

Financed by



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



UN Joint Migration and Development Initiative



Guidelines on integrating migration into decentralised cooperation

for enhanced migration management
for local development

Implemented by



This publication has been produced with the assistance of the Swiss Agency for Development and Cooperation through the UN Joint Migration and Development Initiative (JMDI). The JMDI is an inter-agency initiative led by the UNDP in collaboration with the IOM, ITC-ILO, UNHCR, UNFPA, UNITAR and UN Women. The contents of this publication can in no way be taken to reflect the views of the Swiss Agency for Development and Cooperation or the United Nations.

Moreover, the designations employed and the presentation of material throughout the report do not imply the expression of any opinion whatsoever on the part of the Swiss Agency for Development and Cooperation and the United Nations, concerning the legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

The JMDI is committed to maximising the potential of migration for local development. The JMDI does this by scaling-up selected locally-led migration and development initiatives by providing financial assistance, technical assistance and capacity building to local actors. Moreover, the JMDI also collects and shares the good practices and lessons learnt from the initiatives for mutual support among local actors and feeds this into national and international dialogue in order to promote the key role of local authorities in managing migration for local development.

Cover Photos:

© IOM, Eunjin Jeong, Barhabise, Nepal

© IOM, Emiliano Capozoli, Choucha Refugee Camp, Tunisia

© IOM, Amanda Nero, Udaipur, Nepal

Contributors

These guidelines were prepared by Agustí Fernández de Losada (Director of Studies, Tornos Abogados) in coordination with Cécile Riallant (Programme Manager) and Joanne Irvine (Knowledge Management Expert) from the Programme Management Unit of the UN Joint Migration and Development Initiative (JMDI).

In addition, key input was provided by an established Steering Committee of experts in migration and development and decentralised cooperation, as well as by a number of resource persons identified, through their participation in interviews, identification of resources and by providing timely and insightful comments throughout the drafting process. Thus, special thanks goes to the Steering Committee members: Gemma Aguado (UNDP – ART Initiative), Wouter Boesman (Platforma), Mohammed Boussraoui (UCLG), María José Caldes (Global Health Center), Olivier Ferrari (University of Lausanne), Antonio García Nieto (Murcia Regional Brussels Office), Peter Knipp (VNG International), Johannes Krassnitzer (UNDP – ART Initiative), Eleni Marianou (CPMR), Ramon Palomino (City of Madrid Cabinet of Equality, Social Rights, and Employment), and Anna Terrón (Instrategies), and the resource persons: Lamine Abbad (UCLG), Anna Calvete (Tornos Abogados), Araya Griso, Gemma Pinyol (Instrategies), and Antonio Zurita (UCCI).

Foreword	6
Part 1 – Introduction	7
Part 2 – Background	11
– 2.1 The local dimension of migration and development	13
– 2.2 Local and Regional Authorities and the Global Agenda on Migration and Development	15
– 2.3 The experience of the UN Joint Migration and Development Initiative	16
– 2.4 The added value of migration-related decentralised cooperation	18
Part 3 – How to capitalise on migration	21
– 3.1 The institutional dimension	25
3.1.1 Needs assessment and data collection	25
3.1.2 Multi-level and multi-stakeholder mechanisms	29
3.1.3 Policy coherence	35
3.1.4 Transparency and accountability	37
3.1.5 Identification of potential partners for migration-oriented decentralised cooperation initiatives	39
3.1.6 Gathering the necessary information about the potential partner	43
3.1.7 How to formalise agreements or to review existing partnerships	43
3.1.8 Who is in charge of promoting and managing decentralised cooperation partnerships?	45
– 3.2 The sectoral dimension	49
3.2.1 Main sectors of intervention	49
3.2.2 Different types of initiatives	55
3.2.3 Planning initiatives	57
– 3.3 Finding the resources to make it work	59
Part 4 – Tapping into the potential of decentralised cooperation	63
Part 5 – Final recommendations	71

Annexes	76
– Annex 1 Key concepts	76
– Annex 2 Template of decentralised cooperation memorandum of understanding in the field of migration and development	84
– Annex 3 List of good practices	88
– Annex 4 Background materials, identified experiences and tools	89
– Annex 5 Glossary of acronyms	92

Bibliography	94
---------------------------	----

Foreword

Cooperation between territories on migration and development presents a unique opportunity to foster shared prosperity by building on and tapping into the bridges migrants build between territories through their transnational activities and networks. Such decentralised cooperation also fosters more balanced relationships among peers, thus moving away from traditional donor-recipient relations.

Decentralised cooperation is also a manner in which the universal outlook of the Sustainable Development Goals can be achieved by harnessing the development potential of a global phenomenon that affects us all. Indeed, the development potential of migration has been duly recognised within the 2030 Agenda for Sustainable Development and the key role of local authorities in this regard is also highlighted under the New York Declaration on Addressing Large Movements of Migrants and Refugees.

Yet this is not a new phenomenon and local and regional authorities have longstanding experience in both governing migration for development including through establishing migration-related decentralised cooperation relations. These guidelines have gathered the experience of such actors globally into a unique and unprecedented tool that will walk other interested local and regional authorities through the establishment of such relations complete with recommendations, good practices and references to other key publications.

When dialogue on migration and development takes place only at the national and international levels, we are missing out on the untapped potential of local and decentralised actors who play a pivotal role in governing migration for development. Therefore, it is important to enhance the general awareness of the key role of these local actors and to also empower them so that they are able to better harness the development potential of migration. The rich knowledge put forward in these guidelines does just that.



Barbara Pesce-Monteiro

Director

UN/UNDP Office in Brussels



Markus Reisle

Head of Global Programme Migration and Development
Swiss Agency for Development and Cooperation (SDC)

Introduction

.....



Youth from the association “La Laguna” in Morazán, El Salvador checking their crops under the JMDI-supported project “Young people taking charge of their futures in seven municipalities of the department of Morazán through self-employment to energise the local economy.” Source: JMDI.

International cooperation on migration in connection with development is conducted primarily at the national and international levels, but this fails to consider the essentially local dimension of migration. Indeed migration trends show that migrants from the same town or region in countries of origin tend to concentrate in the same territory or area in the host country, thus often creating distinct migratory channels between territories. Developing decentralised cooperation relations between territories across such migratory channels is of strategic importance as it provides an excellent opportunity to promote shared prosperity between the territories concerned by building on the migrants' transnational economic, social and cultural activities which are linking territories together.

This is further reinforced by the fact that cities as well as local and regional authorities (LRAs) in territories of origin and destination of migration are increasingly involved in dealing with the effects of migration on their communities and local economies. 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 provision. Cities and LRAs therefore find themselves increasingly at the forefront of confronting the transformations and opportunities that migration brings about in relation to service provision, integration, social cohesion, human rights and social security.

In recognition of this, some states are transferring competencies and resources to regional, provincial and municipal authorities to take up this role. In other cases, city mayors or other LRAs are taking it upon themselves to publicly support and promote the positive contributions that migrants make – even in the face of increasing anti-migrant rhetoric and policies at the national level.

Decentralised cooperation around migratory channels presents itself as a manner in which to more effectively manage migration across the entire migratory cycle and ensure positive outcomes for all involved. Decentralised cooperation has also been recognised as a development mechanism that promotes joint work under a shared vision between equal partners. Thus, this type of partnership breaks away from traditionally understood development cooperation dynamics through which destination countries tend to impose their priorities on sending countries. Efforts to make migration work for universal development should be a joint endeavour between territories, between states and between regions. Decentralised cooperation on migration is thus a largely untapped potential to contribute to the implementation of the 2030 Agenda for Sustainable Development which is built upon the principles of shared sustainable prosperity and universality.

Migration-related decentralised cooperation is particularly crucial when migrants and diaspora associations themselves are implementing development initiatives, sending remittances or investing in transnational businesses between territories of origin and destination. These efforts, along with migrants' agency, can be strengthened when supported within decentralised cooperation dynamics between the relevant LRAs. This also can ensure that their actions are coherent with local development priorities.

Many LRAs have recognised this and are successfully building decentralised cooperation relations around migration; yet many others lack the know-how, support and resources to tap into this potential. Moreover, there has been no systematisation of the lessons and good practices drawn from these efforts or any tool to support other LRAs build their own efforts. It is within this context that this set of guidelines has been conceived to support interested LRAs understand the linkages between migration and local development as well as the added value of and how to build migration-related decentralised cooperation relations.

