeholders and setting targets that are too ambitious is likely to generate disappointment if they are not fully achieved.

7. **Ensure their actions are aligned with broader development agendas.** Proximity to the field of intervention gives small-scale actors a strong comparative advantage as implementers of migration and development actions, providing them with greater ability to mobilise certain resources and direct links with target populations. Proximity to the field does not, however, exempt small-scale actors from aligning their actions with broader local/national development goals.

8. **Engage in partnerships that are manageable in size.** The trans- national nature of migration and development actions poses additional challenges to the formation and running of partnerships. Although each partner can also contribute additional resources to a joint action, it is most effective to stick to relatively small partnerships. This facilitates coordination and communication throughout the project. Sign additional collaboration agreements with other actors who can contribute to the project and engage them as stakeholders.

9. **Share responsibilities with allies at all levels.** Whilst it is essential for partners to identify shared goals, the same applies also when establishing alliances with stakeholders and strategic allies. Sharing responsibilities recognises that allies at all levels are pursuing the same ultimate goals.

When supporting the actions of small-scale actors in migration and development, policymakers (donors, governments, etc.) should:

1. **Weigh actions in both their migration and development components.** For projects to truly fall within the migration and development field, they need to be equally strong in their migration and development components. Projects addressing the most relevant local development priorities may not require migrant involvement and, vice versa, the most valuable contributions that migrants can bring may not be the most needed in local contexts. Both components of a project, however, must be kept together by meaningful links.

2. **Ensure coherence between small-scale migration and development actions and broader agendas.** The small-scale nature of the projects of small-scale actors may generate impacts that are strongly felt at the local level but less visible on a national, regional or international scale. Policymakers should be realistic in terms of expectations of what small-scale projects can achieve. However, projects can still make local contributions to broader processes and should be assessed against their relevance for wider development agendas.

3. **Share responsibilities with small-scale actors.** By recognising that both are pursuing the same ultimate goals, policymakers should share responsibilities with small-scale actors. This leads to a redistribution of power through the establishment of more horizontal structures of development cooperation.

4. **Assess the transnational strength of partnerships.** High-performing migration and development projects are usually rooted in well-established transnational partnerships. When evaluating the solidity of a partnership, this transnational dimension should also be taken into account. Evaluation criteria should, therefore, be set not only for individual partner organizations, but also for the partnership as a whole. Additional criteria could also be extended to stakeholders involved in the project.

5. **Assess the grounds for migrant involvement.** Direct and active migrant involvement is a key element affecting the success of migration and development actions. This can be achieved in many ways, from providing direct support to the actions initiated by migrants and migrant organizations, to supporting other small-scale actors with a proven ability to mobilise migrants effectively.

6. **Facilitate face-to-face as well as virtual networking and exchange.** Policymakers can play a key role in facilitating contact between small-scale actors. This is key not only for the emergence of new alliances and joint actions, but also for the exchange and sharing of information, knowledge, lessons learned and best practices. Whereas virtual platforms have the advantage of being accessible to a broader number of potential users, face-to-face contact is still vital to get people to commit and engage in an active way.

7. **Match financial support with capacity building opportunities.** The effectiveness of targeted funding schemes for small-scale actors in migration and development is enhanced when integrated with capacity building measures. Financial and technical assistance allow small-scale actors to access the resources needed to engage actively through hands-on experience in migration and development projects. When both resources are provided together the benefits deriving from each are further reinforced.

8. **Provide one-to-one forms of support.** The diversity of small-scale actors engaging in migration and development calls for personalised support that is tailored to their needs. Putting in place flexible and decentralised management structures is one way of delivering this. Proximity between practitioners and policymakers, in fact, allows to better identify small-scale actors' needs and to jointly identify possible responses. It also allows for unforeseen new opportunities to be seized when they occur.

9. **Ensure long-term commitment.** Migration and development programmes not only offer the opportunity for small-scale actors to access project funding. They also provide room for capacity building opportunities, networking and relations of mutual exchange to be put in place. These require time and constant commitment to fully develop and show their benefits. Policymakers, therefore, need to adopt a long-term vision in setting up opportunities to engage small-scale actors in migration and development. Suddenly interrupting commitment at the end of a large programme may jeopardise the relations that have been built with small-scale actors and discredit policymakers.

