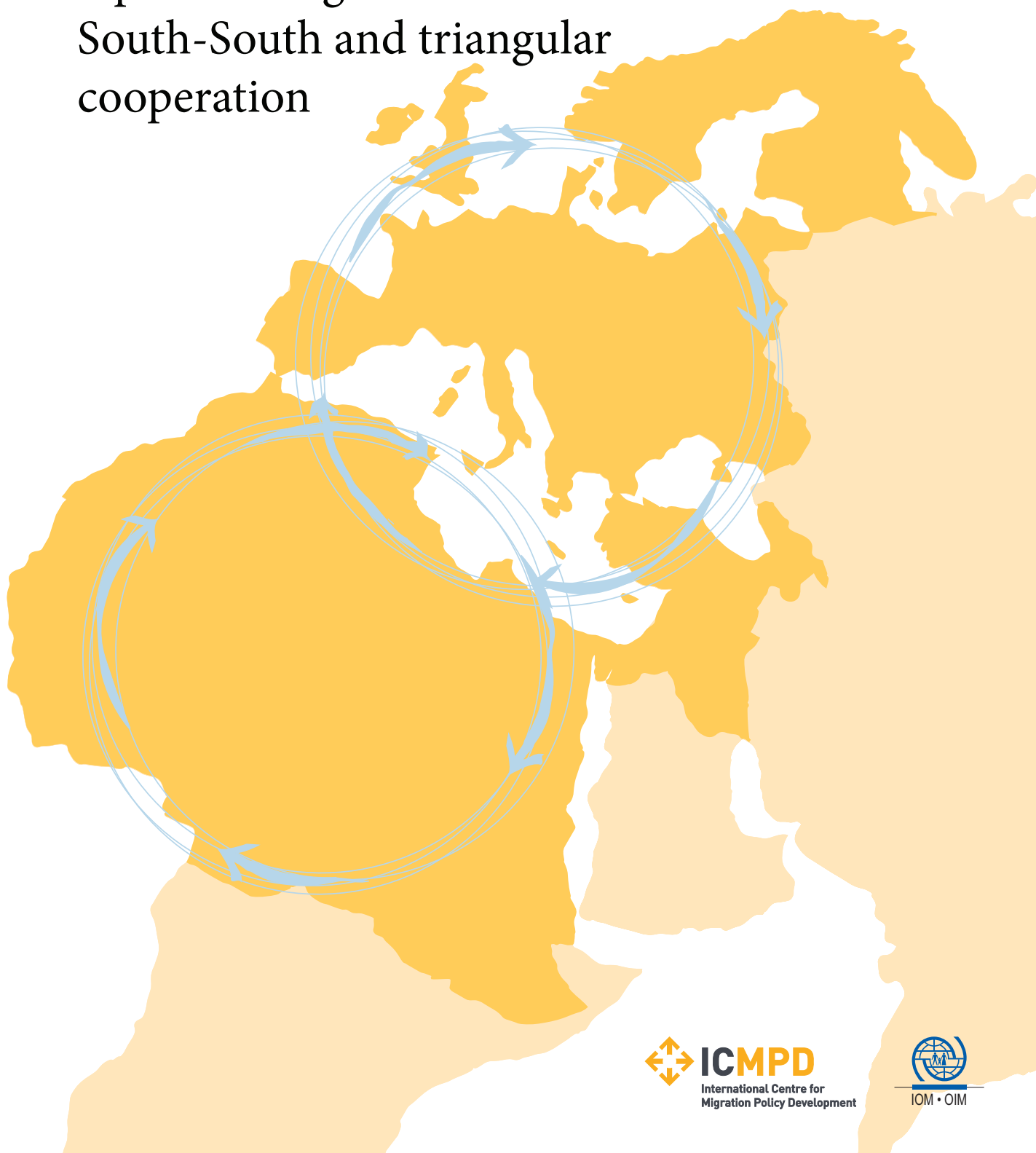


ENHANCING DIASPORA ENGAGEMENT

Operational guidelines for
South-South and triangular
cooperation



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EXECUTIVE SUMMARY

These operational guidelines are a practical step-by-step guide to develop effective diaspora engagement policies for the purpose of strengthening partnerships with other countries, diaspora associations and other actors. The underlying argument for improving the links to diaspora and partnerships with others is that diaspora are important assets to the development of a country, and thus need to be nurtured in a collaborative way. Aside from their renowned role as senders of remittances, diaspora also act as brokers of knowledge and agents for more successful partnerships in the private sector as well as in the public sector. Diaspora can lead the change, while governments can catalyze their impact, and vice-versa.

These guidelines do not present the “one and only way” to design a strategy and action plan. Rather, it looks at the development of these in light of essential programming tools and principles. It also proposes ways to learn from the experience of others and describes good practices for South-South and triangular cooperation to strengthen diaspora engagement initiatives by government institutions.

Section I introduces the guidelines by clarifying its objectives and methodology. It elaborates on the use of the terms as there is no universal definition of the “South”; also, triangular cooperation can be perceived in various ways.

Section II provides guidance for developing the overarching framework to manage relationships between the various actors devising and implementing policies. Through a methodological approach and inclusive process, they can develop the foundations for targeted activities in the context of South-South and triangular cooperation. The reader will learn how to develop a strategy, and find tips on how to analyse the national context and its implication for diaspora, as well as how to assess the diaspora. In that way, the country’s own gaps, needs, objectives and priorities in the field of state-diaspora relations can be identified and policies devised that can help to address these in the framework of South-South and triangular cooperation. The reader will be guided through the development of a diaspora action plan, a useful project management tool that helps to define activities for more targeted and effective diaspora policies within an institutional framework.

Section III gives examples on how to engage in South-South and triangular cooperation through partnership frameworks and knowledge sharing tools. This section presents several approaches and methodologies that provide policymakers and practitioners with good examples, lessons learnt and ways forward for the development and implementation of South-South and triangular cooperation.

ACKNOWLEDGEMENTS

Authors (ICMPD): Marion Noack, Valerie Wolff

Coordinator (ICMPD): Rebecca Adeline

Production Managers (ICMPD): Kathrin Markovsky, Mohamad El Tannir

With special thanks to Malin Frankenhaeuser (ICMPD), Monica Zanette (ICMPD) and Lukas Gehrke (ICMPD) for their guidance and support.

These guidelines are a result of extensive desk research and interviews with key stakeholders carried out between January 2013 and September 2013 within the “Strengthening African and Middle Eastern Diaspora Policy through South-South Exchange (AMEDIP)” project. The AMEDIP project is funded by the Governments of France, Italy, the Netherlands and Switzerland and is implemented by a consortium composed of the International Centre for Migration Policy Development (ICMPD) and the International Organisation for Migration (IOM).

The AMEDIP team wishes to acknowledge the contributions of the Focal Points of the AMEDIP Partner States and to extend its thanks to the following persons (in alphabetical order) for all their valuable inputs to this publication: Tana Anglana, Louis Berthelot, Jaafar Debbarih, Souleymane Alassane Moustapha, Thomas Ruegg, Dagmar Sally Schineanu, Nelleke van de Walle, Boukari Yayé, Chems-Eddine Zelaci and Oussama Zennati. The AMEDIP team also wishes to express its gratitude to the representatives of the four donor countries and IOM as well as other partners that provided information for the development of this report, and thank them for their valuable support.

The content of this publication does not necessarily reflect the views of IOM or the Donor countries.

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Questions related to this publication can be sent to:

International Centre for Migration Policy Development

Gonzagagasse 1 – 5th floor

1010 Vienna

Austria

www.icmpd.org

Cover by Dimitri Mallet

Layout by Marc Rechdane

Printed and bound by Communication Network

This publication has been translated from its original English version into Arabic and French.

ISBN 978-3-902880-06-2

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FOREWORD

South-South cooperation has come to the forefront of economic and social relations in the past fifteen years. This change in perspective is driven by new partnerships and increased connectivity between countries, which are reshaping the traditional development cooperation scene of the North-South divide. When seen through this prism, one realises the speed at which exchanges now take place and to what extent our world has become interdependent. Relationships are increasingly governed by new “shapers” within, between and across old geographical lines.

Diasporas in their role as brokers of knowledge and agents for change are important “shapers”. Governments in the South and North need to answer the question: how can they ensure that the right framework is in place to fully capture the potential of transnational diaspora engagement for development? Shortly after the second United Nations High Level Dialogue on International Migration and Development, amidst the Post 2015 discussions and ahead of the International Conference on Population and Development – ICPD Beyond 2014 – we need a dialogue that includes all stakeholders to ensure that we seize the potential of diasporas for development.

The present *Operational Guidelines on Enhancing Diaspora Engagement* are the first of their kind in the context of South-South and triangular cooperation. They look specifically at how to develop a diaspora strategy and action plan, thereby complementing the handbook developed by the International Organization for Migration (IOM) and the Migration Policy Institute on “Developing a Road Map for Engaging Diasporas in Development” (2012). The aim is to scale up strengthen the experience gained during the AMEDIP project Strengthening African and Middle Eastern Diaspora Policy through South-South Exchange, implemented in partnership with IOM, within the framework of the Mediterranean Transit Migration Dialogue (MTM). The project marks the transition of a dialogue that provides a forum for discussions towards an action-oriented platform where participating states formulate their own perspectives on how to cooperate. As this example shows, dialogues are a catalyst for new ideas and for testing new forms of cooperation. They will provide the space and springboard needed to include a broader range of other stakeholders in our future cooperation frameworks.

I am confident that these guidelines will help its readers to identify and consider new forms of cooperation and to strengthen, replicate and scale-up existing partnerships not only in the field of diaspora engagement, but in the broader framework of South-South cooperation on migration and development.

I would like to thank the donors, the Netherlands, Italy, Switzerland and France, for their generous support and guidance. My special thanks go to the governments of the AMEDIP Focus Partner States – Algeria, Cape Verde, Egypt, Ethiopia, Ghana, Kenya, Lebanon, Mali, Morocco, Niger, Nigeria, Senegal, and Tunisia – that openly shared their experiences and made these guidelines a unique tool. Last but not least, I would like to thank IOM for their cooperation on this project.

Lukas Gehrke,



Director

ICMPD

Use of symbols



This symbol indicates that other tools and guidelines can be used to complement these operational guidelines.



This symbol indicates that you can find useful material and tips at the end of the section.

SECTION I

Introduction

- 1. Operational guidelines on South-South and triangular cooperation for diaspora engagement – what to expect?**
- 2. Methodology**
- 3. Operational definitions - placing diaspora policy in the context of South-South and triangular cooperation**

SECTION I

Introduction

“We at the Africa Progress Panel are convinced that partnerships harnessing a broader range of actors and their energy, creativity and resources can provide at least part of the solution. In this year’s Africa Progress Report, which we launched yesterday at the World Economic Forum on Africa, we call on leaders in all sectors, including government, business, and civil society, to do more to strengthen, replicate and scale-up existing partnerships, but also to identify and consider new forms and areas of collaboration”.

Kofi Annan, The Power of Partnerships in Africa¹

Did you know?

- Lebanon & Cape Verde have more nationals residing abroad than in their countries of origin.
- 93.3% of Nigerien emigrants reside in African countries.
- Nigeria receives around USD 20 billion in remittances per year which makes it the largest remittance receiving country in Africa.
- Ethiopia offers an “Ethiopian Origin Identity Card” through which cardholders enjoy rights and privileges that other foreigners do not, including visa-free entry, residence, and employment, the right to own immovable property in Ethiopia, and the right to access public services.
- Tunisia created a “guichet unique” which unites multiple national administrations in one office to facilitate investments and business start-ups.
- Morocco provides financial, medical and legal assistance to nationals abroad who do not have any social security coverage.
- Cape Verde has a weekly radio programme called the “Voice of Diaspora”.
- Lebanon organises an annual Youth Camp in Lebanon free of charge for young people of Lebanese origin.
- Mali welcomes returning migrants through specialised offices at its main entry points.
- The Algerian community abroad provides around 70% of tourists to Algeria.

¹ Kofi Annan (2011): The Power of Partnerships in Africa, in: The Huff Post, accessible at: http://www.huffingtonpost.com/kofi-annan/africa-partnerships_b_858505.html (viewed on 30/08/2013).

- Algeria concluded bilateral agreements with destination countries to allow language teaching and cultural education in schools, and it also sends teachers.
- The majority of Egyptian emigrants live in the Gulf States.
- In 2007/8, remittances to Egypt represented a significantly higher source of revenue for the country than the income generated through the Suez Canal.
- The number of Ghanaian-born physicians who live abroad represent 56% of the total number of physicians in Ghana.
- It is estimated that 76% of urban Senegalese households have a least one family member abroad.
- There is an estimated 700-1000 Senegalese migrant associations in Europe.²
- Approximately 70% of the world's cities are involved in some sort of city-to-city cooperation programme that span over continents.³

1. Operational guidelines on South-South and triangular cooperation for diaspora engagement – what to expect?

The contribution of diasporas to the development of their countries of origin is widely acknowledged and the role and potential of these communities as actors for development is a growing area of interest in most of the developing South, including sub-Saharan, Middle Eastern, Asian, Latin American and North African states. In the past number of years, there has been a sharp increase in the establishment of diaspora institutions, under the auspices of the governments, in order to

reach out to their diaspora and strengthen their institutional capacities to support diaspora members and communities. It is estimated that more than 400 institutions in 56 countries engage diasporas through institutionalised programmes. Out of these institutions, 77 have a direct mandate to engage with diasporas.⁴

At the time of writing, preparations are underway for the second High-Level Dialogue on International Migration and Development (HLD). At the global level, also the Global Forum on Migration and Development (GFMD) gives significant emphasis to the role of diaspora in the development of countries of origin and countries of destination. The GFMD

² ICMPD, IOM (2010): MTM. A Dialogue in Action. Linking Emigrant Communities for more Development. Inventory on Institutional Capacities and Practices, accessible at: http://www.icmpd.org/fileadmin/ICMPD-Website/ICMPD-Website_2011/Migration_Dialogues/MTM/projects/Inventory_EN_2010.pdf (viewed on 26/08/2013).

³ UCLG. (2013): United cities and local governments. Press Kit (2013), accessible at: http://www.uclg.org/sites/default/files/press_kit_eng_dec.pdf. (viewed on 20/08/2013).

⁴ Identified as part of a survey of states participating at the Global Forum on Migration and Development (GFMD) for the handbook MPI and IOM (2012): Developing a Road Map for Engaging Diasporas for Development. A Handbook for Policymakers and Practitioners in Home and Host Countries, accessible at: <http://www.migrationpolicy.org/pubs/thediasporahandbook.pdf> (viewed on 26/08/2013).

was created as one of the outcomes of the first UN General Assembly High-Level Dialogue on International Migration and Development (2006), and has grown into an important channel for policymakers to exchange their experiences on migration and development on a regular basis. Also the African Union (AU), which called the African diaspora the “6th region of Africa”⁵, highlighted the importance of strengthening and enhancing the involvement of the African diaspora in the development process in its “Common Position on Migration Development”.⁶

In line with the global trend of further engagement with diasporas for the development of their countries of origin, this **user-friendly guide provides policymakers and development practitioners** with:

- 1) **A step-by-step tool**, including tips and materials, **to develop a strategy and action plan for targeted and effective diaspora engagement within an institutional and legal framework** that spans social, economical, cultural, political and educational matters;
- 2) Guidance on how to **monitor, evaluate and review the strategy and action plan** as well as **recommendations on how to communicate the vision for diaspora engagement**;
- 3) **Some good practices for South-South and triangular cooperation, lessons**

learnt and ways forward to strengthen governmental diaspora engagement initiatives through partnership frameworks and knowledge sharing.

There is no “one-size fits-all”, but there are valuable lessons and good practices that can be identified through the establishment and implementation of diaspora strategies. Along this vein, these operational guidelines do not intend to present the “one and only way” on how to design a strategy and action plan, rather they look at the development of these in light of essential programming tools and principles. To serve this aim, these operational guidelines propose ways to learn from the experience of others and to concentrate efforts in developing effective diaspora engagement approaches.

These operational guidelines complement the handbook developed by the International Organization for Migration (IOM) and the Migration Policy Institute (MPI) on “Developing a Road Map for Engaging Diasporas in Development”, by focusing on the institutional aspect of “how to” cooperate between countries on diaspora matters.⁷ These operational guidelines build on the road map in that it offers further programmatic tools to design effective diaspora engagement policies in view of establishing transnational cooperation between government institutions and other stakeholders.

⁵ AU (2012): Declaration of the Global African Diaspora Summit. Sandton, South Africa, 25 May 2012, accessible at: <http://summits.au.int/en/sites/default/files/FINAL%20Diaspora%20Declaration-E-25%20May%20%281%29.pdf> (viewed on 20/08/2013).

⁶ AU (2006): African Common Position on Migration and Development, accessible at: http://www.iom.int/jahia/webdav/shared/shared/mainsite/microsites/rcps/igad/african_common_position_md.pdf (viewed on 28/08/2013).

⁷ IOM, MPI, 2012, op. cit.

2. Methodology

These operational guidelines are one of the outcomes of the AMEDIP project “Strengthening African and Middle Eastern Diaspora Policy through South-South Exchange” implemented within the framework of the Mediterranean Transit Migration Dialogue (MTM).⁸ The MTM was initiated in 2002 in response to increased awareness among European States and their partners in the Southern Mediterranean that transit migration through the region not only posed increasing challenges but also called for the development of joint solutions. In 2011, the decision was taken among the MTM AMEDIP Focus Partner States⁹ to further strengthen their cooperation through actions, such as the establishment of a South-South Expert Exchange Mechanism to exchange technical expertise. By means of needs assessment exercises, AMEDIP Focus Partner States have raised their priority of strengthening their link to their diaspora and creating partnership frameworks with other countries, which have been noted as an opportunity for the development of their countries.

These operational guidelines made use of following resources:

- **Registry of institutional gaps, needs, and priorities** in the AMEDIP Focus Partner States in the field of state-diaspora relations, in particular with regard to the role of diaspora in national development. The information was collected jointly by ICMPD and IOM through national consultations in which participating countries were asked to identify their priorities and needs through inter-institutional consultations at the national level.¹⁰
- **Questionnaires:** questionnaires were disseminated at the workshops on South-South cooperation and South-North cooperation, which took place during the AMEDIP project implementation phase. All AMEDIP Focus Partner States were represented at these workshops.
- **Lessons learnt from the South-South Expert Exchange Mechanism (SSEEM) and pilot projects** that have been implemented during the AMEDIP project implementation. The SSEEM

⁸ The MTM AMEDIP project has been implemented by ICMPD in partnership with IOM. The objectives of this programme were to enhance the institutional capacities of national authorities charged with migration and development to better harness the contributions of their diaspora communities by supporting the creation and/or further development of comprehensive diaspora policies in target countries, strengthen South-South technical cooperation and regional expert exchanges (expert workshops and expert exchange mechanisms); enhance institutional and technical capacities of government agencies/ local authorities involved in diaspora policy, strengthen South-North cooperation through knowledge sharing and enhanced institutional dialogue. More information can be found here: <http://www.icmpd.org/MTM.1558.0.html>.

⁹ Hereon, the term AMEDIP Focus Partner States will be used instead of the official MTM AMEDIP Focus Partner States. The AMEDIP Focus Partner States are Algeria, Cape Verde, Egypt, Ethiopia, Ghana, Kenya, Lebanon, Mali, Morocco, Niger, Nigeria, Senegal, and Tunisia.

¹⁰ ICMPD, IOM (2012): Registry of Institutional Priorities in AMEDIP Partner Countries, accessible at: http://www.icmpd.org/fileadmin/ICMPD-Website/ICMPD-Website_2011/Migration_Dialogues/MTM/AMEDIP/February_2013_Update/Registry_of_Institutional_Priorities_Soft_Copy_EN.pdf (viewed on 20/08/2013).

was composed of 20 expert exchanges that either consisted of secondments of experts to benefitting institutions or the organisation of study visits between government representatives.

- **Literature review:** desk research were conducted in the area of diaspora engagement and South-South and triangular cooperation.

3. Operational definitions - placing diaspora policy in the context of South-South and triangular cooperation

a. Who are the “diaspora”?

“Diaspora” has become a commonly used term in many of the current discussions on migration and development—contrary to two decades ago when it was rarely used. In these operational guidelines, we use the term diaspora when we discuss the engagement of emigrant groups and descendants of emigrants in matters related to their country of origin, irrelevant of their current nationality. **“Modern diasporas are ethnic minority groups of migrant origins residing and acting in host countries but maintaining strong sentimental and material links with their countries of origin – their homelands.”**¹¹ This implies that not all migrants can be considered diaspora and not

all diaspora members are migrants. According to the respective definition of the diaspora, the diaspora may consist of nationals who are currently residing outside of the country and might also include those who changed their nationality but kept links with the country of origin. Some countries also include second- or third-generation diaspora members who have retained their original nationality or those who have assumed other nationalities. The African Union has defined the diaspora as «[consisting] of people of African origin living outside the continent, irrespective of their citizenship and nationality and who are willing to contribute to the development of the continent and the building of the African Union”.¹²

b. How to define “diaspora policies”?

Governments apply a great variety of methods to engage with their diaspora and are increasingly adopting specific *diaspora policies* to do so. These range from safeguarding the rights and protection of diaspora members while they are abroad, to strengthening a sense of national identity and linkages to the origin country, and promoting contributions to social and economic development.¹³

The objective of diaspora policies is often defined as the mobilisation of the diaspora and its competencies for the development of the country of origin. The competencies or

¹¹ Gabriel Sheffer (1986): A New Field of Study: Modern Diasporas in International Politics, In G. Sheffer (Ed.), Modern Diasporas in International Politics, London: Croom Helm, p.3.

¹² AU (2012): Global African Diaspora Summit. African Union Strives to Mainstream the Diaspora within the Continent’s Development Agenda, accessible at: http://www.au.int/en/sites/default/files/Article%20for%20publication%20on%20Global%20Diaspora%20Summit%2017.05.12_1_.pdf (viewed on 03/04/2014).

¹³ GTZ (2010): Building Bonds for Migration and Development. Diaspora Engagement Policies of Ghana, India and Serbia. Discussion paper. Eschborn, GTZ, accessible at: <http://www.imi.ox.ac.uk/pdfs/building-bonds-for-migration-and-development> (viewed on 03/04/2014).

assets of the diaspora are varied and linked to the social, cultural, financial and human capital generated by the migratory process.¹⁴ While governments apply different approaches to mobilise the diaspora, such as diaspora events or regular communication with diaspora representatives, this term is also misleading. In many cases, the diaspora is already active in the origin country and mobilising the diaspora might not be necessarily needed. What is often more needed is to mobilise government and other stakeholders to cooperate with diaspora communities and to build relations with them to work jointly towards a common goal.

In these operational guidelines, we define the term diaspora policies as those state institutions and practices that apply to members of that state's society who reside outside its borders. Contrary to programmes and projects, **a diaspora policy is a coherent set of decisions with a common long-term objective** (or objectives) affecting the engagement of the diaspora.¹⁵ Diaspora policies form a constellation of institutional and legislative arrangements and programmes that operate across different timescales and for different reasons. They should therefore not only be understood as a unitary state strategy. As engagement with the diaspora is transversal to many themes and sectors (economic, political, cultural,

and social), **governments can either follow an approach of mainstreaming diaspora issues in sectoral policies or develop a diaspora strategy that takes into account the different sectoral priorities.** Whatever approach is chosen, a defining characteristic is that the state builds coordinated relations with its population living outside the state territory.

c. How to define the “South”?

There is no universally-agreed definition of the “South” or of the “North”, as they are in constant flux, albeit research on international migration tends to look at bidirectional migration patterns within a “South” or “North” context.

The World Bank uses the “South” to define the income groups in low and middle income countries, where the Gross National Income (GNI) per capita in low income countries is \$1,035 or less; in lower middle income countries it is \$1,036 - \$4,085; in upper middle income countries it is \$4,086 - \$12,615; and in high income countries it is \$12,616 or more.¹⁶ Conversely, the “North” can be defined as those countries with a high income.

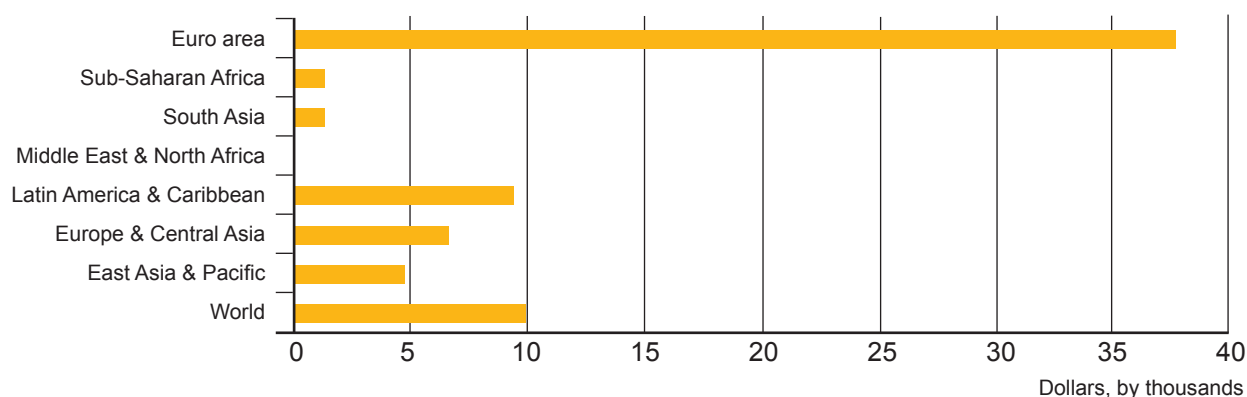
The United Nations Development Programme differentiates between the “South” and the “North” on the basis of the Human Development

¹⁴ The social capital relates to the social ties and networks migrants maintain across different locations while the human capital describes their skills and knowledge. The financial capital comprises remittances, savings, collective investments etc. and the cultural capital refers to the acquisition of new values and ideas. See Joint Migration and Development Initiative Migration for Development (2011): A Bottom-Up Approach. A Handbook for Practitioners and Policymakers. Accessible at: <http://www.migration4development.org/content/jmdi-handbook-migration-development-bottom-approach> (viewed on 24/08/2013).

¹⁵ Definition based on: FAO: Definition of Policy, accessible at: <http://www.fao.org/wairdocs/ilri/x5547e/x5547e05.htm> (29/08/2013); Gamlen, A (2006): What are diaspora engagement policies and what kinds of states use them? Vol. WP0632, COMPAS Working Papers. Oxford: Centre on Migration, Policy and Society, University of Oxford, accessible at: http://essays.ssrc.org/remittances_anthology/wp-content/uploads/2009/08/Topic_19_Gamlen.pdf (viewed on 29/08/2013)

¹⁶ Data from 2012. See the World Bank's group definitions at: <http://data.worldbank.org/about/country-classifications>

GNI per capita, by region (2012)



Source: Based on the World Bank gross national income per capita ranking table¹⁷

Index (HDI). The Human Development Index is a composite statistic of life expectancy, education and income. Countries with a HDI of 0.905 or above are considered to have a very high human development, whereas the ones with 0.466 and below are considered to possess a low human development.¹⁸

For the purpose of these operational guidelines, we will not limit the definition of the “South” or the “North” to its geographic reference, but we will use these terms for the sake of having some broad categories to group together very different countries and regions based on the criteria of UNDP’s Human Development Index. It should be noted that according to these and in the 2009 UNDP Human Development Report, the recently established “very high HDI” category places all the AMEDIP Focus Partner States in the “South”.¹⁹

These operational guidelines should be used by any policymaker and/or development practitioner who sees the benefit of cooperating with other countries on a peer-to-peer level for diaspora engagement in the North or in the South.

d. How to define “South-South cooperation”?

South-South cooperation on diaspora engagement involves two or more actors. The connecting element among involved actors is that they share common issues which allows for horizontal partnerships and peer-to-peer learning.

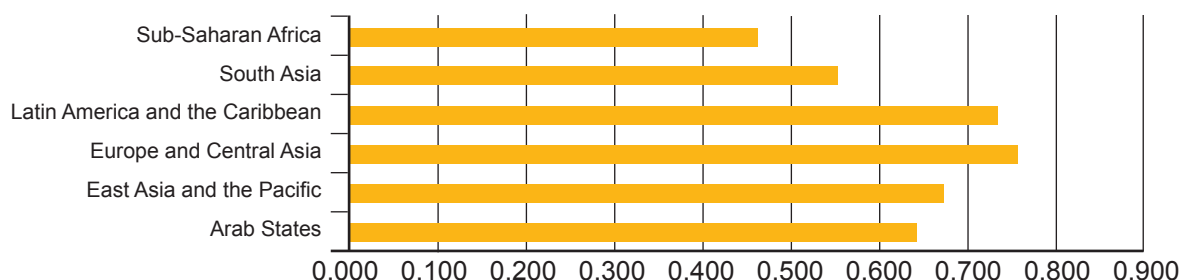
The need for **South-South cooperation** in the area of migration, particularly among African countries, was extensively addressed by the

¹⁷ World Bank (2013): Gross national income per capita ranking table, <http://data.worldbank.org/data-catalog/GNI-per-capita-Atlas-and-PPP-table> (viewed on 06/03/2014).

¹⁸ UNDP (2013): Statistical Tables from the 2013 Human Development Report, <http://hdr.undp.org/en/data> (viewed on 06/03/2014).

¹⁹ Bakewell, Oliver (2009): South-South Migration and Human Development: Reflections on African Experiences, accessible at: <http://www.imi.ox.ac.uk/pdfs/wp/wp-15-oliver-bakewell-south-south-migration> (viewed on 03/04/2014).

Human Development Index, by Region



Source: UNDP Human Development Index 2012²⁰

Joint Africa-European Union Declaration on Migration and Development (Tripoli, November 22-23, 2006).²¹ In its preamble, the Declaration underscores that “African inter-state cooperation and dialogue can strengthen the capacity of States in migration management, particularly by adopting common approaches towards harmonisation of policies, laws, and strategies on migration”. Countries agreed to share good practices by, *inter alia*:

- Supporting one another in capacity-building so as to better manage migration and asylum;
- Sharing information and exchanging best practices on the broad migration agenda to the fullest degree possible;
- Supporting joint research on migration and development, including the collection of statistical data;
- Developing twinning arrangements and exchange of personnel between national administrations as well as between the EU and Africa.²²

The concept of South-South cooperation has shifted considerably over the last decades. Already at the Bandung conference in 1955 which led to the Declaration on Promotion of World Peace and Cooperation, developing countries expressed their interest in greater cooperation among each other. In the 1950s that sort of cooperation was mostly understood in the form of trade, but nowadays, the scope of South-South cooperation extends from mobilisation of countries with common interests in multilateral organisations, to bilateral forms of cooperation for investment flows and agreements.

In the 1970s, The Non-Aligned Movement, the Group of 77 (G-77), established an agenda for a “New International Economic Order”. They have since continued to group together successfully in the international political arena to leverage their collective bargaining power.²³ In 1980, the Independent Commission on International Development Issues, chaired by Willy Brandt, highlighted the wide economic disparity

²⁰ UNDP, 2013, op. cit.

²¹ Joint Africa-European Union Declaration on Migration and Development. Tripoli, November 22-23 (2006), accessible at: http://www.dialogueeuroafricanmd.net/web/uploads/document_category/EU_Africa_dialogue_on_migration/Joint%20Africa-EU%20Declaration%20on%20Migration%20and%20Development%20%28Tripoli-%20November%202006%29.pdf (viewed on 28/08/2013).

²² Joint Africa-European Union Declaration on Migration and Development, 2006, op. cit.

²³ G77: About the Group 77, accessible at: <http://www.g77.org/doc/> (viewed on 30/08/2013).

between the “North” and the “South” and the need for horizontal partnerships to address this disparity.²⁴ The concept of horizontal partnership framed by equity, trust, mutual benefit and long-term relationships, has grown roots in the last decade. This sense of partnership and collaboration was re-emphasised at the Fourth High Level Forum on Aid Effectiveness in 2011 and at the 2012 Rio+20 Conference, highlighting that such partnerships are beneficial for the Southern partner as well as for the Northern states, where such collaboration strengthens the knowledge and capacities of both. As the cooperation of BRICS countries (Brazil, Russia, India, China and South Africa) demonstrates, the situational links between countries tend to prevail over the geographic link. Nowadays, more and more initiatives are led under the aegis of emerging economies, which are forging institutional frameworks to sustain and intensify their cooperation. For example, at the time of writing, the BRICS countries intended to set up their own development bank that would have different working mechanisms than the World Bank or the International Monetary Fund (IMF). The set-up of such a BRICS Development Bank was agreed upon at the 5th BRICS Summit in Durban in March 2013.

Countries of the “South” are being coined the “emerging donors” as their aid to other countries in the South has increased exponentially over the past years. As the 2013 UNDP Human Development Report “The Rise of the South: Human Progress in a Diverse World”²⁵ shows, some countries in the South have made great strides and the development challenges now cut across borders and therefore need to be approached in a coordinated manner. Countries have become more interconnected through the use and spread of technologies, trade, information and migration. Notable is also the fact that South-South migration flows are at least as big as South-North migration flows – if not more so – as the majority of people movements take place within a region.²⁶ Besides the significance of South-South migration, the countries of the “South” are united through their efforts to reach out and build stronger relations with their diasporas, and to learn from each other’s experience.²⁷

This type of cooperation can take place on a bilateral, regional, sub-regional or inter-regional basis and can also involve diaspora associations, civil society, the private sector

²⁴ International Commission on International Development Issues (1980): Brandt Report North-South: A Programme for Survival. Pan Books.

²⁵ UNDP (2013): The Rise of the South: Human Progress in a Diverse World. Human Development Report 2013, accessible at: <http://www.undp.org/content/dam/undp/library/corporate/HDR/2013GlobalHDR/English/HDR2013%20Report%20English.pdf> (26/08/2013).

²⁶ Melde, Susanne (2011): Opportunities and challenges of South-South labour migration, accessible at: http://www.acpmigration-obs.org/sites/default/files/gfmd_swiss11_abuja_background_paper.pdf (viewed on 01/08/2013).

²⁷ A survey conducted by UNDP has found that the main reasons for South-South cooperation from the perspective of the beneficiary country are the pivotal countries’ own development experience in the area of cooperation, a similar social situation, the use of the same language, strong technical capacity and know-how in the area of cooperation, availability of practical know-how suitable for the country’s situation, and cost effectiveness in cooperation. For the pivotal country, the main factors are the country’s own development experience in the area of cooperation, strong technical capacity and know-how in the area of cooperation, availability of practical know-how suitable for beneficiary countries’ situation, and cost effectiveness.

and other relevant stakeholders. South-South cooperation in the area of diaspora engagement for development can take the form of formal agreements between states but also informal information-sharing mechanisms or study visits and staff secondments.²⁸

For the purpose of these operational guidelines, South-South cooperation will be used in the sense of the 2009 Nairobi outcome document that put forward the rationale and principles for South-South cooperation.

and solidarity, and guided by, *inter alia*, the principles of respect for national sovereignty and ownership, free from any conditionalities.”²⁹ Moreover, it highlights that partnerships should take place on the grounds of solidarity and should embrace a multi-stakeholder approach, in particular for all actors who seek to address the development challenges in line with the national development strategies and plans.

e. How to define “triangular cooperation”?

“Triangular South-South cooperation is becoming increasingly popular as a way of fostering development by leveraging the best features of cooperation between developing countries with assistance from developed countries. A Triangular South-South cooperation activity can be the initiative of one or more Southern countries that wish to cooperate with one another. In order to maximize their financial, logistical and technical resources, such countries can ask for the support of a Northern donor as a third partner. Alternatively, a donor can partner with a developing country willing to provide technical cooperation to other Southern partners and whose initiative will match the Northern donor’s priorities and interests. The Northern donor would then offer to support South-South cooperation through a triangular approach by providing financial and/or technical support.”

Source: UNDP, 2004³⁰

It states that “South-South cooperation is a common endeavour of peoples and countries of the South, born out of shared experiences and sympathies, based on their common objectives

It is not just South-South cooperation that has grown rapidly in recent years, but also triangular cooperation is an increasingly popular form of engagement. Trilateral

²⁸ Also see the UNEP definition of South-South Cooperation:

<http://www.unep.org/south-south-cooperation/About/> (viewed on 03/04/2014).

²⁹ UN (2010): Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation. Resolution 64/222, accessible at: <http://ssc.undp.org/content/dam/ssc/documents/Key%20Policy%20Documents/Nairobi%20Outcome%20Document.pdf> (viewed on 25/08/2013).

³⁰ UNDP (2004): UNDP/Japan Partnership supporting South-South Cooperation: Innovative Triangular Cooperation towards the Millennium Development Goals (1999-2004). New York.

development cooperation is defined by the OECD as partnerships between DAC donors and pivotal countries (providers of South-South cooperation) to implement development cooperation activities in beneficiary countries. It provides a broad framework for collaboration on diaspora matters among three parties, for example between a country of the South, a country of the North, and a multilateral organisation.

Triangular cooperation can involve traditional donors that facilitate South-South initiatives by means of training, funding, support for networking and knowledge sharing, support to the establishment or strengthening of policy/institutional framework or other.³¹ This support can also take place with intergovernmental or international institutions as partners, who similarly have a wide range of experience in development aid and cooperation.³² For example, northern countries often collect valuable information regarding the composition of foreign diasporas within their own borders, including on their basic characteristics, level of

integration, and diaspora organisational set-up, which can be used to promote targeted North-South activities. Such information can be used to coordinate actions targeted to the diaspora's specific needs and desires. Thus, through triangular cooperation, partners can share knowledge and experiences among peers with a similar economic, historic, social, political situation; share appropriate technology and experience that can promote convergence with North-South or South-South cooperation goals; and assist these countries, for example, to develop comprehensive migration and diaspora policies.

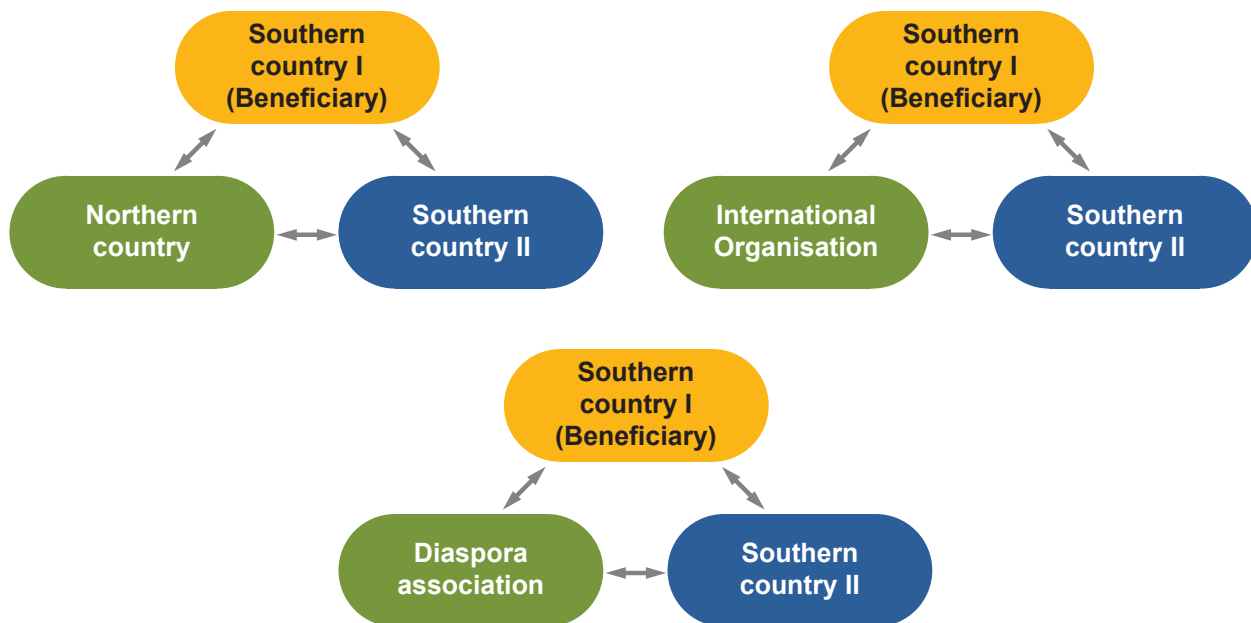
In a survey conducted by ICMPD, participating states from the AMEDIP project indicated that the three most important priorities for involving a partner in triangular cooperation for diaspora engagement are: 1) trust building and communication with diaspora communities; 2) gaining insights into the projects/initiatives from diaspora; 3) understanding who the diaspora are and how members of this group can be integrated into development planning.³³

³¹ UNDP, 2004, op. cit.

³² Nagesh Kumar (2008): South-South and Triangular Cooperation in Asia-Pacific: Towards a new paradigm in development cooperation, accessible at: <http://www.un.org/en/ecosoc/newfunct/pdf/background%20study%20final.pdf> (viewed on 30/08/2013); OECD: Triangular Co-operation and Aid Effectiveness. Can Triangular Cooperation make Aid more effective?, accessible at: <http://www.oecd.org/dac/46387212.pdf> (viewed on 30/08/2013).