Background



Beneficiary of the JMDI-supported project “Safer Remittances and Improved Livelihoods” in Nepal, who received livelihood enhancement trainings to develop her poultry farm. The training helped her gain knowledge on how to expand her business in a sustainable manner. Source: JMDI.

2.1 The local dimension of migration and development

Migrants contributed 9.4% of the global GDP – or \$6.7 trillion – between 2000 and 2014, \$3 trillion more than they would have produced in their countries of origin. Moreover, efforts to ensure better integration outcomes could increase the economic contribution of migrants by up to \$1 trillion annually.¹ Migrants – especially migrant youth – represent an important increase in the workforce of the destination territory, which is particularly important in countries where declining birth rates are leading to an aging workforce. Depending on the context, migrants also take jobs that local workers might not want to assume because they are not attractive or lack career prospects. They also contribute more in taxes and social contributions than they receive in benefits. Apart from the undeniable contribution to the local economy, migrants bring social and cultural vitality and diversity, innovation and new solutions as well as more resilience in case of an emergency.

As for the territories of origin of migrants, they contribute enormously to their economies: in 2015, migrants sent \$432 billion to developing countries of origin – triple the amount of money sent globally as development aid (\$132 billion).² This helps the country as a whole but, primarily, it contributes more directly to the migrants' families and communities, who see remittances as a reliable source of income. Remittances are, additionally, just a fraction of what the migration and development nexus actually represents. Migrants contribute to their territory of origin with new knowledge, technologies, both personal and professional experiences, cultural diversity, new forms of democratic governance and other very valuable intangible assets.



↑ Community meeting in Kailai, Nepal of spouses and families of migrants residing in India. Source: JMDI.

1 100 Resilient Cities, *Global Migration: Resilient Cities at the Forefront* (2017). Available from <https://medium.com/resilient-cities-at-the-forefront>.

2 Data of the Study conducted by the 100 Resilient Cities based on data compiled by the World Bank Group, OECD and UNHCR.

However, poorly managed migration, as well as language barriers, unfamiliarity with the local job market, discrimination, and policy barriers particularly in the global South, has often resulted in the development of informal or ineffective solutions to address basic needs, and the exclusion of migrants from access to land, housing and job markets and health and education services. The United Nations Human Settlements Programme (UN Habitat) estimates that one out of every three people in cities of the developing world lives in a slum, where a relevant number of migrants live in poor conditions.

Migration is also becoming a mainly urban phenomenon. Today, over half of the population (54%) lives in urban areas, and this figure is expected to reach 66% in 2050, amounting to approximately 6.4 billion.³ Urbanisation is therefore one of the great challenges currently being faced by societies around the globe, and its rapid development makes it important to define effective urban policies that also address other major issues such as environmental change, poverty and inequalities.

Among the drivers of rapid urbanisation, migration is one of the most important, together with other demographic trends such as fertility and longevity. The majority of migrants and displaced populations move to urban areas. Some 60% of the total 14.4 million refugees and 80% of the 38 million internationally displaced persons (IDPs) are thought to live in urban areas as a result of conflict and other drivers.⁴ Indeed, for many territories, migration has become a more important determinant of population growth and age structures than fertility and mortality. Migration is therefore an essential parameter to be taken into account in local and regional policies. This is true not only for the challenges related to demographic densification, but also in terms of the socioeconomic dynamics that characterise migration.

Moving to urban areas can greatly enhance people's well-being: it can mean escaping the impact of hazards on fragile rural livelihoods and accessing diverse employment opportunities and better health and education. While the promotion of access to basic services and opportunities in rural areas remains a key challenge, well-managed migration towards cities has the potential to increase the well-being of the people who move as well as those who stay behind, while contributing to positive socioeconomic dynamics in the urban areas of destination.⁵

Given the profound local dimension of migration and historically unsurpassed rates of urbanisation, it is clear that LRAs, and other local agents who provide assistance and support in addressing migration, are quickly becoming crucial actors in migration governance and sustainable development. Focusing on the impact of migration on local development and vice versa is also all the more important as the local dimension of development becomes increasingly essential.⁶

3 United Nations Department of Economic and Social Affairs, Population Division, *World Urbanization Prospects: The 2014 Revision*. (ST/ESA/SER.A/352).

4 Habitat III Issue Papers, "Migration and Refugees in Urban Areas," Prepared for the United Nations Conference on Housing and Sustainable Urban Development. (2015). Available from http://habitat3.org/wp-content/uploads/Habitat-III-Issue-Paper-2_2_Migration-and-Refugees-in-Urban-Areas-2.0.pdf.

5 IOM, "Migration and Local Planning: Issues, Opportunities and Partnerships," Background Paper for the Conference on Migrants and Cities. (2016). Available from https://www.iom.int/sites/default/files/our_work/ICP/IDM/2015_CMC/IDM-October-2015-Conference-on-Migrants-and-Cities-Background-Paper.pdf.

6 IOM and JMDI, *White Paper: Mainstreaming Migration into Local Development Planning and Beyond* (Geneva, Switzerland, IOM, 2015). Available from <http://www.migration4development.org/>.

2.2 Local and Regional Authorities and the Global Agenda on Migration and Development

The positive contribution of migrants towards inclusive growth and sustainable development has been widely recognised by the international community. The new global Sustainable Development Goals (SDGs) include several migration-related targets as regards to the transfer of remittances, the protection of migrant workers, human trafficking, international education opportunities or data generation by migratory status. However, given that migration affects and is affected by all areas of governance from health to education and social security to housing, potentially, and depending on the context, all SDGs may be linked to migration.



↑ Prefect of the province of Imbabura, Ecuador, Pablo Jurado, participating in the recreational activities of the Provincial Government with children from the province. Source: JMDI.

The key role of LRAs in governing migration in a bid to contribute to the SDGs has been recognised in the Quito Declaration on Sustainable Cities and Human Settlements for All (New Urban Agenda), adopted during the Habitat III summit in October 2016, whereby heads of State and Government also committed themselves to “supporting local authorities in establishing frameworks that enable the positive contribution of migrants to cities and strengthened urban-rural linkages”. Moreover, the New York Declaration of 19th September 2016 acknowledges LRAs as the first receivers of migration and calls upon the need to support and

empower them to thrive in this role. The New York Declaration is a global agreement by all UN member states to jointly develop two unprecedented Global Compacts on Safe, Orderly and Regular Migration and on Refugees which are set to be approved in 2018 and 2019 respectively. The Modalities Resolution released by the UN on how these will be developed and negotiated also outlines the need to ensure consultation with other key actors including LRAs.

LRAs have also made efforts to come together and jointly voice how they see their own role in migration and development through the Mayoral Forum on Human Mobility, Migration and Development.⁷ This is a city-led annual meeting among cities, other LRAs, civil society and international organisations to exchange on good practices in migration and development efforts at the local level and promote the key role of LRAs in this regard. The first was hosted in 2014 by the City of Barcelona and has now seen 4 editions. The latest edition was held in Berlin back to back with the state-led Global Forum on Migration and Development – for the first time ever – in order to link up these two important Fora and promote multi-level partnerships between the local and national levels for more effective migration governance for development.

Thus, much recognition and defined spaces have now been carved in the international and national debate on migration and development for LRAs; thereby recognising the strategic role they play in migration and development. Many LRAs have indeed been flourishing in this role; yet there is still much work to be done. It will therefore be crucial to strengthen the environments in which they operate through decentralisation policies and fiscal reforms, to foster their capacity to implement public policies and initiatives and to improve their management skills.

7 The Global Mayoral Forum on Human Mobility, Migration, and Development is supported by the JMDI, UNITAR, IOM and KNOMAD of the World Bank and funded by the Swiss Agency for Development and Cooperation.

2.3 The experience of the UN Joint Migration and Development Initiative

The UN Joint Migration and Development Initiative (JMIDI) is funded by the Swiss Agency for Development Cooperation (SDC) and is implemented by UNDP as a joint initiative with the involvement of IOM, ITC-ILO, UNHCR, UNFPA, UN Women and UNITAR. The JMIDI focuses on the local dimension of migrants' contribution to development, aiming to maximise the potential of migration for local development. To achieve this, the JMIDI provides technical and financial support to up-scale existing locally-led migration and development initiatives across 16 projects in eight target countries.