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Annex - List of JMDI projects

Below is the full list of projects funded within the JMDI. Further information about each project is available on the JMDI website: www.migration4development.org.

Project No.	Project title	Partners	Countries
Algeria-1	New solidarities and co-development in Algeria	• Association Nationale de Volontariat Touiza • Touiza Solidarité	Algeria France
Algeria-2	For most of it I have no words: irregular migration routes and communication	• Algerian Forum for Citizenship and Modernity • Sicilian Region, Regional Ministry of Family, Social Politics and Local Authorities, Social Politics Department	Algeria Italy
Algeria-3	Capitalise on migrant capacities	• Algerian Forum for Citizenship and Modernity • Association of the Local Democracy Agencies • Municipality of Lecce • Region of Sicily, Labour department	Algeria France Italy
Algeria-4	Accompanying migrants: a new tool to leverage on for the development of the country of origin	• Association pour le développement et la promotion de l'artisanat local • Association pour la promotion de l'apiculture de montagne • Association migration, solidarité, et échanges pour le développement	Algeria France

Project No.	Project title	Partners	Countries
Cape Verde-5	Sustainable development of agro-farming in Cape Verde	• Associação dos Amigos da Natureza • Associação Nacional dos Engenheiros Tecnicos	Cape Verde Portugal
Cape Verde-6	Emigrants and remittances as a source of development	• Organização das Mulheres de Cabo Verde • Persone come noi	Cape Verde Italy
Cape Verde-7	Cape Verde multimedia centre	• Associação Jovens Solidarios • Associazione di Promozione Sociale Lunaria • Associazione Donne Capoverdiane in Italia • Binario Etico Soc. Coop.	Cape Verde Italy
Ecuador-8	REDES-CAP: support to migrants' ability in promoting development	• Fundación Eugenio Espejo • Unión de organizaciones campesinas e indígenas de Cotacachi • Asociación Rumiñahui Hispano-Ecuatoriana para la colaboración al desarrollo	Ecuador Spain
Ecuador-9	Strengthening the productive chain of organic coffee in the province of Loja, Ecuador	• Fideicomiso Ecuatoriano de Cooperación para el Desarrollo • Paz y Desarrollo	Ecuador Spain
Ecuador-10	Entrepreneurial capacities in Chimborazo	• Fundación Alternativa • Red Interinstitucional de Movilidad Humana de Chimborazo • Dirección General de Inmigración y Voluntariado, Conserjería de Política Social, Mujer e Inmigración, Comunidad Autónoma de la Región de Murcia	Ecuador Spain

Project No.	Project title	Partners	Countries
Egypt-11	Migrants skills transfer in aquaculture and fisheries: the case of Greece and Egypt	• Egyptian Agribusiness Association • Athens Network of Collaborating Experts	Egypt Greece
Egypt-12	Sustainability in development projects: joint Egyptian-Cypriot initiative	• Citizens for Development Foundation • Middle East Development, Dialogue and Solidarity	Egypt Cyprus
Egypt-13	Entrepreneurial 'knowledge': towards Arab German-Egyptian women development experience	• Arab Expatriates Department of the League of Arab States • German-Arab Friendship Association	Egypt Germany
Ethiopia-14	Socio-economic reintegration for illegally trafficked Ethiopian women and returnees from the Middle East	• Ethiopian Orthodox Church Development and Inter-Church Aid Commission, Refugee and Returnee Affairs Department • Association for Forced Migrants • AGAR Yearegawian Erdata Mescha Mehaber • Stichting Dir Foundation	Ethiopia Netherlands
Georgia-15	Integration of Georgian migrants into the labour market	• Georgian Employers Association • Bildungswerk der Wirtschaft GmbH	Georgia Germany
Georgia-16	Georgian diaspora for development in Kutaisi	• Local Democracy Agency • Georgia Foundation / Georgian Diaspora	Georgia Netherlands
Georgia-17	Promoting cooperation among migrant communities and local governments for local development	• National Association of Local Authorities of Georgia • Latvian Association of Local and Regional Governments	Georgia Latvia