³³ The survey was conducted during the AMEDIP Workshop on North-South Cooperation in Migration and Development, Bern, 23-24 April 2013. 11 participating states responded.

Examples of triangular cooperation set-ups



SECTION II

The policy framework for cooperation on diaspora engagement

1. Framework cycle for South-South and triangular cooperation on diaspora engagement
2. Developing a diaspora strategy
3. Capitalising on the opportunities – developing an action plan
4. Monitoring, evaluation and review
5. Communicating the vision for diaspora engagement
6. Additional material and tips – diaspora strategy and action plan

SECTION II

The policy framework for cooperation on diaspora engagement

1. Framework cycle for South-South and triangular cooperation on diaspora engagement

This section provides guidelines on how to develop a framework for engaging with the diaspora on the basis of a strategy and action plan. The development of a diaspora strategy and action plan lays the basis for a fruitful South-South and triangular cooperation as presented in the next section of the operational guidelines. During the strategy development process you will identify the thematic areas in which you may require inputs from other countries with knowledge and experience on that specific issue, or you will come across thematic priorities that you can only address in cooperation with other countries. The diaspora strategy and its related action plan ensure that the input and knowledge you gain during the South-South and triangular cooperation feeds back into the larger framework and contributes to policy development.

The handbook for policymakers and practitioners “Mainstreaming Migration into Development Planning: A Handbook for Policymakers and Practitioners”³⁴ by the Global Migration Group, as well as the United Nations’

“Framework of operational guidelines on United Nations support to South-South and triangular cooperation”³⁵ look at mainstreaming migration or at integrating South-South or triangular cooperation into the overall system-wide policy frameworks. In a complementing manner, this section will give you additional inputs on how to assess your national context and your diaspora, and it will provide guidance on how to set up objectives and formulate an action plan based on these assessments.



These operational guidelines focus on methodologies for developing a diaspora strategy and action plan. If you are looking for examples in specific thematic areas, such as remittances, direct investment, transfer of human capital, philanthropic contributions, capital market investments and diaspora tourism, then consult the handbook “Developing a Road Map for Engaging Diasporas in Development. A Handbook for Policymakers and Practitioners in Home and Host Countries”.³⁶

2. Developing a diaspora strategy

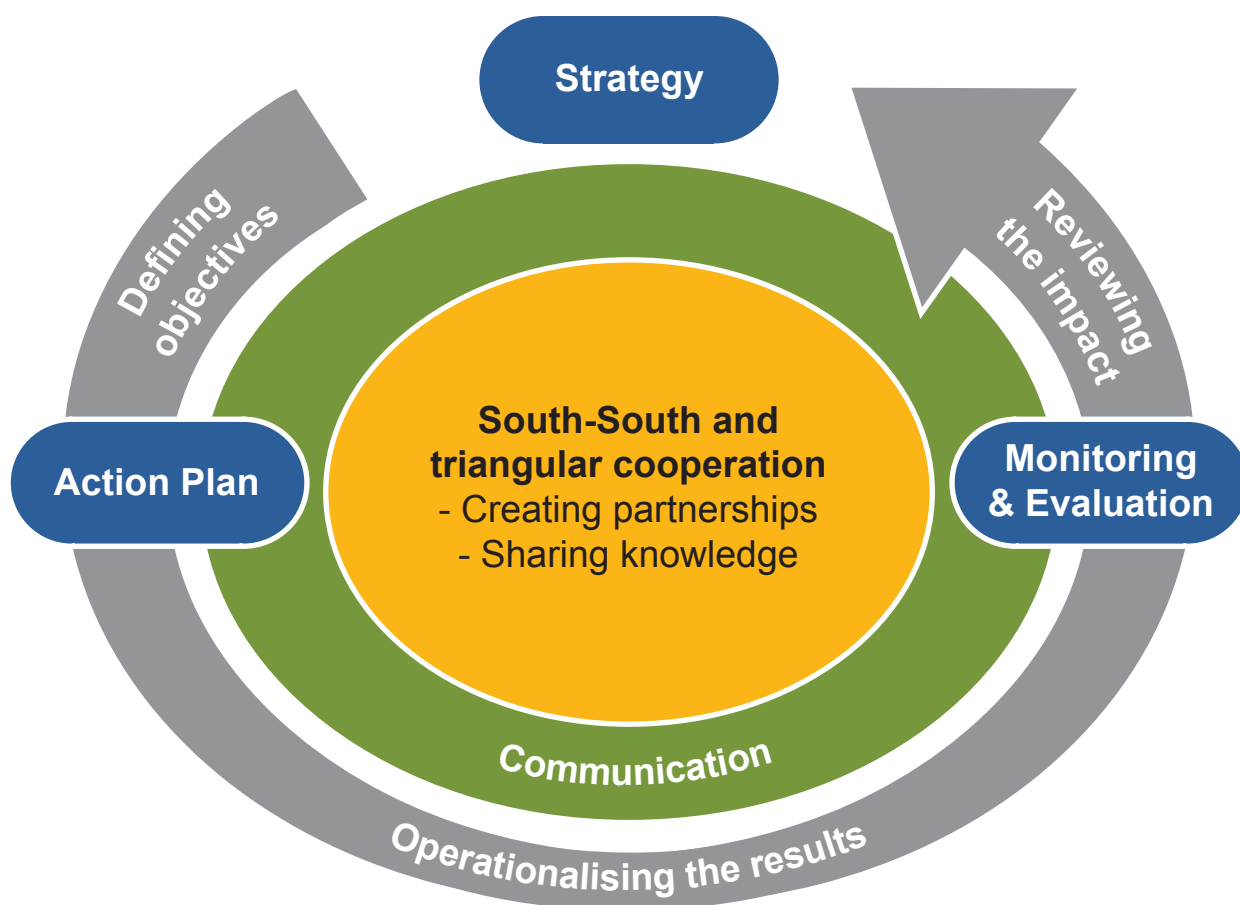
A strategy explains “why” and “where” to go and should give an overall picture of the

³⁴ GMG (2010): Mainstreaming Migration into. Development Planning. A handbook for policy-makers and practitioners, accessible at:

http://publications.iom.int/bookstore/index.php?main_page=product_info&products_id=661 (viewed on 03/04/2014).

³⁵ High-level Committee on South-South Cooperation (2012): Framework of operational guidelines on United Nations support to South-South and triangular cooperation”, High-level Committee on South-South Cooperation, Seventeenth session, New York, 22-25 May 2012, accessible at: http://ssc.undp.org/content/dam/ssc/documents/HLC%20Reports/Framework%20of%20Operational%20Guidelines_all%20languages/SSC%2017_3E.pdf (viewed on 26/06/2013)

³⁶ IOM, MPI (2012), op. cit.



situation, whereas an action plan defines “how to” get there, for example through new types of cooperation. It sets out the strategic objectives based on an analysis of the diaspora and the national context, while the action plan for cooperation describes the actions to be taken to reach these objectives. The diaspora strategy provides a framework that facilitates coordination and policy coherence with other stakeholders (between departments, ministries, local, regional and central stakeholders, as well as with partners).

The strategy document should:

- be concise;
- make use of evidence-based information

that is grounded in research, data and facts;

- be defined for a long period of time in order to offer a long-term perspective, between 3-5 years (as distinct from an action plan, which is for a shorter period of time);
- not be detailed as this would imply regular updates.

It is recommended to start the development of the diaspora strategy during the time when the government is developing or updating other important documents, such as the Poverty Reduction Strategy Paper, so that the two processes can run in parallel and influence each other at the time of drafting. In that way,

the integration of migration and development components into the national strategy for development can be ensured.



See additional material and tips on the steps required to develop the strategy (see p. 73)

In this section, we will look in detail at the analysis of the national context and assessment of the diaspora as this will help to define national objectives and priorities. The strategy is the basis for identifying opportunities, such as engaging in South-South and triangular cooperation to enhance diaspora engagement, so deepening the analysis can help to better match the development needs and priorities in a given country with the potential and capacities that the diaspora can offer. A thorough analysis

The Poverty Reduction Strategy Paper (PRSP) is a nationally-owned framework document that addresses poverty issues with a comprehensive vision to serve governments and their development partners to plan and coordinate assistance strategies and budgets. PRSPs describe a country's macroeconomic, structural and social policies and programmes to promote growth and reduce poverty, as well as associated external financing needs. PRSPs are prepared by governments through a participatory process involving civil society and development partners, including the World Bank and the International Monetary Fund.

of the national context and the diaspora, other national policies, and by taking stock of involved stakeholders, it also becomes clear what diaspora initiatives are already in place and whether there are certain gaps, such as capacity or institutional gaps, that need to be addressed. Challenges may occur in the area of data collection, policy coherence, and general barriers to a meaningful participation in the development processes.

Getting started: Essential steps to start the development of a strategy and action plan

The planning phase is the most crucial step: having a sound institutional framework provides legitimacy, thereby making it more resilient to political manipulation. Buy-in from a number of key high-level actors, yet also from civil society, diaspora organisations abroad, among others, is essential to ensure the sustainability of initiatives. Before starting the process of developing a strategy, a coordination mechanism at national level as well as a national focal point should be established. Moreover, it is recommended to look at the available and planned budget allocation for diaspora engagement activities.

Establishment of a coordination mechanism: a coordination committee at institutional level should consist of relevant stakeholders from various departments, ministries, diaspora, civil society, donors, private sector and other. Identify the different stakeholders in your country who need to be part of the process. Based on the identification of key stakeholders, you will be able to establish the coordination bodies.

It is suggested to set up two types of coordination mechanisms with the identified stakeholders:

- A Coordination body at the technical level, which is a working group that can implement the identified actions and activities. The membership of the technical coordination body can be expanded, should it be deemed necessary, to include expert(s) in a specific policy area; for example, someone from a business association when the diaspora engagement is sought for private sector development. Or perhaps participation from a bank representative, a post office manager, someone from a recruitment agency or a social partner, e.g. from the trade unions, can be invited to the technical level coordination body when their expertise is needed.
- A coordination body should be established at the policy level (Steering Committee), which includes a group of senior managers who can make decisions as suggested by the technical level group, and who can define the goals, and drive the changes and actions.

Ideally, the same constellation should be found again when developing the action plan. The coordination body at the technical level should be the custodian of the strategy and action plan, while the Steering Committee should meet on an ad hoc basis when decisions need to be made or when a revision of the strategy or major changes to the action points are envisaged.



Sample terms of reference can be taken from the additional material and tips on p. 73.

Establishment of a national focal point for diaspora engagement: the national focal point, who is part of the government, should be nominated and given the appropriate level of decision-making powers, as well as the necessary administrative and financial support to facilitate the process. The focal point can be the “process-driver” and can act as the secretariat to the various coordination bodies.

One of the first steps to take in these coordination bodies is the agreement on a code of conduct for the division of labour between stakeholders, and modus operandi of the meetings. It is important to delineate the responsibilities inside and across government agencies.



See the sample code of conduct in additional materials and tips on p. 73.

Having a clear idea of the available budget: Before starting the assessment exercise ensure that the necessary financial and human resources are secured. A complete picture of the available financial and human resources is crucial at this stage as it affects the scope of the diaspora profile and the possibilities for applying certain data-collection methods, such as the use of large-scale surveys or just a compilation of data through secondary information. Some countries have set up a

Medium-Term Expenditure Framework which shows how much budget has been allocated to what thematic areas. Familiarise yourself with the current budget allocations but also of future, possible budgetary allocations from the government. A donor mapping in your country may help to know which actors may fill the budgetary gaps in the future.

a. Structure of a diaspora strategy

The purpose of a diaspora strategy is to

develop relationships with the diaspora and to conceptualise the engagement at all government levels and with a variety of stakeholders, including civil society, the private sector and diaspora organisations. It mobilises the key stakeholders around a common goal and clearly defined operational objectives, and can help to attain the political and administrative support for its implementation.

We propose the following structure for a diaspora strategy:

Proposed structure of a diaspora strategy

Foreword: the foreword should include the government's commitment at the highest level, and should be signed by a high-level government official. It usually should not exceed two pages and should be written..." once the drafting of all the other parts of the strategy have been finalised. The foreword should be an opening statement and the final stamp of approval from a prominent political figure.

Chapter A: Background analysis

- 1) **Introduction - purpose of the strategy:** the introduction should include a brief narrative that focuses on the current situation of the country in relation to its diaspora and its potential to further engage with them. Furthermore, the introduction should mention the benefits of having a strategy and action plan.
- 2) **Executive summary:** the executive summary should be no longer than one page and should contain the essence from each part of the strategy. In that way, the reader can quickly get a grasp of the main points without having to read through the entire document. It should be concise and to the point. The summary should follow the same order as the sections of the strategy. It should include an introduction of the subject matter, as well as the findings and recommendations.
- 3) **Analysis of the national context:** an analysis of the national context encompasses a situation analysis, which includes an assessment of the institutional and policy framework, the key stakeholders and an inventory of the links to other governmental and global strategies and instruments. These steps are further explained in this section, starting on page 20.

The situation analysis:

- a. The institutional and policy framework, which includes mapping the key stakeholders and institutions as well as existing policies and human rights instruments (link to other relevant government strategies, action plans and budget).
- b. Migration profile, needs assessment and gap analysis.

Analysis of the diaspora: the analysis of the diaspora must contain a diaspora profile, an assessment of the diaspora's contributions to the development and their main needs. These steps are further explained in this section, starting on page 30.

- a. Profile of the diaspora
- b. Contributions of the diaspora
- c. Needs of the diaspora

Chapter B: Objectives and Priorities

- 1) Setting up national objectives and priorities for diaspora engagement: the objectives should come from the background analysis, and be linked to the analysis of the national context and the diaspora. The objectives will be the umbrella upon which the results' framework, as part of the action plan, will be developed. Guidelines on how to set-up national objectives and priorities for diaspora engagement are provided in this section, starting on page 45.
- 2) Recommendations: the recommendations should be succinct and based on the background analysis, as well as on the objectives and priorities defined in the previous parts. It should be written in such a way that any policymaker in your country quickly understands what actions will need to be taken in order to improve the situation or to make a decision. The most important information should come first.

b. Analysing the national context

Why it is important - Knowing the national context means:

- Understanding the linkages between migration and development in the country, and thus knowing how migration impacts the development of your country.
- Looking more in-depth at the positive and negative effects of policies, governance systems, coordination structures and programmes, and devising measures to improve the legislation, policies or other frameworks. An integral part of this is a close review of the international standards, conventions and agreements in place to foster diaspora engagement between partner countries.

- Knowing whether there is a gap to address, a challenge to respond to, an opportunity to be taken, and to know if and what kind of mobilisation of actors is needed.
- Better understanding how best to support diaspora engagement through South-South and triangular cooperation, and assessing what the implications for and recommendations to development partners are in order to strengthen diaspora engagement in policy dialogue.

Situation analysis

The situation analysis should examine the development and migration nexus. It should begin with a mapping exercise of the key stakeholders and institutions as well as existing policies and human rights instruments that are linked or may have an impact on diaspora. It should then be followed by a situation analysis looking at the available quantitative and qualitative data and information to assess the trends in relation to the country's development, history of migration in and out of the country, and other indicators (migration profile). Socio-cultural attitudes, practices, and gender relations, including roles, status, inequalities and discrimination in access to and control of resources, should be given due consideration. Then look at the extent of the development challenges ("what") and how they are affected by migration (needs assessment). Also examine "who" can address

these gaps (gap analysis). Be specific in your analysis and outline the diaspora challenges and opportunities in a gender-differentiated and group-specific manner (e.g. by education level, age, level of integration).

The institutional and policy framework

The institutional framework to engage with the diaspora varies from country to country. Differences can be found as per a) which institution(s) is/are responsible for engaging with the diaspora, b) the strategies that the government uses to engage with the diaspora, and c) how the government measures the success of its diaspora engagement strategies.³⁷

Due to the multitude of actors who have a stake in diaspora engagement, it is recommended to first identify the key stakeholders and institutions.

Mapping the key stakeholders and institutions

Several types of stakeholders are involved in framing the government's approach towards diaspora communities. In order to identify all relevant stakeholders it would be important to know which sectors are affected by migration.

These could, for example, be the following ones (depending on the specificities in a given country):

³⁷ Delphine Ancien et al. (2009): Exploring Diaspora Strategies: An International Comparison, Jan 26th-28th 2009, NUI Maynooth, Workshop report, June 2009, accessible at: <http://www.nuim.ie/nirsa/diaspora/PDFs/Exploring%20Diaspora%20Strategies%20International%20Comparison.pdf> (viewed on 15/07/2013).

Governmental authorities involved in migration governance	Other governmental authorities whose thematic responsibility is affected by migration	Research and Academia, Civil Society
Ministry of Foreign Affairs: diplomatic relations with destination countries, consulates and embassies offering services to diaspora	Ministry for development: development planning – mainstreaming migration, South-South and triangular cooperation to enhance capacities	Migration researchers, research institutes, universities: data and information on diaspora, often based on fieldwork and empirical data
Ministry of Interior (specialised migration units, police): migration governance, legal protection	Ministry of Trade and Economy: link to migration in the area of taxation and property rights, savings of migrants, investments, innovation, demand for national goods in destination countries	Civil Society, such as NGOs, women organisations, human rights organisations, diaspora associations: knowledge of migrants' situation in destination countries, knowledge of returnees and families left behind
Ministry of (E)Migration or Diaspora: establishing relations with diaspora, identifying areas for joint action, consultations with diaspora groups, databases on diaspora associations abroad	Statistical office: Collecting migration data, household data on living conditions	
	Ministry of Health: link to migration on social protection, transferability of social system benefits, diaspora's investments in social security systems, outflow of health personnel	
	Ministry for Infrastructure: link to migration on infrastructure, access to infrastructure of returnees, diaspora investments in infrastructure	
	Ministry of Labour: link to migration on employment opportunities	

	Ministry of Education: link to migration on the recognition of diplomas, skills shortages, limited access to education, outmigration of teaching personnel, higher education opportunities	
	Ministry for Agriculture: link to migration on rural development, investments in agriculture	

Involving diaspora communities: Good communication and relations built on trust are preconditions for long-term partnerships between governments and diasporas. The AMEDIP Focus Partner States have found several ways to build their communication and relations with diaspora, for example, through government advisory boards that include diaspora members, government missions to the main destination countries, or the dissemination of newsletters. Mali, for example, holds regular consultation meetings with diaspora members.

Example:

Mali - Cooperating and Communicating with Diaspora Communities

In Mali, there are two sorts of non-governmental actors: migrant associations with umbrella organisations in each country of destination and a secretariat based in Mali. The country has also set up institutionalised mechanisms for

*consultations to bring all actors together (state and non-state actors, international agencies). It has proven to be particularly useful for the elaboration of the National Policy on Migration as the consensus-based process benefitted from **inputs at various levels** (governmental, non-governmental, etc.). Malian authorities also rely on **migrant associations to reach out to the diaspora.***

In light of the fact that diaspora engagement involves a variety of governmental institutions and departments as well as other key stakeholders, it is vital to ensure inter-institutional coordination for the development of effective policies. It is defined as the ability of a country's state institutions to respond to a matter that is transversal and cross-cutting between sectors, which is the case with migration.³⁸

It should also assess how well inter-institutional cooperation functions. Most of the AMEDIP

³⁸ ICMPD, IOM (2012a): AMEDIP Workshop on Inter-institutional Coordination on Migration and Development. Summary of Discussions, accessible at http://www.icmpd.org/fileadmin/ICMPD-Website/ICMPD-Website_2011/Migration_Dialogues/MTM/AMEDIP/WS_Tunis_Summary_of_Discussions_Final_EN.PDF (viewed on 26/08/2013)

Focus Partner States have established mechanisms and ways of cooperating between the institutions dealing with diaspora.

Example:

AMEDIP Focus Partner States that have institutions at the ministerial level with a mandate on diaspora affairs:

- *Mali: Ministry of Malians Abroad and African Integration*
- *Morocco: Ministry Charged with the Moroccan Community Residing Abroad*
- *Senegal: Ministry of the Senegalese of Exterior, recently incorporated into the Ministry of Foreign Affairs*
- *Tunisia: Ministry of Social Affairs, Solidarity and Tunisians Abroad*

Example:

Inter-institutional cooperation in Tunisia, Ethiopia and Lebanon

The Ethiopian government chose a decentralised approach for inter-institutional coordination. While there is a Directorate General for Expatriate Affairs at the Ministry of Foreign Affairs that deals with diaspora policy at the federal level, an important mandate is given to the regions which have set up Diaspora Coordination Offices. These offices are responsible for liaising with and advising the diaspora willing to invest in community projects or to set up new businesses.

Tunisia, on the other hand, has adopted another model of inter-institutional coordination. A **Secretariat of State for Migration has been created**, with the aim of reframing migration for the sake of inter-institutional coordination. Currently, the Secretariat has one institution dealing with policy implementation and it plans on setting up two more in 2014 (an Agency for Migration and Development and a National Observatory for Migrations). A Technical Committee for Emigration represented by various ministries issues a yearly migration report.

In **Lebanon**, a **joint-committee** is managed by the Ministry of Foreign Affairs and the Ministry of Interior, but the former takes the final decisions. The diaspora has also established its own autonomous organisations. They have signed a protocol with the government to define their joint interests.



See our process tip on how to map the stakeholders and how to conduct a SWOT analysis (see p. 76-77)

Mapping existing policies and human rights instruments – link to other relevant government strategies, action plans and budget

The analysis of the national context should include a mapping of past, ongoing and

planned activities and policies for diaspora engagement that have a direct and indirect impact on diaspora. It is recommended to closely examine national development strategies, legislative frameworks and policies linked to migration, as well as the role of development partners, such as civil society organisations, the private sector, donors, and regional and global institutions, bodies and commissions. Through the mapping exercise you may find out about overlapping mandates and activities, allowing corrective action to be taken to minimise or avoid the duplication of efforts. You can avoid duplication by building on existing analyses and other national development processes that have either already been completed or that are ongoing.

This phase should include an assessment of all existing policies that have an impact on the diaspora. This includes, first and foremost, the national migration policy, the diaspora policy

or strategy if it exists, the development policy and related strategies as well as regulations regarding citizenship, financial incentives or barriers towards investments and property rights. This phase should also include an assessment of existing bilateral agreements affecting diaspora communities, for instance, on the portability of social benefits or on seasonal migration. During this stage, also review past activities that include a South-South cooperation component.

Consider also mapping the countries' ratification of human rights instruments and bilateral agreements relating to diasporas, and examine if some of these human rights standards have not been adequately respected in the main emigrants' countries of destination.

Here a list of some of the most relevant international human rights instruments and core human rights treaties relevant for migration governance and migrants' rights protection:

The core international human rights instruments apply to migrants just as it does to all human beings:

- International Convention on the Elimination of All Forms of Racial Discrimination (ICERD, 1965);
- International Covenant on Civil and Political Rights (ICCPR, 1966);
- International Covenant on Economic, Social and Political Rights (ICESCR, 1966);
- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979);
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT, 1984);
- Convention on the Rights of the Child (CRC, 1989);
- International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW, 1990);

- International Convention for the Protection of All Persons from Enforced Disappearance (CPED, 2006);
- Convention on the Rights of Persons with Disabilities (CRPD, 2006).

There are a number of Conventions from the International Labour Organization relating to labour rights, which includes standards and principles on labour migrants. The main labour conventions are the following:

- The Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87);
- The Right to Organise and Collective Bargaining Convention, 1949 (No. 98);
- Forced Labour Convention, 1930 (No. 29);
- Abolition of Forced Labour Convention, 1957 (No. 105);
- Minimum Age Convention, 1973 (No. 138);
- Worst Forms of Child Labour Convention, 1999 (No. 182);
- Equal Remuneration Convention, 1951 (No. 100);
- The Discrimination (Employment and Occupation) Convention, 1958 (No. 111).

In 1998, the Declaration on Fundamental Principles and Rights at Work was adopted which sets some of the fundamental international labour standards into a comprehensive framework. It includes the right to freedom of association and collective bargaining, elimination of all forms of forced or compulsory labour, effective abolition of child labour and the elimination of discrimination in respect to employment and occupation. These fundamental standards have been ratified by the majority of ILO member states and are binding upon all ILO member states.

Extract of other human rights treaties:

- Palermo Protocols, supplementing the 2000 Convention against Transnational Organized Crime (the Palermo Convention): Protocol against the Smuggling of Migrants by Land, Sea and Air; Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children;
- Convention concerning Migration for Employment (ILO, Revised 1949);
- Convention relating to the Status of Stateless Persons.

Mode 4 of the World Trade Organization's (WTO) General Agreement on Trade in Services (GATS) relates to migration and the prevention of discrimination against the temporary movement of workers across borders to provide services. GATS Mode 4 guarantees access

to four categories of persons: services sales persons, intra-corporate transferees, business visitors, and independent contract suppliers.

Governments are free to regulate entry and temporary stays provided these measures do not contravene the fundamental principle of the provision. However, the scope of Mode 4 is still under negotiation as it means the facilitation of circular migration for many migrant sending countries. However, for many countries, it is seen as the facilitation of intra-firm movement of staff and service providers by migrant receiving countries.

For a comprehensive list of universal human rights instruments, and their ratifications, go to: <http://www.ohchr.org/EN/ProfessionalInterest/Pages/UniversalHumanRightsInstruments.aspx>

Did you know? The Universal Periodic Review was first set up in 2011 and provides a universal human rights mechanism to review the human rights situation in a country and to address human rights violations. Be part of this process as it relates also to the rights of migrants – see the calendar of reviews here: <http://www.ohchr.org/EN/HRBodies/UPR/Pages/UPRMain.aspx>

Extract of regional Human Rights Instruments

Africa:

- Constitutive Act of the African Union;
- African Charter on Democracy, Elections and Governance;
- African Charter on Human and People's Rights (also known as Banjul Charter);
- African Charter on the Rights and Welfare of the Child;
- African Commission on Human and Peoples' Rights;
- African Union Convention Governing Specific Aspects of Refugee Problems in Africa.



For a list of regional human rights instruments in Asia, Latin America and Europe, see additional material and tips on page 80.

Migration profile³⁹

A migration profile should include a concise and comprehensive overview of the current migration situation. It should examine the demographic, socio-economic, cultural and historic context of migration of the country and present an analysis of relevant statistical data.⁴⁰

Needs assessment

A needs assessment can be an effective tool to differentiate between a current situation, a “development need” to be addressed through a comprehensive framework and actions, and a “want”, which is subjective and of a temporary nature. A needs assessment should precede a gap analysis, however both are interlinked. When undertaking the needs assessment and the gap analysis, regional and local differences, human rights and gender perspectives should be taken into account.⁴¹ Needs assessments can be conducted through field surveys in addition to consultative meetings. Also, available national and local development strategies should be taken into account as they provide a wealth of information on development needs and priorities. With the help of such a needs assessment, match-making actions can later be devised.



The document “Indicators of the impact of migration on human development and vice versa”, published by the ACP Observatory on Migration, provides a list of indicators to assess the impact of migration on development in a number of areas: economics and assets, demography, education, health, gender, social relations, governance and rights, environment and other transfers.⁴²

Gap analysis

The gap analysis provides a better understanding of the causes, effects and needs resulting from structural issues. Potential capacity gaps can be identified at the societal, community, institutional, regional or global level. Through the identification of such gaps, it will become easier to design targeted programmes for stronger diaspora engagement. Capacities can be measured in light of the skills, available in-country knowledge (or lack thereof), and available financial or material resources of those who could address the key problems.



Ask yourself:

Institutional and policy framework

³⁹ Governments have increasingly recognised migration profiles as a tool to collect comprehensive migration data and other information. The existing migration profiles follow different formats ranging from statistical overviews to longer reports and analyses. ICMPD developed migration profiles regarding migration and development, and irregular and mixed migration for all AMEDIP Focus Partner States. It is available online at: www.imap-migration.org. Within the framework of the GFMD Platform for Partnership a repository of migration profiles was developed that can be searched by country/region: <http://www.gfmd.org/en/pfp/policy-tools/migration-profiles/repository>

⁴⁰ For a guide on how to establish a migration profile, see IOM (2011): Migration profiles, making the most of the process, http://publications.iom.int/bookstore/free/MigrationProfileGuide2012_1Oct2012.pdf (viewed on 25/07/2013).

⁴¹ The use of sex-disaggregated data helps to highlight disparities (between groups or regions) and to uncover patterns of exclusion.

⁴² ACP Observatory on Migration (2012): Indicators of the impact of migration on human development and vice versa, <http://www.acpmigration-obs.org/sites/default/files/EN-Indicators.pdf> (viewed on 07/05/2014).

- Who are the stakeholders and how are they involved?
- What are the inter-institutional cooperation mechanisms that currently exist (joint projects/working groups, etc)?
- Are forms of cooperation between the local and central government level on diaspora issues already in place?
- Are there some forms of cooperation that already exist with diasporas?
- Are there any advisory boards including diaspora already in place?
- Are the right actors involved or would it make sense to involve others as well?
- Are universities and research centres involved or could cooperation be strengthened?
- What consequences do the existing regulatory, institutional and policy frameworks have on diaspora communities?
- Who are the required policymakers for stronger diaspora engagement? How can joint decision-making be fostered and policy coherence achieved?
- Has migration and development as well as diaspora engagement been considered in the country's development framework, such as the Poverty Reduction Strategy Paper?
- What human rights treaties have been ratified? And what instruments are in place to ensure their implementation?

Migration profile

- What are the drivers of international and internal migration, and what does it mean for the country of destination or country of origin?
- What are the main push factors influencing

the emigration patterns? Some of these factors could be political instability, armed conflict, drought, land degradation, climate change or lack of jobs.

- What are the pull factors influencing emigration to a specific country? This can be examined by looking at labour and social factors, e.g. education and training opportunities.
- Are some groups of people more affected than others? What factors lead to this?
- Are data sufficiently disaggregated to identify marginalised groups? How do the patterns of migration affect women differently from men?
- Have you drawn up an evidence-based analysis of the ways in which gender inequality is reproduced, including their discrimination through existing policies and legislative acts, or through the lack of access to resources?

Needs assessment

- What are the main development needs and priorities at sector, central and local level?
- How are these development needs affected by migration?
- Is there a comprehensive national policy in place for South-South and triangular cooperation? In what form, and how is it coordinated?
- What support can be expected from donors and international organisations to help set up the cooperation?

Gap analysis

- Which gaps and steps for improvement at the institutional and policy level can

be identified? Can a lack of human resources be identified?

- What training needs can be identified for staff?
- Have critical gaps been identified for the promotion of gender equality?
- Are there any reliable data that you can draw from, and do they adequately address the issues? Which important statistics and scientific information are missing in order to have a comprehensive overview of the diaspora (upon which evidence-based policy decisions can be made)?
- Which lessons learnt can be identified from past projects that involved the diaspora?
- What type of cooperation would be best? Would some form of cooperation help to respond to a gap or to leverage already existing initiatives?



See our process tip for a root cause analysis on p. 77.



For an overview of how migration impacts the most important development sectors, such as governance and legal protection, employment, health services, education, including tertiary education; economic growth and financial services, trade, agriculture and rural development, infrastructure and environment, have a look at the handbook “Mainstreaming Migration into Development Planning. A handbook for Policy-Makers and Practitioners.”⁴³ It also provides checklists to assess the impact of migration in

sectoral development programmes.

c. Assessing the diaspora

Why it is important

The potential contribution of the diaspora depends on a number of factors, such as its size, location, skills, the level of integration in the country of residence and the degree of organisation. This section presents a guideline for gathering information on diasporas in order to establish a solid base for developing a diaspora policy which is tailored to the profile of diasporas and their associations as well as to their needs.



In addition to these operational guidelines, the handbook “Developing a Road Map for Engaging Diasporas in Development. A Handbook for Policymakers and Practitioners in Home and Host Countries” will help you understand why it is important to know your diaspora and which additional steps can be taken to gather data and collect information. It provides country examples for trust building with the diaspora as well as their initiatives to mobilise the diaspora for development.⁴⁴

Assessing your diaspora means:

- Understanding the profile and main characteristics of your diaspora;
- Gaining knowledge about the diaspora and its contribution to the development process in your country;
- Knowing the needs of diaspora associations and individuals and hence possessing better knowledge about which

⁴³ GMG (2010), op. cit.

⁴⁴ IOM, MPI (2012), op. cit.

role you, as a government official, can play to better engage with the diaspora.

Assessing the diaspora is, together with the analysis of the national context, a pre-condition to define the objectives of a diaspora engagement policy for development and to identify the gaps, needs and priorities which should be addressed through institutional cooperation at different levels. Even if you have already completed an assessment of the diaspora, it still makes sense to update the available information, in particular if migration patterns have changed overtime. The numbers, distribution, skills, composition, status, and level of integration of diaspora groups determines, together with the migration history, the opportunities for diaspora partnerships.

All AMEDIP Focus Partner States have expressed their need to better know their diaspora. It ranked second in the list of identified priorities related to a diaspora policy, right after “achieving policy coherence between migration and development policies”. The third on the list of priorities was the “economic contribution of diaspora to development”.⁴⁵

As you will see below, an assessment of the diaspora can be done through various methods. However, the extent of this will depend on the resources of your government to finance such an exercise and on the objectives set. In order to facilitate this process we will present several “questions to ask” to achieve an overview of the diasporas’ characteristics and active diaspora associations.


A diaspora profile contains three main parts:

- 1) The first part should consist of a profile on the main features of the respective diaspora (Part 1: General Diaspora Profile);
- 2) The second part should comprise an assessment of the ties of the diaspora with your country and the contributions of the diaspora to the development process in pre-defined areas of interest according to the priority of your country (Part 2: Contributions of the diaspora);
- 3) The third part is an analysis of the needs of diasporas to better contribute to the development process and the main constraints on diasporas’ engagement (Part 3: Needs of the diaspora).

The first part is essential, while the other two parts contain modules from which you can choose depending on the area of interest. You might also decide to only do the first part and to later have a closer look at part two and three. It is also important to keep in mind that the diaspora analysis should be regularly updated as the profile of the diaspora is constantly changing.

Part 1: General diaspora profile

Objective of this exercise: to present the key diaspora characteristics in a user-friendly way. It should provide policymakers with an idea of the diaspora’s potential and possible areas for policy action.

 **For the first part of the diaspora profile (“who and where are the diasporas”), ask yourself:**

⁴⁵ Information taken from the Registry of Institutional Priorities in AMEDIP Focus Partner States, ICMPD, IOM (2012), op. cit.

Theme	Explanation and questions
Diaspora Population	<p>Remember, that your definition of the diaspora is closely related to the question of how it is measured. It makes a big difference if you define your diaspora by citizenship and/or country of birth.</p> <ul style="list-style-type: none"> ● Total diaspora population: <ul style="list-style-type: none"> ○ Stock: a group of persons who directly or indirectly experienced a migration event; ○ Flows: the number of migrants that have moved from one country to another within a certain period of time; ● Share of persons with foreign citizenship in the total population; ● Geographical distribution (are some regions more affected by migration than others?).
Status and Demographic information	<ul style="list-style-type: none"> ● Family status (single, married, children under the age of 15); ● Legal status; ● Study; ● Sex; ● Age.
Destination countries	<ul style="list-style-type: none"> ● Countries with the highest diaspora population
Educational background and professions	<ul style="list-style-type: none"> ● Lowly- educated according to destination country; ● Highly-educated according to destination country; ● Emigration rates of the highly educated; ● Professions affected by migration (e.g. teaching staff, agricultural and fishery workers, health professionals, managers); ● Students in destination countries; ● Level of education before and after migration.
Level of integration in the country of destination	<ul style="list-style-type: none"> ● Duration of stay; ● Employment rate in destination countries; ● Unemployment rate in destination countries; ● Employment rate of the highly-educated; ● Unemployment rate in low- and medium-skilled jobs; ● Naturalised diaspora members (if data is available); ● Level of education in residence countries; ● Knowledge on the language of the residence countries; ● Civic participation in the residence country; ● Indication of vulnerability in the residence country (indicators: long-term unemployment, status, occupations, gender, age etc.).

History of migration	<ul style="list-style-type: none"> ● Historical migration patterns; ● Current migration-relevant political/social/ economic changes (change of government, civil war, ethnic conflict, economic crisis) that caused migration waves.
Employment sectors	<ul style="list-style-type: none"> ● Employment sectors in countries of destination; ● Occupations in countries of destination vs. previous occupations; ● Indication of brain waste (highly educated in low- and medium-skilled jobs).
Background: Causes for migration	<ul style="list-style-type: none"> ● Push and pull factors; ● Network migration; ● Family reunification; ● Conflict; ● Labour migration.
Diaspora associations	<ul style="list-style-type: none"> ● Is information on diaspora associations available? ● Can a list of diaspora associations be prepared including information on their main areas of engagement? ● Is information on thematic or geographic diaspora networks/ umbrella organisations available? ● Is information available on funding mechanisms for diaspora associations?
Returnees	<ul style="list-style-type: none"> ● Number of returnees per year; ● Countries whence returnees come; ● Forms of return (spontaneous, forced, assisted return); ● Available information on return programmes; ● Information on portability of social benefits?
Desire to migrate	<ul style="list-style-type: none"> ● Desire to migrate temporarily; ● Desire to migrate permanently; ● Plan to move in the next 12 months; ● Making preparations to move; ● Desire to migrate, plan to move and prepare for the move according to sex, marital status, age, education, employment status and among different population groups (networks, remittances, income, rural, urban).
Remittances	<ul style="list-style-type: none"> ● Inward remittances flows; ● Outward remittances flows; ● Remittances share of the GDP; ● Relation to FDIs and ODA; ● Any information on the use of remittances; ● Which measures are used to gather remittances data and are there gaps in the collection? ● Which institutions are involved in remittances transfer (banks, microfinance institutions, mobile phone providers, money transfer operators).

For a list of available references to answer above questions, see page 39.

To serve as an inspiration, the Nigerians in Diaspora Organisation (NIDO) established the Global Database of Nigerians in Diaspora (GDND) in collaboration with the Presidency and the Nigerian National Volunteer Service (NNVS) at the Office of the Secretary to Government of the Federation and the Embassies of Nigeria and High Commissions. See following link: www.nigeriandiaspora.org.



Make use of the worksheets in additional materials and process tips on p. 84.

Part 2: Contributions of the diaspora

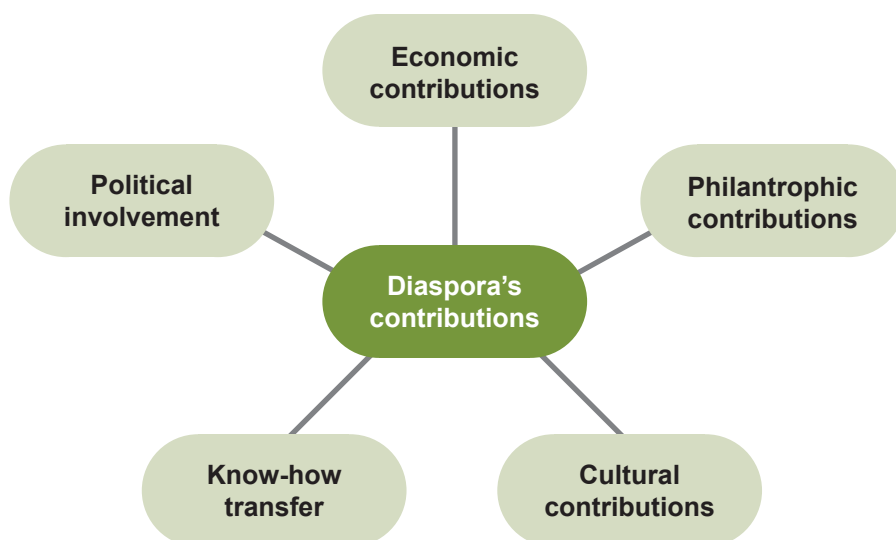
Objective of this exercise: to examine the

areas in which diaspora members are already active and to provide policymakers with a basis to make informed decisions on possible areas for policy intervention.

The contributions of diaspora actors to the development of the country of origin vary strongly. Therefore, we suggest assessing the contributions according to a specific sector/topic based on the country's needs and the results from the development of the first part of the diaspora profile. The areas of contributions below serve as proposals only.



Have a look at the the handbook "Developing a Road Map for Engaging Diasporas in Development. A Handbook for Policymakers and Practitioners in Home and Host Countries"⁴⁶ for more information on some of the areas of contribution.



⁴⁶ IOM, MPI (2012), op. cit.

Ask yourself:

- How are the diasporas currently engaged in their home countries?