The experience from the JMIDI shows that the most successful and sustainable efforts by LRAs to manage migration for development are when they are rooted in efforts to mainstream migration into development and urban planning from a multi-stakeholder and rights-based approach. Mainstreaming migration into local development planning can be defined as a process aimed at inserting migration as a parameter across different policy areas, through multi-stakeholder and multi-level mechanisms. As aforementioned, this is crucial since migration is affected by and affects all governance sectors. Thus, specific migration-related policies may be rendered ineffective if education, labour and other such policies do not effectively respond to the specific needs and rights of migrants and displaced persons.

A crucial aspect to ensuring effective mainstreaming is to engage and empower migrants, displaced persons and their organisations throughout the entire process. This not only allows for the development of evidence-based policies that respond to real needs and opportunities, it also enhances their agency, engagement, ownership and ensures that any development initiatives are aligned with local development policies. All of this essentially ensures horizontal policy coherence (between sectors at one level of governance) in migration and development. Policy coherence for migration and development can be defined as policies that “pursue synergies to advance shared objectives, actively seek to minimise or eliminate negative side effects of policies, (and) prevent policies from detracting from one another or from the achievement of agreed-upon development goals.”⁸

While mainstreaming migration across various sectors at one governance level can enhance horizontal policy coherence, vertical coherence (between different governance levels) can be achieved through multi-level coordination between the national, regional and local levels. Indeed, while a national response is crucial, this must be aligned with regional and local realities since persisting inequalities – one of the identified drivers of migration – exist not only among different countries, but also within countries, thus necessitating an integral and bottom up approach from the local level.⁹ When this alignment and coordination does take place, this allows for multi-level coherence whereby cities can feed their expertise and knowledge into national policy making for more responsive and pertinent national policies that can, in turn, be successfully implemented at the local level.

8 Amy Hong and Anna Knoll, “Strengthening the Migration-Development Nexus through Improved Policy and Institutional Coherence.” KNOMAD of the World Bank Working Paper. (2016).

9 IOM and JMIDI, *White Paper: Mainstreaming Migration into Local Development Planning and Beyond* (Geneva, Switzerland, IOM 2015). Available from <http://www.migration4development.org/>.



↑ Training of Health Personnel on Maternal, Newborn and Child Health in Tunisia supported by a decentralised cooperation partnership between Tuscany, Italy and Kasserine, Tunisia to develop and strengthen the capacities of the social/health system in the Kasserine region. Source: JMDI.

To support LRAs and national authorities to mainstream migration into local development planning and measure and foster policy coherence in migration and development at the local level, the JMDI has developed various tools: (i) the JMDI-IOM White Paper on Mainstreaming Migration into Local Development Planning and Beyond; (ii) Guidelines on Mainstreaming Migration into Local Development Planning; (iii) JMDI Toolbox Training Materials on Migration and Local Development and its complementary online course My JMDI e-Toolbox; and (iv) a set of case studies that provide an analysis of good practices from JMDI-supported projects.

Integrating migration into decentralised cooperation dynamics can be understood as one aspect of efforts to mainstream migration into development planning and thus this set of guidelines can be used to complement the aforementioned tools.

2.4 The added value of migration-related decentralised cooperation

Decentralised cooperation has been broadly recognised by the international community as an effective modality of development cooperation. However, for decades it has contributed to some of the issues that have hampered development – fragmentation; lack of dialogue, coordination and complementarity; low impact; assistentialism; clientelism etc. – and many LRAs have approached development cooperation by building aid-oriented partnerships based on the vertical transfer of aid from the rich North to the poor South.

Since then, decentralised cooperation has evolved greatly. Today it is based on partnerships where knowledge and experience flow in all directions (North to South, South to South and South to North) and the territory is the node of exchanges among the core players of development led by their local and regional governments. Although the asymmetrical relations between the different actors involved are sometimes not fully overcome, the traditional donor-recipient approach is being reduced as time goes by.¹⁰

Indeed, today there is a broad consensus that the development cooperation effectiveness principles are approached by most of the decentralised cooperation modalities in a natural way as they:

- **Stimulate ownership** of development priorities by developing partnerships. Effective partnerships can only succeed if they are led by developing countries and consist in implementing approaches that are tailored to territory-specific situations and needs.
- **Focus on results.** Investments and efforts must have a lasting impact on reducing inequality, achieving sustainable development and enhancing the capacities of developing partners in alignment with the priorities and policies set out by developing countries themselves.
- **Are inclusive** and promote the involvement of the local stakeholders by recognising the complementarity of roles among them.
- **Facilitate mutual accountability** among partners, as well as **social accountability** to the respective citizens and local stakeholders.

Taking into account the competences of sub-national governments in the field of migration and sustainable development, promoting decentralised cooperation partnerships across migratory channels and capitalising on the resulting experiences can serve to tap into the development potential of migration for local development in both territories across the migration cycle.

For example, decentralised cooperation can facilitate initiatives to support migrants in the pre-decision and the pre-departure phases of the migration cycle through the experience of returned migrants that possess relevant information on the countries and territories of destination, especially concerning the labour market but also on education, housing, health, religion etc.

10 CPMR, Plataforma, and Agustí Fernández de Losada, *Shaping a New Generation of Decentralised Cooperation for Enhanced Effectiveness and Accountability* (2017).

It can also serve to facilitate the integration of migrants into their host communities by tackling key issues in terms of rights and vulnerability, xenophobia and public perception; their integration into the labour market; access to basic and social services, etc. Decentralised cooperation partnerships built around migratory channels can contribute to ensuring that migrants' own development initiatives are embedded into local development priorities and actions, giving them the legitimacy and support they need while also providing necessary support to local authorities' (LA) actions in the field.

In this context, these types of initiatives can also serve to involve civil society organisations (CSOs), the private sector (micro, small and medium enterprises), the academia and other community-based organisations in both territories.

In the return phase, decentralised cooperation can contribute to developing initiatives that build on the skills, experience and networks of migrants to promote shared development between the two territories.

According to the competences of LRAs in the field of migration and sustainable development, decentralised cooperation partnerships can also strengthen the institutional and operational capacities of LRAs to manage in a more efficient manner all the opportunities and challenges that migration offers throughout the entire migration cycle.

South-south decentralised cooperation (SSDC) is especially relevant given the fact that nowadays most migration movements are taking place in the global South. SSDC is a process whereby two or more LRAs in developing countries pursue their individual and/or shared development objectives through the exchange of knowledge, skills, resources and technical know-how. LRAs and other territorial actors face similar compelling challenges and develop solutions and innovations that are highly relevant to their counterparts in areas such as migration, local capacity, basic service delivery, urban governance and local economic development (LED).

How to capitalise on migration



As a result of the clean drinking water in Bouanzé provided through the decentralised cooperation project “Drinking water supply, a primary need of the population,” co-funded by the NGO, the Santa Perpètua Town Hall, the Catalan Fund for Development Cooperation and the Catalan Agency for Development Cooperation, as well as by the migrant and the local community, a water well was used in Bouanzé, Mauritania to improve agricultural land managed by a Women’s Cooperative. Source: NGO Santa Perpètua Solidària.

**The institutional process
of building a decentralised
cooperation partnership
or integrating migration into
a pre-existing partnership**

Needs Assessment & Data

1

- In consultation with all stakeholders
- Migration and diaspora context?
- Migrants' and diaspora needs?
- Development opportunities?
- Sectors affected by or affecting migration?
- Services already in place?

Stakeholder Mapping

2

- Migrants
- Migrants' Associations
- Diaspora
- CSOs
- Local government institutions
- Schools, Universities
- Regional and national governments
- Private Sector

3

Re-definition of cooperation mechanisms

- Inclusion of further actors within multi-stakeholder approach
- Inclusion of further sectors of government units for enhanced multi-level governance
- Coordination
- Accountability
- Transparency

4

Revision of partnership

- Revision of existing agreements to include migration and displacement
- Revision of terms of reference
- Re-definition of main goals and areas of cooperation

Integration of migration into partnership

Decentralised cooperation partnership

Definition of cooperation mechanisms

- Multi-stakeholder
- Multi-level governance
- Coordination
- Accountability
- Transparency

3

Institutionalisation of partnership & joint strategy

- Memorandum of Understanding
- Informal agreement
- Terms of reference
- Definition of main goals and areas of cooperation

4

7

Monitoring & Evaluation

- Revise monitoring mechanisms
- Evaluation in consultation with all stakeholders
- Focus groups
- Surveys
- External evaluations

6

Human & Financial Resources

- Assess budgetary requirements
- Assess staff requirements and capacity building needs
- Fundraising at international, national and local levels including through Philanthropy and the private sector
- Allocation of budget

5

Types of initiatives

- Capacity building
- Peer-to-peer learning
- Study tours
- Mainstreaming migration into all sectoral policies (health, education, inclusion, etc)
- Institutionalisation of migrant and diaspora initiatives

As outlined in the previous section, decentralised cooperation is a relevant tool to strengthen the link between migration and development at the local level. However, decentralised cooperation is an extremely wide and heterogeneous practice that is not necessarily efficient per se. Consequently, migration-oriented decentralised cooperation partnerships do not necessarily contribute to effective sustainable development.