Project No.	Project title	Partners	Countries
Georgia-18	Turnaround Migration for Development	• Nabada Improvement Neighbourhood Association • Georgia Foundation / Georgian Diaspora	Georgia Netherlands
Ghana-19	Sankofa Family Poultry	• African Development Organization for Migration • Sankofa Foundation	Ghana Netherlands
Ghana-20	Buduburam community capacity development initiative	• Assemblies of God Development and Relief Services • E-Life Development Agency • World Servants Netherlands	Ghana Netherlands
Jamaica-21	Mitigating the negative impact of migration on the multi-generational household (MGH) in Jamaica	• Hope for Children Development Company Ltd. • HelpAge International	Jamaica United Kingdom
Jamaica-22	Knowledge networks for connecting Jamaica and its diaspora	• Mona School of Business, University of the West Indies • KAJAN's Women's Enterprise Limited	Jamaica United Kingdom
Jamaica-23	Supporting Jamaican deported migrants and their families	• Institute of Sustainable Development, University of the West Indies • Female Prisoners Welfare Project Hibiscus	Jamaica United Kingdom
Mali-24	Improving access to mental health services for forced return migrants in Mali	• Association malienne des expulsés • Médecins du Monde - France	Mali France
Mali-25	Implementation of a bi-national support tool for migrant entrepreneurs from the Region of Kayes	• Centre d'appui à la microfinance et au développement • Service international d'appui au développement	Mali France

Project No.	Project title	Partners	Countries
Mali-26	Education to co-development in Mali	• Assemblée Régionale de Kayes • Groupe de Recherche et de réalisations pour le Développement Rural	Mali France
Moldova-27	DEVINPRO Moldova 2009/2010: Strengthening the link between migration and development through developing and testing replicable migration-related products and services for migrants and their communities	• Centre for Sociological, Political and Psychological Analysis and Investigations • International Agency for Source Country Information	Moldova Austria
Moldova-28	Support for children and parents in migration	• Child Rights Information Centre • Accompagnement, Lieux d'Accueil, Carrefour éducatif et social	Moldova France
Moldova-29	Strengthening community-based support to multigenerational households left behind by migration in Moldovae	• Second Breath • HelpAge International	Moldova United Kingdom
Moldova-30	Migrants' capacities for the Moldovan health system development - a brain gain project	• State Medical and Pharmaceutical University "Nicolae Testemitanu" • University of Leipzig	Moldova Germany
Moldova-31	Moldova: Improvement of financial literacy for remittance recipients and senders	• Rural Development Centre • Frankfurt School of Finance and Management	Moldova Germany

Project No.	Project title	Partners	Countries
Morocco-32	Migration, development: women on the move at Khouribga – MiDéF	• Centre International de Coopération Sud Nord • Agenzia di Cooperazione degli Enti Locali • Associazione Nazionale Oltre Le Frontiere • EuroQualità Soc. Coop.	Morocco Italy
Morocco-33	Poultry farming project in the rural community of Ouled Daoud Azkhanine, Morocco	• Coopérative agricole AL FATH • Organisation de la diaspora Marocaine en Belgique	Morocco Belgium
Morocco-34	Migrant associations, village associations: network building for local development in Morocco	• Association Touya pour l'action féminine • Forum des alternatives Maroc • Association Immigration Développement Démocratie	Morocco France
Morocco-35	Migrant rights and cultural otherness	• Fondation Orient Occident • Cooperazione Internazionale Sud Sud	Morocco Italy
Morocco-36	Mutualising migrants' competences for solidarity and economic development of Morocco	• Agence internationale pour le développement économique et social • Association Nouas	Morocco France
Morocco-37	Circular migration of women: vector of development	• Fondation Orient Occident • Fondation Centre d'Initiatives et de Recherches Européennes en Méditerranée	Morocco Spain

