

**THE LGU'S GUIDE IN  
MAINSTREAMING  
MIGRATION AND  
DEVELOPMENT IN  
LOCAL DEVELOPMENT  
PLANNING AND  
GOVERNANCE**

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## ACRONYMS

ADB	ASIAN DEVELOPMENT BANK
AIP	ANNUAL INVESTMENT PROGRAM
ATIKHA	ATIKHA OVERSEAS COMMUNITIES AND INITIATIVES INC.
BI	BUREAU OF IMMIGRATION
BSP	BANGKO SENTRAL NG PILIPINAS
BPMCC COUNCIL	BATANGAS PROVINCE MIGRATION COORDINATING COUNCIL
CALABARZON	CALAMBA, LAGUNA, BATANGAS, RIZAL, QUEZON
CBMS	COMMUNITY BASED MONITORING SYSTEM
CDP	COMPREHENSIVE DEVELOPMENT PLAN
CFO	COMMISSION ON FILIPINOS OVERSEAS
CMA	CENTER FOR MIGRANT ADVOCACY
CLUP	COMPREHENSIVE LAND USE PLAN
CMD	COMMITTEE ON MIGRATION AND DEVELOPMENT
CPDO	CITY PLANNING AND DEVELOPMENT OFFICE
DFA	DEPARTMENT OF FOREIGN AFFAIRS
DOJ	DEPARTMENT OF JUSTICE
DOLE	DEPARTMENT OF LABOR AND EMPLOYMENT
DSWD	DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT
DOT	DEPARTMENT OF TOURISM
DTI	DEPARTMENT OF TRADE AND INDUSTRY
EO	EXECUTIVE ORDER
ERCOF	ECONOMIC RESOURCE CENTER FOR OVERSEAS FILIPINOS PHILIPPINES, INC.
EU	EUROPEAN UNION
GAD	GENDER AND DEVELOPMENT
GRDP	GROSS REGIONAL DOMESTIC PRODUCT
GDP	GROSS DOMESTIC PRODUCT
GNP	GROSS NATIONAL PRODUCT
IACAT	INTER-AGENCY COUNCIL AGAINST TRAFFICKING
IO	INTERNATIONAL ORGANIZATION
IOM	INTERNATIONAL ORGANIZATION FOR MIGRATION
HIV-AIDS	HUMAN IMMUNODEFICIENCY VIRUS INFECTION AND ACQUIRED IMMUNE DEFICIENCY SYNDROME
JICA	JAPAN INTERNATIONAL COOPERATION AGENCY
JMDI	JOINT MIGRATION AND DEVELOPMENT INITIATIVE
LCE	LOCAL CHIEF EXECUTIVE
LDIP	LOCAL DEVELOPMENT INVESTMENT PROGRAM
LEDAC	LEGISLATIVE EXECUTIVE DEVELOPMENT ADVISORY COUNCIL

LGA	LOCAL GOVERNMENT ACADEMY
LGC	LOCAL GOVERNMENT CODE
LGU	LOCAL GOVERNMENT UNIT
MAPID	MIGRANTS' ASSOCIATIONS AND PHILIPPINE INSTITUTIONS FOR DEVELOPMENT
M&D	MIGRATION AND DEVELOPMENT
MERS-CoV	MIDDLE EAST RESPIRATORY SYNDROME CORONAVIRUS
MIMAROPA	MINDORO(ORIENTAL/OCCIDENTAL), MARINDUQUE, ROMBLON, PALAWAN
MOF	MONTH OF OVERSEAS FILIPINOS
MPDO	MUNICIPAL PLANNING AND DEVELOPMENT OFFICER
MOOFWFYA	MOST OUTSTANDING OFW FAMILY OF THE YEAR AWARD
MRC	MIGRATION RESOURCE CENTER
NCR	NATIONAL CAPITAL REGION
NEDA	NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY
NGA	NATIONAL GOVERNMENT AGENCIES
NGO	NON GOVERNMENTAL ORGANIZATION
NRCO	NATIONAL REINTEGRATION CENTER FOR OFWS
OF	OVERSEAS FILIPINOS
OFW	OVERSEAS FILIPINO WORKERS
OWWA	OVERSEAS WORKERS WELFARE ADMINISTRATION
PAG-IBIG	HOME DEVELOPMENT MUTUAL FUND
PDP	PHILIPPINE DEVELOPMENT PLAN
PDPFP	PROVINCIAL DEVELOPMENT AND PHYSICAL FRAMEWORK PLAN
PESO	PUBLIC EMPLOYMENT AND SERVICES OFFICE
PhilHealth	PHILIPPINES HEALTH INSURANCE CORPORATION
PLPEM	PROVINCIAL/LOCAL PLANNING AND EXPENDITURE MANAGEMENT
POEA	PHILIPPINE OVERSEAS EMPLOYMENT ADMINISTRATION
PPA	PROGRAMS PROJECTS ACTIVITIES
PPDO	PROVINCIAL PLANNING AND DEVELOPMENT OFFICE
PSA	PHILIPPINE STATISTICS AGENCY
PSWD	PROVINCIAL SOCIAL WELFARE ADMINISTRATION
RDC	REGIONAL DEVELOPMENT COUNCIL
RA	REPUBLIC ACT
SARS	SEVERE ACUTE RESPIRATORY SYSTEM
SDC	SWISS AGENCY FOR DEVELOPMENT AND COOPERATION
SSS	SOCIAL SECURITY SYSTEM
SUMMID	STRENGTHENING, UPSCALING AND MAINSTREAMING INTERNATIONAL MIGRATION AND DEVELOPMENT IN CALABARZON
STD	SEXUALLY TRANSMITTED DISEASE