Theme	Explanation and questions
Background: degree of organisation of diasporas	<ul style="list-style-type: none"> ● Which types of associations exist? ● How are the associations organised and connected with each other? Do networks exist in destination countries?
Background: ties between the diaspora and country of origin	<ul style="list-style-type: none"> ● Ways of communicating ● How often do diaspora members travel to their country of origin? ● Do diaspora members plan to return home? ● Do communication channels between your government and the diaspora exist and are they being used?
Economic contributions	<ul style="list-style-type: none"> ● How many households receive remittances? ● How are remittances being used? ● Do households save money? ● Which remittances channels are being used? How high are remittance transfer costs? ● To whom are remittances sent? Are collective remittances (to churches, organisations etc.) also transferred? ● Do diaspora members have property/assets in the country of origin? ● Do private investments play a role? If yes, in which areas?
Philanthropic contributions	<ul style="list-style-type: none"> ● Inventory of diaspora associations with a philanthropic mandate What are the main areas of engagement? ● Are local authorities or civil society involved in these projects? ● How are local communities benefitting from these projects?
Cultural contributions	<ul style="list-style-type: none"> ● Which role do diaspora communities play in the arts scene of the country of origin? ● How are they involved in media?
Know-how transfer	<ul style="list-style-type: none"> ● In which areas do students abroad graduate? ● Which additional skills do returning migrants have? ● Are returning experts programmes already in place? What is their impact? ● Are diaspora actors already involved in knowledge transfer activities and do they cooperate with institutions such as universities or hospitals? ● Do scientific, technical or business networks already exist?
Political involvement	<ul style="list-style-type: none"> ● How are diaspora actors currently involved in the political life? ● Do diaspora actors try to influence the government, e.g. through lobbying and campaigning? ● Are they represented in parliament? Do they have the right and possibility to vote? ● Is dual citizenship possible in origin and residence countries?

Part 3: Needs of the diaspora

Objective of this exercise: to identify the needs and main constraints of diasporas who are/want to be engaged in the development process in the country of origin.

The proposed questions below should be asked after you have a basic idea of the profile of your diaspora. They should guide you in assessing the main needs of your diaspora and

to ask yourself “what can I (my government) do in order to support the diaspora”?



Ask yourself:

- How can these contributions be enhanced?
- What are the needs of diasporas who are/want to be involved in the development of their country of origin?

Theme	Explanation and questions
Situation in countries of residence	<ul style="list-style-type: none">● Protection of rights;● Insecure status;● Discrimination;● Non-portability of social security benefits;● Non-awareness on diaspora as a development actor;● Legal framework for associations;● Integration policy framework.
Situation in countries of origin	<ul style="list-style-type: none">● What are the main constraints that diaspora actors face in order to contribute to the development process of their country of origin?⁴⁷<ul style="list-style-type: none">○ How are vocational training, secondary and tertiary training organised? Do they meet the qualifications and credentials of the labour market needs in the main countries of destination?○ Are institutions aware of the potential contributions of the diaspora?○ Are institutions willing to engage in cooperation and knowledge exchange with diaspora actors?○ Are local authorities aware of the potential contributions of the diaspora?○ Are local institutions willing to engage in cooperation and knowledge exchange with diaspora actors?○ Is the local population aware of the potential contributions of the diaspora?○ Portability of social benefits

⁴⁷ See for example the study by Akinjide Olatuyi, Yisa Awoyinka and Abiodun Adeniyi (2013): Nigerian Diasporas in the South: Harnessing the potential for national development, accessible at: <http://www.acpmigration-obs.org/sites/default/files/Nigeria-Diasporas-Report-corr.pdf> (viewed on 03/04/2014).

Access to information	<ul style="list-style-type: none"> ● Are diaspora members sufficiently informed about opportunities to vote from abroad? Do they have the necessary information about candidates, etc.? ● Are diaspora members well informed about investment procedures, property regulations, etc.?
Barriers to investments	<ul style="list-style-type: none"> ● What are the main barriers to investment? <ul style="list-style-type: none"> ○ Complicated and heavy administrative processes; ○ Legislation; ○ Lack of relations and contacts; ○ Language; ○ Non-favorable business environment.
Constraints in the capacities of diaspora associations	<ul style="list-style-type: none"> ● What are the main capacities lacking which hinder successful project implementation in the countries of origin? <ul style="list-style-type: none"> ○ Project management; ○ Country specific information; ○ Lack of contacts from local and central government; ○ Lack of contacts from potential resource persons; ○ Resources (financial, human).
Lack of trust and communication	<ul style="list-style-type: none"> ● Do diaspora actors feel that they are treated as valuable partners? ● Do they feel well informed about the current political, cultural, social and economic affairs of their country of origin?

Example:

Tunisian migrants Involved in the Development of the Country of Origin

The project comprises a statistical study that examines the contribution of Tunisians Residing Abroad to the social and economic development of Tunisia. Data was collected in the three main destination countries of Tunisians in Europe (which are Italy, France and Germany).

The study assessed the motivation and determinants of the engagement of Tunisians Residing Abroad for the

development of their country of origin. The questionnaire addressed following areas: demographic information, motivation to migrate, status in the destination country, frequency and channels of financial transfers, competencies of Tunisians Residing Abroad and transfer of skills, possibility of return as well as investment intentions and business set-ups, and experiences with investments in Tunisia.

The survey is a good example of a tailored study that corresponds to the country's priority (support for financial

and human capital transfers). The questionnaire and the results are structured along the lines of a) the profile of Tunisians living and working abroad and b) the links Tunisians Residing Abroad maintain with their country of origin.

The project was implemented by IOM in partnership with the Ministry of Social Affairs, Office of Tunisians Abroad, and the Ministry of Foreign Affairs.

What kind of tools you need to answer these questions

This section provides information on main data sources (secondary and primary sources) concerning international migrants. Besides the information listed below and the proposed questions to develop a diaspora profile, the “Migration research guide: South-South migration and development”, published by the ACP Observatory on Migration, provides

useful information on concepts, definitions, data sources, impact assessments of migration and development and good research practices in the field of migration and development.⁴⁸

A large set of information on your diaspora already exists, despite the frequently lamented lack of migration data. Before you start to think about collecting new data make sure that you have scanned all available information on your diaspora and that you have access to all existing data structures in your country. Some data might have remained outside the statistical office and is only available from other offices. State authorities that produce data are: the ministries of foreign affairs ; border guards ; the ministry of interior ; the police ; the ministries of labour, social protection and employment ; the ministries of emigration and diaspora ; as well as the national statistical offices.

Resources of existing and publicly available information

This compilation will help you map existing information and spot information gaps:⁴⁹

⁴⁸ ACP Observatory on Migration (2012): Migration research guide: South-South migration and development, accessible at: <http://www.acpmigration-obs.org/sites/default/files/EN-ACP-Obs-Research-GuidFinal-06112012.pdf> (viewed on 20/07/2013).


⁴⁹ Based on the following compilations: ACP Observatory on Migration, 2011, op. cit.; IOM, 2011, op. cit.; Center for Global Development (2009): Migrants Count. Five Steps Towards Better Migration Data, Washington DC, accessible at: http://www.cgdev.org/files/1422146_file_CGD_migration_FINAL_web.pdf (viewed on 11/07/2013).

United Nations Population Division	<p>Empirical data:</p> <ul style="list-style-type: none"> ● Global Migration Database ● International migration flows to and from selected countries: The 2013 Revision <p>Estimates:</p> <ul style="list-style-type: none"> ● Trends in international migrant stock: 2013 Revision <p>Information on government views and policies on migration</p> <ul style="list-style-type: none"> ● International Migration Policies 2013 wall chart <p>www.un.org/esa/population/</p>
Organisation for Economic Co-operation and Development (OECD)	<p>Empirical data:</p> <ul style="list-style-type: none"> ● Database on Immigrants in OECD countries <p>Estimates:</p> <ul style="list-style-type: none"> ● International Migration Database: <p>http://stats.oecd.org/?lang=en</p> <p>Connecting with Emigrants: A Global Profile of Diasporas</p> <p>http://www.oecd-ilibrary.org/social-issues-migration-health/connecting-with-emigrants_9789264177949-en</p>
United Nations High Commissioner for Refugees (UNHCR)	<p>Empirical data:</p> <ul style="list-style-type: none"> ● Statistical Online Population Database ● Statistical Yearbook ● Database on monthly asylum applications <p>http://www.unhcr.org/pages/4a013eb06.html</p>
Migration Policy Institute (MPI)	<p>Empirical data:</p> <ul style="list-style-type: none"> ● MPI Data Hub <p>http://www.migrationinformation.org/datahub/</p>
Eurostat	<p>Empirical data:</p> <p>http://epp.eurostat.ec.europa.eu/portal/page/portal/population/data/database</p>

World Bank	<p>Estimates:</p> <ul style="list-style-type: none"> ● World Development Indicators (includes remittances data and basic migration data) ● Migration and Remittances Factbook ● Tabulations on foreign born in the OECD and level of education in 2005 and 2007 <p>http://data.worldbank.org/data-catalog/world-development-indicators</p> <ul style="list-style-type: none"> ● The Global Knowledge Partnership on Migration and Development is expected to publish a large set of information on diaspora, including how to map the diaspora: http://www.knomad.org <p>Microdata:</p> <ul style="list-style-type: none"> ● Migration modules were included in several household surveys <p>http://microdata.worldbank.org/index.php/catalog/mrs</p>
Development Research Center on Migration, Globalization and Poverty (University of Sussex)	<p>Estimates:</p> <ul style="list-style-type: none"> ● Global Migrant Origin Database <p>http://www.migrationdrc.org/research/typesofmigration/global_migrant_origin_database.html</p>
Migrations between Africa and Europe (MAFE) project	<p>Microdata:</p> <p>http://www.mafeproject.com/</p>
International Labor Organization (ILO)	<p>Empirical data:</p> <ul style="list-style-type: none"> ● International Labour Migration Data (ILO Database on Labour Statistics (LABORSTA)) <p>http://laborsta.ilo.org/</p> <ul style="list-style-type: none"> ● NATLEX Database, contains information on “Migrant Workers” <p>http://www.ilo.org/dyn/natlex/natlex_browse.home</p>
“Push and Pull Factors of International Migration” project	<p>Microdata:</p> <ul style="list-style-type: none"> ● Microdata on over 11.000 migrants <p>http://www.nidi.nl/Content/NIDI/output/2000/eurostat-2000-theme1-pushpull.pdf</p>

Integrated Public Use Microdata Series-International (IPUMS-International)	Microdata: <ul style="list-style-type: none"> ● Compilation of anonymised individual records from censuses in 35 countries https://international.ipums.org/
United Nations Conference for Trade and Development (UNCTAD)	Empirical: <ul style="list-style-type: none"> ● Data on population, urbanisation, remittances, labour force http://unctadstat.unctad.org
International Monetary Fund (IMF)	<ul style="list-style-type: none"> ● Remittances data through the Balance of Payment Statistics Yearbook http://elibrary-data.imf.org/
Centre for Global Development (CGD)	<ul style="list-style-type: none"> ● Developed the Commitment to Development Index (CDI) that ranks wealthy governments on how well they are living up to their potential to help poor countries in the areas of aid, trade, investment, migration, environment, security, and technology. http://international.cgdev.org/initiative/commitment-development-index/index
European Training Foundation (ETF)	<ul style="list-style-type: none"> ● Datasets and survey documentations on migration and skills. Data is available for the following AMEDIP Focus Partner States: Morocco, Tunisia and Egypt http://www.etf.europa.eu/web.nsf/pages/Results_of_the_migration_survey_in_Albania_Egypt_Moldova_and_Tunisia (viewed on 03/04/2014).

As already mentioned at the beginning of the section, **migration profiles** have been prepared for many countries all over the world. ICMPD developed migration and development profiles and irregular and mixed migration profiles for all AMEDIP Focus Partner States. It is available online at: www.imap-migration.org. Within the framework of the GFMD Platform for Partnership, a repository of migration profiles was developed where you can search by your own country/region⁵⁰.

 Here you can find migration profiles developed by other organisations:

- Consortium for Applied Research on International Migration (CARIM):
<http://www.carim.org/index.php?callContent=502>
- Euromed Migration III:
<http://www.euromed-migration.eu>
- Focus Migration:
<http://focus-migration.hwwi.de/Country-Profiles.1349.0.html?&L=1>

⁵⁰ Please follow the link to the repository: <http://www.gfmd.org/en/pfp/policy-tools/migration-profiles/repository>

- Global Forum on Migration & Development Platform for Partnerships: <http://www.gfmd.org/en/pfp>
- International Centre for Migration Policy Development (ICMPD): <http://www.imap-migration.org/> (viewed on 03/04/2014).
- International Organization for Migration (IOM): <http://www.iom.int/jahia/Jahia/policy-research/migration-research/migration-profiles>
- United Nations Department of Economic and Social Affairs, Population Division (UNDESA): <http://www.un.org/esa/population/publications/ittmig2002/locations/mainframecountries.htm>

Data collection

In addition to the data sources produced by international organisations and research networks, data and information can also be collected first-hand. Since information on diasporas can be found in both countries of origin and residence, a combination of sources from both locations is the most effective way to assess the characteristics of diasporas.⁵¹ These can be collected from censuses, surveys, population registers, data and information from embassies and consulates, migration and diaspora experts in both countries and networks of diaspora associations.

Gender-sensitive data: Gender-disaggregated data are important to better design policies that correspond to diasporas' expectations and needs. Male and female migrants face different opportunities and vulnerabilities at each stage of the migration process and make different experiences in the countries of residence which affects their contributions to the development in the countries of origin.

Censuses: censuses are mainly used to measure the stock of migrants living in a country at a given time. Emigration can be estimated by conducting a census and by collecting information on household members abroad. It provides some challenges and weaknesses in measuring emigration. They might not capture irregular migration which leads to an underestimation of migration. Also, censuses often do not take into account the emigration of entire households due to a lack of respondents.⁵²

Registers: some countries request their nationals who live abroad to register with consulates abroad and the information is transmitted to a single national database. Other indicators are obtainable through voter registrations when countries provide overseas voting.

Another possibility is to establish a database based on the registration of different associations, networks, community organisations, clubs and societies, including non-profit, reli-

⁵¹ IOM (2006): Engaging Diasporas as Development Partners for Home and Destination Countries: Challenges for Policy-makers, Geneva, accessible at: http://www.iom.int/jahia/webdav/site/myjahiasite/shared/shared/mainsite/published_docs/serial_publications/MRS26.pdf (viewed on 11/07/2013).

⁵² UN Department of Economic and Social Affairs, Statistics Division (1998): Recommendations on Statistics and of International Migration Revision 1. No. 58.1998, New York, accessible at: http://unstats.un.org/unsd/publication/SeriesM/SeriesM_58rev1e.pdf (viewed on 15/07/2013); Center for Global Development (2009), op. cit.

gious, political, human rights, educational, professional, and scientific registries. This type of data offers a good overview of the diaspora's associations' priority areas and their degree and level of organisation.

Surveys: surveys are used to measure the characteristics and impact of migration on the country of residence and origin as well as on the migrant and/or family members who stayed at home. Surveys might also include irregular migrants. A survey can be well-tailored to the specific research needs and policy priorities. It remains a challenge to find the concerned households, as households with migrants are rare and usually widely spread out. Therefore, a pragmatic solution can be to limit the survey to areas with dense migrant populations or to directly interview migrants and migrants' household members at the airport or other entry and exit points.⁵³



The Development Research Centre on Migration has created a catalogue of existing household surveys and census datasets that contain information on migration in developing countries. Surveys can be searched by country, type of survey and by year. Links to the questionnaires and to the data (when these are accessible to the public) are provided. Final reports summarising the key findings from the data published by the relevant agencies can also be found in the database.⁵⁴

Diaspora organisations abroad, in particular

umbrella organisations, can be a very important source of information on active diaspora associations and their core areas of work, their main needs and priorities.

Migration and diaspora experts, including those working on research and in academia either at national or international level, are an important source of information. It is important to tie-in research with policymaking as policies should be evidence-based. To yield the full benefits of their research findings, ICMPD's Competence Centres provide advisory services and capacity-building activities. ICMPD's three-pronged approach – research, migration dialogues and capacity building – have proven effective in offering services grounded in facts and figures that are discussed with government stakeholders and implemented in partnership.⁵⁵

Country of destination: governments are an important source as they acquire information on diaspora. They keep records of entry to the country that can be compared with the exit data in the countries of origin, and they compile foreign-born statistics.

Other sources of information:

- Border statistics, offering information on entries and exits to/from a given country categorising migrants according to visa type.

⁵³ Bilsborrow, R. et al., Surveys of International Migration: Issues and tips, accessible at: http://www.un.org/esa/population/meetings/sixthcoord2007/Bilsborrow_paper.pdf (viewed on 15/07/2013).

⁵⁴ It is available here: http://www.migrationdrc.org/publications/resource_guides/Migration_Nationalsurveys/

⁵⁵ For further information see <http://research.icmpd.org/>

Example:**The Integrated Migration Information System (IMIS) in Egypt**

In 2001, the Ministry of Manpower and Emigration created an Integrated Migration Information System (IMIS) funded by the Italian government and with assistance from IOM. The scope of IMIS is to support the Ministry of Manpower and Emigration to manage regular migration flows from Egypt, improve the social status of Egyptian migrants in receiving countries and to capture the human and financial resources resulting from migration. The first phase of the project ended in 2005 and a follow-up phase (IMIS Plus) was launched in 2008. It ended in 2010 but the project's third phase, IMISIII, is ongoing.

IMIS supported the set-up of a data centre and strengthened the skills of the Ministry of Manpower and Emigration in language, information technology, management and research. Besides listing the skills of the individual diaspora members who want to contribute to the development of the country of origin, IMIS also offers data on migrants' views and suggestions concerning Egypt in general, as well as current economic

and social development policies, prospects for potential investments, current ties and other major sources of information.⁵⁶

Example:**Diaspora Mapping by the Southern African Migration Project (SAMP)⁵⁷**

The SAMP conducted a study called "Diasporas on the Web: New Networks, New Methodologies" and used social media and web-based methodologies to approach the Southern African diaspora in Canada. The researchers applied online surveying methods to collect information on the diaspora and its linkages to the country of origin.

This approach has several advantages: it is cost-efficient and offers greater anonymity compared to surveys, for example. The online questionnaire also invited respondents to include comments on their migration and diaspora experience which provides a large set of qualitative information. Furthermore, the respondents were also invited to include their contact details which allowed the project team to directly follow-up by phone interviews.

⁵⁶ European Training Foundation (2011): Skills Matching for Legal Migration in Egypt, accessible online: [http://www.etf.europa.eu/webatt.nsf/0/1BE8B869C71550D1C12578E10034BE46/\\$file/Skills%20matching%20for%20legal%20migration%20in%20Egypt.pdf](http://www.etf.europa.eu/webatt.nsf/0/1BE8B869C71550D1C12578E10034BE46/$file/Skills%20matching%20for%20legal%20migration%20in%20Egypt.pdf) (viewed on 12/07/2013)

⁵⁷ Crush, Jonathan et al. (2012): Diasporas on the web: new networks, new methodologies, In: Carlos Vargas Silva (ed.), Handbook of Research Methods in Migration, Cheltenham, Northampton: Edward Elgar Publishing

d. **Setting up national objectives and priorities for diaspora engagement**

The overall objective of any diaspora strategy is to strengthen relations between the country of origin and the diaspora. Partners can support this process. They should be identified based on the comparative advantages so that each stakeholder's competencies can be used optimally. Partnering allows us to make use of different comparative advantages, to inform strategic planning and to scale up existing initiatives. Use the opportunity for the development of the strategy to create synergies between the various partners and initiatives.

Since you have undertaken a thorough assessment of your policy framework as well as of your diaspora, you can now look into identifying specific areas of comparative advantages for your engagement with other countries. For instance, assess where the competitive areas lay within your country and how to facilitate match-making with a country that may need such added-value. Conversely, you may have identified gaps for which you need external expertise or further cooperation. It helps if close contact between the countries already exist, and if the transaction costs can be shared so that there is more ownership of the process between both countries.⁵⁸ Collaboration with all stakeholders, as well as strong political leadership and coordination efforts, will be pivotal for a successful partnership in the long-term.

Agreeing on objectives for diaspora engagement must be done in close consultations with the diaspora (please see process tips at the end of this section). Objectives for diaspora engagement should frame the set-up of the necessary legal and institutional framework for cooperation with diaspora and should be formulated in a way that they have a positive effect on both the country of origin and the diaspora. Objectives need to be defined over a long period of time (e.g. five years) and should not be overambitious as this might affect the credibility of the strategy. Yet the goals should also not be formulated in a way that they come across as token efforts, meaning where no strategy and action plan would have been necessary to implement the envisaged activities.

The objectives should derive from the background analysis, and be linked to the analysis of the national context and the diaspora. The sector needs of a country often vary at national, regional and local level and it is important to take these differences into account when formulating objectives. The objectives will be the umbrella upon which the results' framework, as part of the action plan, will be developed. Remember, the more focused the objectives, the more likely they can be reached.

The objectives of a diaspora strategy could look into:

- The extension of policies to better engage with the diaspora (e.g. extension

⁵⁸ Transaction costs are understood in this context as the costs for setting up the framework of cooperation, which includes the establishment of mechanisms and other implied costs.

- of citizenship rights, social protection schemes for the diaspora living abroad, extension of voting rights, enhancement of economic partnerships through bilateral or multilateral agreements);
- Strengthening and increasing the provision of consulate and embassy services;
- The provision of reintegration services;
- Offering pre-departure training for (potential) emigrants, including skills training in relevant sectors, awareness-raising on the risks migration poses and financial literacy training;
- Supporting the preservation and promotion of cultural activities;
- Creating or expanding diaspora social networks (through portals and strengthening communications and the information flow);
- Setting up cooperation mechanisms for innovation and economic growth (research & development, cooperation with research institutes);
- The recognition of diasporas' contribution as important social, cultural and economic actors in the country of origin (through a reward system, setting up a mentoring scheme, consultative meetings with policymakers);
- Fostering business partnerships, philanthropy and investments back home through incentives (preferential taxation system and property rights, access to loans);
- Facilitating remittance flows (through banking regulations, increase of information flow and financial literacy);

- Fostering bonds with the home country (through short-term home visits and other measures);
- Ensuring the protection of the fundamental rights of emigrants in the receiving countries;

Deciding on priorities – key principles

Priority setting is an essential part of the strategy development phase as it will help to effectively target diaspora engagement initiatives and to maximise its impact. Diverging principles and values between different stakeholders are likely and should therefore be resolved in a fair and legitimate way at the onset of the prioritisation exercise.

- 1) Get to know the expectations of all involved and identify available human and financial resources. Through the background analysis, you should already be familiar with these factors, as well as of the socio-economic setting in which the prioritisation exercises needs to be framed.
- 2) Clarify objectives and processes – all members should have a clear understanding of the goals and objectives.
- 3) Select relevant criteria to focus the discussions around setting priorities.
- 4) Choose a method for deciding on priorities: should it be a consensus based or majority-based approach?
- 5) Transparency throughout the process is essential: communicate the methods for the priority-setting exercise and record these in reports and meeting minutes.



Ask yourself:

- What is this exercise about and who is it for?
- Does the strategy development group have sufficient political power to set priorities?
- What should be the strategic areas of focus for diaspora engagement?
- Are there any externalities that may influence the outcome for the objective?
- What capacities (financial and human) currently exist for the implementation of the diaspora engagement activities?



See our process tip on p. 88 for conducting a prioritisation exercise.

3. Capitalising on the opportunities – developing an action plan

Action planning comes after the strategy development and looks at implementing the objectives. The action plan should break down the objectives and outcomes into concrete action points, typically formulated as outputs in a results' matrix. It should be a living document that is adapted as per the changing situation. The information in the action plan should complement the strategy in that it builds on the needs/gaps assessment and the identified priorities and objectives.

At the end of this exercise, government officials will:

- Have a good understanding of a basic project management tool to implement

a strategy;

- Have defined tangible, realistic and feasible areas for cooperation with other countries for diaspora engagement;
- Be familiar with important cross-cutting issues and programming principles.

An effective action plan should take into consideration key programming principles by defining outputs through a human rights and migrant-centered approach, through gender-sensitive programming and by abiding to the principles of results-based management. The action plan should demonstrate a commitment to identify the duty-bearers and right-holders and to hold these accountable in accordance to the internationally agreed development goals, standards, treaties and conventions.



See our process tip on p. 90 on the steps to follow for the development of the action plan.

The action plan should include:

- a) A framework for action: the background
- b) A results' matrix

a. A framework for action: the background

The background should:

- make reference to the strategy and should recapitulate its main points. Ideally, the strategy should have already been vetted and adopted by the

government;

- highlight the objectives, priorities and the recommendations as these will be the backbone of the action plan;
- provide a timeframe for the completion of the results' matrix, the expected approval of the action plan and anticipated mobilisation of resources.

b. The results' matrix

What is a result? A result stems from a cause-and-effect relationship and is a measurable change occurring over a period of time. The aim of these changes is to achieve positive outcomes for the benefit of the country.

A results' matrix is typically used in project management to conceptualise and implement actions coherently with a variety of stakeholders. The timeframe of the action plan should be the same as for the strategy. Different from the strategy, the results' matrix can and should be reviewed regularly. At the planning phase, the results' matrix provides a strategic direction and puts the actions onto paper.

The results' matrix should include following elements:

- **Outcomes:** the outcomes should be linked to the objectives and priorities as already defined in the strategy. It should state the desired impact resulting from the actions.
- **Outputs:** the outputs' list the action points needed to fulfill the outcome. They can relate to specific skills, abilities or changed behaviors that should be achieved in line with the available or

planned resources and within a specific timeframe. The way in which you can reach your objectives through South-South and triangular cooperation is explained in the next section.

- **Priority:** High/Medium/Low (optional): the prioritisation may have already been made in the strategy. If you would like to prioritise the outputs even further, then the action plan is a good opportunity to do so.
- **Timeframe:** the timeframe should indicate the time needed to complete the outputs.
- **Responsible institution and/or agencies (including lead institution or agency):** it should list the responsible agency/institution to implement the outputs. When there is one lead agency or institution, then accountability can be ensured more easily.
- **Partners:** it should identify the partners needed to attain each one of the outputs. The action plan can also help to mobilise resources, hence it is suggested to involve partners from the onset as they may be able to finance the resource gap and provide you with know-how and expertise.
- **Resources:** the resources should list the financial and human resources needed to attain each one of the outputs. It can also go into further details by stating the already secured resources and the resource gap.

It is recommended to number the outcomes and outputs as reference will be made to them in the coordination bodies or other working groups.

Is your first draft of the results' matrix ready?



Then ask yourself:

- Do the outcomes link to the objectives, and the outputs to the outcomes?
- Are responsibilities clearly defined?
- Have all the relevant partners been listed?

- Are the outcomes/outputs/resources and timeline realistic and do any of them contradict each other?



See process tips on p. 91 and p. 92 -
Example for a workshop to develop
an action plan and a checklist for the
application of programming principles

Example of a results' matrix for diaspora engagement:

Objective 1. Expand consular and embassy services						
Outcomes	Outputs	Priority	Timeframe	Lead responsible party(ies)	Partners	Resources
1.1 Overseas voting (OV) expanded	1.1.1 OV offered in an additional 4 countries (Austria, Belgium, France, UK)	Medium	2014-2016	Ministry of Foreign Affairs	ICMPD, IOM	Total: EUR 1.9 million
	1.1.2 Awareness-raising campaign on this possibility in these 4 countries				Diaspora organisations in the partner countries (of the North) Embassies and consulates Institution of higher learning in the CoD Ministry of Education	1 additional staff member in all 30 consulates + training + cost of information material (for the campaign) (total cost: EUR 1.5 million) Set up of services for OV (Costs: EUR 400 000) Resources secured: EUR 600 000 Resources needed: EUR 1.3 million
1.2 Brain circulation facilitated	1.2 Free-of-charge notary services provided for the recognition of diplomas in the CoD.					

Objective						
2. Increase investments from diaspora						
2.1	2.1.1	High	2014-2016	Ministry of Economy	Chamber of Commerce, embassies and consulates, private sector representatives, diaspora associations, country in the North, ICMPPD	Total: EUR 200 000. (Break down of costs: Training: EUR 50 000. One-stop shop: EUR 150 000. Communication material: 50 000) and in-kind contribution by the institutions (MoE) All resources secured
More accessible information provided	One-stop shop (virtual and physical office) established. Branch established in country with a high number of diaspora population.					
	2.1.2 All consulates have information readily available on investment opportunities.					
	2.1.3 At least 20 training sessions take place between consulates, the Ministry of Economy and stakeholders from the private sector.					
2.2	2.2.1 Simplified business procedures to start-up a company leading to increased registrations from diaspora entrepreneurs.					
A more enabling business environment created	2.2.2 Set up tax incentives (tax free in the first 5 years of establishment)					

c. Programming principles and cross-cutting issues

Programming principles should constitute the bedrock for the strategy and action plan. Applying these will ensure a certain degree of quality and legitimacy among all stakeholders, thereby representing a “gold standard” to be reflected throughout all stages of the strategy formulation up to the implementation of the action plan. All below principles are cross-cutting, meaning that they should be applied throughout all programmes, policies, initiatives, etc. of the action plan.

Migrant-centred approach defines an approach to protect and empower migrants themselves through certain actions. It must aim at defending the interests of migrants and in ensuring that they can become effective development actors by taking into account their aspirations, and by taking measures to solve challenges impeding their active participation.

The migrant and the inclusion of migrants’ human rights should be at the core of the analysis and should accompany the initiatives throughout its implementation and for the monitoring and evaluation activities. The impact of the initiatives should be examined from the individual’s perspective as well as at the community level in the host communities and country of origin (e.g. impact on those left behind).

Human rights-based approach (HRBA) underpins the fulfillment of obligations arising

from the ratification of international human rights treaties. Often, the term “mainstreaming human rights” is used to describe the integration of human rights in development programming, and the method used to achieve this is referred to as human rights-based approach.

The United Nations system has agreed on a common understanding of the HRBA to development cooperation, as follows:

Common Understanding of the HRBA

- 1) “All programmes of development co-operation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.
- 2) Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.
- 3) Development cooperation contributes to the development of the capacities of “duty-bearers” to meet their obligations and/or of ‘rights-holders’ to claim their rights.”⁵⁹

⁵⁹ Human Rights Education Associates: The Human Rights Based Approach to Development Cooperation Towards a Common Understanding Among UN Agencies, accessible at: http://www.hrea.org/erc/Library/display_doc.php?url=http%3A%2F%2Fwww.undg.org%2Farchive_docs%2F6959-The_Human_Rights_Based_Approach_to_Development_Cooperation_Towards_a_Common_Understanding_among_UN.pdf&external=N (viewed on 09/08/2013).

The HRBA aims at identifying the **rights-holders**, any individual(s) or community who can claim the fulfillment of their human rights, and the **duty-bearers**, the state at all levels that should meet its duties to respect, protect and fulfill human rights. An analysis should assess the root causes for the non-realisation of the rights, and the measures needed to build capacities. Outcomes can be more sustainable when the underlying causes of poverty and injustice, such as discriminatory practices and inequalities, are adequately addressed. The enjoyment of all human rights are interlinked. For example, empowering people to participate in the political process can, in turn, strengthen complaint and accountability mechanisms and institutions, but the complaints and appeal process can only be effective if people have a certain level of education (to be able to read and write) and are healthy enough to go through this process (right to education and health).

A good practice is to look carefully at the country reports from the Universal Periodic Review or from the Special Rapporteurs (who monitor the human rights situation in a country) and to use these recommendations for the development of the action plan.

A solid analysis should pay due respect to the following HRBA principles: non-discrimination, participation, inclusion, equality and accountability.

Gender Equality and Women's Empowerment

At the heart of a HRBA is the achievement of gender equality and the elimination of all forms of discrimination against women. When

conceiving a strategy and action plan, gender should be mainstreamed throughout all envisioned outcomes and outputs as well as targeted initiatives designed for the respect, promotion and protection of women's rights and their empowerment. The participation of women, e.g. through the inclusion of women's groups and women's rights advocates, should be ensured throughout the planning process.

The practice of gender mainstreaming is understood as the:

- Systematic use of sex-disaggregated data;
- Use of the indicators from the Convention on the Elimination of All Forms of Discrimination against Women, and the Beijing Platform for Action;
- Application of a gender perspective for the situation analysis and diaspora assessment;
- Identification of patterns leading to the root problems at the socio-economic, political and cultural level. Make sure that the duty-holders and rights-holders are properly identified.

Results based Management (RBM) is a management methodology to help reach desired results and impact by examining the whole results-impact cycle rather than just looking at individual results or activities. The focus should be on results and should support the development of a results' culture among policymakers. Activities, policies and programmes should be enshrined in a life-cycle and feed into a coherent framework which purpose is to increase in ambition, and to influence subsequent activities, policies or programmes. In that way, the

impact can be measured progressively over time. RBM needs to be embedded in a framework in which risks have been adequately assessed, accountabilities clearly defined and indicators rooted in performance management, monitoring, evaluation and reporting. As the focus is on results, lessons learnt for the future should be extracted from the monitoring and evaluation exercises so that they can be considered in the next phase of the life cycle. Also in RBM, inclusiveness is a central feature, along with accountability and national ownership.

Challenges for the implementation of the action plan, and how to deal with them

- Turnover of staff in the government

Processes often stall as public institutions are dynamic, and as such, civil servants may be assigned to new departments and may have been given new roles. Civil servants sometimes change when a new government has been established. While this will unavoidably affect the process of developing a strategy and action plan, it is best to **secure a governmental decree to have focal points** in each one of the relevant ministries.

Moreover, it is crucial to have established some **mechanism for knowledge management** across departments, and to nurture a culture of sharing in the offices. If due diligence has been applied throughout the process, and protocols established, then the successor may be better able to grasp the process and to take it further.

- Loss of interest in the process

Lengthy processes, whether for the development or implementation of a strategy and the action plan, can take its toll on all involved. Some may feel burdened by this process or are generally overloaded with work and may want to focus on their core tasks (which may not be this exercise). To keep the level of interest high, it is important to have **tangible and measurable results** in the action plan, so there is a sense of group accomplishment when a target has been reached. Also consider first implementing **quick impact projects** so that there is a tangible target for the realisation of one of the outputs. Execution of the action points will remain key in keeping the process legitimate and the interest of all involved.

Engaging in triangular cooperation is also attributed to higher transaction costs, e.g. longer and more cumbersome planning processes, as it involves more actors who may have very different procedures. What can help is the **establishment of a code of conduct and standard operating procedures** that have been agreed among all stakeholders.

- Lack of capacities

Although the participation in coordination meetings (and in providing substantive inputs) does not necessarily require great skills, a sense of loss may arise at one point in the exercise. Government officials are not only the ones facilitating this process, but they are also the duty-holders, meaning the ones who need to take the actions. It requires

facilitation, negotiation, managerial and project management skills aside from having to be very familiar with the programming principles. No one is expected to be born with these skills, hence training and capacity development needs should be identified in the situation analysis of the strategy. Consider **training sessions** on project management, the application of human rights-based approaches and facilitation skills.

- Lack of financial resources

The action plan has been drafted and officially adopted by the government: what next? Ideally, all outputs have been properly resourced and resource gaps filled by partners so that you can start with the implementation of the activities in the action plan. Sadly, reality often proves a disjuncture between planning and implementation because of a lack of resources. Do not forget to include this possible risk in your risk log and to devise possible mitigation strategies. When the risk of this becomes apparent consider **innovative funding mechanisms**. For example, countries, such as Mexico and Chile, have managed to overcome the financial gaps by setting up a joint cooperation fund for their South-South cooperation initiatives.⁶⁰

- A non-inclusive and non-participatory process

Active, free and meaningful participation is a means in itself and should be at the heart of the planning process. The HRBA per se entails

the participation of those people who are affected and who should benefit from the actions of the duty-holders. Similarly, women, e.g. from women's associations or advocacy groups, should be part of the process in order for them to advocate for the inclusion and fulfillment of women's rights. Ensuring an inclusive and participatory process, however, may be a challenge as it implies a bigger logistical investment and may clash with the lack of capacities of the secretariat to the process. Additionally, participants themselves may not have the required resources to travel and to partake in the process. If that is the case, consider the use of **ICT tools** to allow for the participation of stakeholders through virtual channels. Another option could be to **rotate the meeting venues** of the coordination groups so that all get an equally fair chance to participate.

- The collection of reliable data and statistics

The systematic collection and compilation of data remains a challenge in many countries. Studies have shown that close collaboration with all actors concerned, for example through coordination mechanisms or even dedicated **coordination units** in the Statistical Offices, and the effective use of technology can contribute to closer collaboration, as well as to better and more systematic retrieval of data.

- Lack of trust by the diaspora

Although it should be an intuitive reaction to include diaspora in a diaspora strategy, many

⁶⁰ To learn more about the Mexico Chile Joint Cooperation Fund, including lessons learnt, please go here: <http://www.southsouth.info/profiles/blogs/ttssc-case-study-mexicochile-1>

policymakers are under the impression that diaspora communities are not interested in cooperating with them. The reason often stated is the problematic collection of data by these groups and their lack of interest in engaging in matters “back home”. Often these perceptions are incorrect. Certainly, building trust is an important factor at the onset of this process, especially if the individual left the country because of a lack of opportunities or due to persecution. Certain factors may contribute to building trust, for example, by **maintaining excellent communication** with the diaspora through the consulates or embassies (e.g. by organising events and inviting them), by abiding with certain principles, such as **accountability and transparency**, as these offices should serve the diaspora. When it comes to collecting data on the diaspora from abroad, it is important to ensure the **persons’ confidentiality and privacy**. Data privacy and the guarantee that their data will not be abused by authorities is also an important factor for diaspora. Special permission to use their data for research purpose should be sought from the diaspora.

4. Monitoring, evaluation and review

For your action plan to remain effective and relevant, you will need to review and amend it regularly. The action plan is a dynamic working tool through which relevant stakeholders can report on achievements, relevant practices and lessons learnt in order to provide feedback to the relevant coordination groups. Similarly important is to compare set targets against actual achievements. In line with the results-based management approach, rather

than testing whether an activity has been met, or a process finalised, one should focus on measuring the results. The feedback loop and measurement of impacts should support further improvements to diaspora programmes.

The benefits of a meaningful monitoring and evaluation framework are manifold: firstly, it contributes to the quality of the actions as it allows for corrective measures, adaptations or adjustments in order to make room for improvements; secondly, it enhances ownership over the process as all those involved are being held accountable; thirdly, it shows a methodological approach which increases the buy-in by stakeholders and increases their confidence in the process. Demonstrating evidence that certain actions have contributed to the desired outcome shows that the programme or policy has been successful, thereby attracting more donor funding. Conversely, if the contrary is proven, then valuable lessons can be drawn from these programmes or policies and actions can be taken to shut these down and to invest in other activities.

Within the coordination group, it should be decided what data is needed to monitor the progress and what kind of approach to take. The approach should look at the type of data (process, outcome, structure) and to agree on a definition of the terms applied. All participating stakeholders, as well as institutions/agencies/development partners which are not part of these meetings, should be able to provide inputs to the relevant sections. Once the draft is ready, it should be circulated to all involved and endorsed at a senior-level meeting.

Below a description of the terms used:

Monitoring

Monitoring should be undertaken to check if set tasks or strategies have actually taken place, and to look at their progress against set goals. Monitoring can usually be done within the coordination group meetings or by an implementation body as assigned by the participants to the coordination groups. The responsible party should ensure that the tasks are completed in accordance with the action plan. More precisely, monitoring is concerned with the output level, for example, if overseas voting has been established in the additional countries, or if free of charge notary services have been provided.

Effective monitoring requires accountability within the coordination group, and it is best to put in place formal reporting procedures and a timeframe for reporting as it can help to keep track of progress. The coordination group or implementation body will examine if and how the targets were met, while also looking at the expenditures and evaluating the possible risks. This should be done by collecting data and information in a systematic way. Adjustments may need to be made to reflect the changing realities.

Evaluation

Evaluation is an intrinsic part of determining if an action plan is effective. The evaluation will give a better indication whether the objectives will need to be revisited. An evaluation of the strategy and action plan should ideally be organised mid-way through the timeframe of the strategy as well as at the end. Evaluations are undertaken at the outcome-level, although outputs need to be considered to make a thorough assessment of the impact achieved. For example, by examining whether (more) overseas voting is actually taking place with the provision of more overseas voting places.

The evaluation is supposed to look at the quality of the results achieved and to issue recommendations to address some of the more deep-rooted challenges that have hampered progress. The United Nations Evaluation Group recommends following a certain standard for evaluation: efficiency, effectiveness, impact, relevance and sustainability.⁶¹ As evaluations should be independent, it is best to commission these to a well-qualified evaluation team and a peer-review group composed of external experts. Gender balance should be considered in the composition of the evaluation team.⁶²

⁶¹ The UN system recommends the establishment of an evaluation culture, which can be achieved, among other, through the development of an evaluation policy. "The evaluation policy should include:

- A clear explanation of the concept and role of evaluation within the organization;
- A clear definition of the roles and responsibilities of the evaluation professionals, senior management and programme managers;
- An emphasis on the need for adherence to the organization's evaluation guidelines;
- An explanation of how evaluations are prioritized and planned;
- A description of how evaluations are organized, managed and budgeted;
- An emphasis on the requirements for the follow-up of evaluations;

A clear statement on disclosure and dissemination." UNEG, Standards for Evaluation in the UN system:

<http://www.unevaluation.org/unevaluationstandards>

⁶² UNEG (2012): Standards for Evaluation in the UN System, accessible at:

http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22 (viewed on 20/08/2013).