In this context, the challenging question is how to build effective migration-oriented decentralised partnerships. In most cases, LRAs integrate the migration and development dimension into their development cooperation policies by:

- setting up partnerships between cities/regions of origin and destination of migrants, or
- integrating migration and development into existing decentralised cooperation dynamics, which can take place both when a migratory channel exists between the two territories and when it does not.

This process of setting up decentralised cooperation partnerships or integrating migration and development into existing decentralised cooperation dynamics has various points of connection and divergence, as outlined in the fold out to the left which is informed by the experiences of various migration-oriented decentralised cooperation initiatives. When following the process outlined in this section demarcated with this icon ◀, LRAs can gain insight into how to develop successful migration-oriented decentralised cooperation partnerships.



With regards to setting up partnerships, existing migratory channels are a good framework for cities or regions of origin and destination to set up partnerships and cooperate to, inter alia:

- Boost migrant contribution to sustainable development in both origin and destination communities;
- Improve LRAs' institutional and operational capacities in migration governance;
- Empower migrants and their associations to boost their development initiatives;
- Reinforce migrants' integration in destination communities.

Secondly and beyond partnerships built around migratory channels, migration-oriented issues can also be part of existing decentralised cooperation partnerships established around other themes. Indeed, as a crucial dimension linked to sustainable development, decentralised cooperation partnerships are optimal frameworks to promote initiatives that focus on reinforcing the relation between migration and local development in all its dimensions.

As observed in **Part 2**, LRAs around the world are either receivers or senders of migrants – or, in many cases, they play both roles at the same time. This means that, apart from the existence of migratory channels, LRAs can share experiences and knowledge and promote joint innovative projects in order to mutually reinforce their public policies and management skills in the field of migration.

Beyond the institutional dimension, this process also entails other considerations such as: the thematic or sectoral areas of LRAs' migration-oriented decentralised cooperation initiatives, the types of interventions or the obtainment of further resources (financial but also human and technological resources) for the implementation of the envisaged actions. The sections below provide guidelines and examples for each of these important steps.

3.1 The institutional dimension

As with any other decision taken by a democratic government, setting up a decentralised cooperation partnership around migration issues is a political decision that should be taken by the LRAs involved. To avoid unintended and unsustainable results, these partnerships should not respond to isolated, individual or external decisions. On the contrary, they should be defined:

- according to the real needs, interests and aspirations of their citizens and territorial stakeholders;
- according to sound data and diagnosis of the socio-economic and political context;
- involving citizens and territorial stakeholders;
- in coherence with the development plans adopted by the LRA;
- in a transparent and accountable manner.

Once the decision to establish the partnership is adopted, there are several relevant questions to answer:

- how to identify adequate partners;
- how to formalise agreements;
- how to mobilise resources.

The following sections strive to shed some light on all of these questions by building on successful experiences.

3.1.1 Needs assessment and data collection



↑ Participants of a training session on collecting local data on migration and migrant associations in the Philippines. Source: JMDI.

As proximity governments, LRAs have different channels to **assess their citizens and stakeholders' needs**. As we will see in the following sections, many LRAs have established multi-stakeholder platforms to mobilise and consult with the different stakeholders of their territories in order both to identify their main concerns, interests and expectations and to engage them in shared initiatives. **For additional information on this topic, refer to step 1 of process as seen in the fold out.**

1

There are different methods to conduct a needs assessment and build on existing data. The more methods a LRA uses, the more evidence and up-to-date information it will gather and the more efficient the initiative will be. These are some of the methods available:

- Desk reviews consisting of collection, coding and analysis of relevant documents identified;
- Consultation meetings with different stakeholders, be it in-person, by telephone or through other means;
- Rapid assessments in which a few key partners or stakeholders take part;
- Quantitative and qualitative surveys aimed at the beneficiaries of the initiatives (particularly migrants).

Creating the needs assessment survey entails developing a pre-set list of questions to be answered; a pre-determined sample of the numbers and types of people who will answer; the means through which the survey will be conducted (telephone, in-person, online etc.) and the use that will be given to each piece of information gathered (including data triangulation). It is important that the sample chosen for the survey be representative enough, if not including all individuals whenever possible. Answers will have to be disaggregated by sex, age, geographical location, population group and other categories. Needs assessments have to consider both practical and strategic needs as a mutually reinforcing exercise, and should be readjusted and updated throughout time.¹¹

There are of course different limitations or threats which LRAs should be fully aware of when conducting a needs assessment, such as: uneven and limited data across territories or population groups, outdated documentation, the subjectivity of insights of both stakeholders and beneficiaries (personal views or biases), knowledge gaps about the situation, convenience sampling and selection bias by those involved in conducting the needs assessment, or practical limitations in terms of time frame, available budget (methods have different costs), language issues, lack of recording devices, political conditionalities in the territory etc.¹²

Political decisions should also be based on reliable and sound data. Some cities and regions have developed information and statistical systems to better understand the socio-economic and environmental context in which they operate. This information is crucial in the decision-making process as it provides evidence on the problems, challenges, opportunities and added value of a given territory and its stakeholders.

Data required to build efficient migration-oriented partnerships and support decision-making might differ according to the migratory context of each LRA. The following is a non-exhaustive list of relevant data that should be collected by origin and destination LRAs operating in adequate conditions. For more support on data collection at the local level, see Topic 3 of Module 2 in the My JMDI Toolbox on Migration and Local Development, and the JMDI Case Study on Data Collection in the Philippines.¹³

- Countries of origin or destination of migrants;
- Regions or cities of origin or destination of migrants;
- Migrant employment rates;
- Companies established by migrants, size of these companies (including turnover, number of employees) and fields of intervention;
- Migrant associations and CSOs working with migrants or on migration issues;
- Educational level of migrants: school attendance, continuation of studies, fields of specialisation;
- Health information: access to health and health care services, reproductive health needs, health needs related to children, persons with disabilities etc;
- Migrants using/attending social programmes: housing, nutrition programmes, employment etc;

11 IOM, *IOM Project Handbook* (2011). Available from https://publications.iom.int/system/files/pdf/iom_project_handbook_6feb2012.pdf.

12 IOM, *Needs Assessment: Counter-trafficking Response in the Republic of Armenia* (2016). Available from http://publications.iom.int/system/files/pdf/counter_trafficking_armenia_en.pdf.

13 JMDI, "Collecting Data at the Local Level to Enhance Migration Governance for Development," *Case study #20* (2017). Available from <http://www.migration4development.org/>.

- Distribution of cash remittances, further use given to these remittances;
- Savings from cash remittances.

Indeed, having this information available is key to defining meaningful initiatives addressing the real challenges of LRAs, thus making partnerships more sustainable and oriented to results.

However, in many cases LRAs lack the capacity to access, compile and manage migration-related data at the local level. This is due to various reasons such as the lack of knowledge and skills, the lack of technological resources and the difficulty to reach migrants. Indeed, at times, migrants may be reluctant to participate in formal coordination spaces for fear of reprisal, mistrust or due to their irregular migratory status. Thus, building trusted spaces for dialogue and working with well-structured and empowered migrants and diaspora associations is essential.

In addition, to overcome the challenges of conducting a needs assessment and generating sound data, collaboration between the different levels of government, especially with national governments and their statistical institutions becomes crucial. However governments are not the only relevant actors in this field. Universities, think tanks or CSOs, also at the local level, might also be qualified to gather and process information and to deliver studies that will be very helpful in the decision-making process.

Given the above, reinforcing the data collection capacities of LRAs and local stakeholders as well as sharing data between origin and destination LRAs are important elements for migration-oriented decentralised partnerships.¹⁴

As we will see in the following example developed in the Calabarzon region in the Philippines, collaborating with different levels of government and local stakeholders like migrants' associations and academic and research institutions provides significant results and a valuable experience in the territory of the Philippines with the highest rates of emigration.