ULAP	UNION OF LOCAL AUTHORITIES OF THE PHILIPPINES
UN	UNITED NATIONS
UNDP	UNITED NATIONS DEVELOPMENT PROGRAMME
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
TESDA	TECHNICAL EDUCATION AND SKILLS DEVELOPMENT AUTHORITY
TWG	TECHNICAL WORKING GROUP
WB	WORLD BANK

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# THE LGU'S GUIDE IN MAINSTREAMING MIGRATION AND DEVELOPMENT IN LOCAL DEVELOPMENT PLANNING AND GOVERNANCE

## INTRODUCTION

According to the United Nations (UN), international migration has become a global phenomenon that is growing in scope, complexity and impact. It was no less than UN Secretary General Ban Ki-Moon who said that “*migration is an expression of the human aspiration for dignity, safety and a better future. We should welcome the dawn of the migration age.*”

As one of the major sources of labour supply worldwide, the Philippines with more than a century of history in migration and 10.2 million Filipinos in diaspora<sup>1</sup>, has been looked upon by other countries as a model in managing international migration. With the various issues and challenges brought about by the increasing mobility of people, initiatives to enhance the link between migration and development (M&D) have become part of the national agenda of the host and origin countries. While not a substitute for development, migration can be seen as a positive force for development when supported by the right set of policies.

And while international migration has always been a concern of the Philippine government, it was only lately that local governments have started to participate and recognize their role in this whole migration process. After all, migration starts at the local level – in the community, town, city where people come from. Conditions experienced at the local level may lead people to migrate, such as lack of job opportunities in the area. Some diaspora organizations are formed on the basis of local or geographic affiliations. Thus, transnational social networks are built between migrants and their communities of origin. Then, in addition, remittances although primarily benefiting the families left behind also contribute to the local economy. On the other hand, the social costs of migration are usually felt at the household level, which could affect the communities. And finally when migrants return to the Philippines, they tend to go back or reintegrate to their communities of origin.

We can see that the impact and consequences of migration are directly felt at the local level. In view of this, it is easy to conclude that the LGUs and local actors can play an important and critical role in enhancing the development impact of international migration.

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<sup>1</sup>Stock Estimate of Filipinos Overseas as of December 2013 by the Commission on Filipinos Overseas

<sup>2</sup>Maruja M.B. Asis, Editor, “Minding the Gaps: Migration, Development and Governance in the Philippines”, Scalabrini Migration

## Importance of the Guidebook

From 2008 to 2010, a project entitled Migrants' Associations and Philippine Institutions for Development (MAPID) was undertaken by Scalabrini Migration Center in partnership with the CFO provided the following recommendation on M&D and the role of local governments. At the end of the project, they made the following observations:

*“Local governments are important links in realizing the development contributions of migration. So far, these links are largely non-existent or very weak as indicated by the lack of appreciation for migration in local development plans and the informal, ad hoc approach to requests for assistance by OFWs and their families or offers of assistance by overseas Filipinos. Unless links, dialogue and cooperation are forged with local governments, ‘national’ migration-related programs will remain ideas.....”<sup>2</sup>*

The M&D Mainstreaming Guide primarily aims to help the local governments of CALABARZON (Laguna, Batangas, Cavite, Rizal and Quezon) in integrating M&D into their local planning, and provide them with a sample menu of services that their localities can provide for the migrants and their families. It will also provide pertinent information on international migration, issues of migrants and the national government agencies involved in M&D initiatives so the LGUs could link up with them. It will serve as practical reference to essential steps in building local institutional capacities and working towards a multi-sector engagement.

Individuals who decide to migrate often make the decision to do so are influenced by the situation at home and in their communities. Local authorities, through plans, policies, programs, services and activities, are in the best position to influence the situation closer to the ground. They are in a position to create the environment that will serve as a push factor for migration due to lack of gainful employment opportunities or opportunities for self-development or as a pull-factor for economic reintegration and investments coming from returned migrants.

Migration is a development phenomenon that can be harnessed to positively impact local development. Local authorities need to be aware of how international migration is present in their localities, the situation of migrants and the families they have left behind and how migration has helped in improving their economic situation. International migration needs to be part and parcel of local development planning and programming in order to translate the opportunities made available by the cross-border movements of people and to address the social costs of migration to migrants and their families and communities.

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<sup>2</sup>Maruja M.B. Asis, Editor, “Minding the Gaps: Migration, Development and Governance in the Philippines”, Scalabrini Migration Center, Manila, Philippines, 2011

## **STEP NO. 1 - HOW TO PREPARE LGUS FOR M&D MAINSTREAMING?**

### **A. Identifying champions at the local level**

The first step in M&D mainstreaming is finding champions on the ground that can push for M&D to be mainstreamed in local development and governance.

Who can be M&D champions?

- Successful OF from the locality (well-known OF from the community, recipient of OWWA's MOOFWFYA or CFO's Presidential Awards)
- Prominent constituent or personality at the local level
- Civil society organizations / hometown associations
- Local government authority
- Local legislator (to champion M&D initiatives in the local legislature, e.g., ordinances creating M&D council/committee, establishment of migrants resource centers and resolutions authorizing the local chief executive to enter into agreements with stakeholders on M&D initiatives, etc.)
- National government agency (CFO, DOLE, POEA, OWWA, NRCO, DFA, NEDA, etc.)