A more thorough evaluation is often called an impact evaluation, which looks at the cause-and-effect relationship and examines whether the changes at the outcome level can be linked directly to the outputs. Impact evaluations should be an integral part of all development policies to sensitise decision-makers to the likely outcome of specific policies on the diaspora.



Process tip: go to p. 93 for guidance on the terms of reference for the evaluation teams.



If you would like to read more about Monitoring and Evaluation of diaspora engagement policies, have a look at the handbook “Developing a Road Map for Engaging Diasporas in Development. A Handbook for Policymakers and Practitioners in Home and Host Countries”.⁶³

Review

Reviewing is the process of looking again at the overall direction and priorities of an action plan to check if objectives or aims and strategies are relevant and realistic.

Indicators alone are not enough to understand the underlying causes. A thorough analysis of the changes is also required. Indicators used in the context of migration and development relate to the composition of the diaspora, country(ies) of citizenship, remittances, etc.

The review process takes place when stakeholders review overall progress towards results and draw lessons learnt and good practices that can inform planning in the coming years. Knowledge management within diaspora communities, between institutions and with development partners is an effective tool to make the impacts known and to achieving greater buy-in.

a. Monitoring and evaluation plan

Already in the action planning phase, a Monitoring and Evaluation Plan (M&E plan) should be designed, which includes indicators to measure the progress towards a specific output and outcome. The M&E plan should be linked to the action plan and should keep track of the progress towards the expected results so that real-time, evidence-based decisions can be taken by the policymakers.

It includes monitoring mechanisms, such as indicators and reporting timelines, to measure this progress. The M&E plan incorporates some of the same elements of the results' matrix such as outcomes and outputs. Yet, in addition, it should list:

- SMART indicators (specific, measurable, attainable, results-oriented, timed)

The indicators can relate to the adoption of a law to ease business operations in the country, the conclusion of a partnership agreement, implemented activities to raise awareness or to mobilise stakeholders and partners, the

⁶³ IOM, MPI (2012), op. cit.

percentage of people who have benefitted from capacity building, functioning offices or services, the rate of people opening a business, e.g. with a neighbouring country or in such matters as the processing time needed, for example from the time of registration to the issuance of the decision. A result can be, e.g. the completion of research, the collection of data in the area of education, or the issuance of administrative directives.

Indicators should be formulated in an objective and neutral manner, e.g. “percentage of bilateral agreements signed” in line with the related objective. Identify and use outcome and results’ indicators which measure diaspora engagement. It is important to develop good-quality process tracking tools

which diaspora can use to demonstrate their direct contributions to policy dialogue. The indicators should also include benchmarks as this will help to measure progress towards the implementation of the outputs and outcomes.

National monitoring systems can be used to track progress made in a specific area, yet many countries lack essential data. Ideally, national statistical offices exist and they work closely together with research institutes and other partners by undertaking surveys to fill the statistical gaps. Whenever possible, the statistics should be drawn from national systems. When it is not possible, baseline studies can be done to complement the data set. Baselines studies should be established at the onset of the planning period.

Contextualising indicators

Indicators are usually categorised into two types: qualitative and quantitative indicators. Quantitative data are expressed in terms of percentages, ratios and numbers, while qualitative data is based on the perception of an action (e.g. level of satisfaction on XYZ increased). It is best to use quantitative data sets as it allows more objective measurements. A mix of qualitative-quantitative data may also be applied.

To measure the implementation of International Human Rights Instruments, data can also relate to various areas:

1) Structural indicators

Structural indicators are an instrument to reflect on the adoption of legal instruments and to identify gaps in the implementation or adoption of domestic laws/policies and customary practices and domestic/regional/global institutions.

Examples:

- Policies relevant to the subject matter, e.g. rights of migrants to decent work;

- Date of entry into force of the policy/ eventual identification of gaps (for its entry into force);
- Laws or incentives supporting the implementation;
- Timeframe and coverage of policy and administrative frameworks;
- Accreditation/accession to an international/regional organisation (supporting the implementation of the policy and/or adoption of laws and policies).

2) Process indicators

Process indicators can be used to measure processes and their progress. They can focus, for example, on administrative data, mapping exercises, programmes or national and local budgetary processes undertaken to support the attainment of a national objective. The process indicators should reflect the efforts by the duty-holder.

Examples:

- Outreach capability to raise awareness on a subject matter;
- Establishment of a number of programmes or coordination meetings to achieve objectives and ensure coherence in the achievement of joint activities.

3) Outcome indicators

Outcome indicators measure achievements. These indicators should be the result of the implemented processes and should demonstrate the impact on the beneficiaries and intended target group. The outcome indicators should be reflected through the duty-holder.

Examples:

- The number of diaspora benefiting from a certain changed policy;
- The percentage increase of the prevalence of diaspora with recognised diplomas in the country of destination;
- The financial resources made available to support circular migration.

See the section on strategy in these guidelines for more information on where to gather secondary or primary data.

Triangulation

Triangulation is a method typically used for designing evidence-based policies. Given the difficulties sometimes in obtaining reliable data, a mix of data may be gathered and compared with one another. For example, quantitative and qualitative surveys, desk reviews and stakeholder consultations can be used to gather information/data. These are then presented and discussed in a workshop with relevant stakeholders.

The goal of triangulation is to verify information against at least two corroborative or complementary sources in the expectation of gather conclusive data and to reach an agreement on the method used.

Many countries opt for the collection of information and diaspora data (primary source) through their embassies/consulates or country offices next to consulting statistics from an international database.

Make sure to apply gender and rights-based indicators.

Gender-based indicators: Indicators should be sex-disaggregated so as to measure progress towards gender equality and equity.

Rights-based indicators: Rights-based indicators reflect below principles:

- 1) Internationally-agreed human rights norms and standards, and ensuing measures;
- 2) Social, economic, cultural, civil and political rights;
- 3) Identification of standards, benchmarks and measures as relevant to the application of the rights;
- 4) Identification of the capacities of duty-bearers (institutions, responsible actors);
- 5) Identification of the excluded groups (rights-holders) and their capacities to

claim these rights;

- 6) Mechanisms established to claim their rights and their performance;
- 7) Level of confidence and perception of duty-bearers (institutions, relevant actors, etc);
- 8) Structural, process and outcome indicators to measure the application of human rights principles.

The indicators should be disaggregated, as much as possible, according to the pertinent factors contributing to discrimination, such as race, religion, ethnicity, sexual orientation, disability, age, single mothers, indigenous or displaced groups.

- Means of verification

The methods to retrieve data can be manifold, e.g. through surveys or questionnaires, semi-structured interviews, focus groups, workshops, field visits, testimonials or scorecards. A mix of

methods can be applied. The frequency of this should also be stated explicitly, e.g. if surveys or reporting will be undertaken on a yearly or quarterly basis.

- Milestones

A milestone is used to mark the mid-term progress for the attainment of the goal. If the milestone is not reached, corrective actions can still be taken in order to get back on track or to change the course of action.

- Risk log

The outcomes and outputs are based on certain assumptions (cause-effect relationship), however, negative external events can impact the desired results. The risk log presents these risks so as to be able to mitigate these and realign the outputs (implementation of “plan B”). Risks could relate to political, strategic, environmental, diplomatic, financial, operational, legislative, regulatory, organisational or other matters.

Aside from defining the risk, the risk assessment should also include the likelihood of it happening (High, Medium, Low), its impact (High, Medium, Low) and “Plan B”, the mitigation strategy.

b. How to measure the success of diaspora strategies?

Success does not just come from direct but also from indirect outcomes. For example, when voting rights are extended overseas, you might see a higher level of participation in the elections (direct outcome) but, indirectly, it might also increase their sense of belonging thereby becoming more inclined to invest back home (indirect impact). When it comes to measuring the impact of an action, it is difficult to take into account indirect effects of an action.

Nonetheless, an M&E plan is a must in order to be able to measure some of the direct outcomes. Below is a list of questions to help assess the success of the strategy:

Checklist for monitoring

	<u>Yes</u>	<u>No</u>
- Are the action points/outputs on track? If not, why?	<input type="checkbox"/>	<input type="checkbox"/>
- Have sufficient resources (human, financial) been allocated to implement the activities?	<input type="checkbox"/>	<input type="checkbox"/>
- Have the results been achieved?	<input type="checkbox"/>	<input type="checkbox"/>
- Have objectives been reached? When not, then why?	<input type="checkbox"/>	<input type="checkbox"/>
- Are the indicators SMART (specific, measurable, attainable, results-oriented, timed)?	<input type="checkbox"/>	<input type="checkbox"/>
- Are the indicators rights-based and gender-sensitive?	<input type="checkbox"/>	<input type="checkbox"/>

Checklist for evaluation

	<u>Yes</u>	<u>No</u>
- Have the implemented activities been effective? If not, why?	<input type="checkbox"/>	<input type="checkbox"/>
- Have the activities been implemented efficiently? If not, why?	<input type="checkbox"/>	<input type="checkbox"/>
- What has been the impact of the activities? Have they been sustainable, scaled up or replicated?	<input type="checkbox"/>	<input type="checkbox"/>
- Have the activities been relevant?	<input type="checkbox"/>	<input type="checkbox"/>

Checklist for review

	<u>Yes</u>	<u>No</u>
- Were the objectives achieved? Has the impact of these objectives been positive, or were there also some unforeseen negative externalities resulting from the actions?	<input type="checkbox"/>	<input type="checkbox"/>
- What factors contributed to its effectiveness or ineffectiveness?	<input type="checkbox"/>	<input type="checkbox"/>
- Are the outcomes and outputs still relevant given the current situation? Should they be redrafted?	<input type="checkbox"/>	<input type="checkbox"/>
- Are there any new risks that may impact the implementation of the strategy or action plan?	<input type="checkbox"/>	<input type="checkbox"/>
- Were the set goals too ambitious or not ambitious enough?	<input type="checkbox"/>	<input type="checkbox"/>

Example - Monitoring and Evaluation Plan

Objective: Expand consular and embassy services				
Outcome	Outputs	Indicators	Means of verification	Milestones
1.1 Overseas voting (OV) expanded	1.1.1 OV offered in an additional 4 countries (Austria, Belgium, France, UK)	1.1.1 Overseas participation rate in the election increased from 1% to 4% due to expansion of OV possibilities (% of the total diaspora is 10%, 12%, 9% and 15% respectively in the 4 countries)	1.1.1 Source: consulates Method: voting registry	1.1.1 For the presidential elections in 2015, 14000 diaspora members have registered to vote overseas
1.2 Brain circulation facilitated	1.1.2 Awareness-raising campaign on this possibility in these 4 countries	1.1.2 Awareness-raising (outreach) increased among our citizens living overseas through dissemination of information material.	1.2 Source: Labour market statistics from the host country. Method: half yearly reporting and surveys taking special consideration of women and youth.	1.2 By the end of 2015, 5 000 people/ year have taken advantage of these new services in the consulate, among which at least half are women and youth.
	1.2 Free of charge notary services provided for the recognition of diplomas in the CoD.	1.2 Increase of 1% of our citizens in the labor market of the CoD, incl. a sharp increase for highly-skilled jobs, particularly among women and youth		

Risks and Assumptions					Responsible body
Assumptions	Risk	Likelihood	Impact	Mitigation Strategy	
1.1.1 Elections take place, resources available to establish OV opportunities, government support	No elections taking place between 2014-2016 Lack of awareness on OV possibilities by the diaspora	High	High	OV mechanisms set up for subsequent elections Capacity building for OV and notary procedures provided to the additional staff in the consulates	Implementing body composed of a representative from the Department for Consular Services, MFA; representatives from the Chamber of Commerce; and representative from the Statistical Office
1.1.2 Availability of financial and human resources	Lack of capacities in the consulates Not sufficient resources secured to implement all activities			In case of lack of resources: only implementation of output 1.2	
1.2 Availability of financial and human resources. Willingness of the CoD to recognise diplomas					

5. Communicating the vision for diaspora engagement

Maintaining good communication with the diaspora and all involved in the process is crucial throughout the development of the strategy and action plan. When developing a diaspora strategy, it is recommended to develop a communication plan in parallel that includes both internal and external communication objectives and tools. A communication plan should be updated regularly and adapted according to the changing realities.

A communication plan strives towards targeted group-oriented forms of communication, in which the needs of the various groups should define the type of communication, as well as the different communication tools and channels. It is important to have defined key messages and speak with “one voice” on the country’s vision for diaspora engagement.

a. Internal communication

Internal communication is the type of communication that takes place internally, meaning between the process drivers. In cases where broad participation among all relevant government stakeholders is not yet ensured, the national focal point for diaspora engagement should organise activities to raise awareness among other stakeholders with the goal of bringing them on board.⁶⁴ The national focal point should convene meetings with key stakeholders to inform them about

the development of the diaspora strategy, including ongoing and already completed activities related to diaspora engagement, and to take stock of the stakeholders’ expectations. If you have a national focal point on South-South cooperation, involve the person from the beginning in your communication efforts, for example through participating in the regular communication meetings, and provide them with the opportunity to share their experience from other non-diaspora related South-South cooperation activities.

Knowledge management is crucial to enhance learning. Through a regular exchange of information and reporting, the information and lessons learnt can feed back into the design of new activities and the planning process. Before setting up new activities, make sure you evaluate previous activities and approaches. It would be appropriate to call for a meeting with all involved government stakeholders in order to jointly review past experiences and to share knowledge on ongoing activities.

Internal communication objectives:

- 1) To ensure the continued commitment of the governmental stakeholders, by facilitating timely and accurate information within the working group;
- 2) To facilitate synergies (sharing of resources and information) between the various government entities represented in the working group to carry out the activities;
- 3) To propagate the government’s vision for

⁶⁴ GMG (2010), op. cit.

diaspora engagement and to facilitate its application in the daily work of involved government entities.

Target groups

- 1) Members of the working group at technical level;
- 2) Steering Committee in charge of developing the diaspora strategy.



Ask yourself:

- Are all relevant government stakeholders involved in the development of the diaspora strategy?
- Do all government stakeholders, who are involved in developing and/or applying the government's approach towards diaspora, have sufficient knowledge of a) what South-South and triangular cooperation is and b) why it is useful to engage in South-South and triangular cooperation in the area of diaspora engagement?

b. External communication

External communication is as important as internal communication. The use of external communication channels is extremely important, especially for a government institution that wants to reach out to diaspora and to potential partners for their activities.

External communication objectives:

- 1) To position your government institution responsible for diaspora affairs as a trustworthy institution that cares about

their diaspora members abroad and shows real interest in giving the diaspora room to articulate ideas on the country of origin's development;

- 2) To keep the communication channel open and inclusive. Diaspora members should not be excluded in the process and not be treated in a differentiated way, for example, according to national social, cultural, economic or political affiliations;
- 3) To show interest in engaging with other countries in South-South and triangular cooperation through experience-sharing.

Target groups

The target groups of the respective government institution vary from country to country depending on what is/are the key message(s). Typical target groups and institutions in diaspora matters are:

- The diaspora themselves as the primary target group;
- Countries of destination for the diaspora;
- Important partners for government institutions for diaspora affairs, such as the private sector and civil society organisations.

Also, academia might be an important target group, depending on the objective of the respective government institution as it widens its network of potential experts for future joint projects or research activities.

Likewise, the media plays an important role as a target group and outreach channel. Due to its influence on forming public opinion, as

well as its multiplier effect (reaching many people at once), it plays a complementary role to the government's own communication endeavours.

The general public is another target group that can play an important role as their support is needed to promote and foster development. It is important to raise awareness on migration, including return migration, and the positive role of diaspora for development.

For all target groups, three main elements must be considered when examining their communication needs:

- Relevance and usefulness;
- Timeliness and the appropriate frequency;
- Ensuring the right tools (methods and channels).

Key messages should answer at least one of the following questions:

- What should the target group(s) know?
- What should they feel - what perception do we want to create?
- What should they do - what action do we want as a result?

Communication tools

You can use a variety of tools and channels to communicate with your target groups. These tools include the website, project publications, promotional material, events, etc. The specific tools and channels used depend on:

- The target group (needs, receptiveness)
- The type and content (subject matter and relevance) of the message
- Resources available (financial and human resources)

Always remember that communication is a two-way process of information and dialogue. Interaction with all target groups – whether through events, e-mail correspondence or meetings – is important in promoting the work and credibility of your government institution.

Some of the main communication tools and activities include:

- Websites;
- Events (for the diaspora, for example);
- Promotional materials;
- Informational material;
- Social media sites.

Branding

Many countries in the world, especially in Asia, have moved towards a well-planned 'branding' strategy with the main objective of attracting investments and tourism. "When we speak of 'the brand' of a country, it generally means the common images, perceptions and associations of that country."⁶⁵ Besides the effect of a country's image on trade, investments and tourism, it also impacts how your citizens are treated when they are abroad. It is important that government stakeholders speak with one voice in the framework of a common national strategy. Diasporas can be important shapers

⁶⁵ Aikins, Kingsley; White, Nicola: Global Diaspora Strategies Toolkit. Harnessing the power of global diasporas, accessible at: <http://diasporamatters.com/publications-resources-2/> (viewed on 03/04/2014).

of a nation's branding but at the same time they react to and are affected by a nation's branding. It is also recommended to "brand" your government institution to be as a reliable partner for the diaspora.

Reach out and consult diasporas

*"For too long it was thought that the only way to increase influence was to increase talking. However, the loyalty and engagement shown by people who feel heard and understood is so much greater than that exhibited by people who feel bombarded with messages. The reality is that listening is a most effective and persuasive strategy in diaspora engagement. Nothing builds trust, loyalty, commitment, enthusiasm and action like feeling heard."*⁶⁶

Good communication and relations built on trust are a precondition for long-term partnerships between the government and diasporas. It is important that the diaspora feels that they are gaining value from the relationship. A communication strategy that takes this sense of mutuality into account and considers the diaspora as an important actor will help to support trust building. Building trust and enhancing communication with the diaspora ranked among the top five priorities in the area of diaspora engagement as expressed by the AMEDIP Focus Partner States.⁶⁷

It is important to keep in mind that trust building needs time and that the success might be based on long conversations and trying to get to know active diaspora members. One way in which countries are trying to involve key diaspora members is through the organisation of conferences in the country of origin.

⁶⁶ Ibid.

⁶⁷ ICMPD and IOM (2012), op. cit.

Example: Cape Verde and Lebanon

Cape Verde: Outreach channels of the Institute of Communities (Ministry of Emigrated Communities)

The Institute of Communities of the recently established Cape Verdean Ministry of Emigrated Communities implements a set of measures covering different areas related to emigration and the diaspora that includes incentives to invest, support for integration in the country of destination, strengthening the ties with Cape Verdean descendants, and consular protection. With regards to trust building and communicating with the diaspora, it provides several outreach channels to their diaspora, including the following activities (non exhaustive list):

- *A website of the Institute of Communities;*
- *Visits of delegations or single representatives from the Institute of Communities to countries of destination where their main emigrant communities reside;*
- *The Programme “Cabo Verde na Coração” offers the possibility to Cape Verdean migrants and Cape Verdean descendents to visit Cape Verde during summer holidays;*
- *Liaising with migrants’ associations in destination countries;*
- *Media programmes (e.g. weekly radio programmes such as “Voice of the Diaspora);*
- *Information campaigns and materials; and*
- *Organising a “Semana de Cabo Verde na Diaspora”s together with embassies and consulates in countries of destination.*

Lebanese Emigrant Youth Camp

The Lebanese Ministry of Foreign Affairs and Emigrants implements several activities with the aim of protecting the interests of Lebanese citizens living abroad and to foster their ties with Lebanon. To achieve this objective, the Ministry has established a framework to link up with Lebanese nationals abroad. One example is the organisation of a Lebanese Emigrant Youth Camp in Lebanon.

The annual Youth Camp normally takes place for one week and is free of charge for young people of Lebanese origin between the age of 16 to 24. The programme combines cultural activities and information on the different regions of Lebanon. Interpretation is provided for non-Arabic speakers. The participants are accommodated in dormitories and participate in day trips to discover the country.

- 1) *Marhaba means welcome: Cultural and educational programmes for Moroccans living abroad*
- 2) *The Ministry in Charge of Moroccans living Abroad and Migration Affairs provides several services in the cultural and educational field to Moroccans living abroad:*
 - *Creation of cultural centers in major destination cities (so far six centres have been set up/ are in the process of being established: Brussels, Montreal, Tunis, Tripoli, Amsterdam, Mantes-la-Jolie);*
 - *Organisation of summer schools and cultural holidays for young Moroccans living abroad aged between 18 to 25 years;*
 - *Organisation of cultural days in the residence country;*
 - *Providing support to diaspora organisations;*
 - *Organisation of a “mobile theater” and art shows (50 shows annually) for the Moroccan community residing abroad including detainees in prisons in host countries;*
 - *Support the artistic and cultural achievements of Moroccans residing abroad;*
 - *Coordinate the participation of Moroccans residing abroad to the celebration of the Feast of the Throne;*
 - *Promote the integration of the teaching of the Arabic language in the educational programs of the residence country and support informal teaching of Arabic through training teachers and multipliers in diaspora associations, provision of textbooks and teaching tools, developing distance learning tools on the language and culture;*
 - *Assigning an annual quota of 1 000 scholarships annually to students from poorer families among Moroccans living abroad.*
 - *Support the reintegration of pupils and students returning to Morocco.*

Link: <http://www.marocainsdumonde.gov.ma/le-minist%C3%A8re/programmes-du-minist%C3%A8re/programme-culturel-et-%C3%A9ducatif.aspx>

Within the framework of the “Marhaba” programme, the Mohammed V Foundation for Solidarity provides assistance and services to a large number of Moroccans who regularly return to Morocco for summer holidays from their countries of residence in Europe. Initially, the foundation provided assistance to passengers in difficult situations, like the elderly, pregnant women, children, people with special needs and people facing transportation-related problems but has expanded its services to all Moroccans living abroad who temporarily return to Morocco for 3 months (15th June – 15th September). The foundations cooperates and coordinates especially with the Spanish stakeholders as the route via Spain remains the most important route towards Morocco. Thus, the operation for Moroccans living abroad gradually became more important, as illustrated by its motto “Wherever we are, Morocco is part of us”.

Link: <http://www.fm5.ma/marhaba> (viewed on 03/04/2014).

Regional dimension of external communication

External communication includes sharing research findings and making information about new initiatives publicly available. It is a precondition for South-South and triangular cooperation. If others do not know, for example, about the valuable services your government offers for diaspora members abroad, how can they learn from this experience? The same applies if you need inputs from others, for instance when you are developing a large investment fund to assist diaspora members who want to set up businesses in your country.

ICTs and diasporas

ICTs (Information and Communication Technologies) are becoming increasingly important for communication among diaspora members as well as for communication between diaspora and institutions in the country of origin. Improved means of communication, for instance, through the Internet, radio and television, and mobile phones have created an opportunity for more frequent knowledge sharing between the diaspora and home country counterparts.

Some examples of using ICT to enhance communication between the diaspora and countries of origin include:

- establishing virtual forums with diaspora experts who advise decision-makers on a variety of topics;
- creating online discussion groups, web conferences, blogs, and web casts to facilitate participation in the decision-making process for the country of origin;
- producing radio and/or television programmes that make the role of diasporas known in their countries of origin.⁶⁸



Ask yourself:

- Have you communicated your experiences?
- Do you have sufficient information on what other countries have done regarding diaspora engagement?
- Would it be useful to set up a structure, such as a website, a community of practice, an online forum etc., where government members can share their activities and experiences and where you could search for specific themes or sectors?
- What do you want to communicate? What is your key message?
- Do you have the right communication tools and activities in place to reach your communication objectives?



Find a sample structure for your communication plan under “additional material and tips” on p. 94.

⁶⁸ USAID (2008): Diaspora-Development Nexus: The role of ICT, accessible at: <http://www.unitar.org/ny/sites/unitar.org.ny/files/Hannafin%20ICT%20Diasporas.pdf> (viewed on 23/07/2013).

6. Additional material and tips – diaspora strategy and action plan

a. Key steps for developing the strategy

- First round of bilateral consultations with relevant stakeholders (relevant stakeholders from the coordination group);
- First meeting with the Steering Committee;
- Second meeting with the Technical Level Working Group;
- Draft background analysis in the working group and circulate to all (incl. Steering Committee);
- Workshop with all (Steering Committee and working group) to present the background analysis, undertake the SWOT analysis, and set objectives and priorities;
- Finalisation of the strategy in the working group
- Meeting with all to present the draft strategy (then circulate to all for final input)
- Official sign off of the document by all and endorsement of the strategy.

b. Terms of Reference for the Steering Committee

The terms of reference should include:

- A short background that includes a situation analysis and an assessment of the diaspora;
- Expected outcome;
- Participants and division of labor and

responsibilities;

- Activities/tasks;
- A code of conduct (methods of work, coordination, reporting, knowledge sharing and communication);
- Monitoring mechanisms.

The main responsibility of the decision-making body is to ensure sufficient political commitment, to oversee the implementation, and to be able to take sufficient high-level action to solve the challenges for its implementation. The representatives from the decision-making body can be senior-level government officials.

The main tasks of the decision-making body may include: identifying the objectives on the basis of the analysis conducted on the diaspora and national context; prioritising the action points; ensuring sufficient resources for the attainment of the action points; adopting documents and taking decisions to further the process; initiating legal procedures for the adoption; providing guidance to the technical level working groups; trouble-shooting in case processes halt; monitoring the development and implementation of the action plan in line with the defined national priorities; establishing partnerships at local, central, regional and global level to achieve the objectives; and, participating in other senior-level meetings to advocate for diaspora engagement (mainstreaming in other important processes, more resources, etc) and to ensure policy coherence.

The decision-making body may be supported by a secretariat for the organisation and a follow-up to the meetings.

ToRs for the technical coordination body (working groups): the main responsibility of this group is to develop the strategy and action plan, as well as to operationalise the plan. It should coordinate the activities, report regularly to the decision-making body, and seek to establish task forces to deal with specific issues. The representatives of the technical coordination body should be: practitioners, government officials at a technical level, and experts specialised in a specific field.

The main tasks of the technical coordination body may include: to conduct a needs assessment based on the analysis of the diaspora and national context; to develop the action plan in a detailed manner, including a timetable, indicators, lead responsibilities; to seek endorsement of its documents/action plans by the decision-making body; to implement, monitor and evaluate the actions; to regularly review and update the strategy and action plan; to support evidence-based decision-making by collecting data and relevant information for senior-level; to make recommendations to the senior-level on the basis of evidence gathered, identify gaps and opportunities; to coordinate the work of the task force (if it exists) and request information from the task force; and, to report to the senior-level on a regular basis.

The technical coordination body should be granted sufficient time to conduct these tasks.

c. Code of conduct - the Principles of Engagement

The (technical working group or Steering Committee) is committed to furthering diaspora engagement for the development of (name of

country). For that purpose, the (technical working group or Steering Committee) have come together to join efforts to better support human development for the people of (name of country) in a coherent, effective and efficient manner.

Objective

The objectives have been defined in the Strategy and agreed as follows:
(list of objectives)

Terms of reference

In line with achieving these objectives, and in the spirit of (country's) commitment to the international human rights standards and principles, the (technical working group or Steering Committee) will:
(tasks as per the terms of reference)

Working principles

The (technical working group or Steering Committee) is committed to follow core principles for the smooth operation and fulfillment of our objectives:

- Participatory and inclusive approach: the (technical working group or Steering Committee) are jointly responsible for all decisions taken within this group, and will make all efforts to ensure the inclusiveness of relevant stakeholders to the meetings. Relevant stakeholders may be from the private sector, non-governmental organisations, civil society organizations, diaspora associations, etc. Diversity within the group is welcome and appreciated. Participating stakeholders

will invest the necessary resources to understand one another, and their various positions on the matter.

- Teamwork: the (technical working group or Steering Committee) will proactively seek opportunities to enhance collaboration, to avoid fragmented efforts, and to promote common interests. The (technical working group or Steering Committee) will not overrule one another but will seek consensus in decision-making. The spirit of cooperation shall drive the processes. Complementarity is the ideal division of labor within the various actors of the group. All members belong to the group and should feel a sense of ownership over the process.
- Transparency and accountability: the (technical working group or Steering Committee) will seek transparent working methods, open dialogue and constructive forms of engagement, and will remain accountable for their individual and collective actions.
- Integrity: the (technical working group or Steering Committee) will demonstrate integrity and professionalism throughout the process.
- Respect and trust: the (technical working group or Steering Committee) should operate in an environment of trust and courtesy.
- Knowledge management: the members (of the technical working group or Steering Committee) will strive to share the knowledge generated in the teams within their institutions, networks, organisations or other. The Secretariat will support in recording the meetings and processes and findings resulting

from these meetings.

Decision-making mechanisms

Decisions shall be made by consensus and in consultation with relevant partners, when appropriate.

(The technical level working group shall seek the advice of the Steering Committee in cases where no consensus can be reached in the group).

(If for any reason the Steering Committee cannot reach a consensus, the highest government official shall decide on the matter after consultation with senior representatives in the government).

Frequency of meetings

The (technical working group) will meet bi-monthly on the (XXX) of the month. The technical working group will hold additional meetings as and when considered necessary. For specific topics where other expertise is needed, additional sub-working groups or tasks teams can be established and the amount of necessary meetings decided between them.

The (Steering Committee) will meet on a monthly basis on (XXX) of the month. The Steering Committee will hold additional meetings as and when considered necessary.

Membership

A secretariat led under the national focal point shall be set up, and shall support the meeting process (agenda setting and support to the follow-up).

The (technical working group) is chaired by XXX on a rotational basis. The membership consists of:

(list all participating members)

The (Steering Committee) is chaired by XXX on a rotational basis. The membership consists of:

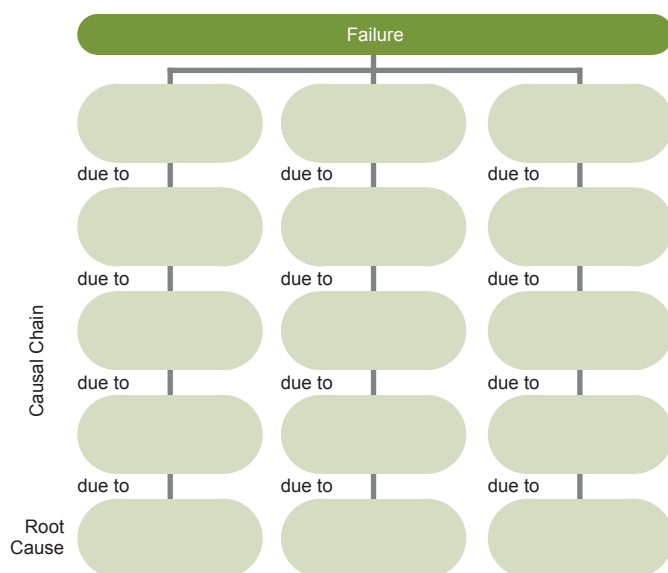
(list of all participating members)

d. Background analysis – propose tools

Using a root cause analysis - causal tree

For the situational analysis, it may help to define the root causes, underlying causes, immediate causes, and their manifestations.

The graph below may serve as a tool to identify the structural failures in addressing diaspora

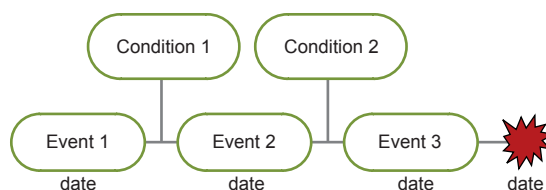


Source: Sarras Consultancy⁶⁹

engagement in the country of origin or the country of destination:

Start with the failure, such as “no data on diaspora”:

- define the immediate causes to determine the apparent problem: e.g. “Lack of outreach capacities of consulates and embassies (no representation)”;
- define the underlying causes, which are the consequence of policies, budget, and other factors: e.g. “Lack of consular representation due to lack of budget, government priority and government strategy”;
- The root cause relates to the behavior and attitudes embedded in the culture and at different levels – communities, regional, national, e.g. “no institutional culture and “failed state””



Event: event or occurrence such as elections, signing of agreement, etc

Condition: the environment such as the socio-economic environment in which the event occurs.

Causal chain: the cause-effect relationships that link the failure to the root cause.

⁶⁹ Sarras Consultancy: Root Cause Analysis, accessible at: http://www.sarras.co.uk/1_03p_scottishwater.php (viewed on 28/08/2013)

Stakeholder Mapping⁷⁰

Before being able to assess strengths and weaknesses of partner organisations or institutions, one must consider mapping relevant stakeholders. They could be:

Primary stakeholders: primary stakeholders are directly affected in a negative or positive way by the respective initiative. For instance, if you reach out to diaspora associations and you identify ten associations you want to work with closer than before, you might run the risk of creating an exclusive and powerful club while other associations would feel marginalised by the process (principles of inclusiveness). This may spoil the entire process as each association represents the interest of certain diaspora groups, which may be vital for the realisation of set objectives in the diaspora strategy.

Secondary stakeholders: they are somehow involved in your activity or initiative, either indirectly or temporarily. This might be the case for actors that drive the process forward during a defined period of time.

Key stakeholders: stakeholders who can significantly influence the outcome of your planned initiative, meaning that you cannot achieve the expected results without their participation and support.

The four As

To get an overview of the different actors, their relative importance and alliances, you

can develop profiles of the relevant actors by using the four As approach:

Actor: actor's name and function

Agenda: actor's mandate and mission

Arena: in what field is the actor active?

Alliances: with whom is the actor allied and connected?

SWOT-analysis

When you identify key stakeholders and potential partners, **conduct a SWOT-analysis**, whereby the assessment of strengths, weaknesses, opportunities and possible threats due to an upcoming election year, blocked decision-making or other factors could be examined more closely. Knowing the potential “spoilers” for the implementation of the envisioned actions is important! For example, pushing for a legislative act some months prior to parliamentary elections might not result in the desired outcome. **The timing needs to be right and appropriate to the local context.**

SWOT analyses help to cluster contributing causes and examine their various determinants. The SWOT analysis also helps to clarify comparative advantages – not just one's own institution/department/ministry but also that of a potential partner.

Conducting a SWOT exercise: first, start with a **self-assessment**. Look at your

⁷⁰ SDC: Tool 1: Stakeholder Mapping, accessible at: http://www.sdc-learningandnetworking.ch/en/Home/SDC_KM_Tools/Stakeholder_Analysis_and_Mapping (viewed on 08/08/2013).

(institutions) own strengths and weaknesses, and the opportunities and threats in the national development context. In that way, you may become aware of the possible capacity bottlenecks or other gaps, expectations, and opportunities in relation to the comparative advantages of your institution. Perhaps, if there is a lack of capacity, you can plan ahead by learning of possibilities to address these gaps.

Second, **assess others**. Consider your own positioning in the national, regional and global context. Where does it make sense to cooperate – nationally, regionally and/or globally?

Who conducts the SWOT analysis? This exercise should be conducted internally with the entire department or institution working on diaspora matters.

Here an example for a SWOT diagram:

	POSITIVE EFFECT	NEGATIVE EFFECT
INTERNAL (relating to the organisation/institution)	STRENGTHS	WEAKNESSES
EXTERNAL (relating to the external environment, independent of the organisation/institution)	OPPORTUNITIES	THREATS

Strengths, Weaknesses, Opportunities or Threats:

Assess yourself: how many of the members of your institution/department are up-to-date on the following matters:

- Know the diaspora and migratory patterns.
- What agreements are in place (at regional and global levels)?
- What kind of consular/embassy services exist for the diaspora? If so, do they work well?
- Is there any major staff turn-over expected during the critical period in time in which the strategy and action plan are being drafted and implemented?
- Are there any major upcoming events that may impact the process? Will there be room for adjustments?
- How many of the members are engaged in the national budget analysis or other important processes?
- Map out the areas in which each one of the members are engaged (task force, working group, focal point).
- What normative and operational work is being done by other institutions or departments on diaspora engagement at country level?
- Do you have a strong government leadership and has management defined diaspora engagement as one of their priorities?
- Are there any new opportunities to get

the buy-in of key decision-makers in government or other partners and to ally with them in order to influence national priorities?

- Does the country envisage or is it in the process of conducting a major data gathering exercise (population census, national survey, etc.)?
- When thinking in terms of cooperation, are there any specific vulnerabilities, such as risks to security of the diaspora in the partner country (access to justice or other public services and goods)?
- Are there any obstacles for a meaningful and inclusive participation of stakeholders in the political processes, or in the processes of defining an engagement strategy or action plan?

country XY (such as a high number of diaspora living there)?

- Have the relations been friendly?
- Are there any diplomatic/ consular representations that that can act as door-opener?
- What interest does the “other” have in cooperating for diaspora engagement?
- Are there any major events happening in the country that may affect the sustainability of that form of cooperation?
- Is that partner part of a regional platform/ organisation?
- Do you have data from that country regarding your diaspora?

Conducting a SWOT Exercise – A Workshop for 20 people

Assess your possible cooperation partner:

- Are there any connections/ties with

Participants: all the ministries/institutions or departments working on diaspora matters, civil society, international partners, etc.

Timing	Agenda	Material/ resource
15 minutes	Defining objectives and the SWOT exercise Expectations of the workshop: what do we want to achieve?	Flip chart/markers Facilitator of the workshop
10-30 minutes	Clarification of terms and what it means for diaspora engagement. The result of this should be: to reach a common understanding of the terms.	Flip chart/markers Facilitator of the workshop

2 hours	<p>Group work (mixed, from different ministries): brainstorming</p> <p>Main strengths of the country's migration policies and cooperation with the North or South. Main weaknesses of the country's migration policies and cooperation with the North or South. What opportunities are there to improve the situation of the diaspora for development/ for cooperation with other countries? What are the main threats to realising these opportunities (policy framework, etc)?</p>	<p>Prepare lead questions for the strengths, weaknesses, threats and opportunities. Identify rapporteurs for the groups.</p> <p>Flipcharts for each table, markers.</p> <p>Approximately 60 cards in 4 colors.</p>
1 hour	Presentation of the group's work	<p>Board or tape</p> <p>Rapporteur of the group</p>
1 hour	<p>Clustering of the cards according to similar themes in each one of the SWOT areas.</p> <p>Establishing outcome priorities: clusters will emerge in each one of the areas and consensus can be reached (based on the majority)</p>	<p>Flipchart, markers, tape</p> <p>Facilitator</p>
1 hour	<p>Defining a common vision – where do we want to go from here?</p> <ul style="list-style-type: none"> ● Build on strengths and realise the weaknesses ● Tap into the opportunities (joint programmes, bilateral/multilateral agreements) ● Mitigate the risks and take action to prevent these 	<p>Flipchart, marker</p> <p>Facilitator</p> <ul style="list-style-type: none"> ● Report writing and disseminate results.

Selected regional Human Rights Instruments

Asia

- Intergovernmental Commission on Human Rights (established by the ASEAN)

Latin America

- Additional Protocol to the American Convention on Human Rights in the area of Economic, Social and Cultural Rights;
- Charter of the Organization of American States;
- Inter-American Democratic Charter;
- The American Convention on Human Rights;
- The American Declaration of the Rights and Duties of Man.

Europe

- The Charter of Fundamental Rights of the European Union (embedded in the Lisbon Treaty);
- The Council of Europe Convention on Action against Trafficking in Human Beings;
- The Council of Europe Convention on Access to Official Documents;
- The European Charter for Regional or Minority Languages;
- The European Convention on Human Rights;
- The European Convention on Nationality;
- The Framework Convention on the Protection of National Minorities;
- The European Court of Human Rights;
- The European Social Charter.

Following EU and Council directives should have been fully implemented in the EU Member States:

- Council Directive 2003/86/EC of 22 September 2003 on the right to family reunification.
- Council Directive 2003/109/EC of 25 November 2003 on a long-term resident status for third country nationals who have legally resided for five years in the territory of a Member State.
- Directive on the conditions of admission of third-country nationals for the purposes of studies, pupil exchange, unremunerated training or voluntary service adopted by the Council on 13 December 2004 (Directive 2004/114).
- Directive for the facilitation of the admission of researchers into the EU was adopted by the Council on 12 October 2005 (Directive 2005/71).

At the time of writing, the EU has established migration and mobility partnerships with five countries – Moldova, Cape Verde, Georgia, Armenia and Morocco – which provides a number of initiatives to ensure that the movement of people is managed effectively, including the facilitation of the issuance of visas for certain groups of people. Such agreements aim to ease the provision of information on employment for qualified citizens, as well as on education and training opportunities available in the EU. It also looks into facilitating the mutual recognition of professional and university qualifications. Moreover, it facilitates circular migration, yet it also includes provisions on the return of irregular migrants.

e. Suggested work plan and worksheets for a diaspora assessment

As explained in the chapter on diaspora assessment, pages 30 - 45, the first part – the diaspora profile – is essential while part two and three should be conducted in accordance with your country's priorities and interests.