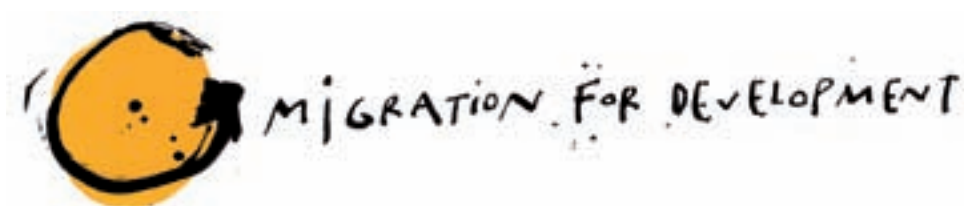| Project No.	Project title	Partners	Countries
Nigeria-38	Irregular migration: filling the information gap	• Child Adolescent and Family Survival Organization • Coventry University	Nigeria United Kingdom
Nigeria-39	Migrant rights: Nigerian-Polish initiative	• Human Support Services • Rule of Law Institute Foundation (Instytut na Rzecz Panstwa Prawa)	Nigeria Poland
Nigeria-40	Sickle cell cohort study: a sustainable pilot scheme	• ZANKLI Medical Centre • Fantsuam Foundation Kaduna State • London Focus Group on Sickle Cell Africa – Medical Association of Nigerian Specialists and General Practitioners	Nigeria United Kingdom
Philippines-41	Enhancing the capacity of migrants as partners in economic development	• Migrant Forum in Asia • Unlad Kabayan Migrant Services Foundation, Inc.	Philippines Netherlands
Philippines-42	Maximising the gains and minimising the social cost of overseas migration in the Philippines	• Atikha Overseas Workers and Communities Initiatives, Inc. • Comitato Internazionale per lo Sviluppo dei Popoli • Commission for Filipino Migrant Workers	Philippines Italy
Philippines-43	Maria for the MDGs: harnessing the diaspora, local women's groups, rural banks and local governments for rural development	• Economic Resource Centre for Overseas Filipinos • COS Utrecht	Philippines Netherlands
Philippines-44	Developing interventions to address stress and mental health problems among women migrant workers	• Action for Health Initiatives, Inc. • Vrije Universiteit Metamedica Health Care and Culture	Philippines Netherlands

Project No.	Project title	Partners	Countries
Senegal-45	Mobilising migrants' remittances for local development in Senegal	• Union des Mutuelles d'Epargne et de Crédit des Artisans du Sénégal • Echanges Internationaux pour le développement et la coopération	Senegal France
Senegal-46	SPES project – Senegal – Piemonte and Sardegna: migration and co-development	• Amicale Socio-Economique Sportive et Culturelle des Agriculteurs du Walo • Fédération des Organisations Non Gouvernementales du Sénégal • Arcoiris Onlus: Associazione Femminile Multietnica • Comunità Impegno Sviluppo Volontariato	Senegal Italy
Senegal-47	Migrants' Supporting Tools for Economic Projects: S.T.E.P.	• Agence Régionale de Développement de Diourbel • Confédération Sénégalaise pour la promotion des petites et moyennes entreprises et l'entreprenariat des migrants • Coordination Générale des Migrants pour le Développement • Regione Veneto • UnionCamere	Senegal Belgium Italy
Sri Lanka-48	Migrants ACCESS Programme	• Sewalanka Foundation • Arbeiter-Samariter-Bund Deutschland e.V.	Sri Lanka Germany
Sri Lanka-49	Leveraging remittances for socioeconomic development in Sri Lanka	• Sarvodaya Economic Enterprises Development Services • International Network of Alternative Financial Institutions Asia • Bangladesh Support Group	Sri Lanka Bangladesh Netherlands

Project No.	Project title	Partners	Countries
Tunisia-50	ACTION VERTE: Action to value the experience and resources of Tunisian emigrants	• Union Tunisienne de l'Agriculture et de la Pêche • Centro di Ricerche Economiche e Sociali del Meridione	Tunisia Italy
Tunisia-51	Migrants' information and training	• Association pour le Développement Durable et la Coopération Internationale de Zarzis • Association Féminine Jasmin d'Orient	Tunisia France

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MIGRATION FOR DEVELOPMENT