### **B. Getting the support of the Local Chief Executive**

The commitment, full and continuing support of the LCE is crucial in the success of the M&D mainstreaming in local development plans and in the implementation of PPAs. Oftentimes, the significant number and influential presence and social and economic activities of OFs, their families in their localities which include volume of remittances or diaspora philanthropy or investments can be a convincing factor for LCEs to support the mainstreaming process.

**Tip:** Try to locate your LCE's migration soft spot and then capitalize on this in convincing him/her to give his/her unequivocal support to M&D mainstreaming.

The following questions may serve as key entry points to finding your LCE's soft spot on migration and development: Does your LCE have a relative(s) working or living overseas? Or maybe your LCE him/herself had an experience being an OF? Does your LGU have an active overseas hometown association that supports local development efforts? Or maybe a sister city arrangement with a locality overseas?

### **C. Awareness raising of the key LGU actors**

It is important that at whatever level of support that can be generated from LCEs initially, constant follow up and follow through needs to be done to ensure the sustainability of the initiative. LCEs need to identify key technical personnel that will work on ensuring that the M&D mainstreaming initiative will run through the whole process of local development planning.



Key local government officials such as Planning / Social Welfare / Investment and Enterprise Officer /Coordinator, PESO Manager, Local Administrator, Budget Officer, among others need to become aware and appreciative of the links between migration and local development during the initial stages of M&D awareness-raising. Awareness-raising on M&D can later on be expanded to other line agency representatives, private sector, civil society organizations including OF organizations, the academe, micro-finance institutions, among others.

**Tip:** The migration4development website is a great resource that can be easily accessed and utilized by local authorities to gain more knowledge, brush up on, or keep updated on how migration and development are linked and connected. . Visit [www.migration4development.org/content/m4d-goes-local-0](http://www.migration4development.org/content/m4d-goes-local-0)

#### **D. Creating legal basis**

With the commitment of the LCE secured and awareness on M&D heightened among the ranks of local government authorities and key personnel, it is now time to set the legal basis for the mainstreaming of M&D in local development plans. One indicator that LCEs fully support M&D mainstreaming is the issuance of an Executive Order or Ordinance creating a mechanism that will undertake the mainstreaming of M&D in local development plans. These mechanisms can be a technical working group or Council that can fully attend to the requirements for mainstreaming (data gathering for situation assessment and analysis, review of existing CDPs and environment scanning of existing M&D initiatives in the locality for action programming, etc.).

Other legal basis on M&D include the issuance of a Resolution by the local councils authorizing the LCE to enter in a MOA with relevant stakeholders in support of M&D initiatives or an Ordinance creating other M&D institution (OFW Help Desk, or Migration Resource Center) and appropriating funds for such.

**Tip:** Which is best to secure among the legal bases? EO, Resolution, Ordinance?

If your LGU is just starting out on mainstreaming M&D and your LCE recently came on board the M&D bandwagon, an EO signed by your LCE in support of any M&D initiative (establishment of a M&D TWG or Council, program, project or activity) will suffice. Fund allotment for these initiatives will be based on the discretion of LCE, and if there are funds available from the LCEs office.

A resolution by the *SanggunianPanlalawigan / Panglungsod / Bayan* can be the next step in your LGUs mainstreaming initiative as this indicates increased awareness on M&D extending up to your local legislative body. A resolution may also indicate readiness on the part of your LGU to do something bigger and longer on migration and development such as better data collection and analysis leading to the integration of migration in your LGUs local development plans, or the establishment of partnership with relevant regional or national line government agencies or other local / national / international stakeholders.

An ordinance by the *SanggunianPanlalawigan / Panglungsod / Bayan* signals the readiness of your LGU in institutionalizing migration and development in the local development planning process and governance through policies, programs, projects, activities, mechanisms / structures and fund allotment (e.g. inclusion in the LDIP/AIP or GAD fund). Having a resolution ensures the sustainability of the initiative even after the term of the current LCE.

**STEP NO. 2 - HOW TO MAINSTREAM M&D IN  
SITUATIONER/SITUATIONAL ASSESSMENT AND ANALYSIS?**

This stage involves research and data collection to surface the migration profile of the LGU, other migration realities, and to understand the migration context at the local level, and provides a sound foundation for decisions on which strategies to adopt.

Part of the situation assessment and analysis is to determine the existing LGU policies, programs and services catering to migrants and their families. Programs and services by other stakeholders (civil society organizations, micro-finance institutions, academe, OF organizations) for migrants and their families should also be taken into account.

A migration situationer at the local level is recommended to include data on the following:

**1. Migration Profile**

<b>Locality</b>	<b>No. of migrants (or families with migrant) classified by gender</b>	<b>Destination country of migrant</b>	<b>Employment Status (skilled or low-skilled)*</b>	<b>Average annual remittances received by migrant families</b>
Province				
Municipality/ City				
Barangay				
Possible sources of data	Survey by LGU, CBMS, PSA, CFO, OWWA	Survey by LGU, CBMS, PSA, CFO	Survey by LGU, CBMS, PSA-Bureau of Employment	Survey by LGU, CBMS, PSA

\*skilled- those with 5 (or more) years of experience

low skilled- those with below 5 years of experience

The research and data collection on migration is recommended to surface the following:

## 2. Social Costs of Migration

Locality	Drop Out Rate of Children of Migrants	Cases of distressed OFs	Cases of human trafficking	Cases of illegal recruitment
Province				
Municipality/ City				
Barangay				
Possible sources of data	Schools	National government (DFA, OWWA, etc.), Local government (provincial, city, municipal, barangay), NGOs	Local Police, Local government (provincial, city, municipal, barangay), NGOs, churches	Local Police, Local government (provincial, city, municipal, barangay), NGOs, churches

Other social costs of migration may be surfaced by the data gathered including but not limited to offenses committed by OFs in host countries, health-related crisis that causes displacement, etc.