Assessment Phases	Steps and Milestones													Total duration of the assessment
	1) Conduct workshop with all relevant stakeholders	2) Desk Research	3) Preparation profile on main diaspora features	4) Setting objectives for the second phase	5) Develop structure, research instruments, identify sources	6) Desk research: Gather information from secondary sources	7) Conduct research	8) Prepare profile on the contributions and ties with CoO	9) Define objectives and areas of interest for the third phase	10) Develop structure, research instruments, identify sources	11) Conduct research	12) Prepare profile on the needs of the diaspora	13) Prepare one encompassing profile, identify areas for action	
Part 1 Profile on the main features of the diaspora	2 WD	30 WD	10 WD	5 WD										47 WD
Part 2 Contributions of the diaspora					5 WD	5 WD	60 WD	40 WD	5 WD					115 WD
Part 3 Needs of the diaspora										5 WD	60 WD	40 WD	20 WD	125 WD
Evaluation of the process (what went well, where did you get stuck)			1 WD					1 WD					1 WD	290 WD = 58 working weeks

The three following worksheets should help you identify the relevance of your diaspora for your country's development as a basis for conducting further research in a specific area

(as described in the second part of the diaspora assessment). It should also help you identify potential areas for cooperation between the government and the diaspora.

Suggested worksheet 1: Profile on the main diaspora characteristics⁷¹

		Comments and observations	Priority relevance of the indicator			
Main figures on the diaspora	Diaspora population (in numbers)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Emigration rate		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Remittances		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Main countries of destination					
	Number of working age emigrants		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Proportion of female emigrants		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
Integration in residence countries	Emigration rate of the highly educated		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Employment status:	Sectors:				
	Employed		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Unemployed		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Education					
	low		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	intermediate		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	high		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Status					
	Number of naturalised emigrants		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Naturalised children		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Legal insecurity		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Duration of stay					
	Long term (more than 3 years)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Middle term stay (between 1 and 3 years)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Short term stay (more than 3 months, less than a year)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant

⁷¹ A similar worksheet/methodology has been used during the EUROMED Migration III Migration and Development - training course which took place on 14-17 May 2013, in Marseilles, France. More information and background material on this training is accessible at: [http://www.euromed-migration.eu/events/event/?tx_seminars_pi1\[showUid\]=17&cHash=91dc1faad0ad12a9213c70a7ae58d60d](http://www.euromed-migration.eu/events/event/?tx_seminars_pi1[showUid]=17&cHash=91dc1faad0ad12a9213c70a7ae58d60d) (28/08/2013)

Ties with origin country		Comments and observations	Priority relevance of the indicator			
	Temporary returns	To be determined in the next assessment stage: no temporary returns due to lack of interest or due to lack of recourse to justice and legal insecurity?	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	No returns		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Occasional		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Regular		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Family ties		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant
	Professional/trading ties		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low	<input type="checkbox"/> Irrelevant

Suggested worksheet 2: Diaspora associations⁷²

		Comments and observations	Priority relevance of the indicator		
Collectivity based on...	Perception: Involvement of diaspora associations in the country's development		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Collective representations based upon religion-bounded solidarity		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Collective representations based on (symbolic) ethnicity		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Collective representations based on the same region of origin (town, province etc.)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Collective representations based on the same country of origin		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
Engagement areas	Collective remittances sending / provision of goods and services		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Trade networks		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Academic networks		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Non-profit diaspora associations		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Diaspora associations at local level		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
Level of organisation	Areas of engagement (humanitarian assistance, education, human rights etc.)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Diaspora association at country level		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Diaspora association at European level		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Diaspora association at regional level		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Registered associations		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Informal networks		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant
	Others		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low <input type="checkbox"/> Irrelevant

⁷² Ibid.

Suggested worksheet 3: Needs of diaspora associations⁷³

Based on the worksheet below, you can assess the main barriers for diaspora associations to meaningfully contribute to the development of your country. These barriers may either relate to the capacities of diaspora associations or to the framework conditions for diaspora engagement in the countries of residence or origin. The worksheet below should help you prioritise the main needs of your diaspora in order to be able to contribute to the development of your country.

		Comments and observations	Priority relevance of the indicator		
Diaspora associations	Capacities of diaspora associations (capabilities, project management etc.)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Financial capacities of diaspora associations		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
Residence countries	Participation in residence countries (recognition of diaspora association as development actor)		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Legal framework for associations		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Integration and residence policy		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
Origin countries	Regulatory framework for diaspora investment		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Institutional framework for diaspora engagement		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Relations with country of origin institutions		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Consular network		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Ministries		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Local governments		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Access to information in defined areas of interest		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Communication with diaspora associations		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
	Trust between government and diaspora		<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low

⁷³ Ibid.

f. Prioritisation exercises

Various methods can be used for priority-setting. Below we will present two different prioritisation techniques:⁷⁴

The Multi-Voting Technique

This technique leaves less space for discussions but may be best applied if time is short and if a straight voting technique is agreeable to all in order to narrow down the list

of objectives quickly. It consists of three voting rounds and in each round, the participant has one vote: in the first round the entire list of objectives is presented and is put forward for voting. In the second round of voting, the list should only contain the ones with the highest votes from round 1. As a rule of thumb, this condensed list should be downsized to half its original size. Repeat the exercise for the last voting round depending on how many main objectives you would like to have your diaspora strategy narrowed down to.

Based on the objectives presented in these operational guidelines, below an example:

Objectives	Voting round 1	Voting round 2
Expand consular and embassy services	XXXXX =5	XXXXXXXX=7
Provision of reintegration services	XX=2	
Supporting the preservation and cultivation of cultural activities (language, etc)	XX=2	
Creating or expanding diaspora social networks (through portals and strengthening communications and the information flow)	X=1	
Provision of political rights, such as voting from abroad and dual citizenship	XXXXXX=6	XXXXXXXXX=8
Increase investment from diaspora	XXXX=4	XXXXXXXXX=8
Facilitating remittance flows (through bank regulations, increase of information flow)	XXX=3	XX=2
Fostering bonds with the home country (through short-term home visits and other measures)	XXX=3	
Ensuring the protection of the fundamental rights of emigrants in the receiving countries	XXXXX=5	XXXXXXXX=7

Participants can agree to focus their strategy and action plan to four main objectives, which in this case would be:

- Expansion of consular and embassy services;
- Provision of political rights, such as voting from abroad and dual citizenship;
- Increasing investment from diaspora;
- Ensuring the protection of the fundamental rights of emigrants in the receiving countries.

⁷⁴ The techniques are also presented in:

<http://www.naccho.org/topics/infrastructure/accreditation/upload/Prioritization-Summaries-and-Examples-2.pdf>

Prioritisation Matrix Technique

This technique is best applied when there is a diverse group of stakeholders with sufficient time and demand for information exchange. Through this method lots of ideas can be generated and discussed. Unlike the previous technique, it is more consensus-based and may therefore be preferred over the former method. It is a more democratic process in which everyone can raise their voice and have their opinions heard.

Here it is important to have a moderator who clarifies the goal of the exercise, states the criteria for the objectives (agreed upon prior to undertaking the exercise) and prompts participants to write down one objective on one sheet of paper. This can be done on an individual basis. Each one of the participants

is then invited to present the objectives. Discussions can ensue if an objective is not clear. After this has been done, the moderator should group the objectives into categories based upon a pattern or according to a category. Lastly, to prioritise them, all participants are invited to silently mark each one of the objectives according to the criteria. The moderator should collect, tally and calculate the scores.

For example, the selected criteria for the objectives were the following:

- 1) Realistic
- 2) Available resources (human and financial)
- 3) Results-oriented
- 4) Actionable
- 5) Measurable

There are 9 participants and each one of them presented one objective. They should then be weighed against the criteria and the points can be added together by the moderator:

Objectives	CRITERIA					TOTAL
	1	2	3	4	5	
1- Expand consular and embassy services	9	3	7	6	1	26
2- Provision of reintegration services	4	9	9	9	9	40
3- Supporting the preservation and cultivation of cultural activities (language, etc)	2	1	3	2	1	9
4- Creating or expanding diaspora social networks (through portals and strengthening communications and the information flow)	8	6	9	9	7	39
5- Setting up cooperation for innovation and economic growth (research & development, cooperation with research institutes)	3	2	7	8	5	25
6- Provision of political rights, such as voting from abroad and dual citizenship	9	1	9	7	5	31
7- Facilitating remittance flows (through bank regulations, increase of information flow)	9	4	2	4	7	26
8- Fostering bonds with the home country (through short term home visits and other measures)	1	1	2	2	2	8
9- Ensuring the protection of the fundamental rights of emigrants in the receiving countries	2	9	9	9	3	32

In this case, the top three priorities are:

- The provision of reintegration services;
- The creation or expansion of diaspora social networks (through portals and strengthening communications and information flow);
- Ensuring the protection of fundamental rights of emigrants in the receiving countries.

Of course, a combination of all techniques can be applied, e.g. by starting with the prioritisation matrix technique and then applying a round of votes.

g. Checklist for your strategy – points to consider

Analysis Checklist

- To what extent have the push and pull factors been analysed in the situation analysis?
- Does national legislations take into account international conventions and human rights standards? To what extent have international mechanisms of migration governance and migrants' rights protection been considered?
- Are there legal measures in place to ensure the necessary freedom for diaspora engagement, and has such a space for engagement been formalised?
- To what extent have there already been initiatives taken to strengthen diaspora engagement in policy dialogue?
- What are the migratory streams?
- What are the potential countries/institutions/partners of interest for cooperation?
- Is a framework for cooperation with other countries and stakeholders already in place allowing for constructive diaspora engagement? And what were the lessons learnt or good practices that can be replicated or scaled up?
- Have benchmarks been defined to achieve the defined goals for diaspora engagement?
- Are there any other sector-specific strategies in place to which the integration of diaspora engagement could be of interest?

Process Checklist

- To what extent have stakeholders (private sector, diaspora, civil society groups, etc) been involved in this exercise?
- To what extent have government officials led the process?
- How will this be communicated among the diaspora communities?
- Are there mechanisms in place for a regular flow of information between relevant ministries?
- Have new structures been set up to allow for more policy coherence for diaspora (e.g. through the nomination of a focal point in the various government entities)?

h. Process Tips – Action Plan

Key steps to take for developing the action plan, M&E plan, and communication framework:

- Bilateral consultations with relevant stakeholders (relevant stakeholders from the coordination group);
- Meeting with the Steering Committee;
- Meeting with the technical level working group;
- Workshop with all (Steering Committee and working group(s)) to develop the results' matrix;
- Finalisation of the action plan in the working group;
- Workshop with all (Steering Committee and working group [s]) to develop the M&E plan;
- Finalisation of the M&E plan in the working group;
- Workshop with all (Steering Committee and working group(s)) to develop the Communication plan;
- Finalisation of the Communication plan in the working group;
- Meeting with all to present the draft action plan, M&E and Communication plan (then circulate to all for final input);
- Sign off of the document by all and official endorsement.

Agenda for a workshop to develop an action plan:

Timing	Agenda	Material/ resource
15 minutes	Setting the expectations right: defining objectives of the exercise What do we want to achieve?	Flip chart/markers Facilitator of the workshop
60 minutes	Presentation of the endorsed strategy and clarification of terms The result of this should be: reach a common understanding of the terms and of the needs/ gaps/objectives and priorities (as agreed in the Strategy)	Flip chart/markers Facilitator of the workshop
30 minutes	Discussions	Facilitator of the workshop
3 hours	Group work (mixed, from different ministries) – to set up working groups in accordance with the objectives of the strategy (if there are 5 main objectives, then there should be 5 working groups) Discussions in the working groups on the outcomes and outputs	Identify Rapporteur for each one of the working groups. Flipcharts for each table, markers.
2 hours	Presentation of the group's work followed by discussions Goal: agreement by all on the outcomes and outputs	Board or tape Rapporteur of the group
30 minutes	Conclusions Goal: to agree on next steps (to work on the remaining results' matrix in the working groups)	Flipchart, markers, tape Facilitator ● Report writing and disseminate results.

Checklist for the application of the principles

Human Rights-Based Approach⁷⁵

- **What** is happening, where and who is more affected? (*assessment*)
 - For every development challenge, identify the inter-related human rights standards and in particular those groups suffering from a greater denial of rights.
- **Why** are these problems occurring? (*causal analysis*): identify the underlying and root causes of exclusion, discrimination and inequality.
- **Who** has the obligation to do something about it? (*role analysis*): identify individual and institutional duty-bearers and their corresponding obligations.
- **What capacities** are needed for those affected, and those with a duty to take action? (*capacity analysis*): identify the skills, abilities, resources, responsibilities, authority and motivation which are needed by those affected to claim their rights and those obliged to fulfill the rights.
- **Where and how** can capacity development efforts produce the greatest results?"

Gender Equality and Women's Empowerment

- Do all outcomes, outputs and indicators

take into account gender (hence it is adequately reflecting in programming), e.g. by disaggregating the data by sex?

- Have specific measures been envisioned for the promotion of gender equality and women's empowerment?
- Have any measures been taken to follow up on the CEDAW reports relevant to your country?
- Have women, including representatives from women's associations, NGOs or networks, been adequately represented throughout the planning process?

i. Process Tips: Monitoring and Evaluation

The design of an evaluation should be described as precisely as possible in the Terms of Reference, which should include the following elements:

- Background and context for the evaluation;
- Evaluation purpose;
- Scope and objectives (outlining what is covered and what is not covered by the evaluation);
- Evaluation criteria;
- Evaluation questions;
- Methodology;
- Deliverables from the evaluation (evaluation products and reporting);
- Implementation: work plan and timeframe for the evaluation and budget;
- Use of evaluation results.

⁷⁵ Information taken from the "United Nations Development Group (2010): How to prepare and UNDAF, Part II, Technical Guidance for UN Country Teams". Accessible at: [http://www.un.org/files/5%20How%20to%20Prepare%20an%20UNDAF%20\(Part%20II\).pdf](http://www.un.org/files/5%20How%20to%20Prepare%20an%20UNDAF%20(Part%20II).pdf) (viewed on 08/08/2013).

j. Process Tips: Communication

Developing a plan for external communication – sample structure

Introduction

Background of the communication plan – Why do we need a plan?

Communication objectives

Overall communication objectives: the overall communication objective is to promote the achievements and impact of the diaspora strategy and its action plan.

Specific communication objectives: the specific objectives should be linked to the overall objective and mirror the planned communication tools and activities.

Target groups

Define the target groups for the project's communication activities/tools and identify the primary target groups (to whom do you want to speak?) and the secondary target group (who would also hear what you say?)

Key messages

The key messages should be able to answer at least one of the following questions:

- What do we want the target group(s) to know?
- What perception do we want to create?
- What action do we want as a result?

Communication activities and tools

Communication tools: here you should give an overview of the kinds of tools (such as website, brochures, newsletters) that will be used and why.

Communication activities: list activities that are envisioned to promote information exchange, dissemination of promotion and information material, such as organising conferences and seminars.

Indicators for achievements

The crucial questions that have to be asked are:

- Have the key messages been received by the target groups as intended?
- Have the activities achieved its communication objectives?
- Were any follow-up actions carried out as a result?

SECTION III

Practical and experiential methods for South-South and triangular cooperation

1. Introduction
2. Creating Partnership Frameworks
3. Knowledge Sharing Tools
4. Additional material and process tips

SECTION III

Practical and experiential methods for South-South and triangular cooperation

Declaration of the Global African Diaspora Summit⁷⁶

Sandton, Johannesburg, South Africa, 25 May 2012

“WE, the Heads of State and Government of the African Union, the Caribbean and South America

(...)

RECOGNIZING *the need to build sustainable partnerships between the African continent and the African Diaspora through sustainable dialogue and effective collaboration with governments and peoples of different regions of the World in which the Diaspora populations are located;*

(...)

AFFIRMING *the need to promote South-South Cooperation as a framework for enhancing mutual development as well as Pan-African solidarity.”*

1. Introduction

After your needs and gaps have been identified, and you have finalised the action plan, M&E and Communication plan, then you are ready to take action! This section showcases various forms of cooperation, and

includes illustrative examples. Furthermore, it describes the South-South Expert Exchange Mechanism (SSEEM) which was implemented in the course of the AMEDIP project. Selected case studies drawn from the SSEEM are elaborated so as to provide inspiration and to learn from these experiences.

⁷⁶ AU (2012), op. cit.

Criteria for the selection of case studies

Examples and case studies in this section were selected based on the following criteria:

- 1) Government should be involved in the cooperation mechanisms (directly or indirectly)
- 2) Cooperation should support capacity building and policy development
- 3) Cooperation should implement an innovative and/or participatory approach
- 4) Cooperation should provide a win-win situation for all involved
- 5) Cooperation should foster some sort of exchange (of information, lessons learnt, good practice) among stakeholders
- 6) Cooperation should be embedded in some holistic framework (such as a strategy, policy or comprehensive programme)
- 7) The cooperation should be sustainable (e.g. mechanisms set up, agreements established)

The AMEDIP Focus Partner States indicated that most of them already have experience in South-South and triangular cooperation, mainly in the area of trade and investments and between governments. This knowledge is a solid foundation to enhance South-South and triangular cooperation for diaspora engagement.

South-South and triangular cooperation – getting started

With the development of the strategy and action plan, you have:

- Identified your country's diaspora engagement objectives and priorities;
- Identified your institutional capacity challenges;
- Examined how you want to achieve these objectives;
- Gained knowledge on the contributions of your diaspora and the needs of your

diaspora.



Now it is time to ask yourself whether:

- You have identified the objectives you want to achieve but do not know how to achieve them;
- You have identified the objectives you can only achieve in partnership with others.

If you have answered one of the above questions with yes, this section will help you to:

- Link your diaspora engagement priorities to South-South and triangular cooperation;
- Identify the right form of cooperation at the appropriate level;
- Choose the right knowledge sharing instruments to achieve the expected outcomes.

Set your objectives and priorities to engage in South-South and triangular cooperation

with other stakeholders to achieve your envisaged results.

Based on your objectives and priorities for engaging with your diaspora, see whether:

- You need to strengthen your knowledge, or,
- You need to strengthen partnerships

As a next step, define what you aim to achieve through South-South and triangular cooperation. Remember that the objective should describe the desired results of the initiative and mirror your strategy objective(s).

Guiding principles for South-South and triangular cooperation⁷⁷

As stated in the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation:

Normative principles

- Respect for national sovereignty, ownership and independence;
- Non-conditionality;
- Partnership among equals;
- Non-interference in domestic affairs;
- Mutual benefit.

Operational principles

- Mutual accountability and transparency;
- Development effectiveness;
- Coordination with other development projects and programmes;
- Multi-stakeholder approach;
- Results-oriented.

⁷⁷ UN (2010), op. cit.

For cooperation, whether South-South or triangular, lessons learnt from previous initiatives have shown that:⁷⁸

- 1) Cooperation should be **demand-driven** (by the beneficiary country) so that **national ownership** can be ensured, which is key to sustainability;⁷⁹
- 2) Cooperation should be based on **nationally-identified (policy) priorities**;
- 3) **Political commitment at highest-level, and at all other levels**, is essential for successful cooperation;
- 4) **An enabling policy environment** can be created to improve cooperation.

A strategy for cooperation is a tool for the beneficiary countries provided that the above factors are adequately considered.

AMEDIP Focus Partner States share common expectations regarding South-South cooperation on migration.

Some of these expectations are, *inter alia*:

- Harmonisation of labour-market standards and training curricula to foster circular migration and adequate employment;
- Improvements on the free movement of people;
- Portability of social security benefits;
- The reduction of remittance costs: costly transfer channels are an obstacle for a better South-South migration system and can be addressed through South-South cooperation;
- The transition of countries from emigrat-

ing countries into transit countries, and more recently into immigration countries. Exchanging experiences to facilitate this transition has been identified as essential for South-South and triangular cooperation;

- Knowledge sharing among countries working on all areas of diaspora engagement.⁸⁰

The above list of expectations shows that South-South and triangular cooperation can serve different purposes: i) the development of partnerships and agreements, e.g. to foster free movement of people, goods and services, on the one hand, and ii) knowledge development through exchanges, on the other hand. Therefore, this section is structured along these lines.

⁷⁸ UNDP (2009), op. cit.

⁷⁹ According to the UNDP survey, other factors influencing sustainability relate to the technology and know-how matching needs, as well as to capacity and the context of the beneficiary countries. Other factors are the establishment of an enabling environment, leadership, commitment and incentive at the individual and organizational level; and, to a lesser degree, the creation of mechanisms (system, institution, policy) to sustain the effects obtained by cooperation.

⁸⁰ See summary of discussions of the 1st AMEDIP Workshop on South-South Cooperation took place in Dakar on 17–18 July 2012, accessible at: <http://www.icmpd.org/AMEDIP.1821.0.html> (viewed on 09/08/2013)

2. Creating partnership frameworks

The establishment of frameworks for South-South and triangular cooperation with regards to migration in general, and diaspora in particular, has been less evident than for more technical sectors such as engineering, agriculture or medicine. Indeed, migration management impinges directly on the sovereignty of states and takes place in a politicised environment.

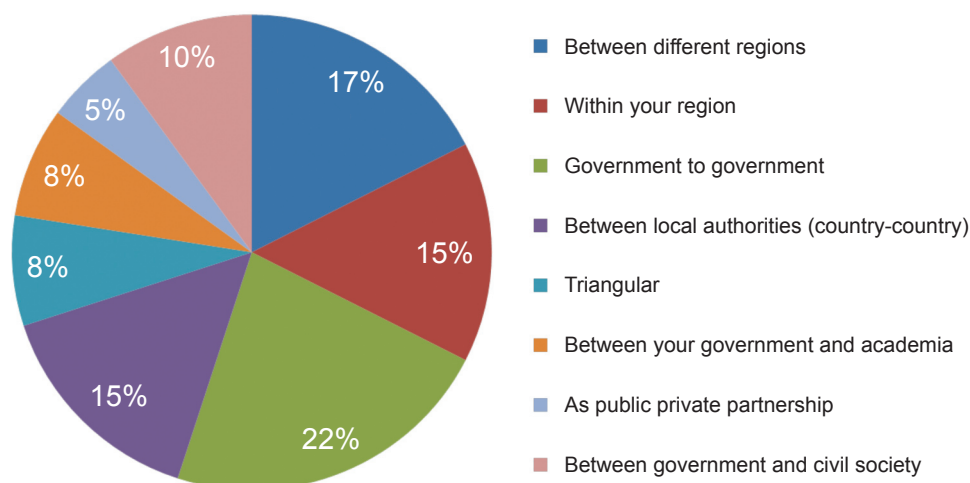
So far South-South and triangular cooperation takes place mostly between states and their central governments, or through regional and sub-regional arrangements. It would be equally

important to involve local authorities and cities as well as non-governmental actors.

This chapter is dedicated to partnership frameworks in a multilateral, bilateral and trilateral set-up.

In this chapter, we will present examples of partnership frameworks for cooperation at various levels (multilateral, bilateral and trilateral). Partnership frameworks are created when countries and/or other actors sign agreements, memoranda of understanding, treaties and/or other legally binding documents to enhance diaspora engagement, or when they engage in an informal way, through dialogues or diaspora networks.⁸¹

What would be your government's preferred nature of South-South cooperation?⁸²



Source: ICMPD survey among AMEDIP Focus Partner States during the workshop on South-South Cooperation in Dakar

⁸¹ For this distinction see Partners in Population and Development: South-South Cooperation: A Pathway for Development, accessible at:

http://www.partners-popdev.org/docs/PPD_South-South_Book.pdf (viewed on 31/06/2013).

⁸² Results from an ICMPD survey among AMEDIP Focus Partner States during the workshop on South-South Cooperation in Dakar, op. cit.

a. Multilateral cooperation

Several set-ups and forms exist to discuss migration and diaspora issues multilaterally. Here are some of the most important ones: 1) migration and diaspora in regional economic communities, 2) intergovernmental migration dialogues and 3) regional agreements which impact diaspora engagement.

Migration and diaspora in regional economic communities

Regional Economic Communities (RECs) significantly impact migration and hold the potential to create favourable frameworks for mobility and diaspora engagement. Most of the RECs have established agreements on free movement. The free movement protocols of the East African Community (EAC) and Economic Community of West African States (ECOWAS) are currently being implemented. In other RECs, e.g. the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of Central African States (ECCAS) or the Southern Africa Development Community (SADC), the free movement protocols have not yet entered into force as they have not been ratified by the required number of members. More interstate consultations and awareness-raising on the benefits of mobility is needed to further enhance this process. In addition to the above mentioned RECs, the Arab Maghreb Union (AMU), the Community of Sahel-Saharan States (CEN-SAD) and the Intergovernmental Authority on Development (IGAD) are recognised by the African Union.

Important migration-related issues within RECs are:

- Promoting free movement, also through awareness-raising campaigns;
- Improving border management to facilitate the safe and efficient movement of people, services and goods;
- Fostering links between higher education institutions, diaspora and alumni associations;
- Developing regional agreements on mutual recognition of diplomas and facilitating labour migration.

Example:

Cooperation on migration in the ECOWAS framework

ECOWAS was founded in 1975.

Member States: Benin, Burkina Faso, Cape Verde, Ivory Coast, the Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo.

The most advanced framework for cooperation on migration is provided by ECOWAS, which developed a migration strategy as set out in the 2008 ECOWAS Common Approach on Migration, the ECOWAS Vision 2020 and the ECOWAS Strategic Plan 2011-2015. Within the ECOWAS framework, the Protocol on Free Movement of Persons, Residence and Establishment favours the free movement of persons within the ECOWAS area.⁸³ It has, for

⁸³ ECOWAS: Protocol A/P.1/5/79 Relating to Free Movement of Persons, Residence and Establishment. Accessible at: <http://www.comm.ecowas.int/sec/index.php?id=ap010579&lang=en> (viewed on 12/08/2013).

instance, resulted in visa-free entry for a period of 90 days. The challenges are addressed through sensitisation projects on the facilitation of free movement, the creation of a regional media network and training sessions on the free movement protocol. Furthermore, a Plan of Action against Trafficking in Persons has been developed.

In addition, ECOWAS has adopted its first Gender Policy document in 2003 and ECOWAS Gender and Migration Framework and Plan of Action for 2012-2015. Several initiatives have been undertaken to promote the portability of qualifications.⁸⁴

Example:

Migration in the East African Community (EAC)

Founded in 1967 (first established), dissolved in 1977 and re-established in 2000.

Member States: Burundi, Kenya, Tanzania, Rwanda, Uganda.

The EAC Protocol on the Establishment of the EAC Common Market (CMP) ensuring free movement of goods,

labour and services entered into force in July 2010. Its Annex on the Free Movement of Persons and Labour provides the right to enter the territory of a Partner State without a visa; the right to exist without restrictions; and the right to full protection by the laws of a Partner State. The CMP Annex calls for the establishment of common identification and travel documents. At the time of writing, the launch of the electronic ID for travel inside EAC was planned for 2013. The three founding states (Kenya, Tanzania and Uganda) are currently using EAC passports, and discussions on one EAC passport for all Member States have been ongoing at the time of writing. However, the CMP and its Annex have not been fully implemented yet.

The Southern Africa Development Community (SADC), the EAC and the Common Market for Eastern and Southern Africa (COMESA) are negotiating a common Tripartite Free Trade Area (FTA) which should also include the promotion of movement of business persons.

With regards to employment, it is envisaged to establish common employment policies and to harmonise the labour policies among

⁸⁴ ICMPD, IDEP, FIIAPP (2012): Summary Report of the MME Support Project RECs Stock-Taking Background paper for the MME technical meeting on Enhancing Migration, Mobility, Employment and Higher Education in the RECs, accessible at: <http://www.africa-eu-partnership.org/sites/default/files/documents/summary-report-mme-support-project.pdf> (viewed on 12/08/2013).

Partner States. An East African Human Resource Development and Utilisation Strategy has already been developed.

In order to foster higher education and mobility among EAC Member States, the Inter-University Council of East Africa (an EAC institution) coordinates inter-university cooperation. The development of mutual recognition agreements for qualifications is envisaged and a study on the harmonisation process has already been conducted.⁸⁵

Intergovernmental migration dialogues

Since the late 1990s, a number of intergovernmental regional migration dialogues (hereinafter “dialogues”), or regional consultative processes (RCPs) as they are also known, have been established to cater for regional or inter-regional approaches to and discussions on migration governance. One of the largest cooperation efforts to date is the Global Forum on Migration and Development (GFMD). Although migration and development was not the main thematic focus for many of them when they were established, to date practically all dialogues specifically mention and acknowledge the migration-development nexus and also include diaspora engagement on their agendas.

Dialogues can be a catalyst for the establishment of cooperation between states

and can provide a framework for discussion on sensitive issues, current and up-coming challenges: dialogues, in many cases, serve as a springboard for active “hands on” change/activities between states and therefore provide an excellent foundation for cooperation between states on diaspora matters.

Dialogues differ from the Regional Economic Communities (RECs) as they deal with migration matters in an informal, non-binding way. Thematically, they address a wide range of migration-related issues. In the spirit of South-South and triangular cooperation, the informal setting is meant to foster a debate on mutual but also diverging interests among all participants on an equal footing. This approach is intended to allow for more open discussions and more far-reaching solutions than formal international frameworks.

Some of these dialogues include countries of origin, destination and transit for the sake of discussing migration issues while others are driven by regional integration efforts. Dialogues that include countries of origin, destination and transit are, for example, the Mediterranean Transit Migration (MTM), the Euro-African Intergovernmental Dialogue on Migration and Development (the Rabat Process) and the Migration, Mobility and Employment Partnership (MME).

Examples for dialogues driven by regional integration objectives are the Intergovernmental Authority on Development Regional Consultative Process on Migration in Eastern Africa/Horn of Africa (IGAD RCP) and the Migration Dialogue in West Africa (MIDWA) which is linked to the ECOWAS.

⁸⁵ ICMPD, IDEP, FIIAPP (2012), op. cit.

Example:**The Mediterranean Transit Migration Dialogue**

The MTM dialogue, contrary to most of the other migration dialogues, focuses on the technical level and its activities are articulated around concrete projects. The MTM organises ad-hoc working groups, technical conferences and expert meetings on a wide array of topics. Working groups and meetings are tied to concrete projects and initiatives carried out in the MTM framework.

The work plan for the current phase focuses on strengthening diaspora policies. Following this priority, the MTM has implemented several initiatives:

- *The project “Linking Emigrant Communities for More Development” (2009-2010) analysed methods on how to institutionalise relations between governments and diasporas.*
- *The project “Strengthening African and Middle Eastern Diaspora Policy through South-South Exchange (AMEDIP, 2011-2013)” has embarked on the development of comprehensive diaspora policies, the strengthening of South-South technical exchange and capacity building for government agencies*

and local authorities involved in diaspora policy.

- *The third development phase of the i-Map (2011-2014) focuses on the full implementation of the thematic component on Migration and Development.*

The MTM has pioneered the development and elaboration of migration profiles in the context of the dialogue. Today, the i-Map provides its users with access to a total of 43 country, routes and hub profiles: 15 on migration and development and 28 on irregular and mixed migration.

Example:**Euro-African Intergovernmental Dialogue on Migration and Development (the Rabat Process)**

The Rabat Process brings together 60 countries of origin, transit and destination from several large geopolitical areas spanning from Central Africa to Northern Europe. The latest gathering of ministers in Dakar declared the Rabat Process to have “established a solid and fruitful dialogue between the countries involved in the West African migratory route”, thereby highlighting the geographic relevance and geopolitical rationale of the dialogue.⁸⁶

⁸⁶ Rabat Process (2011): Dakar Strategy, Third Euro-African Ministerial Conference on M&D, Dakar 2011, accessed at: http://www.dialogueuroafricainmd.net/web/uploads/cms/Dakar-strategy_Ministerial-declaration-migration-and-development_EN.pdf (viewed on 20/06/2013).

A main focus is on diaspora anchored within one of the ten objectives of the Dakar Strategy.⁸⁷

- *Further strengthen the relationship with the diaspora via legislative, political, cultural or economic initiatives;*
- *Promote productive and sustainable return programmes, mobilising the private sector, and measures for recognition of qualifications and work experience acquired in the country of destination;*
- *Facilitate the mobilisation of qualified expertise from the diaspora, including the descendants of migrants, for economic and social development actions which will benefit the countries of origin;*
- *Support migrant associations' capacities to implement local solidarity-based development programmes set up by migrant organisations in the country/region of origin, and promote successful models and experiences; and,*
- *Facilitate circular migration*

initiatives designed for migrants wishing to temporarily return to their homelands, without prejudice to their right of residence in the destination country.

Relevant for the promotion of South-South cooperation on diaspora issues is the stocktaking of migration-related initiatives implemented in the African partner countries. These have been visualised in an interactive map available on the Rabat Process's website, which provides information on actions that have been implemented since the adoption of the Paris Cooperation Programme.⁸⁸

Example:

The Migration, Mobility and Employment Partnership (MME)

The Africa-EU Migration, Mobility and Employment (MME) Partnership was launched during the 2nd Africa-EU Summit of Heads of State and Government in Lisbon, 8-9 December 2007, where the Joint EU-Africa Strategy⁸⁹ and the First Action Plan (2008-2010)⁹⁰ were adopted.

⁸⁷ Rabat Process (2011), op. cit.

⁸⁸ See Rabat Process (2012): Initiatives in the region, accessed at: <http://www.dialogueafricafricainmd.net/web/index.php/initiatives-in-the-region> (viewed 30/07/2013).

⁸⁹ Africa-EU Partnership (2007): Joint Africa-EU Strategy, accessed at: http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/er/97496.pdf (viewed on 03/04/2014).

⁹⁰ Africa-EU Partnership (2007): First Action Plan for the implementation of the Africa-EU Strategic Partnership, accessed at: http://www.africa-eu-partnership.org/sites/default/files/eas2007_action_plan_2008_2010_en_11.pdf (viewed on 25/08/2013).

The Second Action Plan identifies the diaspora outreach initiative as one of the priority areas. More specifically, the “Diaspora Outreach Initiative” should establish a cooperation framework to engage the diaspora in the development of Africa through a global mapping of African diasporas (African Union Commission and World Bank), capacity building for diaspora ministries in Africa (African Diaspora Policy Centre (ADPC)) and the establishment of an EC-funded African diaspora platform implemented by ADPC, the African Foundation for Development (AFFORD), the Coordination Générale des Migrants pour le Développement Axe Belgique Pays du Sud, the Forum des Organisations de Solidarité Internationale issues des Migrations (FORIM), and ICMPD.

Diaspora engagement is also mentioned in the 2006 Joint Africa-EU Declaration on Migration and Development:⁹¹

- *“Facilitating the role of diasporas in order to contribute to the sustainable development of their countries of origin through, for example, supporting diaspora networks and building the capacity of diaspora organisations, and;*
- *Enabling Africans in the diaspora, especially those in highly technical fields and in high demand, to carry out some of their professional activities in their home countries or on the entire continent without needing to forfeit their employment.”*

The Intergovernmental Authority on Development Regional Consultative Process on Migration in Eastern Africa/Horn of Africa (IGAD RCP)

The Intergovernmental Authority on Development in Eastern Africa (IGAD) was established in 1996 to replace the Intergovernmental Authority on Drought and Development (IGADD) which had been founded in 1986 with headquarters in Djibouti. The dialogue was established by a declaration adopted at a senior official’s meeting held by IGAD member states in 2008 under the auspices of the IOM “East Africa Migration Route” project (2008-2010). Its first meeting in 2010 was also held within the framework of a joint IGAD-IOM-AUC regional project “Capacity Building in Migration and Border Management for Selected IGAD Member States” that had a component relating to the roll-out of IGAD-RCP.

A meeting in February 2012 focussed on migration and development, including encouraging diaspora investments in the region. Discussions included the possibility of implementing a

⁹¹ See Africa-EU Partnership (2006): Joint Africa-EU Declaration on Migration and Development, Europe-Africa Ministerial Conference on Migration and Development, accessed at: http://www.iom.int/jahia/webdav/shared/shared/mainsite/microsites/rcps/igad/african_md_declaration_2006.pdf (viewed on 03/04/2014).

regional action plan on diaspora engagement for development, and an enhancement of cost-effective mechanisms for the transfer of remittances.⁹²

The dialogue has a direct link to IGAD since it is run by the IGAD Secretariat and was founded with the aim to “foster regional dialogue and cooperation on migration by providing a platform for discussions on various migration issues. Recommendations from the RCP continue to shape migration governance in the IGAD region as they are translated into policies and programmes.”⁹³

Regional agreements

Besides migration dialogues and RECs, agreements are another important form of cooperation among states. They can either cover one or several regions, and they are to a large extent legally binding treaty commitments. They could address migration specifically or be linked to broader agreements such as regional or international conventions.⁹⁴

One example for an inter-regional partnership, the Euro-Mediterranean Partnership (EUROMED), known as the Barcelona Process, is based on the Barcelona Declaration that laid down the foundations of a new regional relationship. It aims at achieving peace, stability and growth in the Mediterranean Partner Countries. Other examples are inter-regional agreements, such as the Economic Partnership Agreements between the European Union and African, Caribbean, and Pacific Countries.

Regional agreements are particularly pertinent in the following areas:

- Social security schemes;
- Transfer of earnings and savings;
- Regional vocational training schemes and higher education agreements;
- Mutual recognition and transfer of diplomas;
- Avoidance of double taxation;
- Rules of employment.

In the framework of the African Union, the Social Protection Plan for the Informal Economy and Rural Workers has been adopted to address the challenge of access to social protection. The RECs are required to integrate the plan in their design and implementation of social protection policies and programmes.⁹⁵ Furthermore, the African Union's Migration Policy Framework could form the basis for regional labour migration frameworks.⁹⁶

⁹² ICMPD, IDEP, FIIAPP (2012), op. cit.

⁹³ See IGAD website on the RCP: http://igad.int/index.php?option=com_content&view=article&id=611:regional-consultative-process-on-migration-rcp-2013&catid=63:migration&Itemid=159

⁹⁴ OSCE, IOM, ILO (2007): Handbook on Establishing Effective Labour Migration Policies. Mediterranean edition, accessible at: <http://www.osce.org/eea/29630> (viewed 19/08/2013).

⁹⁵ AU (2011): Social Protection Plan for the Informal Economy and Rural Workers (SPIREWORK) 2011-2015, accessible at:

www.au.int/en/sites/default/files/SA4543_SPIREWORKFinal_English.doc (viewed on 12/08/2013).

⁹⁶ ICMPD, IDEP, FIIAPP, 2012, op. cit.

Example:**The Migration Policy Framework for Africa**

The document lays down recommendations for regional cooperation on labour migration:

- *“Enhance co-operation and co-ordination amongst States in sub-regions and regions with a view to facilitating free movement at bilateral, sub-regional and regional levels, from which an Africa-wide framework on the free movement of persons would be developed.*
- *Maintain open and continued contact and communication between states of origin and destination in order to ensure, for example, adequate work conditions for nationals working abroad.*
- *Enhance data collection, analysis and exchange on labor needs and supply in states of origin and destination in order to match labor skills with labour demand through comprehensive regional approaches.*
- *There is need for harmonization of sub-regional migration policies to promote free movement and right of residence.*

- *Initiate joint programmes to actualize the OAU Charter on the Fundamental Social Rights and Duties of African and Arab Migrant Workers in Europe.”⁹⁷*

Example:**The Euro-Mediterranean Partnership (EuroMed)**

At the 1995 Euro-Mediterranean Conference in Barcelona, 27 European Union Member States and southern Mediterranean countries (Egypt, Israel, Jordan, Lebanon, Morocco, Syrian Arab Republic, Tunisia, Turkey, the Palestinian Authority) expressed their commitment to work towards establishing a zone of peace, progress and stability in the region. The Barcelona Declaration and Programme of Action adopted by the Conference outlines a broad range of cooperative activities, including the establishment of a free trade area by 2010. Strategies include the promotion of trade, economic growth and employment in countries of origin, which should result in reducing migratory flows.⁹⁸ The countries also agreed to grant migrants regular status, to recognise all rights as per existing legislation, and to improve the living conditions for migrants.

⁹⁷ AU (2006), op. cit.

⁹⁸ Barcelona Declaration (1995), accessible at: http://ec.europa.eu/research/iscp/pdf/barcelona_declaration.pdf (viewed on 21/08/2013).



For an overview of international and regional human rights instruments (with a focus on migrants' rights), see p. 25 and p. 81.

b. Bilateral cooperation

In addition to multilateral cooperation on migration and diaspora matters, bilateral cooperation is still the most important form of cooperation. Multilateral cooperation can provide the framework for bilateral cooperation, or bilateral cooperation efforts and mutual interests of states engaged in bilateral cooperation may result in strengthened multilateral cooperation.