Collective data at the local level to enhance migration management for development in the Philippines

EXAMPLE 1

Migration data is essential in order ensure that policies and programmes relating to migration management, migration and development, and migrant participation are evidenced-based, strategic, and thereby effective. Effective mainstreaming and development of appropriate interventions require comprehensive, accurate, and relevant local data to respond to the needs of the diaspora and their families in the most helpful way.

The JMDI-supported project implemented by the Calabarzon region in the Philippines aimed to generate local migration data to this end. The added value was the fact that it profited from a very successful multi-level and multi-stakeholder partnership. This involved bringing all key actors together: (i) the national statistics authority (PSA) and Community-Based Monitoring System



¹⁴ For more support on data collection at the local level, see Topic 3 of Module 2 in the *My JMDI Toolbox on Migration and Local Development*, and the *JMDI Case Study on Data Collection in the Philippines* here <http://www.migration4development.org>.



(CBMS) Programme Office, specialised in generating local migration data at national level and (ii), the planning and development office of local government units, academic and research institutions, migrant associations and the citizens involved in migration data collection at the local level.

The national-based administrative data from the different national departments involved remained the primary source of migration data. Their collective information was enhanced further through strengthened data collection strategies in the regional offices in partnership with local governments. The local actors, especially the planning and front-line officers, were a valuable source of information and know-how in data collection methods since they have a better understanding of what information is important to gather. In addition, they are very familiar with the community and can identify the best contacts and sources of information. For example, in the earlier stage of mapping the overseas Filipinos in Naga City, the barangay (village) health workers were the first source of information since they knew who had a migrant relative among the families in the barangay. However, an important issue is to ensure that their capacities are properly and adequately enhanced in data collection, processing, and analysis.

Since no single data collection and analysis process was available to provide succinct, detailed information on migration at the local level, the aforementioned actors worked together to implement a mixed-model approach to gathering data on migration at the local level. Data was thus collected by drawing from existing resources and gathering additional information during pre-structured meetings/events where the target population was present. This was achieved by (i) extracting relevant data from four existing census/surveys; (ii) executing a specific questionnaire on migration through the existing Community-Based Monitoring System; (iii) carrying out a survey among Filipinos overseas; (iv) conducting a survey among children of migrants left behind.

This experience has led to the development of a Guide in generating local migration data, which focuses on how the local institutional mechanisms can take full advantage of available data to identify and implement effective and appropriate migration-related interventions. Additionally, in order to improve collaboration between the administrative data collecting agencies and survey implementing entities mentioned above an Inter-Agency Committee on International Migration Statistics was created in 2016 with PSA in the lead.

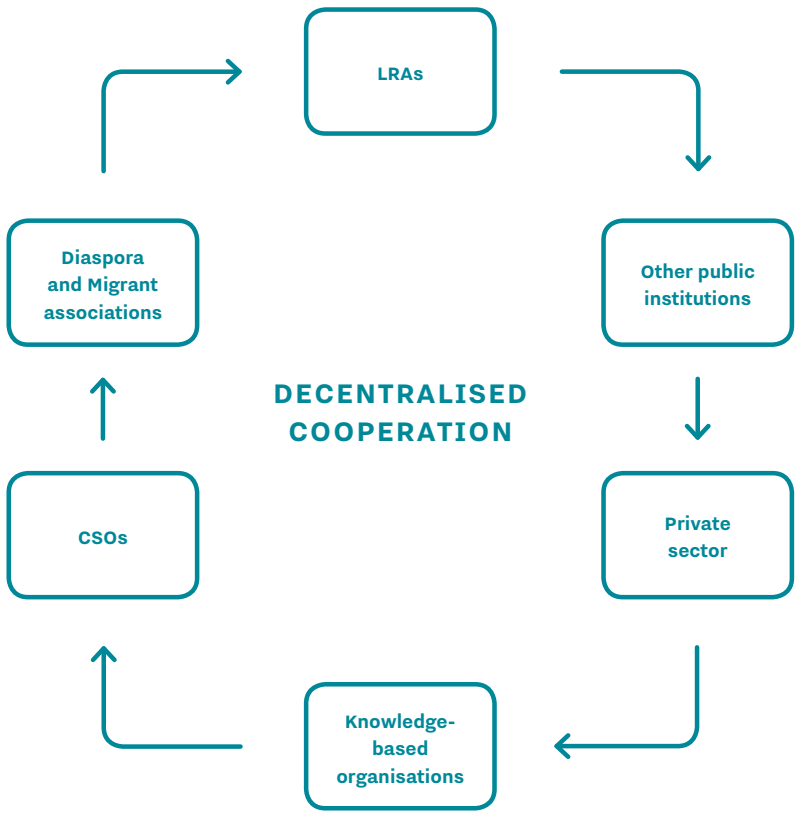
Source: JMDI, “Collecting data at the local level to enhance migration management for development” and JMDI Philippines, “Guide in generating local migration data.” Available from <http://www.migration4development.org>

3.1.2 Multi-level and multi-stakeholder mechanisms

Decentralised cooperation partnerships are more efficient when LRAs involve the local stakeholders that operate in the territory through more or less permanent and formalised spaces. CSOs (including migrants, displaced persons and their associations), knowledge-based organisations (universities, think tanks, research centres etc.), the private sector and philanthropies can provide knowledge and experience, technology, new solutions, skills and resources to decentralised cooperation partnerships. **For additional information on this topic, refer to step 2 of the process as seen in the fold out.**

Together with local stakeholders, coordination with other levels of government that operate in the territory is also crucial. This multi-level and multi-stakeholder approach is a fundamental aspect to ensure all other policies are ‘migration friendly’ and do not undermine migration and development efforts. The following graphic highlights each category of actors involved in migration-oriented decentralised cooperation partnerships.

Involving all stakeholders in partnerships articulated by LRAs is part of the territorial approach to decentralised cooperation fostered by many national and international institutions such as the UN or the European Commission.



Local and Regional Authorities

LRAs have the responsibility to lead and coordinate the decentralised cooperation partnerships. They provide the political and institutional framework and articulate the participation of the different local stakeholders. They get engaged with human and financial resources. LRAs usually focus on advocacy initiatives to create enabling political environments and improve public policies, management skills – including planning – and democratic governance.

It is important not to neglect national, regional and international LRA associations as they are in a key position to disseminate best practices in the migration field as well as to move the political debate at national level further.

Madrid City Council's Integral Cooperation policy and the Foro Madrid Solidario

The recently created Foro Madrid Solidario is an initiative of the Madrid City Council that is aimed at gathering all Council departments and stakeholders working in the fields of cooperation and solidarity of the city (the academia, Non-governmental organisations (NGOs), the private sector etc.). One of its three working groups is called Integral Cooperation and fosters city-to-city cooperation based on a territorial approach and a horizontal relationship between cities and their stakeholders that is created on the basis of an ad-hoc needs assessment and definition of priority areas.

The Madrid City Council is promoting its Integral Cooperation policy within the Union of Iberoamerican Capital Cities (UCCI). The city has signed a Memorandum of Understanding with the city of Montevideo and is working on another cooperation agreement with the city of La Paz. In both instruments, the focus is placed on sustainable urban development constructed upon social and human development, thus building on the challenges and opportunities posed by migration. Programmes and projects in the work areas of water & sanitation, cultural heritage, technological innovation and good governance, amongst others, will be at the core of the agreements.

Source: Ayuntamiento de Madrid, “Foro Madrid Solidario.”

Other public institutions

As developed in [Part 3.3](#), international organisations, national and regional governments (when decentralised cooperation partnerships are led by local governments, but also vice versa) can provide services to support decentralised cooperation initiatives such as capacity building, technical assistance, funding etc.

Additionally, multi-level coordination among public actors in a framework of shared competences (health, education, planning, LED etc.) is key to guaranteeing efficient results and development impact.

El Salvador National Government supports decentralised cooperation

The Vice-ministry of Development Cooperation of the Government of El Salvador offers support to its LRAs in their decentralised cooperation projects, including those projects aimed at managing migration-related matters. In this field, the Vice-ministry has also worked with LRAs from other countries to achieve an improved migration management system. Recently, several meetings have been held in Mexico with LRAs from Tapachula, Comitán de Domínguez, Acayucan and Tenosique, in the southern state of Chiapas, with the aim of exchanging experiences around the services offered to Salvadorian migrants crossing the Mexican state, mostly heading for the US and Canada. There are also programmes designed by the Salvadorian authorities for returned migrants which are implemented in different municipalities.