## 3. Development Contributions of Migrants and their Families

Locality	Economic Enterprises of Migrants / Migrant Families (Type of business/ amount of investment contributed to locality)	Diaspora philanthropy in times of disasters / for education/ health/ livelihood/ small infrastructure (amount of donation)	Skills transfer / volunteer services rendered by migrants
Province			
Municipality/ City			
Barangay			

Possible sources of data	Local government (provincial, city, municipal, barangay), NGOs	CFO, DSWD, Local government (provincial, city, municipal, barangay), NGOs	DOST, CFO, Local government (provincial, city, municipal, barangay), NGOs, schools
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LGUs may also want to determine how international migration is linked with other development sectors at the local level. If data is available, LGUs may want to see how international migration impacts development sectors that they are focused on, such as agriculture, manufacturing, services, etc. Local governments which are undertaking CBMS also need to be aware that data on the number of migrants in their locality as well as the remittances can be generated.

At the end of this process, LGUs should be able to identify the migration profile of their locality, and issues, concerns, and opportunities on international migration and development.

<b>STEP NO. 3 - HOW TO MAINSTREAM M&amp;D IN LGU VISION, MISSION, AND GOALS?</b>
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After identifying important M&D issues and opportunities at the local level, this section will rank and prioritize these issues and opportunities in terms of their strategic importance and alignment with local development goals and targets. M&D assessment might find various issues that are actually happening such as lack of employment opportunities which force people to migrate, or social costs of migration (breakdown of family ties, etc.), or remittances that are not channeled to more productive use. At the same time, opportunities to harness the gains of migration that contribute to local development efforts such as investments and enterprises set up by migrants and their families, diaspora philanthropy contributions from existing hometown associations or volunteer services rendered by outstanding OFs in their respective fields.

The LGU could then prioritize their goals addressing these problems, issues, and opportunities. Potential goals should be SMART (specific, measurable, achievable, relevant, and time-bound). The main outcome of this stage will be a list of agreed strategic goals and priorities.

In order to identify strategic goals and priorities that already include M&D, local development plans from an M&D view point need to be revisited and reviewed. The following questions need to be addressed:

- Do the LGU’s vision and mission statements include the welfare and aspirations not only of constituents but also those who are living and/or working overseas and their families left behind?

- Do migrants and their families feel that they are a part of the LGUs vision and mission?
- How can the LGUs vision and mission statements be more inclusive, going beyond territorial jurisdiction and be more responsive to the mobility of its constituents?
- What development initiatives have OFs and their families engaged in that has run parallel to the development processes and outcomes of the LGUs?

### Sample Vision, Mission and Goals

#### Vision

A globally competitive (and inclusive), agri-industrial, eco-tourism, logistics business hub, and the new educational center with healthy, proactive and disciplined citizenry in a modern and ecologically-balanced environment under a strong, visionary, responsible and committed leadership.

#### Mission

To be the model and leader in the province (municipality, city) in initiating, establishing and sustaining investments in the areas of agro industrial, ecotourism, and business and educational centers designed to offer its citizenry necessary skills and expertise to achieve economic development

#### Goals

Increased agricultural productivity  
Better jobs and income opportunities  
Tourism and investment development

### STEP NO. 4 - HOW TO DEVELOP M&D PROGRAMS AND SERVICES?

After developing the vision, mission and goals inclusive of migrants and their families, the next step is for LGUs to develop programs and services for migrants and their families, and include them in the local development plans - **Provincial Development and Physical Framework Plan (for provinces)** or the **Comprehensive Development Plan (for city and municipality)** and the **Local Development Investment Program/Annual Investment Program**. This will address and consider both the economic and social dimensions of international migration that have surfaced during the situation assessment and analysis.

In developing the programs and services, LGUs should ask themselves the following questions:

- Are migrants or international migration mentioned anywhere in the local development plans?
- If yes, under which sector/goal/objective/strategies/PPAs?

- Does this address the needs and opportunities identified in the situational assessment and analysis?
- If not, what strategies are needed to address both the needs and opportunities identified vis-à-vis international migration and local development?

**Tip:** Where to include the M&D provisions in the local development plan?

**A. Provincial Development and Physical Framework Plan**

In coming up or updating the PDPFP, the following are the development sectors where M&D can be integrated and where M&D responsive PPAs can be developed, considered or adopted: population, economic activity, and income/services.

**B. Comprehensive Development Plan**

In drafting or updating the CDPs, LGUs could include M&D provisions under the following development sectors: social, economic, and institutional development.

**C. Local Development Investment Program / Annual Investment Program**

Integrating M&D in the development sectors of both the PDPFP and CDP should be reflected in the Local Development Investment Program / Annual Investment Program to determine resource requirements and strategies for resource mobilization for M&D responsive PPAs.