In this chapter, we present four different forms of cooperation between two governments:

- Bilateral agreements;
- Mobility partnerships;
- Joint commissions;
- Bilateral cooperation at local level.

Bilateral agreements

Bilateral agreements could cover, for example, the portability of social benefits or could include labour migration schemes. All AMEDIP Focus Partner States have concluded bilateral agreements on migration issues which constitutes a good basis for South-South cooperation frameworks on migration.

The most important forms of bilateral agreements on migration are:

- Bilateral labour agreements: these agreements between countries of origin and destination help to formalise both sides' commitment to ensure that agreed procedures and principles are put into practice. They may be on short-term employment and seasonal migration or return migration, and may include quotas or regulate fair recruitment in specific sectors such as health. They can take the form of treaties, memoranda of understanding or practical working agreements.
- Memorandum of Understanding (MoU): MoUs are non-binding. They may involve central or local governments or may be concluded in a certain sector.
- Bilateral social security agreements: these agreements ensure that migrant workers do not lose their benefits during the time in which they are employed abroad and/or that social benefits acquired during their work abroad can be transferred to the country of origin after their return.
- Anti-trafficking agreements: through these agreements states usually commit to develop efficient cross-border cooperation in the criminal justice system and to assist each other in the judicial process.
- Agreements between countries of origin: countries of origin may be interested in joint actions. Two countries may, for instance, sign an MoU to work on a common issue, such as the protection of migrants in a main destination group and set up a working group. This offers new possibilities to jointly work on an issue through South-South cooperation.⁹⁹

⁹⁹ Battistella, Graziano, Khadria, Binod (2011): Labour Migration in Asia and the Role of Bilateral Migration Agreements: Market Access Facilitation by Informal Means. Accessible at: <http://www.gfmd.org/files/documents/BattistellaS5.pdf> (viewed on 03/04/2014).

Examples:

Bilateral agreements on migration in AMEDIP Focus Partner States¹⁰⁰

Algeria

- *Bilateral agreements on labour migration have been signed with several countries, such as Belgium, France, Libya, Morocco and Tunisia.*
- *Bilateral agreements on the protection of labour migrants have been concluded with several countries.*
- *Algeria has signed bilateral agreements on social security with multiple countries, including Belgium and France. These agreements guarantee the accreditation of the years of work completed in one of the two countries for the payout of pensions, transfer of retirement, widow's pension and access to medical care.*

Cape Verde

- *Cape Verde has signed bilateral agreements on labour migration with several countries, including France, Portugal, Senegal and Spain.*
- *Cape Verde has signed social security agreements with several countries, such as Brazil, France, Italy, Luxembourg, the Netherlands, Portugal, Senegal, Spain and Sweden.*

Egypt

- *Egypt has signed bilateral agreements on labour migration with a number of countries, including China, Greece, Italy, Iraq, Jordan, Kuwait, Libya, Morocco, Qatar, Sudan and Yemen.*

No information could be found on Ethiopia.

Ghana

- *Ghana has signed bilateral agreements on labour migration with Italy, Spain, Cuba and Libya.*

¹⁰⁰ ICMPD, IOM (2010), op. cit.

Kenya

- *Kenya has signed labour migration agreements with several countries, such as Burundi, Djibouti, Ethiopia, Namibia, Qatar, Rwanda, Saudi Arabia, Tanzania, Uganda, and the United Arab Emirates.*

Lebanon

- *Lebanon has signed Conventions for the Avoidance of Double Taxation with 33 countries in Africa, Asia, Europe and the Americas.*
- *Lebanon has signed a bilateral agreement on labour migration with Syria.*

Mali

- *Mali has signed bilateral agreements on social security with several countries, including Burkina Faso, Cameroon, Ivory Coast, France, Guinea Conakry, Mauretania, Senegal, Spain, Togo and the USA.*

Morocco

- *Morocco has signed labour migration agreements with several countries, including Belgium, France, Germany, Iraq, Italy, Jordan, Libya, the Netherlands, Qatar, Spain and the United Arab Emirates.*
- *Morocco has signed social security agreements with Belgium, Canada, Denmark, France, Germany, Libya, the Netherlands, Portugal, Romania, Spain, Sweden and Tunisia.*

Niger

- *Niger has signed bilateral agreements on social security with several countries, including Benin, Burkina Faso, France and Ivory Coast.*

Nigeria has no bilateral agreements in place for the protection of migrant worker's rights and social security (information from 2010).

Senegal

- *Senegal has signed bilateral labour migration agreements with Cameroon, Cape Verde, France, Gabon, Mali and Mauritania.*

- *Senegal has signed social security agreements with France, Gabon, Mali, Mauritania, Cameroon, Cape Verde, Togo, Ivory Coast, Benin and Burkina Faso.*

Tunisia

- *Tunisia has signed social security agreements with several countries, including Algeria, Austria, Belgium, Egypt, France, Germany, Italy, Libya, Luxembourg, Morocco, the Netherlands and Spain.*

Mobility partnerships

In 2007, the European Commission proposed “mobility partnerships” as a new instrument for cooperation on migration with countries outside of the EU. This partnership is based on the commitment of partner countries to cooperate with the EU to manage migration flows and better access EU territory for their citizens.¹⁰¹ The partner countries agreed to take measures to reduce irregular migration, while the EU made commitments in some or all of the following areas: to improve legal migration opportunities for citizens of the partner country, assist the country in developing capacity in migration management, promote circular migration and return, adopt measures to address the risk of brain drain and improve procedures for issuing short-term visas.

A mobility partnership is a political declaration

between the EU and the partner state, as well as committed EU Member States. In an annex to this declaration, a list of proposed projects can be found. At the time of writing, five mobility partnerships were implemented with the following countries: Moldova, Georgia, Cape Verde, Armenia and Morocco. Discussions with Tunisia, Algeria and Ghana were ongoing. Negotiations with Senegal have started in 2008 but have not progressed.¹⁰²

In order to capitalise on the potential of mobility partnerships, the following recommendations can be made:

- Ensure a balance in the mobility partnerships between actions on legal labour migration and mobility and actions to reduce irregular migration;¹⁰³
- Apply a migrant-centred approach and place development at the core of the

¹⁰¹ European Commission (2007): Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on circular migration and mobility partnerships between the European Union and third countries. Brussels: COM (2007), 248 final, accessible at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2007:0248:FIN:EN:PDF> (viewed on 13/08/2013).

¹⁰² Chou, M., Gibert, M. (2012): The EU-Senegal mobility partnership: from launch to suspension and negotiation failure, in: *Journal of Contemporary European Research*. 8 (4), pp. 408-427. Accessible at: <http://www.jcer.net/index.php/jcer/article/download/434/380> (viewed on 13/08/2013).

¹⁰³ Maastricht Graduate School of Governance (2012): European policy debate: the Mobility Partnerships. Migration policy brief No. 9, accessible at: <http://mgsog.merit.unu.edu/ISacademie/docs/PB9.pdf> (viewed on 13/08/2013).

mobility partnerships. Consider the impact of migration on economic, social and environmental development;¹⁰⁴

- Communication on the purpose of and expectations on mobility partnerships should take place in a broader form. Civil society organisations and a wide range of actors involved in migration should participate in discussions. It is also a good opportunity to share your experience as a partner in a mobility partnership or related negotiations;
- Better coordination of activities implemented under the umbrella of mobility partnerships to ensure the creation of synergies.

Example:

Mobility Partnership between the European Union and the Republic of Cape Verde

Cape Verde was, together with Moldova, the first country that signed a mobility partnership with the EU, and the participating EU Member States, namely Spain, the France, Luxembourg and Portugal.

The following objectives were formulated:

- *“Analyse migration flows to determine needs and enhance the efficiency of migration policies;*
- *Develop employment opportunities in Cape Verde and abroad, facilitate and properly manage legal emigration of Cape Verdean citizens, in particular for the purpose of employment, and improve the integration of Cape Verdean migrants in their host societies;*
- *Facilitate mobility between Cape Verde and the EU by means of short-stay visas;*
- *Encourage the Cape Verdean diaspora to contribute to the development of their country of origin, in particular through transfers of money and skills, and facilitate circular and/or return migration to mitigate the effects of the emigration of highly qualified persons;*
- *Assist Cape Verde to establish an asylum system which meets international standards;*
- *Combat irregular migration and trafficking in human beings and improve border management and document security.”¹⁰⁵*

¹⁰⁴ European Commission (2013): Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on Maximising the Development Impact of Migration. The EU contribution for the UN High-level Dialogue and next steps towards broadening the development-migration nexus. Brussels: COM (2013), 292 final, accessible at: http://ec.europa.eu/dgs/home-affairs/e-library/documents/policies/immigration/general/docs/maximising_the_development_impact_of_migration.pdf (viewed on 05/09/2013).

¹⁰⁵ Council of the European Union (2008): Joint Declaration on a Mobility Partnership between the European Union and the Republic of Cape Verde. Accessible at: http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/international-affairs/global-approach-to-migration/specific-tools/docs/mobility_partnership_cape_verde_en.pdf (viewed on 13/08/2013).

Joint commissions

Joint commissions, sometimes also called mixed or bilateral commissions, are widely used by countries for relationship building with other countries. They consist of officials representing relevant ministries on both sides and are often jointly headed by a minister. These joint commissions usually meet annually by alternating between the two countries. The joint commissions traditionally only involve government stakeholders but can also be open to other actors depending on the subject.¹⁰⁶ Countries have different numbers of joint commissions: Nigeria, for example, has joint commissions with 85 countries.¹⁰⁷ The joint commissions normally result in bilateral agreements depending on the subject matter.

As put forward during the AMEDIP workshop in Dakar in July 2012, a migration and diaspora component could be added in joint commissions that exist between several countries on issues covering mainly economical aspects and bilateral political matters or to establish a sub-commission in the framework of existing commissions.

Bilateral cooperation at local level

In some AMEDIP Focus Partner States, for instance in Ethiopia, **decentralised cooperation with the diaspora** is put in place in order to involve them in local development

processes. This is considered very important as different regions/counties/federal states have different sectoral development priorities and needs. Diaspora engagement efforts at the local level can and should complement the activities at the central level and should “share the cost of engagement”.¹⁰⁸

Municipal international cooperation or city-to-city cooperation is one of the main areas for South-South and South-North cooperation. It is estimated that 70% of municipalities worldwide are involved in this type of cooperation.¹⁰⁹

Example:

Partnerships between Dutch municipalities and local governments in migrants' countries of origin

A number of Dutch municipalities have established relations with local governments in the countries of migration to the Netherlands, such as Turkey, Suriname and Morocco. Dutch municipalities aim to strengthen local governance in partner municipalities and to contribute to the integration of citizens of migrant origin within their municipality. In 2007, 22 Dutch municipalities, 5% of all Dutch municipalities, were involved in cooperation with municipalities in migrants' countries of origin.¹¹⁰

¹⁰⁶ Rana, Kishan S. (2007): Bilateral diplomacy. Diplo Foundation.

¹⁰⁷ National Planning Commission, Nigeria: Website of the International Co-operation Department. Accessible at: <http://www.npc.gov.ng/home/artdetails.aspx?mCatID=68254&artID=9416> (viewed on 13/08/2013).

¹⁰⁸ IOM, MPI (2012), op. cit.

¹⁰⁹ UCLG (2012), op. cit.

¹¹⁰ Van Ewijk E., Baud, I. (2008): Partnerships between Dutch municipalities and municipalities in countries of migration to the Netherlands; knowledge exchange and mutuality, in: Habitat International 33, pp. 218-226, accessible at: http://www.cities-localgovernments.org/committees/fccd/Upload/library/migrationandpartnerships_en.pdf (viewed on 20/08/2013).

Several municipalities involve migrant associations, although their role still remains limited. The role of other, “new” actors, such as vocational schools, health organisations or cultural associations, has gained importance and one can assume that also the role of migrant associations will increase further in the future.

Example:

Ghanacoop¹¹¹

Ghanacoop was a cooperative enterprise created in the city of Modena, Italy, in 2005, within the Modena branch of the Ghana National

Association. The initiative was funded by the MIDA-Italy programme in the pilot phase and was assisted by a local Cooperativa. Ghanacoop opened new and significant marketing channels in Italy for Ghanaian fruit growers, while also promoting the export of regional Italian products to Ghana. Part of their profits have been invested in development projects implemented in the Gomoa Simbrofa village near Accra with the aim of creating jobs and reducing poverty, including interventions in health and education. On the basis of this cooperation, the “Ghanaital” import/export cooperative was created later on in Modena.

Joint Migration and Development Initiative (JMDI) Phase I¹¹²

Project duration: From 2008 to 2012

The first JMDI phase was implemented by UNDP with contributions from five agencies: IOM, ILO, UNHCR, UNFPA and UN Women. It was funded by the European Union.

The programme sought to provide policymakers and practitioners with evidence-based recommendations in the field of Migration and Development. These recommendations were based on the practical experiences of small-scale actors who have received financial and technical support through the JMDI. The geographic scope was, Algeria, Cape Verde, Ecuador, Egypt, Ethiopia, Georgia, Ghana, Jamaica, Mali, Moldova, Morocco, Nigeria, Philippines, Senegal, Sri Lanka, and Tunisia.

¹¹¹ Information taken from: Frankenhaeuser, M. et al. (2013): Migration and Development Policies and Practices. A Mapping Study of eleven European countries and the European Commission, accessible at: [http://www.icmpd.org/News-Detail.1668.0.html?&cHash=f2e25a052a&tx_ttnews\[tt_news\]=156](http://www.icmpd.org/News-Detail.1668.0.html?&cHash=f2e25a052a&tx_ttnews[tt_news]=156) (viewed on 20/08/2013)

¹¹² JMDI website: <http://www.migration4development.org/content/about-jmdi> (viewed on 20/08/2013).

The programme focused on four thematic areas: capacities of migrants, communities of migrants, remittances and rights of migrants. JMDI set up and reinforced networks of actors working on Migration and Development, identified good practices in this field and shared information on what actually works at the local and international levels among those who are active in this field. It also started mainstreaming migration into a development policies pilot project in order to promote the development of a context-specific, evidence-based, participatory and holistic approach to migration and development at the national level.

Results and Lessons learnt

- Many projects funded during Phase I were implemented by civil society organisations. The JMDI has found that the effectiveness of interventions in this field largely depends on the identification and establishment of strategic partnerships between civil society organisations and governments at decentralised levels. Indeed, Phase I of the JMDI has shown that local M&D initiatives are most successful when a multi-stakeholder approach is implemented in conjunction with local authorities and a variety of other interested local actors.
- The most successful and sustainable M&D activities identified by the JMDI are those with strong anchorage with the local governments in countries of origin and destination in line with the essential local-to-local dimension of the M&D nexus. When local authorities share a common vision with civil society partners, they develop a sense of ownership over projects that lead them to commit time, energy and resources, which effectively contribute to the success and sustainability of an M&D initiative. For these reasons, the drivers and impact of migration are often most strongly felt at the local level, be it in terms of effects on the local labour market, the size and demographics of the local population, or the need for public service provisions. Provinces and local authorities should be involved as consultations and agreements with sub-national levels of governments are particularly important for civil society.

Joint Migration and Development Initiative (JMDI) Phase II¹¹³

Project duration: From 2012 to present

Implemented by UNDP with financial support from the EU and Swiss Agency for Development and Cooperation (SDC).

Building on the lessons learnt from the implementation of the first phase, the second phase aims to reinforce the local dimension of migration and development. Therefore, the second phase focuses on the role and needs of local authorities to effectively link migration and development. JMDI plans to scale up a limited number of existing initiatives, specifically targeting local authorities that have a stake in local development and migration issues.

The expected outcomes of the new phase are:

- Identification of promising initiatives from local authorities in partnership with civil society organisations in selected countries that will be scaled up;
- The reinforcement of the capacities of selected local administrations to effectively link migration and development. It focuses specifically on facilitating increased coordination within local authorities' administration in order to maximise their ability to grasp the potential of migration for development;
- To connect local authorities globally with one another and with other stakeholders to facilitate partnerships (between local authorities in countries of origin and destination of migration, migrant and refugee associations, the private sector, social partners, etc.) to reinforce local authorities' potential to become active players in the field of migration and development.

One of the identified “promising projects” is the initiative **“Encouraging Collective Investment of Remittances for Development in Countries of Origin”**.

The project connected two locations through its activities: one component took place in Italy, where capacity development activities were carried out to enhance migrants' competences in the area of development. The second component of the project took place in Senegal, where direct support was given to migrants' families and civil society and local government agencies were made aware of the opportunities offered by the local economic sector.

¹¹³ Ibid.

The main results of the project were:

- The capacities of ten migrant organisations in the area of project development in Sardinia and Piedmont have been improved, also through partnering up with local actors.
- 60% of families have set up long-term business projects with participation and support from counterparts in Italy.
- Italian and Senegalese local communities and civil society recognised the capacity of migrants in the development field.

Read more at: <http://www.migration4development.org/content/spes>

c. Trilateral cooperation

Trilateral or triangular cooperation has become an important mechanism for cooperation between countries, either in the North and South, or also between one or 2 countries and a third party, such as diaspora organisations, civil society groups or international organisations, depending on how the particular cooperation is organised.

While the defining characteristic of South-South cooperation is peer/horizontal learning between countries, this is not necessarily the case for the actor supporting South-South cooperation. The role of the supporting actor may be to share specific knowledge and expertise, support a partnership by facilitating meetings and workshops or to provide logistical support.

The Role of Diaspora Associations

Diaspora associations should be seen as a

pivotal partner in South-South cooperation. They often specialise in specific fields, such as agriculture, education, IT or humanitarian assistance, and can therefore provide valuable expertise to the governments. Besides the primary effect of supporting the government's efforts in developing a diaspora strategy and action plan, the inclusion of diaspora groups gives them a voice in the process which is in itself important for trust building.¹¹⁴

Additionally, involving diaspora students, youth and women associations can give fresh perspectives and insights on both priority-setting and trilateral cooperation methods. Such examples are the African Diaspora Youth Network in Europe, the Students' Association of Nigerians in Diaspora or AkiDwA, a national network of migrant women living in Ireland. It also makes sense to get in touch with established umbrella organisations, such as the Africa Europe Platform or the Diaspora for Development Platform.

¹¹⁴ IOM, MPI (2012), op. cit.

AMEDIP Focus Partner States' cooperation with diaspora

AMEDIP Focus Partner States have set up various cooperation mechanisms with diaspora actors, including the following examples which were shared during the AMEDIP workshop on inter-institutional cooperation on migration and development in November 2012:

Lebanon: migrant associations have signed a protocol with the government to define joint interests. The World Lebanese Cultural Union, an NGO representing the Lebanese diaspora linked to the government by a cooperation protocol, is organised through **continental councils, national councils, and city councils in countries** of destination with a significant Lebanese diaspora.

Egypt: in 1985, an association for the Egyptian migrants was established, named "The Egyptian Association for the General Union of Egyptians Abroad", with the aim of assisting governmental associations to develop migration policies. Due to administrative problems within this association, it did not fulfil its mandate. The Egyptian government tried to support it several times, but it failed. Now it provides support to its regulatory framework. The Egyptian government noticed that Egyptians living abroad do not liaise with consulates and embassies very much, thus demanding measures to further reach out and communicate with the Egyptian migrants. In fact, some countries, e.g. countries in the Gulf, do not allow the establishment of such associations.

Mali: there are diaspora associations with umbrella organisations in each country of destination. The Secretariat is based in Mali.

Algeria: Algeria collaborates with associations of Algerians abroad (researchers, scientists, academics, business people, traders, artists, cultural leaders, etc). On this basis and in the framework of its activities, the Secretary of State charged with the National Community Abroad plans to foster national competences abroad so as to serve the interests of the country, to promote community networks, and to develop the associative movement.

Senegal: the High Council for Senegalese Abroad represents the diaspora vis-à-vis the state. It collects and disseminates information, and formulates recommendations for the elaboration of diaspora policies. Problems, however, have arisen due to the recent change in government. Another issue concerns the **difficulty of communicating with diaspora organisations**.

Morocco: the government follows a **territorial decentralised approach** and issued calls for projects to mobilise diaspora associations for local development.

Example:

The Africa Europe Platform

*The Africa Europe Platform is a platform that promotes collaboration between diaspora, governments, civil society, and international organisations. **The platform provides tools to reach out to the diaspora and to share experiences amongst diaspora associations.** The establishment of a European-wide African diaspora platform for development helped to place diaspora as a development actor for Africa. It provides support for the establishment of a functioning European platform of African diaspora organisations in the EU 27, Norway, and Switzerland. It also improves coordination, communication, and cooperation for development activities undertaken by African migrant organisations, and it enhances capacities of diaspora organisations to meaningfully participate in the development cooperation process in Africa.*

Website: <http://www.ae-platform.org>

The Role of Civil Society Organisations

“Triangular partnerships [...] should not be limited to government bodies but should include civil society organisations, which have very important roles to play in development: identifying needs, presenting proposals, acting as whistleblowers when things go wrong and so forth. Including civil society in the triangle enables a broad-based ownership of the development processes.”¹¹⁵

Up until now, civil society organisations (CSOs) have only been involved to a limited extent in South-South and triangular cooperation as this was mostly perceived as a (bilateral) issue between states.¹¹⁶ However, it is recommended that governments involve CSOs to the greatest extent possible as they often work directly with diaspora members in countries of destination and with returning migrants and families affected by emigration in their countries of origin. They are important knowledge providers and can make bilateral but also regional and inter-regional cooperation more effective. Governments should also make efforts to

¹¹⁵ Davies, P.: South-South Cooperation: Moving towards a New Aid Paradigm. In: International Policy Centre for Inclusive Growth: South-South Cooperation. The Same Old Game or a New Paradigm? Poverty in Focus, Number 20, accessible at: <http://www.ipc-undp.org/pub/IPC PovertyInFocus20.pdf> (viewed on 01/08/2013).

¹¹⁶ Vaes, S., Huyse, H. (2013): New Voices on South-South Cooperation between Emerging Powers and Africa. African Civil Society Perspectives. Accessible at: https://hiva.kuleuven.be/resources/pdf/publicaties/R1507_New_Voices_on_South-South_Cooperation.pdf (viewed on 01/08/2013).

connect CSOs between various countries that are working in similar areas.

The roles of CSOs are manifold. The most important ones are listed here:

- Monitoring ongoing cooperation and assuring that envisaged results are aligned with the needs and interests of the citizens in the beneficiary country.¹¹⁷
- Providing specific knowledge in a diaspora and development related

area. Would it be relevant to include specialised CSOs working in destination or origin countries of migrants? Did you identify a CSO that gained pertinent knowledge in a country that you find particularly interesting and you want to learn from? Remember that not only governments are possible partners and knowledge providers! In a majority of cases also other actors contribute to the success of a country's approach.

AMEDIP Focus Partner States' cooperation mechanisms with inter-governmental and non-governmental actors

The representatives of Mali and Senegal shared the following examples during the AMEDIP workshop on inter-institutional cooperation on migration and development in November 2012:

Mali has an **institutionalised mechanism for consultations** which brings all actors together (state and non-state actors, diaspora actors, international agencies). This mechanism proved particularly useful in the elaboration of the National Policy on Migration, as the process benefitted from **inputs produced at various levels** which helped to build wide consensus on the matter.

Senegal aims to reinforce cooperation with the civil society; **non-governmental organisations take part in the Steering Committee of migration and development projects.**

The Role of the Private Sector

The private sector is a key engine of economic development and should therefore be given due consideration for South-South and

triangular cooperation initiatives. In fact, much of the world's foreign direct investments (FDI) are channelled through the diaspora. The diaspora's contributions can be grouped into FDI, trade (includes general and nostalgia

¹¹⁷ Ibid.

trade), knowledge transfer and return migration, transnational entrepreneurship and remittances. Diaspora can be involved in public-private partnership arrangements, in which one party is the government (public sector) and the other is a company from the private sector from the “North” and/or the “South”.

Diaspora possess a number of important traits that can make them more inclined to contribute to their countries of origin: first of all, they have a strong emotional link to their countries of origin and want to contribute to its development; they have established a transnational network that is based on trust and solidarity and which can help the business set-up or growth; they speak more than one language; and usually have savings to invest back home. However, as is the case for any potential entrepreneur, the regulatory and business environment may affect the diaspora’s propensity to invest. The lack of access to financing or land, legal restrictions, lack of information on investments, administrative hurdles, lax property rights, unfavourable tax systems, corruption, security issues and other factors may affect someone’s decision to establish a business in the country of origin. Incentives for investment may be e.g. the creation of a one-stop shop for potential investors to lower the bureaucratic hurdles, exemptions from import taxes for materials used to start-up business, business mentorship programmes.

Chambers of commerce, which are business networks non-affiliated with a governmental body or institution, can facilitate targeted dissemination of information on business opportunities and administrative requirements for setting up a business. Entrepreneurial activities can also be facilitated, e.g. through banks providing access to credit and capital by opening branch offices in destination countries, by setting up investment funds or offering targeted banking products with special interest rates or insurance components that give migrants the possibility of opening foreign currency accounts in the country of origin or facilitating access to micro-credits for migrant investors. The banking sector plays an essential role for remittances which have increased considerably over the past years.

In order to make the money-transfer fees more transparent and to reduce transfer fees of sending remittances to and within Africa, the World Bank and the African Union have established the database “Send Money Africa” (launched in 2011). It can be accessed at: <http://sendmoneyafrica.worldbank.org/>

Government stakeholders should also engage with the private sector to promote better standards for migrant workers. As international companies drive the demand for labour, they are in a unique position to improve labour standards for migrant workers.¹¹⁸

¹¹⁸ The non-profit organisation BSR published practical guidelines to engage the private sector in improving standards for migrant workers, in particular in the area of South-South migration: BSR (2008): International Labor Migration: A Responsible Role for Business, accessible at: http://www.bsr.org/reports/BSR_LaborMigrationRoleforBusiness.pdf (viewed on 25/09/2013); BSR (2010): Migrant Worker Management Toolkit: A Global Framework. Managing Workers and Protecting Rights, accessible at: http://www.bsr.org/reports/BSR_Migrant_Worker_Management_Toolkit.pdf (viewed on 25/09/2013).

Examples:

Wamda is a platform designed to empower entrepreneurs in the MENA region. Wamda operates on three pillars: 1) its media site, which offers spotlights on small businesses, to inspire and educate entrepreneurs and highlights trends; 2) its “Fund”, financial investments offered to both tech and non-tech-focused start-ups; 3) its “Programs and Products” that help the companies to grow. In 2013, it initiated a partnership with a network of Lebanese-American professionals working in the technology sector in the United States of America (LebNet), which allows entrepreneurs and investors participating in LebNet to share their knowledge on business creation and related challenges in their country of origin and in the Arab world. For more information on Wamda, please visit their website at: <http://www.wamda.com/>.

A similar investment platform, but with a focus on Africa, is Homestrings which offers private equity funds for African diaspora (www.homestrings.com).

The Role of Intergovernmental and International Organisations

Intergovernmental and International Organisations have an important role in South-South and triangular cooperation as they can act as facilitators, knowledge brokers and providers of technical assistance. As they hold the function of bringing parties together in line with their mandates and core values, they can be “bridge builders” in the sense that they can match those that lack certain know-how with those who have it, support the development of knowledge exchange instruments, and provide seed funding or expertise to initiate a programme. As such, they act as third parties for South-South cooperation. Depending on the thematic area of engagement and competencies, international organisations can also broker multilateral and bilateral agreements that facilitate diaspora engagement.

In effect, these guidelines are the first of its kind to examine South-South cooperation between government stakeholders on diaspora engagement. In the case of the AMEDIP project, ICMPD and IOM, as international organisations, are the “third party” that support and facilitate partnership initiatives between the South.

Migration EU eXpertise (MIEUX)

MIEUX is a joint EU-ICMPD initiative that provides short-term technical assistance to both national and regional administrations worldwide to better address all areas of migration through a comprehensive approach to migration management. Migration and Development is one of MIEUX's thematic focus areas for quick-reaction and short-term capacity building actions. At the core of the MIEUX approach are peer-to-peer transfer of skills, expertise and know-how. During the first phase of MIEUX (2009-2011), this peer-to-peer exchange took place mainly from EU Member States with partner countries and institutions. In its second phase (2012-2014), a South-South dimension is included in many of the MIEUX actions due to the following reasons and observations from the first phase of implementation:

- Many subjects are linked to diaspora management and outreach and in this area very little expertise exists in European administrations. This applies to certain aspects of labour migration management, but to an even greater extent to migration and development, and also to the development of intra-regional mobility schemes.
- A regional expert understands the constraints and limitation of an African, Latin American or Asian administration better when it comes to migration policy.
- In line with the former reason, it has been recognised that a regional expert is more easily heard and understood by the beneficiaries and it changes the dynamic of the exchange.
- By using a regional expert from a country that has developed good practices or a sound policy framework on a specific aspect, the technical and personal exchange within the region itself is improved which is particularly important in places like West Africa, where a major part of mobility happens between countries in the region.

One example of a MIEUX action is the provision of support to Togolese institutions in drafting a National Strategy on Migration and Development. The action includes a fact-finding mission to identify the needs in terms of migration and development, as well as diaspora management, a seminar on migration and development, assistance with the drafting of their National Strategy for Migration and Development. Experts from the Beninese, French and Ghanaian national administrations are being deployed for this action.¹¹⁹

¹¹⁹ Information on MIEUX can be found at: <http://www.icmpd.org/MIEUX-II.1672.0.html> (27/08/2013)

Example:

The African and Malagasy Council for Higher Education

The African and Malagasy Council for Higher Education is an intergovernmental institution for aligning the standards of higher education systems across its member states. It is made up of 17 countries (Benin, Burkina Faso, Burundi, Cameroon, the Central African Republic, Chad, the Democratic Republic of Congo, Ivory Coast, Gabon, Guinea-Conakry, Guinea-Bissau, Madagascar, Mali, Niger, Rwanda, Senegal and Togo) in addition to a number of higher education and research institutions.

Goals¹²⁰

- *To establish permanent scientific and cultural cooperation between its member states;*
- *To facilitate agreements between the member countries on higher education and research, and to contribute to their implementation;*
- *To monitor the coordination of higher education systems and to contribute to the standardisation of programmes and qualifications in higher education and research institutions.*
- *Promote dialogue among the*

member states to coordinate and harmonise higher education and research in various academic and research institutions, foster cooperation between the various institutions and exchange information.

Main Activities

The African and Malagasy Council for Higher Education set up four programmes:

- *The Diploma Recognition and Equivalence Programme*
- *The Traditional African Pharmacopeia and Medicines Programme*
- *The Inter-African Consulting Committees Programme*
- *The Tenureship Programme¹²¹*

Example:

ILO's support on multilateral and bilateral agreements and MoUs on labour migration

ILO's unit responsible for labour migration, the International Migration Branch (MIGRANT) provides assistance in conducting tripartite assessments of existing or future bilateral and multilateral agreements.

¹²⁰ Translation of the author, original text in French

¹²¹ African and Malagasy Council for Higher Education (CAMES): Obtained results, accessible at: <http://www.lecames.org/en/programs.html> (viewed on 03/04/2014).

*It also provides assistance to trade unions in countries of origin and destination regarding the signing of memoranda of understanding for protecting migrant workers. ILO has developed a Model Trade Union Agreement on Migrant Workers for this purpose. MIGRANT has, for instance, facilitated such agreements between trade unions in West Africa.*¹²²

International organisations can act as a facilitator and can support structures for regional migration dialogues. The **International Centre for Migration Policy Development (ICMPD)**¹²³ supports the following dialogues: Euro-African Intergovernmental Dialogue on Migration and Development (the Rabat Process), the Africa-EU Partnership on Migration, Mobility and Employment Partnership (MME), EuroMed Migration III, the Mediterranean Transit Migration Dialogue (MTM), the Budapest Process, and the Prague Process.

The **International Organization for Migration (IOM)**¹²⁴ also facilitates a number of regional migration dialogues: Migration Dialogue for Southern Africa (MIDSA), Migration Dialogue for West Africa (MIDWA), Abu Dhabi Dialogue

(Ministerial Consultations on Overseas Employment), Colombo Process (Ministerial Consultation on Overseas Employment and Contractual Labour for Countries of Origin in Asia), Bali Process (Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime), Puebla Process (Regional Conference on Migration), and the South American Conference on Migration (SACM).

The **UN system** has been supporting South-South and triangular cooperation for the past four decades. It has set up institutional structures and has made considerable efforts to mainstream South-South and triangular cooperation in their own programming. The United Nations also passed a General Assembly resolution to institute the United Nations Day for South-South Cooperation (on 12 September). This declaration serves to focus attention on South-South Cooperation (SSC) and to promote more extensive participation in SSC efforts.

The UN system describes its role as providing support to countries that are engaged in South-South and triangular cooperation in the area of knowledge sharing, networking, mutual capacity building, information and exchange

¹²² For further information, see <http://www.ilo.org/migrant/areas/multilateral-bilateral-agreement/lang--en/index.htm> (12/08/2013).

¹²³ The International Centre for Migration Policy Development (ICMPD), established in 1993 by Austria and Switzerland, is an international organisation that works in migration-related fields. It carries out its activities throughout the world, including in Europe, Africa, Central Asia, the Middle East and South America. Through its six Competence Centres, ICMPD provides its 15 Member States and numerous partners with in-depth knowledge and expertise on migration. It does so through using a holistic 3-pillar approach: research, capacity building and migration dialogues. See www.icmpd.org

¹²⁴ IOM is an intergovernmental organisation which was established in 1951. It has 149 member states and 98 observers, including numerous international and non-governmental organizations. IOM works in the four broad areas of migration management: migration and development, facilitating migration, regulating migration, and addressing forced migration. It promotes humane and orderly management of migration, international cooperation on migration issues and provides humanitarian assistance to migrants in need. See www.iom.int

of best practices and policy analysis.¹²⁵ The UN sees its role as a convener/advocate, knowledge broker, partnership builder, analyst and progress monitor.

The **United Nations Office for South-South cooperation**, also called Special Unit, serves as the Secretariat for and receives policy directives from the General Assembly High-level Committee on South-South Cooperation and operationalises these directives through its three pillars:

- 1) Global South-South Development Academy (GSSD Academy)
 - An online platform through which Southern development solutions and experts have been identified.
- 2) Global South-South Development Expo (GSSD Expo)
 - The best solutions identified through the GSSD Academy are showcased at the GSSD Expo.
- 3) South-South Global Assets and Technology Exchange (SS-GATE).

The Special Unit facilitates the transfer of proven solutions through the SS-GATE physical and Internet-based platform through which Southern solution seekers and providers can transfer and obtain needed technology, development solutions and financing in a secure environment.

The **United Nations Department of Economic and Social Affairs (UNDESA)**, part of the United Nations Secretariat, supports and promotes international cooperation in order to meet

economic, social and environmental challenges. It convenes yearly international coordination meetings on international migration.

Aside from the UN system, the following institutions provide support for South-South cooperation:

- The African Development Bank's South-South Cooperation Trust Fund supports African countries in accessing development solutions and technical expertise from the South. It promotes regional cooperation in Africa and knowledge sharing among middle-income countries and less-developed countries in Africa. Traditional and emerging donors are encouraged to support the multi-donor facility managed under the aegis of the AfDB's Partnerships and Cooperation Unit.
- The World Bank's South-South Experience Exchange Facility finances global knowledge exchange projects directly from practitioners of developing countries that integrate South-South knowledge exchanges into their development goals. This facility helps to document the results of such exchanges and to disseminate good practices and lessons learnt.

The role of donors

Donors play a crucial role in setting the ground for South-South and triangular cooperation. Donors can be, for example, the so-called "traditional donors", the world's major donor countries that are part of the Development

¹²⁵ High Level Committee on South-South Cooperation (2012), op. cit.

Assistance Committee; it can be private sector actors, foundations or also “emerging donors” from middle-income countries that want to contribute financially or by sharing their expertise.

The Swiss Agency for Development and Cooperation (SDC), the Ministry of Foreign Affairs from the Netherlands, France and the Italian Development Cooperation have supported the AMEDIP project and they also support several other initiatives within a South-South and or triangular cooperation framework. Below are some examples:

Italy

- The Italian Development Cooperation within the Ministry of Foreign Affairs has funded several “Migration for Development in Africa (MIDA)” programmes. While having different thematic focuses, all programmes aim at contributing to the socioeconomic development of migrants’ countries of origin, through the identification and transfer of skills, financial, social and professional resources of the expatriates living in Italy and the promotion of partnerships between migrants themselves and hosting/origin communities. All MIDA initiatives are co-development-oriented, thus encouraging mutual collaboration and partnerships among countries of origin and destination for community and entrepreneurial development, with the involvement of the decentralized cooperation system and by fostering public-private partnerships. Main activities promoted through MIDA

entail: i) Entrepreneurial projects that engage migrants’ social networks in hosting and origin communities ii) Business development services to support the start-up of Small to Medium Enterprises iii) Innovative mechanisms for remittances transfer and to reduce the cost of these transactions for the optimization of the role of remittances in development iv) Migrants’ financial literacy and capacity building for co-development.

- WMIDA (Migrant Women for Development in Africa) was a programme set-up especially to support development projects by migrant women as well as their associations with the aim of creating synergies between decentralised initiatives in the communities of origin and destination. The MIDA Somalia project, for example, supported Somali women who were residing in Italy to contribute to the development of Somalia. Similarly, the MIDA Ghana and MIDA Senegal programmes also targeted diaspora members living in Italy to contribute to the economic and social development in their respective countries of origin. Various projects were implemented through these MIDA programmes, such as business start-ups and transfer of remittances.
- Italy also supported the joint ICMPD-IOM project “Linking Emigrant Communities for More Development” which resulted in an inventory of institutional capacities and practices. The objective of this project was to support government officials with significant emigrant communities to establish an enabling environment and

to devise evidence-based policies on migration and development. This project also established the basis for dialogue on good practices and lessons learnt among MTM participating states.

- Based on their experience with MIDA, the Italian Development Cooperation started funding the “Empowerment for Migrants’ Associations for Co-Development (A.MI.CO.)” training course. The course was designed to strengthen the capacities of migrant associations in Italy to plan and implement transnational economic and social co-development projects. It entailed capacity building and networking activities for migrant associations. Through the inclusion of Italian local authorities, associations and NGOs, A.MI.CO. promoted partnerships between migrant associations and other stakeholders active in development cooperation.
- The “Platform to support the private sector and to acknowledge the Senegalese Diaspora in Italy” (PLASEPRI), implemented and funded jointly by the Italian and Senegalese government, supports investments from small and medium-sized enterprises (SMEs) to the regions in Senegal that experience a high rate of emigration.
- The Italian Ministry of Interior provides co-funding to the project “Best practices on collecting and sharing Labour Migration Data for the improvement of the Labour Market Information Systems (LMIS)” which aims to improve the capacities

of six countries in the Maghreb, Latin America and Western Africa to collect and share labour migration information. Its objective is to improve the management of labour migration and to promote the creation of partnerships at bilateral, regional and international level.¹²⁶

The Netherlands

- The Dutch MFA supports the Migration Management Degree Programme (MMDP), hosted by the University of Maastricht. The three-month diploma programme is designed for government officials and offers courses on migration and asylum policy. Scholarships are available for participants from eligible countries across the developing world. The programme also intends to build a platform so that civil servants can continue to network beyond the duration of the programme.

France

- The “Support Programme for Solidarity Initiatives for Development (PAISD)” is a holistic and concerted “co-development” programme to mobilise the Senegalese diaspora residing in France (money transfers, skills as well as investments). Through a state partnership between France and Senegal, it co-finances local development projects that involve migrants and their partners in their regions of origin. It supports Senegalese entre-

¹²⁶ More information can be found here:

<http://eea.iom.int/index.php/what-we-do/labour-migration-and-integration/lmis-project>

preneurs established in France and their investment projects in Senegal, as well as mobilising highly-qualified diaspora and young people with proven competencies from second and third generation Senegalese communities. Similar projects are implemented in Cameroon and Comoros Islands and another one is currently being set up in Mali. More information is available here: www.paisd.org

- The “1000 MRE entrepreneurs au Maroc” programme is run by the French Development Agency in Morocco. It helps government authorities to define and implement a strategy to better capture investment coming from the Moroccans abroad. The programme aims at building the capacities of the Ministry of Moroccans residing abroad and the Ministry of Finance to attract investment from the Moroccan diaspora. It also supports the network of actors creating businesses to specifically target diasporas.
- The programme from the Agency for International Cooperation and Local Development in the Mediterranean (ACIM)¹²⁷ is supported by the European Commission and the French Ministry of Foreign Affairs. It provides assistance to the set-up of businesses for Maghrebian emigrant communities, both in Europe and in the country of origin. The programme includes information campaigns on investment opportunities in the Maghreb countries in Belgium, France, Germany, Switzerland. It also organises networking events between public and private sector actors. More

information here: www.entreprendre-mediterranee.com

- The Institute for Development Research (Institut de recherche pour le développement) is a similar Support Programme for the Creation of Innovative Enterprises in the Mediterranean (Programme d'appui à la création d'entreprises innovantes en Méditerranée (PA-CEIM)). This programme, financed by the French Ministry of Foreign Affairs, targets emigrants originating from the Southern Mediterranean who are trained in France in scientific or technical fields at Master's level or higher. Aside from offering personalised North-South mentorship over 15 months, it finances the initial steps for the realisation of the project. Moreover, they are given strong support in the destination country by facilitating their economic integration, such as through local networks (chambers of commerce, trade unions, etc), identification of key partners, positioning of activities in the new market environment, identification of logistic means, and support in identifying business angels. More information here: www.ird.fr

Switzerland

- The Swiss Agency for Development and Cooperation (SDC) has established a comprehensive M&D programme that has a strong link to South-South and triangular cooperation. The objective of their programme “West African

¹²⁷ “Agence pour la coopération internationale et le développement local en Méditerranée (Acim)”

Cooperation Program in Migration and Development (2013-2016)” is to improve the wellbeing of migrants in the West Africa region. It aims to do so by a) strengthening the regional dialogue on migration and development through exchange and interaction among ECOWAS countries, b) integrating the West Africa Network’s child protection system in national policies in West Africa with a special focus on children on the move, and c) enhancing policy coherence and building capacities in Benin, Burkina Faso and Nigeria.