Source: Ministerio de Relaciones Exteriores de El Salvador. Available from http://www.rree.gob.sv/index.php?option=com_k2&view=item&id=6862:delegacion-salvadorena-realiza-jornada-de-trabajo-con-autoridades-locales-de-arriaga-chiapas&Itemid=1770

Civil Society Organisations and citizens

The involvement of CSOs in decentralised cooperation partnerships, especially of those working in the field of migration and development, is fully advisable as their first-hand knowledge of the migratory challenges is vast. However, beyond specialist organisations, other CSOs working in other fields, ranging from service provision to ensuring social inclusion, should also be considered.



↑ Young member of an associative group in El Salvador who was supported in his entrepreneurial initiatives by the diaspora. Source: JMDI.

In the field of migration, CSOs have always played a prevalent role. Their active participation has been due to their flexibility to act and the fewer constraints they face compared to LRAs, who may have to comply with or are restricted by political and action frameworks designed by their national governments.

Indeed, CSOs are in a privileged position between the general public and the LRAs and can often act as mediators and facilitators for effective response to migrants' and refugees' needs. Their flexibility, extensive networks and contacts, knowledge of and access to communities at the grass-roots level and emphasis on the well-being of the individual¹⁵ makes CSOs an indispensable partner in the mainstreaming of migration in development policies at local level. CSOs can provide technical and material

15 IOM refers to NGOs but according to the author of this document this is extendable to CSOs in general. IOM, *Partnership with Non-Governmental Organizations in Managing Migrations* (MC/INF/253, 2002). Available from <https://www.iom.int/jahia/webdav/shared/shared/mainsite/microsites/IDM/sessions/84th/MCINF253.pdf>.

support to enhance the civil society's role and contribution in the migration sector, including their efforts in research, the provision of direct services to migrants, and the development of advocacy actions on behalf of migrants. Diaspora and migrants as CSOs are also key stakeholders as outlined below.

It is important to note that CSOs should be involved across the entire process of defining, implementing, and evaluating migration-oriented decentralised cooperation partnerships and initiatives.

Diaspora and migrant associations

Migrants play an essential role in the process, and not only as recipients of actions led by other stakeholders. Experience shows that the traditional “work for migrants” approach should be abandoned in favour of a “work with” approach where migrants are empowered and contribute actively to the community. Indeed, in many cases migrant associations and the diaspora are behind the establishment of decentralised cooperation partnerships, especially those built across a migratory channel. The Grdr initiative below is a good example of successful migrant-led initiatives.

EXAMPLE 4

The importance of listening to and promoting migrant initiatives

The Grdr Migration, Citoyenneté, Développement (Groupe de Recherche et de Réalisation pour le Développement Rural) is an association that came into being in 1969 thanks to the efforts of French agronomists and migrant workers from the region around the Senegal river.

One of the landmark projects launched by the Grdr is the Local Development Initiative Support Programme (PAIDEL), which is aimed at achieving better local governance by fostering LRA ownership of the development processes. The PAIDEL programme has become a good example of decentralised cooperation inasmuch as the LRAs from the African territories concerned have received the support of the French regions of Ile-de-France, Centre (now Centre-Val de Loire) and Nord-Pas de Calais (now Hauts de France), as well as the French national government and the European Union (EU). In addition, one of the focus areas was called “From local to international... with migrants”, thus recognising the key role that diaspora play in the development of a territory. For its implementation, the African local governments and institutions have counted on the support of the migrant associations abroad.

The project results include the institutionalisation of shared services for local development at regional or supramunicipal level, the strengthening of territorial cooperation of the local actors (also with international partners) and the capitalisation of the good practices.

Source: Grdr Migration-Développement-Citoyenneté. Available from <http://www.grdr.org>

Migrants and their associations can contribute with the understanding of languages and cultural specificities on both sides of the partnership, an enriched vision of local development potentials through the migratory experience, and knowledge of the territory of origin and its citizenship, with related potential, both for identification of needs and priorities and for investment. Involvement of the diaspora and migrants' associations refers both to

newly-arrived migrants and to migrant communities that are deeply embedded in the community in order to ensure that no one is left behind.

Santa Perpètua Solidària's initiatives on migration and development

Santa Perpètua Solidària is an NGO based in Santa Perpètua de Mogoda, a town in the outskirts of Barcelona with a population of 25,000 inhabitants. The NGO is a mixed association with members from the local population as well as migrants of different origins (Senegalese, Gambians, Mauritians, Moroccans etc.).

The NGO identifies possible projects in the countries of origin of these migrants, often channelled by the migrants themselves. Once the NGO has ensured it has a solid counterpart, both partners elaborate the project further and ensure its viability. Migrants living in Santa Perpètua participate in the drafting of the project through, inter alia, fund raising, the establishment of relations with the local public institutions, or the obtainment of the permits required, always with the local community's contribution as well. The participation of women in the projects is a cross-cutting principle for the NGO. The projects are co-funded by the NGO, the Santa Perpètua Town Hall, the Catalan Fund for Development Cooperation and the Catalan Agency for Development Cooperation, as well as by the migrant community and the local community.

Source: Santa Perpètua Solidària. Available from <http://spsolidaria.org>



↑ A municipality in Mauritania was provided clean drinking water under the decentralised cooperation project “Drinking water supply, a primary need of the population.” Source: NGO Santa Perpètua Solidària.

Private sector

Professionals, micro and small and medium-sized enterprises (SMEs) and big companies can provide trade relations, knowledge, expertise, technology and new solutions under the form of technical assistance and trainings. They can also mobilise funding and investments as well as projects linked to local priorities for sustainable development.

Diaspora and migrants also play a significant role in job creation, entrepreneurship and investment, as far as SMEs are concerned. Migrant-owned companies contribute to the stimulation of the economy and to the integration of migrant groups since they frequently employ migrants for their businesses.

Partnering with the private sector and, especially, with migrant-owned businesses and migrant entrepreneurs is a crucial success factor in the process of integrating migration and development.

Knowledge-based organisations

Universities, think tanks, research centres and expert consultants can contribute enormously to conducting needs assessments in regards to the different dimensions of migration which, despite their evident impact on the implementation of sectoral policies, have been neglected too often so far. Likewise, it is important to take into consideration their role in the monitoring and evaluating stages of public policies (through data gathering, analysis and drawing of conclusions).

Knowledge-based organisations have the capacity to work with a wide spectrum of stakeholders, from LRAs and international organisations to CSOs and the private sector. They can contribute with scientific collaborations, with theoretical approaches as well as with more practical tools and activities (health care services, pilot projects on the integration of migrants into particular economic circles etc.). The (often) transnational impact of their actions becomes essential for building relations with their peers in other territories and thus for decentralised cooperation initiatives. Finally, fellowship programmes aimed at fostering the circulation and transfer of knowledge are also an appropriate tool. These kinds of programmes were one of the several successful actions developed in the framework of a decentralised cooperation project between Tuscany (Italy) and Kasserine (Tunisia).

Cartography of the Tunisian university students in Tuscany and of their needs and potential

In the context of the broad decentralised cooperation project between the regions of Tuscany (Italy) and Kasserine (Tunisia), a cartography exercise was developed that aimed to identify the Tunisian university students pursuing their studies in Tuscany, as well as of their backgrounds, needs and potential in order to establish possible synergies with the JMDI-supported project being carried out. The activity was implemented by the associations Pontes and Nosotras, whose members are both Italian and Tunisian professors at the University of Florence, with the support of EuroAfrican Partnership. Some of the roughly 100 students enrolled at the University were later involved in other activities of the project.

Source: JMDI, Project "Pour une meilleure efficacité des programmes de santé maternelle et infantile en Tunisie à travers une stratégie de développement qui implique les systèmes socio-sanitaires Tunisiens et Italiens." Available from <http://www.migration4development.org>

Governance platforms, transparency and accountability

Once the different stakeholders are identified, spaces need to be created that articulate their participation. Multi-level and multi-stakeholder governance platforms should be based on long-standing and trusted relationships, whether they are formal or informal. They should comply with the following principles:

- accessible to all sectors of society;
- balanced so that no group dominates any other;
- respectful of the independence of non-governmental actors;
- transparent.

These collective governance mechanisms create ownership and co-responsibility among all actors and contribute to avoiding redundancies and duplications of efforts (although attention should be paid to preventing the different stakeholders from being overburdened). They need to foster their own legitimacy, both internally and in the public sphere towards the other actors who are not directly participating therein, particularly the general citizenry.