The type of programs and services that may be developed by the LGU for migrants and their families may revolve around four program areas: social protection and welfare services, economic development services, advocacy and educational services, and institution building:

**1. Social protection and welfare services**

- a. Financial assistance to distressed returning OFs
- b. Counseling and psycho-social services for OFs and prospective OFs, and families or children left behind
- c. Education and scholarship program
- d. Health services
- e. Free long distance call to love ones abroad

**2. Economic development services**

- a. Financial literacy, entrepreneurship and investment opportunities trainings
- b. Development of specific investment products and services for OFs
- c. Partnership with OF organizations in financing local development projects
- d. Job fairs
- e. Accreditation of remittance centers

**3. Advocacy and educational services**

- a. Forum/ Community education/ information caravan on migration/ Anti-human trafficking and illegal recruitment campaign to local community
- b. Weekly TV/ radio program and use of other forms of social media for wider information dissemination on migration
- c. Film showing on migration

**4. Institution-building**

- a. Establishment of Migration Resource Center or One stop-shop OF Center
- b. Establishment of OFW Desk or Kiosk
- c. Generation of quality migration data (disaggregated at barangay level) thru local surveys
- d. Organization of OF Family Circles or Associations
- e. Annual celebration of International Migrants Day
- f. Balikbayan Nights
- g. Awarding of outstanding OFs or migrant organizations
- h. Partnerships/networking with national government agencies, civil society groups, business sector, academe, international organizations, and OF groups

**Tip:** Consultation with various sectors which are stakeholders in migration and development is a necessary component in developing M&D programs and services. These include OF organizations or hometown associations, civil society organizations, the academe, private sector such as banks or money transfer agencies or chambers of commerce and industry, micro-finance institutions, etc.

**STEP NO. 5 - HOW TO SOURCE FUNDS FOR M&D MAINSTREAMING?**

Budget or Funding is one of the important components for the success of mainstreaming M&D at the local level. A budget is a plan expressed in financial terms which states the sources and uses of funds, and serves as a blue print of the financial and policy decisions of the LGU to be implemented during a fiscal year.

After the inclusion of M&D provisions into the Local Development Plan (LDP) and Local Development Investment Program/ Annual Investment Program (AIP), the annual budget of the LGU on the implementation of M&D Programs and Services could be prepared.

How much budget is needed for the implementation of the programs and services? This will depend on the activities and projects to be implemented by the LGU within a time period, and the availability of the sources of funds. The following is an example of budget allocation that may serve as guide for the LGU in crafting the budget:

Project/Activity	Budget	Timeframe	Remarks
Establishment of Migration Resource	P2,000,000- P5,000,000	1-2 years	Expenses to cover the building of a migration

Center			center and hiring of additional personnel (M&D Officer)
Financial Assistance to distressed returning OFs	P250,000	All-year long	On the assumption that the maximum amount an OF could get is P5,000, with expected beneficiary of 50 OFs annually
Financial Literacy Training to OFs and their Families	P50,000- P100,000	2-3 days	Expenses to cover venue, food for 100 pax, training kits, honoraria for speakers
OF Day Celebration	P50,000- P300,000	Every December	Expenses to cover venue, food for 200-300 pax, and activities for MOF celebration (Forum, fun run, film showing etc.)
Quarterly Meetings/ Special Meeting of the Council/TWG	P10,000	Every quarter	Expenses to cover food
Office Equipment, Other Capital Outlay	P100,000 – P300,000	Annual	Expenses to cover computer/ laptop/ printer and other office supplies

So where can the LGU source out funds in mainstreaming M&D at the local level?

1. Local government funds: annual local government budget allocation, discretionary fund, gender and development budget
2. National government funds: depending on the availability of funds from migration-related agencies such as Department of Foreign Affairs, Department of Labor and Employment, Overseas Workers Welfare Administration, Philippine Overseas Employment Administration, National Reintegration Center for OFWs, Commission on Filipinos Overseas, Social Security System, Pag-IBIG, PhilHealth, Department of Trade and Industry, National Economic Development Authority, among others
3. Private/International funds: Migrant associations and overseas Filipino diaspora groups, International organizations (World Bank, Asian Development Bank, United Nations Development Programme, EU, USAid, JICA, IOM, etc.), private agencies (Chamber of Commerce, Rotary, local businesses, cooperatives), civil society group, academe

**Tip:** The LGU may partner thru MOA or MOU with several agencies/organizations for cost-sharing mechanism (venue, information materials, technical skills, etc.) in the implementation of M&D programs and services (partnership with OWWA and NRCO for reintegration services; partnership with the academe in the conduct of study or research on migration, etc.). The LGU may also wish to submit proposals to international funders if they have new project/initiatives on M&D that need funding.



**STEP NO. 6 - HOW TO BUILD M&D CAPACITIES OF LGUS?**

Capacity development is essential for ensuring the sustainability of M&D efforts. Capacity development in this context means helping the LGU actors and stakeholders shape the development planning and M&D mainstreaming process, and establishing M&D institutions to ensure its sustainability.

**A. Capacity Building and Trainings of Key LGU Actors and Stakeholders**

The following are the recommended capacity building and trainings needed by key LGU actors and stakeholders who will mainstream and implement the M&D programs and services at the local level:

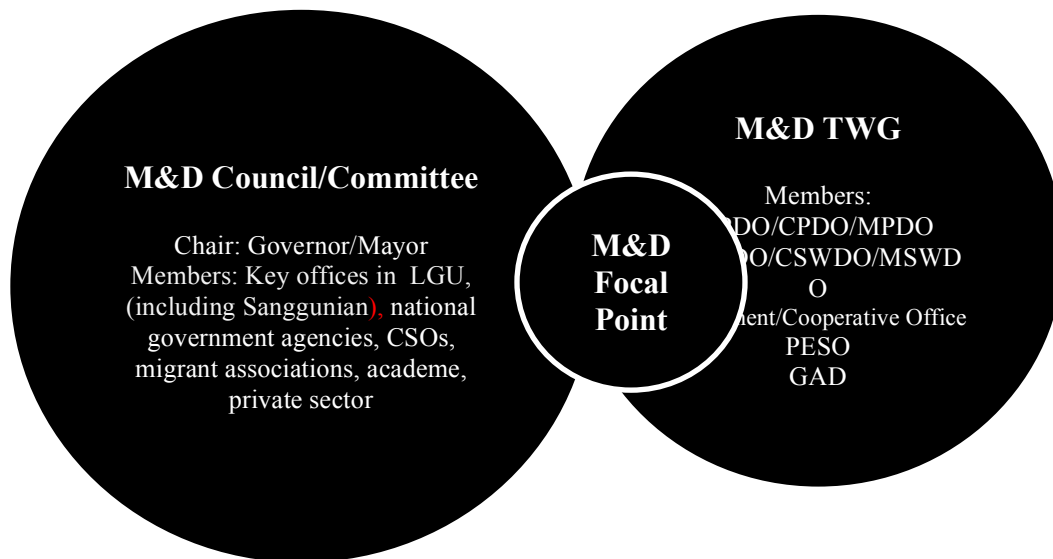
<b>Training</b>	<b>For</b>
Leadership training, and Vision and Goals setting	LGU
Philippine Migration Overview and Government Programs and Services for Filipinos Overseas and their Families	LGU and partners
Project Management, Monitoring and Evaluation	LGU
Financial Literacy Training	LGU and partners
Trainings on Tourism investments, tourism awareness and homestay	LGU and partners
Gender-responsive Case Management Training	LGU
Data Management Training	LGU, CBMS, PSA
Technical Writing/ Project Proposal Writing	LGU
Pre-Migration and Integration Seminar	LGU and partners
School-based Program for Children and Families of Overseas Filipinos	Schools
Reintegration Training	LGU and partners
M&D Institution Building (Including setting up of MRCs and Migration Desks)	LGU and partners
Identifying and packaging LGU's investment opportunities for OFs	LGU

**Tip:** The LGU may request assistance from national government agencies/ NGOs/ private

organizations that provide free trainings (ie BSP, CFO, Atikha on Financial Literacy Trainings, DTI on Investment Opportunities Trainings, CFO on Anti-Human Trafficking Trainings, POEA on Anti-Illegal Recruitment Trainings, etc.).

## B. Establishment of M&D Institutions

1. **TWG/ Council or Committee** – The LGU is encouraged to create its own M&D TWG/ Council or Committee thru an Ordinance or Executive Order. An M&D Council or Committee is an inter-agency group which formulates and develops plans, programs and services for migrants and their families, and tackles issues with regard migration and development at the local level. The members of the Council or Committee, which is usually chaired by the LCE, come from the various concerned offices of the LGU(including Sanggunian), regional/provincial office of related-national government agencies, civil society groups, migrant associations, academe, private sector, among others. The TWG, on the other hand is a smaller group that usually implements the M&D programs and services, and serves as the Secretariat of the Council or Committee. It is mainly composed of the key offices of the LGU which are involved in M&D.



From the group, it is also best to designate/and identify the M&D Focal Point, who will serve as the over-all in-charge of the M&D programs and services at the local level.

**Tip:** It is not mandatory for LGUs to create both groups – Council/Committee and TWG. The LGU may wish to integrate the TWG to the Council/Committee, since the members of the TWG are most likely members of the Council/Committee. The LGU may also wish to expand the membership of its Council/Committee and include other sectors or units within the locality (Budget Office, Accountant Office, Sanggunian, Tourism, Agriculture etc.) which could help in developing/implementing M&D programs and services.

2. **OFW Help Desk** – Every LGU is mandated to create its own OFW Help Desk as stipulated in RA 8042 or Migrant Workers and Overseas Filipinos Act of 1995 (as amended by RA 10022 in 2010). The LGU’s OFW Desk shall provide current information to its constituents on all the processing aspects of overseas employment, as well as the various programs and services of the national government and NGOs for migrants and their families. Such desk shall be linked to the database of all concerned government agencies, particularly the POEA for its updated lists of overseas job orders and licensed recruitment agencies in good standing.

**Tip:** The LGU may partner with the POEA, OWWA, DFA or CFO in setting up of the OFW Desk thru MOA. The agreement will include the roles and responsibilities of concerned agencies regarding delivery of services to migrants and their families.

1. **Migration Resource Center** – The establishment of a Migration Resource Center (MRC) is a major commitment of an LGU in the mainstreaming of M&D at the local level. Every LGU, especially at the provincial, city and municipal levels, is encouraged to establish its own MRC thru an Ordinance or Executive Order. An MRC is a one-stop shop service center that offers holistic programs and services for migrants and the families they left behind, which could include pre-departure trainings, general migration information, social services for migrants and family members staying behind, assistance to the reintegration of migrants and harnessing the development impact of migration and migrants’ contributions at the local level. It is encouraged that the LGU create a new plantilla position of an M&D officer who will supervise the day-to-day operation of the Center.

**Tip:** Building a Migration Resource Center entails bigger budget, thus it is recommended that the LGU partner with other stakeholders which have resources to cost-share in the building of the Center.

**STEP NO. 7 - HOW TO IMPLEMENT M&D PROGRAMS AND SERVICES?**

The implementation stage is where the programs, services, and activities stated in the local development plan are put into practice, and where progress towards achieving the targets is reported. Implementing M&D programs and services requires clear understanding of roles and responsibilities on the part of LGU and its partners.