- Complementing the project’s regional cooperation activities, a research component will contribute to the development of evidence-based policies. A joint ICMPD-IOM survey on West African migration policies, commissioned and funded by the SDC, is already underway.

d. Selected experiences on North-South, South-South and triangular Cooperation in AMEDIP Focus Partner States

Experiences from Morocco

Morocco is engaged in North-South and South-South cooperation in various ways: for one, Morocco is a privileged partner of the European Union in terms of its economic, trade, policy dialogue and financial cooperation. It has signed an Association Agreement with the European Union in 2000, and is one of the largest recipients of European Union funds under the European Neighbourhood Policy. Simultaneously, Morocco has established

solid bilateral relations with Sub-Saharan African and Arab countries.

With the signing of the Agadir agreement between Morocco, Tunisia, Egypt and Jordan in 2004, an important milestone was set to establish a free trade area amongst Arab Euro-Mediterranean Countries. The New Partnership for Africa’s Development (NEPAD), an economic development programme of the African Union, similarly offers opportunities for triangular cooperation to eradicate poverty, promote sustainable growth and development, integrate Africa in the world economy and accelerate the empowerment of women. In this framework, Morocco has offered its expertise in such strategic areas as infrastructure, irrigation, vocational training and micro-finance.

Its North-South and South-South cooperation is embedded in the strategy of the Ministry with the Moroccan Community Residing Abroad 2012-2016 that calls on the expertise of its citizens abroad for the development of Morocco, to develop an institutional framework to support businesses and to ease the reintegration of their migrants upon return to Morocco.

The programme for the creation of innovative enterprises in the Mediterranean (“Programme d’accompagnement à la création d’entreprises innovantes en Méditerranée (PACEIM)”) is a North-South cooperation initiative established at the behest of Morocco and France. Set up in 2010, it seeks to promote the investments in Morocco by mobilising the expertise of diaspora who have studied abroad in the field of sciences and technologies. Through these

balanced partnerships between France and Morocco, diaspora are the third and crucial party for a well-functioning Moroccan and French institutional cooperation.

In terms of its South-South cooperation, Morocco has established a partnership with Senegal, which has been sealed through a Memorandum of Understanding for external community affairs in June 2013 for a period of three years. Senegal is one of the destination countries for Moroccan diaspora, and many Senegalese live in Morocco. In that way, amicable and strategic relations can be forged to help the economic, social and cultural development of both countries, and to protect and promote the situation for their diaspora in the respective countries. Such bilateral relations can be reproduced and scaled up between Morocco and other countries.

Experiences from Algeria

Algeria has established a comprehensive framework that facilitates contributions from their emigrant communities and ensures policy coherence. The framework includes following components:

- A government action plan on emigrant communities abroad (2009-2014);
- A communication strategy to involve their emigrant communities and to integrate them in the national development efforts;
- Measures to ensure the political participation of emigrants in Algeria: eight parliamentary seats are reserved for representatives of emigrant communities abroad, while Algerian nationals living

abroad also have the possibility to participate in presidential elections and referenda. Moreover, an advisory council comprising representatives of Algerian nationals abroad is currently being set up;

- Summer and winter schools organised by the government and dedicated to Algerians residing abroad (academia, researchers and scientists);
- Support for job growth through the creation of micro-enterprises for young people in Algeria and emigrants who return to Algeria;
- Possible establishment of foreign branches of Algerian banks to offer banking services to emigrants abroad.

To further strengthen the engagement with emigrant communities, Algeria has been involved in North-South and South-South cooperation in various ways:

Algeria has deepened its relations with neighbouring countries. This has been done, for example, through the establishment of Bilateral Border Committees with Niger and Mali and through the signing of agreements with Tunisia and Libya that protect and promote the rights of their citizens residing in these respective countries. Bilateral Border Committees aim to implement projects for socio-economic development in border towns, to encourage collaboration between local communities across borders, and to prevent crimes. Algeria has also cancelled the debt repayments of 15 Sub-Saharan African countries.

In the context of North-South and South-South cooperation at bilateral level, Algeria

has signed agreements on the avoidance of double taxation, portability of social benefits, readmission and free movement of people, protection of migrant workers and the recognition of driver's licenses in destination countries of emigrants. In January 2013, Algeria signed a Memorandum of Understanding with Spain on the facilitation of visa procedures. These agreements directly benefit the wellbeing of diaspora members abroad.

Algeria also cooperates with countries in the North to complement its statistical information on emigrants and to explore ways in which emigrant communities can better contribute to the development in their country of origin. The Government is also working closely with countries of destination to improve the image of emigrants there and to raise awareness on the many positive contributions migrants can make to their development.

At multilateral level, Algeria signed the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. The government is also actively involved in the Africa-EU Partnership on Migration, Mobility & Employment. It has signed an Association Agreement with the European Union in 2002 which specifically refers to matters relating to migration, readmission, the fight against racism as well as legal and judicial cooperation.

Experiences from Lebanon

Lebanon has a long history of cooperation with African states partly due to the fact that it has a large Lebanese community residing in African countries. Several examples show

that the Lebanese communities contributed considerably to the development of their destination countries.

Lebanon has established a wide range of bilateral relations in addition to signing various Memoranda of Understanding that have strengthened the African-Lebanese relationship. In 2013, the current Lebanese President, Michel Suleiman, met with government representatives of Senegal, Ivory Coast, Ghana and Nigeria to sign ten agreements relating to politics, the economy and investments. Moreover, an agreement was reached to re-open the Senegalese and Ivorian Coast embassies in Lebanon before the end of 2013.

At the time of writing, the General Directorate of Emigrants within the Ministry of Foreign Affairs studied the conditions of the Lebanese community in Africa to identify how relations with these communities can be strengthened even further.

To share its experience on fiscal policies, Lebanon hosted a group of African Banking cadres from Gabon, South Africa, Liberia, Ivory Coast and Angola, and provided training sessions at the Lebanese Central Bank in April 2012. In addition to that, Lebanon hosted a delegation from Morocco and Tunisia in July 2013. At the time of writing, Lebanon was also planning to host another delegation from Kenya in order to exchange expertise in the field of migration and emigrants' affairs within the framework of the AMEDIP project.

Furthermore, the Lebanese General Directorate of Emigrants is developing a programme to offer grants for students from

Africa to study at the Lebanese University and at various technical institutions in the field of nursing, health, communication, computer sciences, and accounting. The objective is to foster sustainable cooperation and to enhance the bonds between Lebanon and various African states.

3. Knowledge sharing tools

There are various tools to choose from for effective knowledge exchanges, but before doing so, ensure that your knowledge sharing initiative is well-anchored within your broader programmatic and policy framework.

a. Anchoring knowledge exchange within the diaspora policy framework

These operational guidelines should help to design knowledge exchange initiatives in such a way that they lead to impact in line with the results-based management approach. Go through the steps below to ensure that your knowledge sharing activity adds value:

- **Define the outcomes:** the outcomes for your knowledge sharing should be linked to the objectives and priorities as already defined in the strategy. It should state the desired impact resulting from the action.
- **Outputs:** the outputs' list the action points needed to fulfill the outcome. They can relate to specific skills, abilities or changed behaviours that should be achieved within the framework of your knowledge sharing activity.

- **Priority: High/Medium/Low:** if you would like to achieve several outputs within the framework of your knowledge sharing activity, prioritisation may be a useful exercise.



See page 88 for an example of a prioritisation exercise.

- **Responsible institution and/or agencies (including lead institution or agency):** the selection of the right institution and right staff members to participate in the knowledge exchange initiative impacts upon its success.



Ask yourself:

- Who can and will initiate the envisioned change?
- In case the knowledge sharing initiative involves a group of people: did you identify people with diverse backgrounds and perspectives?
- **Partners:** the identification of partners provides the base for your knowledge sharing initiative. Your primary partner(s) is/are the knowledge provider(s) but bear in mind that both parties engaged in the exchange can benefit by learning from the others' experience. Your secondary partners are actors that may indirectly support your knowledge sharing initiative.



Ask yourself:

- Who has the most relevant knowledge?
- Who has demonstrated success in addressing similar challenges?
- **Resources:** the resources should list the financial and human resources needed to implement the knowledge sharing initiative and to attain the outputs.



See page 50 for a template of a results' matrix – a very useful tool to plan your knowledge sharing activity.

Do not forget to feed your generated knowledge back into your diaspora strategy and action plan development or review. It is highly recommended to evaluate the knowledge sharing initiative in order to assess whether it achieved what it was supposed to or not.



See page 56 for further details on monitoring and evaluation.

After implementing and evaluating your knowledge sharing activity, **communicate the results.**



See page 66 for details on communications.

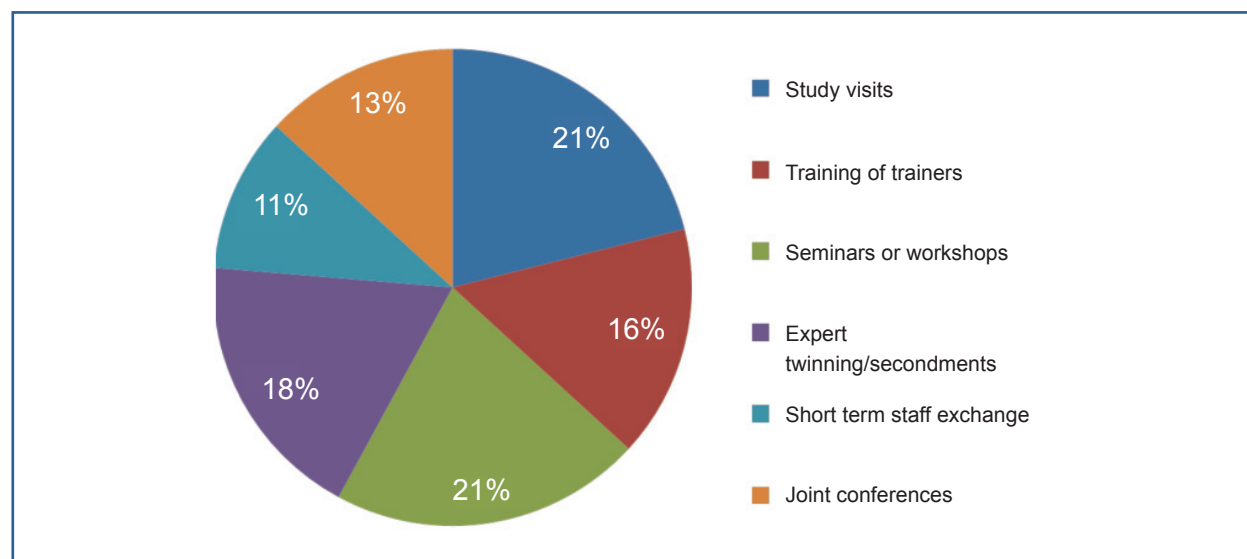
b. Presentation of various forms of knowledge exchange

This part will present various methods of cooperation for capacity development. Knowledge exchange is a form of cooperation in which ideas and expertise are shared, sometimes also through the use of Information and Communications Technologies.

Below you can find a selection of commonly used forms to promote knowledge exchanges and learning through South-South and triangular cooperation:

- Practitioner or Peer Networks/ Communities of Practice/ Platforms;
- Secondments (e.g. twinning arrangements summits, conferences, seminars, workshops and expert meetings);
- Knowledge Fairs;
- Knowledge Hubs;
- Joint Research Programmes;
- Structured Learning: courses;
- Study Visits.

At the AMEDIP South-South workshop¹²⁸, participants were asked: **What is your preferred method of South-South Cooperation and exchange on diaspora policies?** The majority responded that they would be interested in study visits and seminars or workshops, followed by expert twinning/secondments, training of trainers, joint conference and finally short term staff exchanges.



Source: Survey among AMEDIP Focus Partner States during the workshop on South-South cooperation in Dakar

Practitioner or Peer Networks/ Communities of Practice/ Platforms

What are Practitioner or Peer Networks, Communities of Practice or Platforms?

In generic terms, networks, communities of practice and platforms are constellations that bring a group of practitioners together who are working in a similar field. In light of the increasing use of ICT tools and other ways to connect with one another by virtual means, it is considered a growing and cost-efficient way to reach out to practitioners around the world. In that way, real-time information or advice

can be provided, and knowledge disseminated more widely and quickly.

Networks, communities of practice and platforms can be arranged in formal ways, e.g. through standard operating procedures for meetings or in a more informal fashion through which peers exchange information and knowledge ad hoc. For South-South cooperation, such networks, communities of practice or platforms can serve the purpose of raising awareness, exchanging information, defining joint positions, conducting joint research or advocacy campaigns – to give some examples.

¹²⁸ The South-South workshop under AMEDIP took place in Dakar from 17-18 July 2012. The meeting gathered representatives of the AMEDIP Partner States: Algeria, Cap Verde, Egypt, Ethiopia, Ghana, Kenya, Lebanon, Mali, Morocco, Niger, Nigeria, Senegal and Tunisia. Furthermore, France, Italy, Spain, Switzerland and the European Union, the international organisations ICMPD and IOM and the ACP Observatory for Migration participated in the event.

Example:

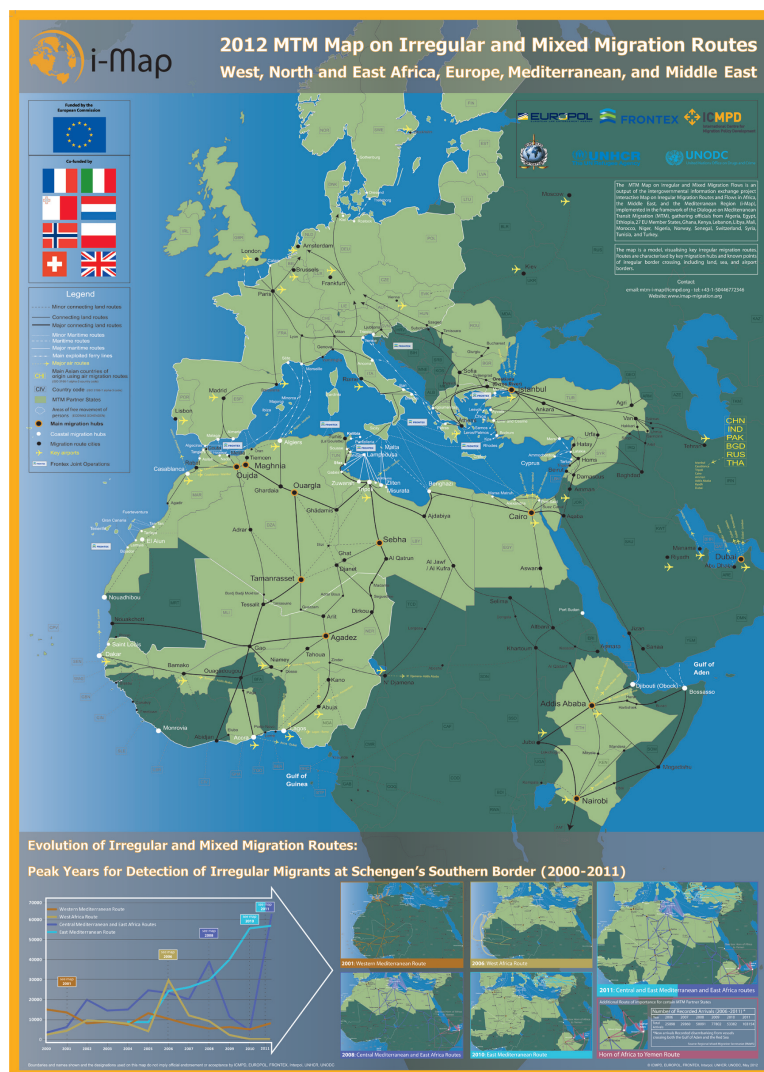
An example of such a knowledge exchange is the i-Map: initially developed in the framework of the Dialogue on Mediterranean Transit Migration (MTM), the i-Map concept is applicable to any geographic region and serves as a technical platform to exchange information on migration matters. Currently, the i-Map hosts the MTM i-Map, the Prague Process i-Map and the Budapest Process i-Map.

The MTM i-Map disseminates

information in the three working languages of the MTM Dialogue (Arabic, English, and French) through country profiles, visualisations and an up-to-date news centre, covering the thematic layers of Migration and Development and also Irregular and Mixed Migration. Furthermore, informal intergovernmental expert-level meetings and workshops gather officials of participating states in Africa, Europe and the Middle East, thereby allowing for direct exchange of information and the sharing of good practices and lessons learnt.¹²⁹

¹²⁹ MTM Partner States include: Algeria, Egypt, EU 27 Member States, Lebanon, Libya, Morocco, Norway, Switzerland, Syria, Tunisia, Turkey, Ethiopia, Mali, Niger, Senegal, Ghana, Kenya, and Nigeria.

Example of the visualisation on the MTM i-Map platform



Some other examples of these mechanisms:

South-South practitioner platform: <http://www.southsouth.info/>

UK's Department for International Development's (DFID) Programme for Enhancement of Research Information Phase: <http://r4d.dfid.gov.uk/Project/60601/Default.aspx>

When best to use Practitioner or Peer Networks, Communities of Practice or Platforms?

- It is most effectively used when practitioners come from a wide geographic region with limited resources to meet each other regularly in person, but they have identified the need to exchange knowledge on a regular basis;
- Participants to the network, community

of practice or platform are committed to exchange information with others, and to be proactive and open to continuous learning and mutual understanding;

- An intermediary, such as an administrator or facilitator, maintains the webportal and encourages participation.

Secondments

What are secondments?

Secondments imply that a state institution or private sector employer supports the placement of their national employee to another entity or to another post within the same organisation or company. The placements can take place in the private or public sector for a temporary or longer period of time. In that way, secondees can offer their expertise to another entity while benefitting themselves also from their exposure to other work environments. Secondments are usually formalised through agreements between or within the organisations and companies.

Example

The EU has been using twinning arrangements which take the form of secondments of staff from one organisational entity in one country to another where such need has been identified. It is seen as a form of partnership arrangement that is different from one-way technical assistance, in which beneficiary

*countries¹³⁰ can acquire the necessary know-how in their approximation process to the *acquis communautaire*. It encourages a closer form of cooperation between the beneficiary country's public administration and the EU Member State's administration. A Resident Twinning Adviser is seconded on behalf of the EU Member State for a minimum of 12 months, and is paired up with a Project Leader within the beneficiary administration, who jointly develop a work programme. An Association Agreement between the beneficiary country and the EU needs to be signed to formalise the process.*

Link http://ec.europa.eu/europeaid/where/neighbourhood/overview/twinning_en.htm

When best to do secondments?

- The involved parties (beneficiary and sending entities, as well as the secondees) are strongly committed to building a long-term partnership beyond the time of secondment, and in continued mutual learning;
- Since secondments usually last longer than technical assistance through an expert, it is a more sustainable form for organisational capacity-building;
- It can leverage the impact and know-how of the involved entities because of the extent and depth of interaction;

¹³⁰ Beneficiary countries to EU's twinning arrangement are candidate countries, potential EU candidates and countries that are part of the European Neighbourhood Policy.

Secondments should be demand-driven (needs identified by the beneficiary entity), should take place within a strategic framework or perspective, and should involve political decision-makers.

Summits, conferences, seminars, workshops and expert meetings

What are summits, conferences, seminars, workshops and expert meetings?

All these mechanisms of bringing stakeholders together can be useful for South-South knowledge exchange and learning. In such settings, the stakeholders have the opportunity to meet face-to-face and to exchange information, ideas and experiences, thereby allowing for real-time knowledge exchange and interactive forms of communication. The reasons for hosting such events can be manifold, such as for the sake of launching a programme, to define a position paper on a specific subject, or to get an advisory opinion on a matter from a group of experts (expert meetings). Summits, conferences, seminars, workshops and expert meetings require in-depth planning, especially when seeking a participatory approach.

Examples

- In May 2012, the first **Global African Diaspora Summit** took place, hosted by the African Union in partnership with the South African Government. It was attended by 64 heads of state.

The aim of this summit was to foster sustainable partnerships between the African Diaspora and the African continent, to foster more Pan-African solidarity, to define a programme of action, and to promote South-South cooperation.

Link: www.globaldiasporasummit.org

- ICMPD hosted a **workshop on South-South cooperation in Dakar** (as part of the AMEDIP project), which touched, amongst other things, on the issue of optimisation of remittances. AMEDIP Focus Partner States exchanged practices and experience on remittances which could be replicated by other states. One common challenge identified was the need to channel a larger share of the transferred funds to investments while respecting the private nature of these funds. Assessments have shown that approximately 5 per cent are invested while the large proportion is used to satisfy the needs of the households. One of the key outcomes of the workshop was the recommendation that the African Central Bank, which may be operational in the coming decade, or other existing regional banks should include regulation of remittances in their

mandate in order to stimulate and harmonise South-South remittances through formalised flows. Good practices have been identified by the AMEDIP Focus Partner States, for example, the use of post offices to contribute to the formalisation of remittances flows in remote areas or the establishment of branches of the national bank in these countries to facilitate cost-efficient money transfers.

Link: <http://www.icmpd.org/AMEDIP.1821.0.html>

- *IOM organised a 2-day conference, the **Diaspora Ministerial Conference**, in June 2013 with the aim of contributing to the development of diaspora policies. The high-level conference brought together more than 500 participants, 143 country delegations, and 55 ministers and high-level government officials. Participants were invited to identify better ways to engage, enable and empower diaspora communities. One of the key recommendations was the emphasis on the establishment of strategic partnerships between states, international organisations, civil society and the private sector to create an enabling framework for diaspora engagement. The conference helped to gather*

recommendations for diaspora-related policy, research and operations and created networks among ministers and senior officials working with diasporas.

Link: <http://www.iom.int/cms/idmdmc>

When best to use summits, conferences, seminars, workshops and expert meetings for knowledge sharing?

- Since they are considered very time consuming and costly, they should be well-thought through in order to gain the maximum impact and not to waste resources or the participants' time;
- They are most effective when embedded within a network, structure or programme and linked to follow-up activities;
- They offer a good opportunity for stakeholders to network. Initiatives aside from the ones planned within the event may take shape;
- Such events attract media attention and provide higher visibility to the topic and participants;
- It is a way for quick-time exchange of information, good practices and lessons learnt.

Knowledge Fairs

What is a knowledge fair?

Knowledge fairs are ways to engage face-to-face with practitioners who have the possibil-

ity to display their knowledge/work/initiatives publicly. There is no agenda; rather, the idea is that stakeholders move freely to the stand that interests them and interact with each other. In that way, individuals can pick and choose the topics, countries or experts that interests them. Knowledge fairs are an important instrument for South-South knowledge exchange and learning.

Examples

- *The **Latin American and Caribbean countries organised a knowledge fair** in May 2012, “Knowledge from the South”, as a way for countries to share their experiences in implementing South-South cooperation. The event was hosted by the Government of Panama and coordinated by the UNDP Regional Center for Latin America and the Caribbean. By sharing experiences from the same region with similar development challenges, sustainable development, cross-border solutions and forms of cooperation were sought. Sixteen potential agreements were discussed at the knowledge fair, such as in the management of production systems, self-employment and youth entrepreneurship, and health for older adults. Link: <http://saberdelosur.org/en>*

- *The **EC-UN Joint Migration and Development Initiative** hosts virtual knowledge fairs on Migration for Development in which participants can connect through networks and visit “virtual exhibitions”. The 2009 Migration for Development Virtual Knowledge Fair took place in the context of the Civil Society Days for the 2009 Global Forum on Migration and Development. Participants were invited to ask questions to the participants, which were then answered in real-time. Link: <http://www.migration4development.org/knowledge-fair/>*

When best to use knowledge fairs?

- Knowledge fairs can be stimulating as participants have a way to see much within a short time. They can spur future collaboration and are a good way to network;
- They are a much more interactive, inclusive and participatory way to encourage knowledge exchange as they provide opportunities for multiple parties to exhibit their work;
- They allow dissemination of information and attract media attention;
- It is recommended to hold knowledge fairs as part of annual meetings or gatherings;
- Knowledge fairs are a costly and timely endeavour for participants and

coordinating bodies, hence requiring a strong commitment by all involved in order to turn them into a beneficial experience for all.

Knowledge Hubs

What are knowledge hubs?

Knowledge hubs are “institutionalised” forms of knowledge sharing that bring the exchange of knowledge to a larger scale and in a sustainable manner. Knowledge hubs rally the expertise of the public and private sectors with the aim of improving institutional and operational capacities through its country-led institutions. National agencies and sector departments are invited to learn from each other and build capacities mostly through public sector expertise but also by blending it with private knowledge or with partners abroad when needed. Knowledge hubs are useful when developing collaboration schemes, e.g. when it comes to setting up South-South cooperation.

Examples

- *The Mexican government recently established a knowledge hub situated within the Ministry of Foreign Affairs that coordinates at both central and sub-national levels. To set the basis for its policy towards international cooperation, it passed a new Law for International Development Cooperation, which foresaw the establishment of the Mexican*

Agency for International Development Cooperation (AMEXCID, “the knowledge hub”), the Programme for International Development Cooperation, the National Registry providing data for an Information System of International Development Cooperation (administered by AMEXCID), and the National Fund for International Development Cooperation. In 2012, AMEXCID released a Catalogue of Mexican Capacities for International Development Cooperation that defines Mexico’s comparative advantages, knowledge and capacities in development cooperation as well as its cooperation efforts.

*To read more about it, please go to:
www.amexcid.gob.mx.*

- *The Singapore Cooperation Enterprise is a public-private company that was formed by the Ministry of Trade and Industry and the Ministry of Foreign Affairs of Singapore in 2006 as a response to the many foreign requests to make use of Singapore’s development experience. The Singapore Cooperation Enterprise, which became operational in August 2012, was then integrated into the International Enterprise Singapore, a government agency*

for Singapore's external economy. The Singapore Cooperation Enterprise works with 15 ministries and over 60 statutory boards to cluster and match the expertise in line with the foreign partner's needs.

*More information here:
<http://www.sce.gov.sg/index.asp>*

When best to use knowledge hubs?

- The establishment of knowledge hubs is a fairly new endeavour, and not (yet) that widespread. Therefore it is hard to make an assessment of when best to use/establish knowledge hubs at this stage. However, lessons learnt and good practices for their implementation and smooth functioning are already being collected through various initiatives. One such initiative was the Bali High-Level Meeting on Knowledge Hubs held in July 2012, during which government officials and practitioners could share their experiences on expert knowledge exchanges.
- Considering this new development, the use or establishment of knowledge hubs requires some flexibility and drive for innovation as new strategies for institutionalised knowledge sharing need to be developed and tested.
- Sustained knowledge exchange requires substantial financial means for their coordination and implementation. The high costs of human resources, event and travel costs need to be taken into consideration.

Joint research programmes

What are joint research programmes?

South-South and South-North cooperation among research institutes and between research institutes and academia help to build capacities and to improve migration research for evidence-based policymaking.

Examples

- ***The Southern African Migration Programme (SAMP)***, set up in the Nineties, is an international network of organisations from Botswana, Canada, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. The cooperation focuses on research in the area of internal and international migration, and extends from universities to research institutes. It has received funding from the International Development Research Centre, the Open Society Initiative for Southern Africa, the ACP Migration Observatory, CIDA, DFID, UN-INSTRAW, UNDP, UNESCO, ILO, IOM, the Bureau for Population, Refugees and Migration, the Global Commission on International Migration (GCIM) and the South African government.
Link: <http://www.queensu.ca/samp/>

- ***The African, Caribbean and Pacific Observatory on Migration*** (ACP Observatory on Migration) is a network of universities, research centres and public institutions from ACP and EU countries working on South-South migration. It was launched in October 2010 and includes six regions, namely West Africa, Central Africa, East Africa, Southern Africa, the Caribbean and the Pacific. The aim of the ACP Observatory on Migration is to produce and collect more reliable data and research on migration in the African, Caribbean and Pacific regions to feed into migration and development policies. At the same time, it includes a capacity-building component, through which governments, civil society and academics in ACP countries are trained on data analysis for decision-making and migration and development. The ACP Observatory is an initiative of the ACP Secretariat and funded by the European Union, Switzerland, IOM, the IOM Development Fund and the United Nations Population Fund.
Link: <http://www.acpmigration-obs.org/>
- ***The Migration between Africa and Europe (MAFE) project***

was founded in 2008 and is a partnership between research centres focusing on migration between Sub-Saharan Africa and Europe. It includes Belgium, the Democratic Republic of Congo (DRC), France, Ghana, Italy, the Netherlands, Senegal, Spain, and the UK. MAFE examines the migration flows between Europe and the DRC, Ghana and Senegal, which countries represent over 25% of all African migration to the EU. It seeks to address four key areas: patterns of migration, determinants of migration, migration and development, and migrations and families. It is funded by the Seventh Framework programme for Research of the European Commission, the Agence Française de Développement (AFD), and supported by the Institut National d'Etudes Démographiques (INED), Conseil régional d'Ile de France (through the "programme PICRI" and a post-doc grant), Fonds de solidarité prioritaire (FSP) - Programme de Recherche "Migrations internationales, recompositions territoriales et développement des pays du Sud", Agence Nationale de la Recherche (ANR) - Programme "Jeunes chercheurs".
Link: <http://www.mafeproject.com/>

When best to engage in joint research programmes?

- Joint research programmes can lead to very useful exchanges through which the scientific potential of a country can be leveraged;
- Reliable data and evidence-based research is the foundation for policymaking, and strengthening that basis leads to better results;
- The findings of the research can easily be disseminated and used by a variety of stakeholders, which can act as a multiplier for further initiatives;
- Joint research does not necessarily need to be a costly endeavour.

Structured Learning: courses

What is structured learning?

Structured learning, which can take the form of training sessions or courses (face-to-face or e-learning courses), is an important knowledge management tool as it helps to strengthen the core skills and competencies of practitioners. The outputs, lessons learnt and good practices, of the various knowledge exchange mechanisms, such as study visits and knowledge fairs, can be captured and disseminated among practitioners through structured learning platforms. More and more possibilities for self-learning are being provided and require nothing more than time and access to a computer. The introduction of e-learning through ICT, such as podcasts, webinars and e-learning modules, has facilitated knowledge exchange in global network and in a cost-effective way.

Examples

- **ICMPD** designed an e-learning course on project cycle management for migration and development practitioners. It was initially developed to support the 55 small-scale projects funded by the European Commission-United Nations Joint Migration and Development Initiative.
Link: <http://www.migration4development.org/elearning/>
- **Coursera** offers free online courses in 7 languages (English, Spanish, French, Chinese, Arabic, German, Italian) on a variety of topics. It is not specialised in development or South-South cooperation, nor on migration specifically, but it does provide courses on fundamentals, such as economic principles, organisational analysis or basic statistics.
Link: www.coursera.org
- Similar to Coursera, the online platforms **edX** and **Udacity**, offer interactive college classes, among other from leading universities, such as Harvard, Princeton, MIT or Berkeley or/and well-established practitioners.
Link: www.edx.org or www.udacity.org

- *The **Swiss Development Cooperation** has established useful resources and tools for knowledge management, inter alia tools for project management and facilitation. It is not an interactive learning platform but a repository of useful information and resources, e.g. it includes a section on “how to go about knowledge fairs” and “how to go about sharing good practices”. Link: http://www.sdc-learningandnetworking.ch/en/Home/SDC_KM_Tools. A similar tool is Mind Tools, accessible on <http://www.mindtools.com/index.html>*
- *The **World Bank’s Global Development Learning Network**: <http://gdln.org>*
- *The **Open Training Platform** by the United Nations Organization for Education, Science and Culture (UNESCO) is a web-based sharing and access space that offers over 3500 learning and capacity-building resources in all development topics to better serve local people’s knowledge and skill-acquisition needs in developing countries. Link: <http://otp.unesco-ci.org/>*

When best to use structured learning?

- Structured learning should be used when practitioners’ capacity gaps have been identified, for which a needs-based

course can be designed;

- In contrast with face-to-face courses, e-learning allows more flexible and individualised learning that is based on specific learning needs;
- E-learning is more cost-effective than face-to-face courses, but it also requires more discipline as you set your own learning targets and decide what to learn (and when);
- Face-to-face courses facilitate more sustainable networks of practitioners as you meet them in person and develop relationships, but they are usually more costly as they require travel and accommodation costs.

Study Visits

What is a study visit?

A study visit is one of the more common methods for South-South learning and knowledge exchange. Visiting a country is a hands-on way of learning about the other country’s experience, and to strengthen cooperation. The visiting delegation should have identified specific learning goals for the study visit, and the host country should be prepared to share relevant information that caters to these learning objectives.

Example

- ***A Jamaican delegation visited Cape Verde in January 2014 to learn about their experience in integrating migration into development planning. The study visit***

was part of an effort to create more coherent policies on migration and development. Officials from the Ministry of Communities and other national institutions were given the opportunity to learn more about Cape Verde's experience on mainstreaming migration into strategic policy development and to analysing how it can be replicated in Jamaica.



Please see additional material and process tips on p. 164 on the South-South expert exchange mechanism which gives an example of how study visits have been organised in the framework of the AMEDIP project.

When best to use study visits?

- Study visits are most effective when necessary and extensive preparations have been made consisting of the identification of learning needs and participants, contacts and exchange of emails or phone calls between the visiting delegation and hosts to better understand the mutual expectations, and when follow-up actions have been considered before traveling (such as knowledge sharing of the visiting delegation upon their return, and possible twinning arrangements discussed);
- Both host and visiting practitioners can benefit from such a visit provided that both parties are willing and open to learn from one another;

- The study visit should be embedded as part of a programme or more comprehensive project.

c. The AMEDIP South-South expert exchange mechanism

The exchange of expertise available between AMEDIP Focus Partner States was considered one of the main capacity building tools within the AMEDIP project.



See the AMEDIP project description in the annex on page 193.

The main purpose of this was to enhance the technical capacities of target countries and to promote further policy development in the field of diaspora relations through South-South cooperation. The AMEDIP project team supported the process and facilitated the establishment of links between the institutions where match-making made sense (demand of expertise with the offer of expertise).

Ten study visits have been organised in the framework of the AMEDIP project.

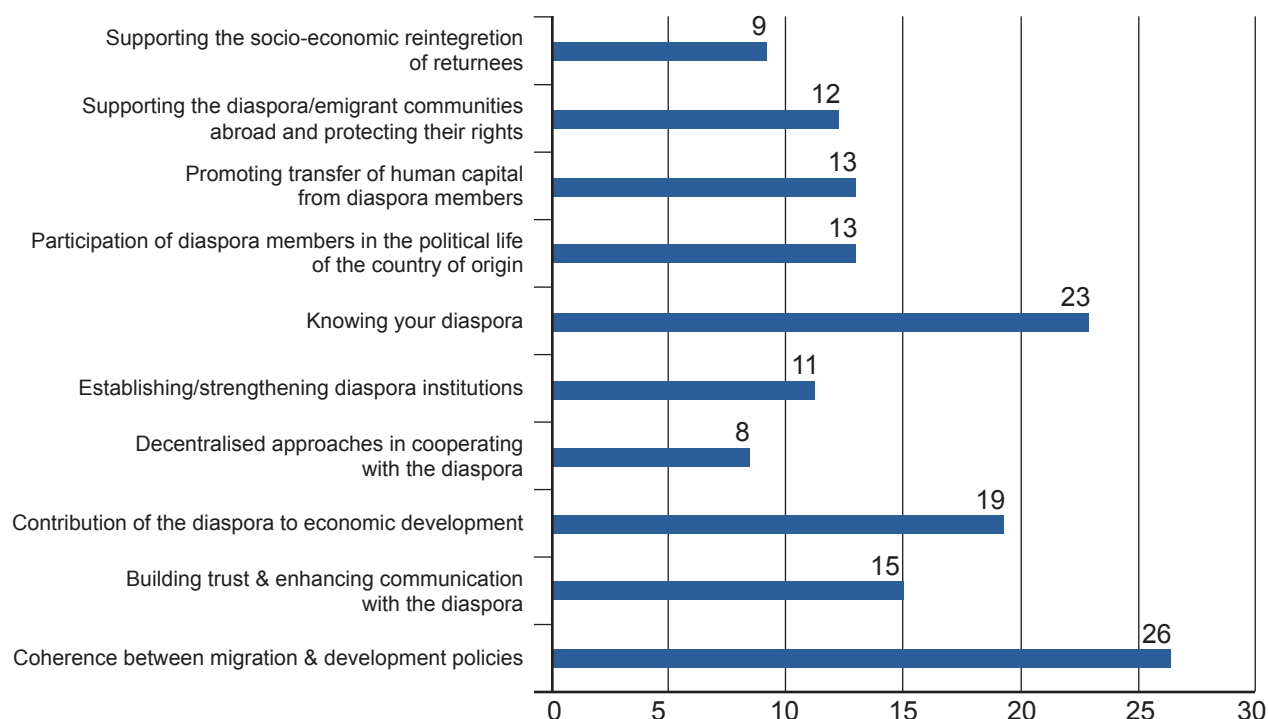
Preparation

The first activity comprised the establishment of a registry identifying institutional gaps, needs, and priorities in target countries in the field of state-diaspora relations, in particular with regard to the role of diaspora in national development.

The registry served as a basis for the identification of good practices and requests

for information/capacity building from target countries to be later addressed through the south-south expert exchange mechanism.¹³¹

In this phase, the following priorities of AMEDIP Focus Partner States in the area of diaspora engagement have been identified:



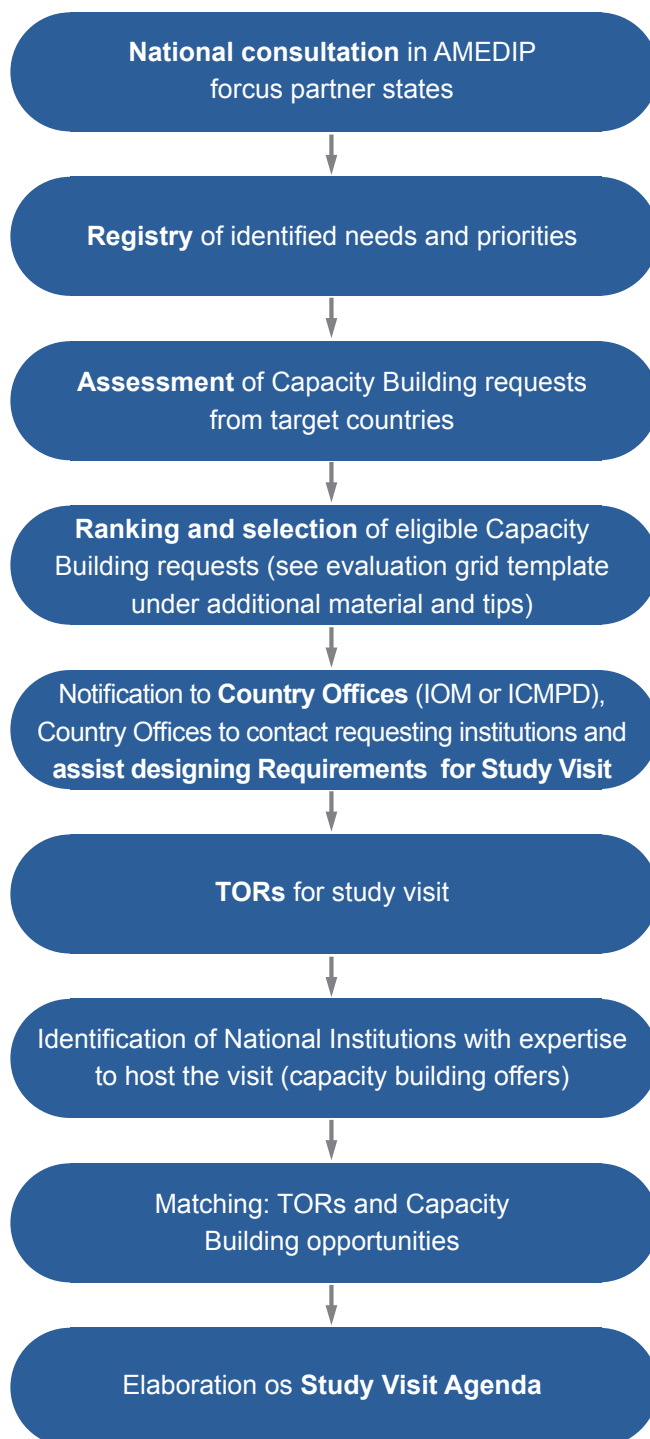
All requests for capacity building from target countries were evaluated within the Project Steering Committee, which assessed and produced a ranking of the requests on the basis of their relevance of the requests to project objectives and on actual viability as per the evaluation grid (see the template on page 169 under additional material and tips).