Legitimacy comes with transparency and the need for accountability. For this, improved measurement and monitoring is needed. As mentioned above, there are stakeholders who are more capable of gathering and analysing data than others (knowledge-based organisations, CSOs, etc). An appropriate decision might be to create open government data systems in the framework of these multi-stakeholder platforms and share them with all decentralised cooperation partners.

3.1.3 Policy coherence

The complementarity of migration-related actions between LRAs and their territorial stakeholders fostered through this multi-stakeholder approach needs to find correspondence with policy coherence as well. As outlined above, policy coherence has been defined by the OECD as a practice that aims at avoiding or minimising the negative spill-over effects of various policies (and actions) on the development prospects of developing countries.¹⁶ This entails breaking out of sectoral silos and adopting integrated and balanced approaches to the economic, social and environmental dimensions of migration within the LRA (horizontal coherence), but also promoting aggregated actions at the global, regional, national



↑ Local actors assigned roles and responsibilities among various stakeholders to improve coordination and policy coherence in the Philippines. Source: JMDI.

¹⁶ OECD, *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence* (Paris, OECD, 2016). Available from <http://www.oecd.org/development/better-policies-for-sustainable-development-2016-9789264256996-en.htm>.

The French National Decentralised Cooperation Commission

In France, the National Decentralised Cooperation Commission has become a stable multi-level governance platform whose aim is to foster dialogue between the State and the LRAs aiming at a better coordination of their respective actions in the field of decentralised cooperation.

The Commission is composed of the same number of representatives of the national LRA associations (including the cross-sectoral associations of municipalities, provinces and regions and those specialised in international relations: Cités Unies France and the Association Française du Conseil des Communes et Régions d'Europe) and of all the ministries working on decentralised cooperation.

The Commission issues various proposals for the improvement of the different decentralised cooperation modalities and has created a database of all projects and agreements concluded by the French LRAs in the framework of this type of international cooperation.

Source: France Diplomatie, "Présentation de la commission nationale de la coopération décentralisée" (CNCD). Available from <http://www.diplomatie.gouv.fr/fr/>.

Migration-oriented decentralised cooperation partnerships and initiatives should consequently be established in coherence with the different public policies adopted by the LRA in the territories involved. This means they have to be in accordance with strategic or integral sustainable development plans but also with all sectoral instruments addressed in different fields (education, health, employment, urban planning, social inclusion etc.). Following the multi-dimensional conception of migration, policy coherence is key and should be monitored through adequate multi-level and multi-stakeholder governance systems.

Indeed, certain cities and regions are adopting development cooperation master plans to provide a framework that enhances policy coherence in their international development initiatives. These plans usually include:

- Values in which the policy is underpinned;
- Priority regions of intervention;
- Decentralised cooperation partnerships;
- Sectors of intervention (governance, economic development, climate change, migration etc.);
- Means of intervention;
- Budget;
- Coherence with other public policies (public procurement, LED, migration, climate change etc.);
- Monitoring and intervention tools;
- Governance mechanisms.

Governance mechanisms are established for the coordination of the initiatives included in the plan and are an adequate framework to guarantee appropriate follow-up and coherence with other initiatives and policies, as the city of Barcelona has been doing in recent years.

2017-2020 Cooperation and Global Justice Master Plan of the City of Barcelona

For many years now, the city of Barcelona has been reflecting its development cooperation strategy (decentralised cooperation included) in a specific multi-year master plan that is agreed upon by the citizens as well. The current master plan has been recently approved.

One of the priorities for the current period is policy coherence. Building on the successful experiences of technical cooperation with other territories, the Barcelona City Council has committed to giving a strategic approach to all Council departments in their contributions to transforming the city towards global justice, also coordinated with the Council's international strategy. This means not only avoiding contradictions between the different departments' policies and actions, but also focusing all policies and actions towards the same aim, based on an ex-ante analysis and an approach that includes global justice.

Migration is also an important feature of the master plan – it is in fact the cornerstone of two of its strategic goals: SG4 Fostering respect and protection of human rights and SG8 Protecting the fundamental rights of citizens in emergency situations. The master plan will thus undertake actions towards contributing to a better management of the refugee crisis, receiving asylum seekers, ensuring migration channels become safe, helping restore urban areas affected by natural or man-made disasters, and introducing migration as a cross-sectoral element in all the Council's policies and actions, amongst others.

Source: 2017-2020 Cooperation and Global Justice Master Plan of the City of Barcelona.

Together with local strategies and policies, decentralised cooperation initiatives and partnerships should also be coherent, always in the framework of the principle of local autonomy, with national policies and legislation and international agendas. Indeed, as it has been stressed in **Part 1**, global agendas such as the 2030 Agenda for Sustainable Development, the New Urban Agenda and the New York Declaration provide LRAs with a policy roadmap for their decentralised cooperation initiatives.

3.1.4 Transparency and accountability

Transparency and accountability are a fundamental requisite for any strategy, policy, plan or activity. These two principles are not an end in themselves, but rather a means for effective cooperation and thus for effective development results. Moreover, the more actors involved in the decentralised cooperation partnership, the more important these two key issues will be to achieve successful results. **For additional information on this topic, refer to step 3 of the process as seen in the fold out.**

Ecuador's multilevel governance approach

Ecuador has promoted the establishment of integrated local development systems which allow the national government and the decentralised autonomous governments (DAGs) to coordinate initiatives on issues such as the transformation of modes of production, the effective localisation of public policies and investments, and the appropriate management of international development cooperation initiatives.

These integrated local development systems, supported by UNDP, have had the following results:

- At the territorial level, coordination and dialogue spaces (Territorial Working Groups) have been institutionalised in most territories through decrees, co-financing of operational costs, personnel seconding and, in general, the adoption of models of international development cooperation management.
- At the national level, the linking-up of the decentralisation and territorial development processes has been incorporated into public resolutions and the plan for the DAG's capacity strengthening in managing international development cooperation now includes the creation of participatory spaces to join up territorial actors and various levels of government. Additionally, the working strategies of the Technical Secretariat of International Cooperation at the territorial level now take root in the relationship between territorial actors and government institutions at different levels.
- At the international level, the system has been mainstreamed into UNDP's territorial development approach and strategy.

Source: The Global Taskforce of Local and Regional Governments, UN Habitat, and UNDP, "Roadmap for localising the SDGs: implementation and monitoring at subnational level."

Transparency and accountability should be ensured throughout all stages of the action and upon the inception of the partnership. When partners lack the capacity to carry out accountability tasks, or whenever necessary, they can rely on third parties of mutual confidence, who will offer a valuable independent, objective view.

These principles have both an internal and an external perspective. In regards to the former, they will be absolutely necessary for the good progress of the action, as they allow for detecting errors or bad practices developed by any of the project partners and for fixing them on time. Concerning the external perspective, the different societal stakeholders and citizens in general (and, in the case of migration, migrant associations and the diaspora in particular) have the right to know about the extent of the success or failure of their public authorities' initiatives, as well as the impact of these results and outcomes of them and of the mid- and long-term development of their territories.

Involving migrant associations and the diaspora in the transparency and accountability tasks, whether they have been directly involved in the partnership or not, will be essential if the partnership aims to enhance the effectiveness of the goals set, to promote ownership amongst all stakeholders (especially migrants) and, consequently, to contribute to the effectiveness of decentralised cooperation as well.

The Sabadell Solidarity and Cooperation Council

In 2009, the city of Sabadell, Spain, with a population of 200,000 inhabitants, founded the Solidarity and Cooperation Council to serve as a platform for joint work between the City Council and the local stakeholders in the field of development cooperation. The Council currently includes 36 social institutions, six municipal groups and four private companies. Different CSOs participating in the Council are migrant associations, including migrants from Bolivia or Guinea, amongst others. The City Council is currently working on a new development cooperation master plan that will promote direct cooperation with the active contribution of the CSOs (and particularly migrant associations) over indirect cooperation in order to enhance participation and ownership by all actors. This master plan will also evaluate the current bilateral relations of the Council and the feasibility of new city-to-city cooperation agreements with the cities of origin of the main migrant groups in the city of Sabadell so as to build bridges with them for enhanced migration management.