**A. Recommended Roles and responsibilities of LGU and partners in implementing M&D programs and services:**

Actors	Roles and Responsibilities
<b>LGU</b>	
Provincial, City, Municipal LCE	<ul style="list-style-type: none"> <li>• Lead/Serve as chair of the Council or Committee on M&amp;D</li> </ul>

	<ul style="list-style-type: none"> <li>• Forge partnership with national government, private and civil society, and migrant associations overseas</li> </ul>
PPDO/CPDO/MPDO	<ul style="list-style-type: none"> <li>• Ensure that the targets/ activities set in local development plan are carried out</li> <li>• Ensure the sustainability of M&amp;D mainstreaming</li> </ul>
PSWDO/CSWDO/MS WDO	<ul style="list-style-type: none"> <li>• Provide social, psycho social, and/or financial assistance to OF returnees and their families, including distressed OFWs and victims of human trafficking</li> <li>• Assist in the formation of organization of OF families</li> <li>• Conduct financial literacy trainings</li> <li>• Manage the MRC</li> </ul>
Investment Office Livelihood Office Agriculture Office	<ul style="list-style-type: none"> <li>• Develop investment packages for OFs</li> <li>• Provide trainings on entrepreneurship and business assistance to OF entrepreneurs</li> <li>• Coordinate with DA, DENR, DAR, DTI, DOT for investment related projects for OFs</li> </ul>
PESO	<ul style="list-style-type: none"> <li>• Manage OFW Help Desk</li> <li>• Provide assistance and referral services to OFWs and prospective OFWs</li> <li>• Conduct employment orientation for interested applicants (local and international)</li> <li>• Coordinate and establish partnership with local and international employment agencies to ensure their legality</li> <li>• Conduct anti trafficking/illegal recruitment orientation for future workers abroad</li> <li>• Organize job fairs</li> </ul>
Tourism Office	<ul style="list-style-type: none"> <li>• Develop tourism program for OFs</li> </ul>
<b>Local Partners</b>	
Banks	<ul style="list-style-type: none"> <li>• Develop specific savings, loan and investment products for OFs</li> </ul>
Chamber of Commerce	<ul style="list-style-type: none"> <li>• Encourages participation of economic and investment related endeavors that can expand the choices of OFs investments</li> </ul>
MFI/ Cooperatives	<ul style="list-style-type: none"> <li>• Develop specific microfinance products for OFs and their families</li> <li>• Encourage OFs and their families to become a member of cooperative</li> </ul>

	<ul style="list-style-type: none"> <li>• Conduct financial literacy trainings</li> </ul>
Schools/ Academe	<ul style="list-style-type: none"> <li>• Assist LGU on local level research on migration</li> <li>• Provide technical assistance to OF entrepreneurs</li> <li>• Develop school-based program for children and families of OFs</li> </ul>
Civil Society/ NGOs (including faith-based organizations)	<ul style="list-style-type: none"> <li>• Provide social and welfare services to migrants and families left behind</li> <li>• Assist in the formation of organization of OF families</li> <li>• Conduct financial literacy trainings</li> </ul>
Migrants and families left behind	<ul style="list-style-type: none"> <li>• Organize association of migrants and families left behind</li> </ul>
<b>National Partners</b>	
DFA, DOLE, OWWA, POEA, NRCO, CFO, SSS, DTI, DOT, PSA, DILG, etc.	<ul style="list-style-type: none"> <li>• Provide data, technical and other form of assistance or partnership (trainings, orientations, setting up of desks at the local level, etc.) to LGU on matters related to M&amp;D</li> </ul>
<b>International Partners</b>	
IOs (ADB, IOM, JICA, UNDP, etc)	<ul style="list-style-type: none"> <li>• Provide technical assistance/ funding on projects related to M&amp;D</li> </ul>
Migrant associations overseas	<ul style="list-style-type: none"> <li>• Provide diaspora philanthropy assistance (gift-giving, medical mission, etc.)/ transfer of skills to LGU</li> </ul>

**Tip:** Make every event, seminar, conference, etc. as both venues and opportunities for networking and partnership with M&D stakeholders. LGUs are encouraged to formalize partnership thru MOA or MOU to determine the roles and responsibilities of parties involved in providing M&D services to migrant and their families.

## B. Reporting of Accomplishment

Reporting the accomplishments of LGU in its delivery of M&D programs and services will determine their effectiveness. Reporting of accomplishment may be done regularly: monthly, quarterly, every semester or annually depending on the need of the LGU. LGU's are encouraged to prepare a result based reporting (also known as outcomes reporting) - an approach that focuses on outcomes rather than inputs. Financial reports measures the efficiency of services delivered.

Below is a recommended result or outcome-based accomplishment report template:

<b>Activities</b>	<b>Annual Target</b>	<b>Output</b>	<b>Outcome</b>
Establishment of MRC	Build/ establish MRC	Established MRC	___(no.) of migrants and their families

		Conducted ___ (no.) trainings/ capacity building  Forged ___ (no.) partnership with national government, civil society, private sector, etc.	assisted  Services offered by national government/ civil society are now easily accessible to migrants at the local level
Financial Assistance to distressed returning OFs	Provide financial assistance to distressed returning OFs	Provided _____ (amount) to ___ (no.) distressed returning OFs	Beneficiaries used the financial assistance for _____ (livelihood project, medical bills payment, etc.)
Financial Literacy Training to OFs and their Families	Conduct financial literacy training to OFs and their families	Conducted ___ (no.) of trainings to ___ (no.) of beneficiaries	___ (no.) of beneficiaries who opened savings account after the training  ___ (no.) of beneficiaries who invested after the training
OF Day Celebration	Organize activities for the OF Day celebration	Organized ___ (no.) of activities for the (forum, cultural show, film showing, etc.) to ___ (no.) of beneficiaries	Partnership with the migrant community and families of migrants formalized  ___ (no.) of migrants became aware of the realities of migration
Quarterly Meetings/ Special Meeting of the Council/TWG	Conduct quarterly meeting	Conducted ___ (no.) of meetings	Passed resolution on _____ (developing new program for migrants, increasing membership of the Council, partnership with other stakeholders, etc.)