Country offices¹³² then undertook the next step by translating their request for information/expertise into requirements for a study visit to a country with a good practice in that area. Assistance was then provided by compiling a detailed training plan or study visit agenda with the requesting institution, according to their specific requests.

¹³¹ ICMPD, IOM (2012), op. cit.

¹³² “Country Offices” refers to IOM or ICMPD country offices.

Preparatory Phase



Implementation

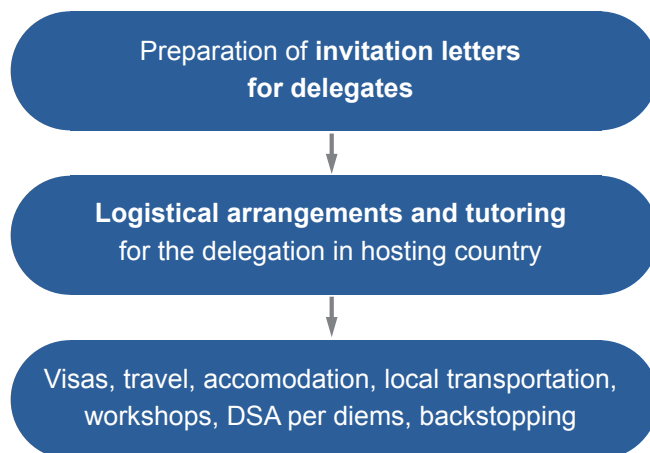
For the implementation of the south-south

expert exchange, an official invitation letter was crafted to spell out content and objectives of the study visit. The logistics were supported

by the Country Offices in the sending and recipient countries. The delegation visited a number of institutions in the host countries in line with their expressed needs to learn about

the set-ups and operationalisation for diaspora engagement. The visits usually lasted between five to seven days.

Implementation Phase

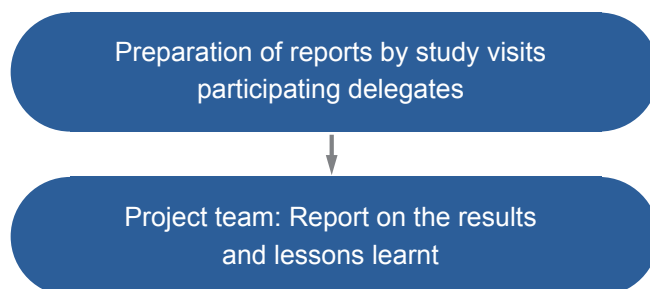


Follow-up

Delegates were invited to draft reports after the south-south expert exchange, some of which are to be found in these operational guidelines. To learn more about the impact

of the study visit on national policies and practices, benefitting institutions are invited to draft a second report, which will then be compiled in the final document listing the lessons learnt (standard template).

Follow-up



Additional material and tips: the south-south expert exchange mechanism. See p.164.

- Requirements for study visits;
- Study visit report;
- The evaluation grid.

Case studies

Effective Institutions Build Trust Among The Diaspora

Study visit from Niger to Morocco

- **From / until**

April 2013 (5 days)

- **Typology of cooperation**

Study visit from Niger to Morocco

- **Partners**

Sending institution: Ministry of Foreign Affairs, Cooperation, African integration and Nigériens Abroad;

Hosting institution: Ministry Charged with the Moroccan Community Residing Abroad.

- **Rationale**

Niger has a total population of 16.07 million and an estimate 437,844 live outside of their country. It is estimated that a majority (93.3%) live in African countries, mostly in Côte d'Ivoire, Nigeria, and Burkina Faso. The official remittance transfer of approximately US\$ 67 million represent 1.9% of Niger's GDP and around 14,4% of official development assistance.¹³³

The main reasons for emigration from Niger relate to environmental, political, economic and social push and pull factors. In this context, cross-border movements of Nigériens, notably during the dry season, constitute an important livelihood strategy in order to respond to these environmental and economic challenges.

The Ministry of Foreign Affairs, Cooperation, African integration and Nigériens Abroad is the ministry in charge of diaspora matters and is an institution with multiple competencies. The High Council for Nigériens Abroad, a part of this Ministry, addresses emigrant communities and aims to: 1) foster the ties between members of the Nigerien emigrant community; 2)

¹³³ Data taken from ICMPD, IOM (2010), op. cit.

to identify potential investment opportunities in Niger for Nigeriens residing abroad; 3) to support the integration of Nigeriens in their destination country through cultural and sports activities organised in cooperation with organisations in the destination country and in respect to local customs and traditions; and 4) to encourage the involvement of the Nigerien emigrant community in the socio-economic development of Niger. The High Council has satellite offices in destination countries to help to achieve set objectives by reaching out to their diaspora.

While the Nigerien Ministry of Foreign Affairs, Cooperation, African integration and of Nigeriens living Abroad has increasingly acknowledged the important nexus between Migration and Development, it faces considerable challenges, such as a lack of comprehensive and reliable data to map their diaspora and limited research capacities to gather data on diaspora. The Nigerien Ministry also faces challenges in reaching out to their diaspora due to the limited resources of the Ministry, thereby impeding the establishment of communication and outreach initiatives. For example, there is no dedicated website from where Nigerien diaspora can seek information; and neither does Niger offer decentralized services to their diaspora as the government and the embassies or consulates do not have the capacity to provide passports to Nigeriens abroad. Niger is in the process of developing a national plan to engage their diaspora, and has envisioned to finalise this at the end of 2013.

By applying the South-South Expert Exchange Mechanism, Niger was matched with Morocco as they have established strong ties with its citizens abroad and have gradually built up the trust of their diaspora.

- **Description**

The study visit took place in April 2013 and lasted five days. Two representatives from the Ministry of Foreign Affairs, Cooperation, African integration and Nigeriens Abroad visited the following institutions:

- Ministry Charged with the Moroccan Community Residing Abroad: created in 1993, it has gained considerable experience in reaching out to and supporting Moroccans residing abroad. The Ministry also organised the “National Day of Moroccans Abroad” which was of special interest to the Nigeriens.
- Council of the Moroccan Community Abroad: monitors and evaluates Morocco’s policies related to Moroccans residing abroad and conduct studies on the needs and interests of Moroccans residing abroad on which also the Nigerien delegation plans to focus in the future.

- Hassan II Foundation for Moroccans Residing Abroad: the educational and religious activities for Moroccans residing abroad as well as cultural activities, financial and legal assistance provided to those abroad and the improved reception conditions for Moroccans upon their return to Morocco during summer holidays were of particular interest to the Nigeriens.
- National Centre for Scientific and Technical Research: the Centre implements activities to involve highly-skilled Moroccans Abroad, such as the FINCOME: Global Forum of Moroccan Competencies abroad and the Moroccan Research and Academic Network. The initiatives were relevant for Niger as it envisages to strengthen its engagement with researchers in diaspora and to use its competencies and skills, in particular in the newly created universities in Niger.
- Ministry of Foreign Affairs and Cooperation, Directorate of Consular and Social Affairs: shared their various forms of legal and social assistance provided to Moroccans abroad.

- **Good practices identified by the Nigerien delegation:**

Over the years, Morocco has shifted from a policy of controlling their diaspora to a diaspora engagement policy that puts emphasis on the successful integration of Moroccans abroad and in encouraging them to stay in contact with Morocco through various initiatives.¹³⁴ For example, to harness diaspora's patriotism, they have established a "National Day of Moroccans Abroad", and have organised cultural weeks in the destination countries. While Niger is in the process of developing a national strategy on diaspora engagement, Morocco has not only endorsed a strategy, it has made considerable headway in applying innovative approaches to engage with their diaspora. This strategy has helped them create institutional coherence as various institutions work together in symbiosis towards a common vision and objectives. This has supported an active policy for the integration of their diaspora in host countries, the set-up of information portals that act as a one-stop-shop for their diaspora, efficient services, such as the provision of important documents (passport, national identity card, registry card) and certifications (marriage, birth, name and death certificates), which ultimately lead to a better positioning of their diaspora in the host country. A better integration of the diaspora in the host country implies more solid contributions to the countries of origin. Moreover, Morocco has signed bilateral agreements to fulfill, protect and promote the fundamental rights of their citizens. Consulates work in cooperation with resident country institutions to provide legal assistance and to address the needs of vulnerable

¹³⁴ Maastricht Graduate School of Governance (2012a): Diaspora Engagement in Morocco. Understanding the Implications of a Changing Perspective on Capacity and Practices. Migration Policy Brief No. 10, accessible at: <http://mgsog.merit.unu.edu/ISacademie/docs/PB10.pdf> (viewed on 31/07/2013).

and disadvantaged groups such as unaccompanied children, prisoners and single parents.

The decentralised and well-functioning services of the Moroccans have proven to be an effective tool to build confidence with their diaspora and to foster a strong links with their country of origin. Partnership framework with research institutions between the country of origin and the country of destination has similarly contributed to strengthening the know-how back home.

- **Lessons learnt for Niger from this study visit:**

- Institutional coherence is key to moving forward with the implementation of much needed services and actions so as to build confidence with the diaspora;
- Offering a variety of services to emigrants abroad, including religious, cultural, educational activities and administrative services, is a good foundation to build trust with the diaspora;
- The visit showed that support and involvement at the highest political level are essential factors for a successful implementation of policies and initiatives for the benefit of the migration communities and development for the country;
- A framework, such as a diaspora strategy and action plan, is a necessary basis to achieve support at the highest political level and to mobilise resources.

- **Follow-up to the study visit:**

Through the study visit to Morocco, policymakers envision improvements based on the lessons learnt and good practices experienced from Morocco. Niger aims to engage their diaspora for the socio-economic development of their country as they could contribute substantially with their expertise and financial resources in the future.

- **Links:**

www.marocainsdumonde.gov.ma

www.nigeriendelexterieur.net

Decentralized Diaspora Engagement Makes Service Delivery More Effective

“A Diaspora Policy will not only help to maximize remittance gains, but more importantly, it gives a sense of assurance to the diaspora that the government takes care of them and is ready to protect them” Mr. Rueben Korley Edmund Okine, Assistant Director, Ministry of Interior, Ghana

Study visit of Ghana to Ethiopia

- **From / until**

June 2013 (7 days)

- **Typology of cooperation**

Study visit

- **Partners**

Sending institution: Ministry of Interior of Ghana;

Hosting institution: Ministry of Foreign Affairs of Ethiopia.

- **Rationale**

In the 70s and 80s, Ghanaians moved primarily to neighbouring countries, especially Nigeria and Côte d'Ivoire. The 80s and 90s marked a turning point in Ghana's international migration with an increasing shift towards Europe and North America, although the emigration of Ghanaians to West Africa and other African countries still remains important. The shift also meant an increased international permanent emigration of highly skilled personnel, resulting in an outflow of knowledge in critical sectors such as health and education. Yet with Ghana's political stability and relative economic growth, the country has also experienced a high proportion of return migration, especially among highly skilled Ghanaian nationals abroad.

Ghana has realised the importance of the diaspora as a contributing factor to development and has therefore initiated the drafting of a National Migration Policy, which covers among others diaspora and transnationalism. However, a specifically designed diaspora policy would help to ensure the government's full commitment to diaspora matters.

In 2008 Ghana established a Migration Unit under the Ministry of Interior to coordinate the activities of all governmental institutions working directly or indirectly on migration. In 2012, the Diaspora Support Unit under the Ministry of Foreign Affairs was launched to facilitate a service provision to diaspora members and to coordinate Ghana's approach towards diaspora with involved ministries, departments and agencies.

During the national consultations within the AMEDIP project, Ghana expressed its interest in improving the capacity of its institutions to engage the diaspora, especially in the area of skills transfer and decentralised cooperation. By applying the South-South expert exchange mechanism, Ghana was matched with Ethiopia which is implementing an AMEDIP pilot project to enhance the capacities of regional offices in attracting and optimising diaspora's resources.

● Description

The study visit took place in June 2013 and lasted seven days. Two representatives from the National Migration Unit visited the following institutions:

- The Diaspora Engagement Affairs Directorate within the Ministry on Foreign Affairs: the Directorate has built strong coordination mechanisms between the government, the federal regions, the civil society organisation and development partners;
- The Ethiopian Investment Agency: it provides support to people who are willing to invest in the economy, including diaspora members, through their missions and embassies abroad and regional Investment offices in every region of the country;
- The National Bank of Ethiopia: it regulates the establishment and operations of all money transfer operators in the country. The bank has issued a directive allowing the members of Ethiopian diaspora to open and maintain accounts in foreign currency;
- Ethiopian Diaspora Association (EDA): the EDA is composed of Ethiopians in the diaspora irrespective of their geographical location, profession, religious affiliations, ethnic groups or other;
- The Ministry of Health: the Ethiopian Ministry of Health has a number of projects and activities that involve health professionals in the diaspora. The Ministry of Health has established a Diaspora Coordination Unit to effectively mobilise these health professionals;
- The Southern Nations, Nationalities, and Peoples' Region Diaspora Affairs Office:

they have provided regional incentives to the members of the diaspora by offering them a plot of land. In that way, stronger ties are forged between Ethiopia and the diaspora members as they can return either permanently or for a short-time, thereby facilitating their investment back home.

- **Good practices identified by the Ghanaian delegation**

The Ghanaian representative considers Ethiopia's **decentralised and well-coordinated approach and institutional framework** to diaspora engagement a good practice.

In Ethiopia, a diaspora policy has been developed and launched in June 2013. This policy demonstrates the government's strong commitment to engage with its diaspora. In line with these efforts, a number of government institutions work in a coordinated manner: the Ministry of Foreign Affairs hosts a Diaspora Engagement Affairs Directorate, which conducts research to support evidence-based policymaking and works closely with the diaspora to support their activities in Ethiopia. Then there are regional Diaspora Coordination Offices to coordinate diaspora-related activities in their respective regions, which report to the Regional President Offices and the Ministry of Foreign Affairs. They meet regularly together with the focal points of the relevant ministries, federal government institutions, and civil society organisations, such as the Ethiopian Diaspora Association. The Ethiopian Diaspora Association is composed of diaspora members who speak with "one voice" in all processes involving them. Therefore, they are an integral part of the development of policies and in mobilising the diaspora, such as for the construction of a dam on the Nile river. The Ghanaian delegate sees this as a good way to mobilise investments through their diaspora.

Embassies, and even public broadcasting, inform the public about the availability of the many transfer operators and their associated costs. The Ethiopian government reaches out to the Ethiopian diaspora through the missions and the Ethiopian Diaspora Portal, a website providing updated and timely information.

Additionally, **legal instruments** have been put in place in Ethiopia to facilitate their movement to and from Ethiopia. With the "Yellow Card" no visas are required to enter Ethiopia, and they do not require residence or work permits, and are treated like domestic investors. Although Ghana (unlike Ethiopia) offers dual citizenship, it is nonetheless an interesting practice in countries where dual citizenship is not granted. Also, members of the Ethiopian diaspora are eligible to open an account in foreign currency.

- **Lessons learnt by the Ghanaian delegation**

- A close working relationship between government and other relevant stakeholders at all levels of administration, including the national and regional, towards effective engagement of the diaspora is an essential factor for a successful and efficient implementation of policies and initiatives on diaspora engagement.
- Understanding the needs of the diaspora is key for successful diaspora engagement. The Ethiopian government realised that housing is one of the challenges confronting the diaspora who would want to return either permanently or on short-term basis for investment purposes. They have therefore developed an incentive package by providing the diaspora with plots of land.
- Engagement also at regional level helps to build trust and to match the interests and priorities of diaspora members with the needs and gaps in a specific area.

- **Follow up to the study visit**

Information gained from the study visit will be discussed with the Ghanaian institutions in charge of developing the Migration Policy for Ghana. As a direct follow-up, a video conference was planned between the Ministry of Health in Ghana and the Ministry of Health in Ethiopia to share knowledge on the engagement of health professionals in the diaspora as this was identified as an area of common interest in both countries.

- **Links**

<http://mint.gov.gh>

www.mfa.gov.et

Recognition of the Diaspora and Outreach Promotes Development

Study visit of Lebanon to Morocco

- **From / until**

April 2013 (7 days)

- **Typology of cooperation**

Study visit

- **Partners**

Sending institution: General Directorate of Emigrants, Ministry of Foreign Affairs and Emigrants (Lebanon);

Hosting institution: Ministry Charged with the Moroccan Community Residing Abroad (Morocco).

- **Rationale**

Lebanon has a long history of emigration. Modern emigration from Lebanon dates back to the second half of the 19th century. Since the first wave in the 19th century, migration flows from Lebanon have reoccurred on a regular basis and remain significant. Recent emigration waves are composed mainly of young, educated and highly qualified Lebanese migrants, thus contributing to the phenomenon of “brain drain”. The feminisation of migration also constitutes a recent trend in migration from Lebanon as a growing number of women attempt to migrate at their own risk with the aim of finding employment opportunities abroad.¹³⁵

The General Directorate of Emigrants is located within the Ministry of Foreign Affairs and Emigrants in Lebanon, which is in charge of Lebanese citizens living abroad. They work on a continuous basis with diplomatic missions abroad and the Directorate-General of Personal Status within the Ministry of Interior. As one of its main priorities, the General Directorate of Emigrants aims to strengthen its capacities to build trust and to enhance

¹³⁵ “The Lebanese Experience. MTM: A Dialogue in Action. Linking Emigrant Communities for More Development. Inventory of Institutional Capacities and Practices”, joint ICMPD-IOM Project, 2010, p. 3

communication with the Lebanese community abroad. By applying the South-South expert exchange mechanism, Lebanon was matched with Morocco as Morocco has made considerable headway in reaching out to its diaspora and in establishing a sound legal framework that acknowledge their diaspora's contributions. The main objective for the Lebanese representatives was to understand the existing framework and to learn how best to reach out to their diaspora.

- **Description**

The study visit took place in April 2013 and lasted six days. Two representatives from the Directorate of Emigrant Affairs visited the following institutions:

- Ministry Charged with the Moroccan Community Residing Abroad (MCMRE): created in 1993, it has since established extensive services for their citizens living abroad, such as through the provision of legal and social support;
- Hassan II Foundation for Moroccans Residing Abroad: it is a non-profit organisation established in 1990. Its aims to strengthen the link to its diaspora through a number of cultural, judicial, economic and social programmes;
- The National Centre for Scientific and Technical Research: the Centre implements activities to involve highly skilled Moroccans abroad, such as the FINCOME, the Global Forum of Moroccan Competencies abroad, and MARWAN, the Moroccan Research and Academic Network. The objective of FINCOME is to give researchers and experts in the private sector of Moroccan origin the possibility and financial incentive to return and share their expertise in Morocco;
- The Council of the Moroccan Community Abroad: monitors and evaluates Morocco's policies related to Moroccans residing abroad and conducts studies on the needs and interests of Moroccans residing abroad;
- The Central Guarantee Fund: is a public institution created in 1949. Its objective is to support the creation, development and modernisation of enterprises of Moroccans, including those living abroad;
- Ministry of Foreign Affairs and Cooperation, Directorate of Consular and Social Affairs: provides various forms of legal and social assistance to Moroccans abroad.

- **Good practices identified by the Lebanese delegation**

The Lebanese delegation has identified a number of good practices. The explicit reference in their new Constitution to the rights and duties of Moroccan's abroad constitutes a solid basis

upon which diaspora can claim their rights and fulfill their duties. The Lebanese delegation has expressed interest in facilitating the political participation of the Lebanese living abroad through overseas voting. The opportunities given to be part of the political processes are an incentive to become more engaged with their countries of origin.

The Moroccan government offers several cultural services, such as language classes, and sports events abroad to strengthen the diaspora's cultural ties with Morocco. The Moroccan government has also created initiatives to attract the diaspora and encourage them to contribute to national development, e.g. through the Central Guarantee Fund. Targeted activities mobilise the resources and skills of the highly-skilled Moroccan emigrants to promote development in their home country by sharing experiences with their local peers (particularly in the fields of science and education).

- **Lessons learnt for Lebanon from this study visit:**

- Strong commitment and support from all governmental institutions involved in diaspora issues is a key factor for reaching out to diaspora and in promoting development;
- A National Strategy Policy to reach out to diaspora together with a high level of coordination and communication between institutions facilitates the engagement of diaspora in the development of the country of origin;
- Strengthening the cultural and language ties with the diaspora contributes to a better integration in the countries of residence and facilitates the involvement of the diaspora in the development process.

- **Follow-up to the study visit:**

Best practices and lessons learnt from the study visit will be discussed with the General Directorate of Emigrants and the Ministry of Foreign Affairs in order to plan a way forward to promote institutional coordination with various public and private institutions (i.e. Ministry of Education, Tourism, IDAL, Ministry of Culture and all relevant actors involved in reaching out to Lebanese living abroad).

- **Links**

<http://www.foreign.gov.lb/>

<http://www.cnr.ac.ma/>

<http://www.ccg.ma/fr/index.php>

4. Additional material and process tips

The South-South Expert Exchange Mechanism

Study Visit Requirements – SVR

1) General information on the institution requesting the study visit

1.1 Name and contacts of requesting institution

Name:

Address (Region/Town):

Tel:

FAX:

E-mail:

Internet address:

1.2 Name of liaison person at the requesting institution:

Name:

Title:

Contacts:

1.3 Background information on the institution

Sector of activity:

Type of institution:

Year of establishment:

Current conditions of host institution (equipment, facilities, environment, accessibility, etc):

2) Objectives of the study visit

1. Overall objectives

2. Areas of competences in the field of M&D that the institution needs to strengthen through the study visit

3. Specific experiences and practices that are of interest of the requesting institution

4. Tentative starting date of the visit (average duration: 7 days)

3) Skills and expertise to be strengthened through the study visit

Skills

-
-
-
-

Expertise

-
-
-
-

4) Expected results

The expected outcome of the study visit are:

-
-
-
-

5) Expected impact on institution

5. Group of institutional representatives requesting to participate in the visit:

N° of participants:

Names and contacts:

Qualifications:

Job position and functions:

I certify that the above statements are complete and correct to the best of my knowledge.

Date:

Signature:

All personal information provided in the evaluation form will be treated as confidential and will be released only with your consent.

Please send this term of reference to the following IOM or ICMPD Office:

IOM/ICMPD

Attn.

Tel:

Fax:

E-mail:

REPORT: Study Visit

Delegation member

Name:

Title:

Country:

This report is divided into two sections: A) Mission Report and, B) Evaluation Questionnaire. Please fill in both sections with information related to the training mission you have carried out.

A) Mission Report

- Study Visit location

Name Hosting institution:

Location:

- Study Visit Duration

Start:

End:

- Number of members of the Delegation:

OBJECTIVE of the visit

What challenge(s) do you experience in your country?

What do you expect to learn/ get from this visit?

Activities – please specify, for each training module (add fields if necessary):

Visit 1

Meeting with (name of institution):

Location:

Duration (number of hours):

Objectives of the Visit:

Obtained results vis-à-vis the objectives stated above:

What kind of good practices could you observe on this visit?

Visit 2

Meeting with (name of institution):

Location:

Duration (number of hours):

Objectives of the Visit:

Obtained results vis-à-vis the objectives stated above:

What kind of good practices could you observe on this visit?

Visit 3

Meeting with (name of institution):

Location:

Duration (number of hours):

Objectives of the Visit:

Obtained results vis-à-vis the objectives stated above:

What kind of good practices could you observe on this visit?

- Do you think you can replicate some of these good practices in your country (if yes, which)? Please provide details.
- Are there any lessons learnt from the host country's experience?
- What next steps do you plan to undertake when you are back in office (plans to disseminate information, implement new activities, seek high-level support for your initiatives, etc)?

If you were involved in the organisation of a side event/activity/initiative (such as a workshop, a small-scale training course, development of a working document, etc), please fill in the field below:

- **Side events, activities and initiatives** (if you participated in more than one of these side-events, please add more fields):

Side Event 1

Title:

Location:

Duration:

Objectives of the event:

Obtained results vis-à-vis the objectives stated above:

General evaluation:

B) Evaluation

a. Operational and logistical aspects

Technical and logistical support by the host institution:

- ☐ Excellent
- ☐ Adequate
- ☐ Inadequate

Comments: _____

Support provided by the host institution throughout the study visit:

- ☐ Excellent
- ☐ Adequate
- ☐ Inadequate

Comments: _____

Support provided by the Project Team in your country of origin and in the destination country:

- ☐ Excellent
- ☐ Adequate
- ☐ Inadequate

Comments: _____

b. Did the study visit meet the objectives specified in the SV Requirements?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments: _____

c. **Suggestions and comments regarding the experience as a trainer in this project**

Thank you for participating in the AMEDIP Project!

Capacity Building Requests Evaluation Criteria

	Points	Evaluation
A. Criteria related to the requesting institution	Max 25	
1. Relevance		
1.1 The requesting institution is engaged in Migration policies/ Diaspora issues/ Cooperation and Development issues	MAX 5	
1.2 The requesting institution is already cooperating/in contact with its diaspora communities abroad	MAX 5	
2. Synergies		
2.1 The requesting institution is participating in international fora on migration and development (GFMD, others)	MAX 5	
2.2 The requesting institution is implementing/testing practices to enhance the role of expatriates for development	MAX 5	
3. Impact	-	-
3.1 The requesting institution has a role in designing national policies	MAX 5	
B. Criteria related to the capacity building request	Max 25	-
1. Strategic relevance	-	-
1.1 Adherence of the request to AMEDIP objectives	MAX 5	
2. Viability		
1.1 The request for capacity building can be addressed by an exchange/ Study visit of one week's duration	MAX 5	
3. Impact		
3.1 Number of institutional representatives/ functionaries that will benefit from the requested capacity building	MAX 5	
4. Synergies		
4.1 The Capacity Building fits into a wider process of empowerment that the requesting institution is designing or carrying out	MAX 5	
5. Sustainability		
5.1 The Capacity Building fits into a south-south cooperation policy/ practice already put in place by the benefitting institution	MAX 5	
Maximum points to be awarded	50	

CONCLUDING REMARKS

CONCLUDING REMARKS

*“If you want to go fast, go alone.
If you want to go far, go together.”*

(African proverb)

These operational guidelines offer a glimpse on what type of initiatives can be set up in a South-South or triangular framework to better engage the diaspora. They offer tools for developing a diaspora strategy and an action plan, which can then be used to design partnerships.

With approximately one billion migrants around the world, one fifth of which are international migrants, and the growing importance of diaspora in the development of the country of origin, policymakers and development practitioners can no longer overlook their vast impact. These impacts on the countries are sometimes very “tangible”, e.g. in terms of remittances, or less so, e.g. concerning trade flows and knowledge transfers. However, to achieve these positive results, transnational solutions and enabling environments that are mutually beneficial need to be fostered in the countries of destination as much as in the countries of origin.

Key messages for policymakers and development practitioners include:

Section II: The Policy Framework for Cooperation on Diaspora Engagement

- Take pride in co-owning the process of developing the strategy and action plan for diaspora engagement to create an institutional framework and enabling environment in your country. But do not overrun it: good practices have shown that it is best for the government to facilitate the development of such diaspora strategies and action plans in an inclusive manner. Governments are not the only drivers of the process – all participants, especially diaspora, should have a stake;
- The bottom-up approach is important. But do not forget to involve the highest level in your government and seek their commitment for such initiatives;
- Follow the programming principles in these guidelines (migrant-centred approach, human rights-based approach, gender equality and women’s empowerment, results-based management) and have a sound results’ matrix and monitoring and evaluation plan in place in order to ensure an effective results-impact cycle when implementing the initiatives;
- Stay realistic. Ensure adequate implementation, systematic follow-up and institutional support. Do not fall victim to a plan of action that is too ambitious, and in which promising schemes and ideas remain largely on paper;
- Communication and transparency throughout the process of developing the strategy and action plan are key – make the public aware of the benefits

of diaspora engagement for the development of the country, and make your comparative advantages and expertise known to those countries with which you seek a partnership;

- While the operational guidelines do put an emphasis on cooperation between countries, coherence between ministries and institutions within the country are equally important. Seek cooperation with ministries and institutions in various sectoral areas, as well as with the private sector, diaspora associations and civil society at large. Initiatives, even when it is about drafting a strategy and action plan, should be coherent at both the political and technical level.

Section III: Practical and Experiential Methods for South-South and Triangular Cooperation

- Make use of the potential that come with partnerships (South-South and triangular) and be open to exchange knowledge with other countries, private sector companies, diaspora associations, civil

society organisations, international organisations and actors. Share your experiences but also be ready to absorb and make use of the practices that you learn from others;

- Cooperation should be demand-driven by the beneficiary country so that national ownership can be ensured, which is key to sustainability. Cooperation should be based on nationally-identified (policy) priorities;
- In the spirit of the Nairobi outcome document, cooperation should be “guided by, inter alia, the principles of respect for national sovereignty and ownership, free from any conditionalities;”¹³⁶
- Partnership frameworks can be of a legal nature (agreements, memoranda of understanding, treaties and/or other legally-binding documents) or done in informal ways (through dialogues or diaspora networks). Especially networks have proven especially resourceful, as they can deliver best practices and innovations for institutions in development countries.

¹³⁶ UN (2010), op. cit.

ANNEXES

1. List of abbreviations and acronyms
2. Further reading
3. Bibliography
4. Project description: Strengthening African and Middle Eastern
Diaspora Policy Through South-South Exchange (AMEDIP)

ANNEXES

1. List of abbreviations and acronyms

ACP Observatory	African, Caribbean and Pacific Observatory on Migration
ADPC	African Diaspora Policy Centre
AEP	Africa Europe Platform
AFD	Agence Française de Développement
AfDB	African Development Bank
AMEDIP	Strengthening African and Middle Eastern Diaspora Policy through South-South Exchange
AMEXCID	Mexican Agency for International Development Cooperation
AMU	Arab Maghreb Union
ANR	Agence Nationale de la Recherche
ASEAN	Association of Southeast Asian Nations
AU	African Union
BRICS	Brazil, Russia, India, China and South Africa
CARIM	Consortium for Applied Research on International Migration
CAT	Convention against Torture and Other Cruel, Inhuman, or Degrading Treatment or Punishment
CEDAW	Convention to Eliminate All Forms of Discrimination Against Women
CEN-SAD	The Community of Sahel-Saharan States
CGD	Centre for Global Development
CIDA	Canadian International Development Agency
CoD	Country of Destination
COMESA	Common Market for Eastern and Southern Africa
CoO	Country of Origin
CPED	International Convention for the Protection of All Persons from Enforced Disappearance
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSOs	Civil Society Organisations
CSSTC	Centre for South-South Technical Cooperation
DFID	UK's Department for International Development
DFD	Diaspora for Development
DMC	Diaspora Ministerial Conference
DRC	Development Research Centre on Migration, Globalisation and Poverty
EAC	East African Community

ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ETF	European Training Foundation
EU	European Union
EUROMED	Euro-Mediterranean Partnership
FDI	Foreign Direct Investment
FORIM	Forum des Organisation de Solidarité Internationale issues des Migrations
FSP	Fonds de solidarité prioritaire
FTA	Free Trade Area
GCIM	Global Commission on International Migration
GDLN	Global Development Learning Network
GDND	Global Database of Nigerians in Diaspora
GDP	Gross Domestic Product
GFMD	Global Forum on Migration and Development
HDI	Human Development Index
HLD	High-Level Dialogue on International Migration and Development
HRBA	Human rights-based approach
ICCPR	International Covenant on Civil and Political Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR	International Convention on Economic, Social and Political Rights
ICMPD	International Centre for Migration Policy Development
ICRMW	International Convention for the Protection of the Rights of All Migrant Workers and Members of Their Families
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
IO	International Organisation
IMF	International Monetary Fund
IMIS	Integrated Migration Information System
INED	Institut National d'Etudes Démographique
IOM	International Organization for Migration
IPUMS- International	Integrated Public Use Microdata Series-International
JMDI	Joint Migration and Development Initiative
MAFE	Migration between Africa and Europe
MIDSA	Migration Dialogue for Southern Africa
MIDWA	Migration Dialogue for West Africa
MIEUX	Migration EU eXpertise
MME	Migration, Mobility and Employment Partnership

MoU	Memorandum of Understanding
MPI	Migration Policy Institute
MTM	Mediterranean Transit Migration
M&D	Migration and Development
M&E	Monitoring and Evaluation
NAM	Non-Aligned Movement
NEPAD	New Partnership for African Development
NGOs	Non-Governmental Organisations
NIDO	Nigerians in Diaspora Organisation
NNVS	Nigerian National Volunteer Service
ODA	Official Development Assistance
OECD	The Organisation for Economic Co-operation and Development
OV	Overseas Voting
PRSP	Poverty Reduction Strategy Paper
RBM	Results Based Management
RCP	Regional Consultative Process
REC	Regional Economic Communities
SACM	South American Conference on Migration
SADC	Southern African Development Community
SAMP	Southern African Migration Project
SDC	Swiss Development Cooperation
SSEEM	South-South Expert Exchange Mechanism
SSC	South-South Cooperation
ToR	Terms of Reference
UNCTAD	United Nations Conference for Trade and Development
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UN-INSTRAW	United Nations International Research and Training Institute for the Advancement of Women
UNESCO	United Nations Educational, Scientific and Cultural Organization

2. Further reading

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4. Project description: Strengthening African and Middle Eastern Diaspora Policy Through South-South Exchange (AMEDIP)

Framework	Dialogue on Mediterranean Transit Migration (MTM), Pillar II “Migration and Development”
Duration	30 months (July 2011 – December 2013)
Implementing Agencies	International Centre for Migration Policy Development (ICMPD) (lead); International Organization for Migration (IOM) (partner)
Focus Partner States	Algeria, Cape Verde, Egypt, Ethiopia, Ghana, Kenya, Lebanon, Mali, Morocco, Niger, Nigeria, Senegal, Tunisia
Target Groups	Government agencies and governmental actors responsible for diaspora policy in Focus Partner States; MTM Partner States’ government agencies dealing with migration and development
Final Beneficiaries	Diaspora communities and the competent authorities in the involved countries of origin, transit, and destination
Invited Observer	African Union Commission
Donors	France, Italy, the Netherlands, Switzerland

a. Background

AMEDIP is developed and implemented within the framework of the Dialogue on Mediterranean Transit Migration (MTM). More specifically, the AMEDIP builds directly upon the previous MTM initiative *Linking Emigrant Communities for More Development – Inventory of Institutional Capacities and Practices*, implemented by ICMPD and IOM in the period 2009 - 2010. Whilst this inventory provides an overview of institutional capacities and practices in Focus Partner States, AMEDIP seeks to address the particular institutional gaps and needs identified herein through concrete capacity building measures.

b. Objectives

The overall objective of the project is “To enhance the institutional and technical capacities of national authorities charged

with migration and development to better harness the contributions of their diaspora communities”. Reflecting the overall objective, the specific objectives of the project are:

- 1) To support the creation and/or further development of comprehensive diaspora policies in Focus Partner States;
- 2) To strengthen South-South technical cooperation and regional expert exchanges;
- 3) To enhance institutional and technical capacity of government agencies/local authorities involved in diaspora policy; and
- 4) To strengthen South-North cooperation through knowledge sharing and enhanced institutional dialogue.

c. Methodology

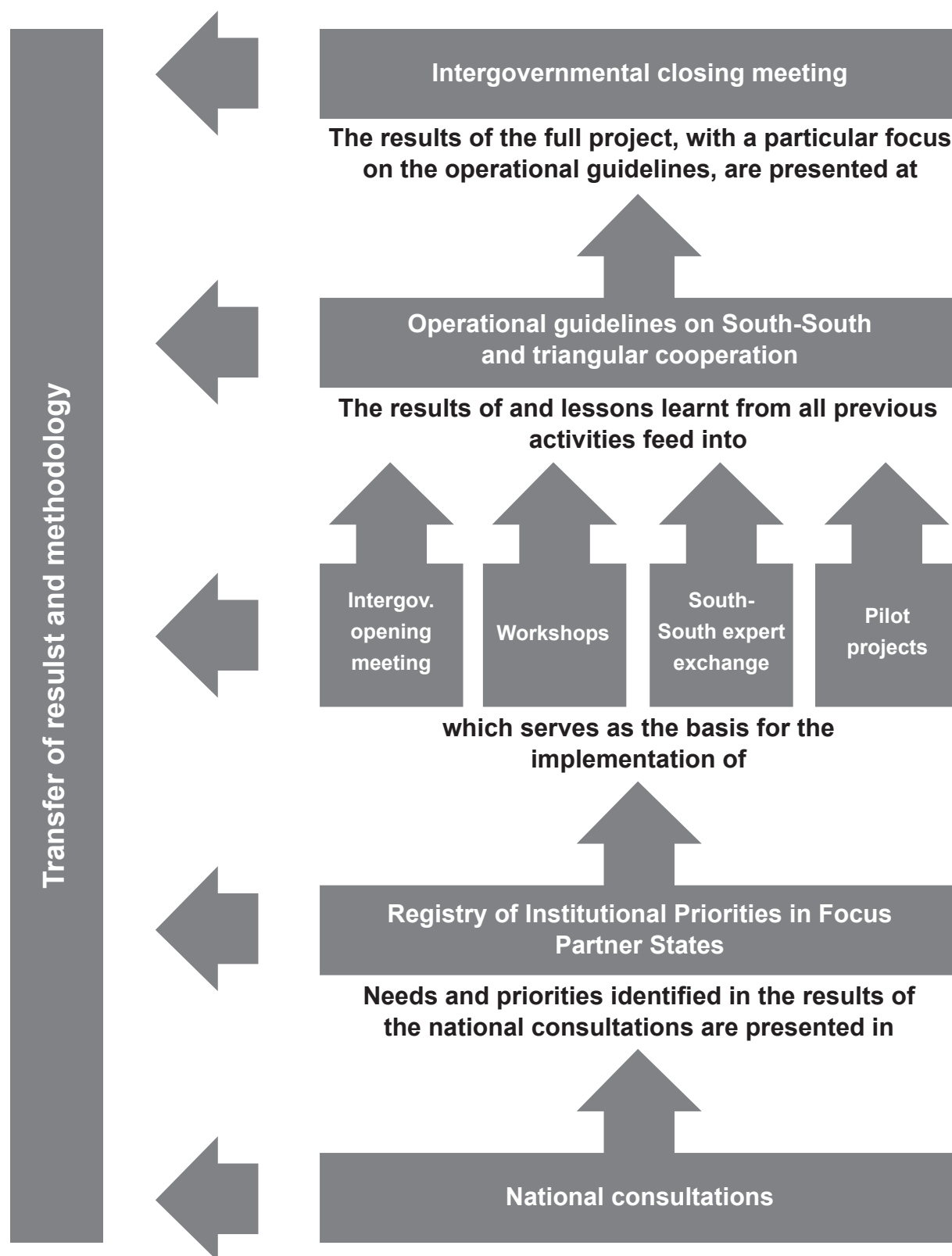
The project approaches the issues at hand at three complementary levels so as to allow

for a gradual and comprehensive build-up of capacities: 1) technical dialogue, 2) policy development, and 3) capacity building.

d. Core Activities

1	Registry of Institutional Priorities in Focus Partner States	Develops a foundation which allows for targeted and fine-tuned development and implementation of remaining core activities
2	Intergovernmental meetings x 2	Provide a forum for institutional dialogue involving European States, relevant North-African, Middle Eastern, and Sub-Saharan countries along the migration routes
3	Workshops x 3	Enhance Focus Partner States' theoretical and practical knowledge of policy development and implementation, as well as institutional development
4	South-South expert exchanges	Enhance technical capacities of Focus Partner States and promote further policy development in the field of diaspora relations through South-South cooperation
5	Pilot projects x 4	Enhance Focus Partner States' capacities in the field of emigrant community relations
6	Operational guidelines - South-South and triangular cooperation	Provide target groups and final beneficiaries with reference documents on challenges, relevant and good practices, lessons learned, and ways forward in the field of South-South and triangular cooperation for the purpose of capacity building and policy development
7	Transfer of results and methodology	Transfer the results and the methodology of the project to target groups and observers as well as final beneficiaries, including key regional actors

AMEDIP Inter-Activity Links





ISO 9001 - 2008
ISBN 978-3-902880-06-2