- Activities- actions or tasks that have to be taken to produce results
- Project- series of activities aimed at bringing about clearly specified objectives within a defined period of time with defined budget

- Program-set of projects put together under an overall framework or an on- going set of initiatives and services that support common objectives
- Results- tangible products /services delivered as a consequence of implementing a set of activities.
- Objectives- refers to activities, results and project purpose
- Input –financial , administrative and regulatory resources provided by LGUs, donors and partners.
- Output- measure the immediate and concrete consequences of the measures taken and resources used ( # of MRCs built, # of public official trained # of migrants services)
- Outcome- measure the results in terms of target group benefits ((% of women against men, MRCs with staff and servicing \_\_\_)

**STEP NO. 8 - HOW TO MONITOR AND EVALUATE PROGRESS AND ENSURE SUSTAINABILITY?**

After or during the implementation phase, it is important to monitor and assess the efficiency, effectivity, impact, sustainability and relevance of the programs and services for accountability purposes and to draw lessons that may guide future decision-making, especially in improving or retaining such programs and services.

The LGU is encouraged to create their own M&D checklist to fully measure and evaluate how far they have achieved in mainstreaming M&D at the local level. It should also identify the issues and problems encountered, as well as the recommendations in improving the program and services.

**How to Evaluate and Monitor Progress**

Monitoring is the systematic and continuous collecting, analysis and using of information for the purpose of management and decision making. It focuses on the collecting and analyzing information on:

- Physical- such as inputs provided, activities conducted and results delivered
- Quality of Progress-such as stakeholders participation and local capacity building
- Financial Progress-
- Preliminary Response of LGUs and other partners to M&D activities
- Reasons for any unexpected response by target clients and what remedial action(s) should be taken

**Monitoring matrix**

<b>Monitoring matrix</b>				
Physical	Quality of	Financial	Preliminary	Reasons for

progress	progress	progress	response	Unexpected response

Evaluation is a periodic assessment of the efficiency, effectivity, impact, sustainability and relevance of a project in the context of stated objectives. It aims to draw lessons that may guide future decision-making.

- Efficiency- the fact that the results were obtained at reasonable cost and the quality of results achieved
- Effectiveness- the contribution of the project ‘s results to the achievement of the project purpose or objective
- Relevance – appropriateness of the project objectives to the real problems, needs and priorities of the intended target clients that the project is designed and to the physical and policy environment within which it operates
- Impact-the effect of the project on its wider environment and tis contribution to a wider sector
- Sustainability - the likelihood of continuation in the stream of benefits produced by the project after the period of external support has ended, factors that contribute to the likelihood of sustainability:
  - Ownership of the LGU
  - Policy support/consistency
  - Appropriate technology
  - Socio cultural issues
  - Gender equity
  - Institutional management
  - Economic and financial viability

Main objectives of M&E:

- Enhance organizational development learning
- Ensure informed decision
- Support substantive accountability
- Promote openness, awareness and satisfaction

#### **Difference between M&E**

	<b>Monitoring</b>	<b>Evaluation</b>
Who	Internal LGU responsibility All levels	External group to maintain objectivity
When	On going	Periodic
Why?	To check progress	To learn broad lessons applicable to other



	To take remedial action Update plans/activities	existing and related M&D projects To use the results as reference for policy review by planners, and policy makers for strategic programming and planning To provide accountability
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M&D Checklist for the LGU

Activities/ Programs/ Services	Yes	No	How effective?	Issues/ problems encountered	Recommendations
<b>Governance</b>					
Identified M&D champions					
Support from the LCE					
Awareness of key LGU actors on M&D					
Legal Basis for M&D Initiatives (EO, Ordinance, resolution)					
Prepared M&D situationer at local level (migration profile, social cost of migration, development contributions)					
M&D incorporated in the LGU's vision, mission and goals					
M&D provisions included in the Provincial Development and Physical Framework Plan/ Comprehensive Development Plan/ Local Development Investment Program/ Annual Investment Program					
<b>Institution Building</b>					
Developed networking/ institution-building services for the LGU and OFs and families					
Created Functional M&D TWG/Committee/ Council					
Established OFW Desk					

or Kiosk					
Established MRC or One-Stop Shop M&D Center					
<b>Service Delivery</b>					
Developed social protection and welfare services for OFs and families					
Developed economic development services for OFs and families					
Developed advocacy and educational services for OFs and families					
<b>Financing</b>					
Was able to source funds other than the local funds (national, private/ international, etc.)					
<b>Capacity Building</b>					
Conducted M&D capacity-building and trainings for key LGU actors and stakeholders					
<b>Monitoring and Evaluation</b>					
Written M&D quarterly/ semestral/ annual accomplishment report					
Written assessment report on the effectiveness of the M&D services					

Tip: The LGU may contract an external group (academe, national government agency, NGO, etc.) in assessing its programs and services to maintain objectivity.