Source: Ajuntament de Sabadell, “Cooperació.” Available from <http://www.sabadell.cat/ca/cooperacio>

3.1.5 Identification of potential partners for migration-oriented decentralised cooperation initiatives

Together with the political decision to engage in migration-oriented decentralised cooperation partnerships, having reliable and stable partners becomes another crucial question in terms of efficiency. **For additional information on this topic, refer to step 4 of the process as seen in the fold out.**

4

As we will see in the following section, if the partnership already exists and works in an efficient manner, integrating migration issues becomes a relatively simple task. However, if it has to be built starting from zero, the question of how to identify partners becomes critical as their reliability and capacity to operate are important success factors.

There are several ways of identifying partners. The main migratory channels concerning each territory provide an adequate framework. The following are some criteria that may be helpful when focusing on one territory or another.

- Country and region of origin or destination of the most important group/s of migrants;
- Existence of migrant associations or another sort of organisation where the diaspora is involved;
- Experience in decentralised cooperation of the potential partner LRAs;
- Available resources;
- Cultural proximity and language;
- ...

With all of the above in mind, the question is how to contact potential partners and to gather all the necessary information about them. The following section highlights different ways in which this can be achieved:

→ Through migrant associations

Migrant associations and other diaspora groups may be one of the most efficient channels to start building bridges between origin and destination LRAs. Many decentralised cooperation partnerships built across migratory channels have their origin in initiatives led by migrants. Having them involved from the very first moment provides relevant assets in terms of efficiency.

EXAMPLE 11

The partnership between Schaerbeek in Belgium and Al Hoceima in Morocco

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

Source: JMDI, “Decentralised cooperation, co-development and territorial partnerships,” My JMDI Toolbox, Module 2, Topic 2. Available from <http://www.migration4development.org>

→ Organising identification missions

Some LRAs organise identification missions to the countries and territories of origin or destination of migrants in order to establish contacts, to gather information on the socio-economic and political context and to analyse the feasibility of establishing effective partnerships. As we will see in the following example, those missions may include LRAs and other local stakeholders to have a complete picture of the territory.



↑ Meetings between the Senegalese diaspora in Spain and elected representatives were held within the framework of PAICODELS to initiate new projects and decentralised cooperation partnerships. Source: JMDI.

Senegal and the Gambia, key partners for the Catalan local governments

In May 2017, the Barcelona Provincial Council, the Catalan Agency for Development Cooperation and the Catalan Fund for Development Cooperation launched a joint mission to Senegal and the Gambia aimed at identifying possible direct cooperation projects with the local governments of these two African countries.

In the region of Casamance, the Catalan local governments addressed matters such as food security, gender and governance, and established contacts with the regional development agencies of Ziguinchor, Sédhiou and Kolda, local NGOs and multi-lateral institutions (WHO, UNICEF, UN Women, UNDP). In the Gambia they met with the governors of the Upper River and West Coast regions, as well as with local NGOs, the Association of Non-Governmental Organisations TANGO, multi-lateral institutions and the Ministry of Forestry & Environment.

This exchange was not the first contact between the Catalan and the African authorities. In fact, municipalities from the region of Sédhiou had already visited Catalonia in order to discuss and explore common areas of interests. This led to partnerships aimed at sharing medical material that contributes to the region of Sédhiou's health planning and builds on the presence of the Senegalese diaspora in Spain.

Many Senegalese and Gambian migrants have settled down in Catalonia since the eighties and have created their own associations and initiatives, for which reason their involvement in the future projects will be essential.

Source: Diputació de Barcelona, "Missió de l'Oficina de Cooperació al Desenvolupament a Senegal i Gàmbia."

→ Through superior tiers of government

Different levels of government can offer support to LRAs to identify potential partners in countries and territories of origin or destination of migrants.

Diplomatic delegations are certainly one of the most important resources that LRAs count on. They usually provide support to their LRAs in the organisation of missions and the establishment of agendas, or provide key information on the country and the territory in focus.

Additionally, in many countries, especially in the most developed ones, regions (or federal states) or supra-municipal governments (provinces) provide support to their LAs in relation to the identification of potential partners and the engagement in decentralised cooperation partnerships. The example provided above shows how different levels of government, regional, provincial and local, collaborate in the identification of partners and the collection of information with the aim of developing decentralised cooperation initiatives in the regions of origin among important migrant groups in Catalonia.

Similarly, associations of LRAs such as the Dutch association VNG may also develop this task.

EXAMPLE 13

VNG International

VNG International is the International Cooperation Agency of the Association of Municipalities of the Netherlands. It supports decentralisation processes and facilitates decentralised cooperation through the strengthening of local governments, their associations, training institutes and decentralisation task forces both in developing countries and in countries in transition.

VNG International's Local Government Capacity Programme, mostly financed by the Dutch ministry of Foreign Affairs from 2012 to 2016, aimed to develop the capacity of local governments and local government associations in ten countries in Central America, in order to contribute to sustainable LED and the four prioritised themes of the Dutch international cooperation policy: water; security and rule of law; food security; and sexual and reproductive health and rights. Given the successful results of the initiative, many Dutch municipalities expressed commitment and enthusiasm to join the following edition, willing to share knowledge and expertise where necessary in further fields such as migration.

Source: VNG International, "The new local government capacity development programme." Available from <http://www.vng-international.nl/blog/dutch-municipalities-expressed-commitment-and-enthusiasm-for-the-new-local-government-capacity-development-programme-formulation-for-development-countries>

→ Through networks

Networks gathering LRAs can also be very useful for the establishment of decentralised cooperation partnerships, as demonstrated by the intense work of Cités Unies France in this field. Although networks are set up to provide other types of services – mainly advocacy, awareness raising, exchange of experiences, transfer of know-how or mutual learning – in many cases they offer a privileged space for the establishment of highly reliable and effective partnerships.

EXAMPLE 14

Cités Unies France

Cités Unies France (CUF), "United Local Governments of France", is a federation of 3,000 French local and regional governments involved in international relations and, in particular, in decentralised cooperation.

As French LAs are allowed to sign agreements with foreign counterparts, provided that they do not conflict with French national commitments, a substantial and growing number are involved in partnerships with other LRAs around the world (thousands of partnerships exist with over one hundred countries). Within the field of international cooperation, Cités Unies France provides



information and advice, organises working groups on specific issues, and coordinates more than twenty “country-groups”, bringing together French local governments in order to facilitate the exchange of information and experiences, and foster a closer cooperation between its members.

Cités Unies France has established strong collaborations with the French local government associations, the national authorities, partner countries and other countries, NGOs and their networks, as well as a number of federations and platforms of stakeholders working in the field of decentralised cooperation. Being a member of UCLG and Platforma allows the federation to engage in direct global negotiations in different fields such as environment and climate change in the framework of discussions amongst national authorities and international organisations.

Source: Cités Unies France. Available from <http://www.cites-unies-france.org/>

3.1.6 Gathering the necessary information about the potential partner

As it has been outlined in the previous section, the support of migrant associations and different tiers of administration or networks is not only important to contact potential partners but also to access and gather the necessary information to work on the establishment of the partnerships in an appropriate manner.

Information is key. Knowing precisely and thoroughly the conditions in which the potential partner operates can avoid problems and negative surprises. The following are fundamental aspects to be taken into account before formalising a partnership:

- Socio-economic and environmental context;
- Political context;
- Environment in which LRAs operate (decentralisation levels, competences, financial resources etc.);
- Migration context and migration governance mechanisms;
- Specific competences on migration-related issues of the LRA;
- Operational capacities.

3.1.7 How to formalise agreements or to review existing partnerships

Once contacts are established and the political decision is taken (according to the real needs and interests of LRAs, together with the most relevant stakeholders, in coordination with the different levels of government and according to appropriate information), it is time to set up the new partnership or review the existing one in order to introduce migration-related components.

It is important to underline that properly institutionalised partnerships tend to be more sustainable than those operated in an informal manner. In this sense, signing partnership agreements or revising existing agreements is advisable as it gives more certitude and transparency to the initiatives foreseen by the LRAs.

There are different forms of agreements. The following are the most common ones:

- Partnership agreement;
- Memorandum of understanding (MoU);
- Twinning agreement.

Besides the fact that twinning agreements are nowadays generally outdated, new agreements should, at a minimum, include the following elements:

- General information on LRAs involved;
- Aim of the partnership (it should be concrete and results-oriented);
- Actions foreseen in the partnership (they should be measurable);
- Expected results;
- Stakeholders that should be engaged;
- Monitoring and evaluation system (including indicators);
- Coherence with each LRA's own development plans;
- Alignment with the SDGs;
- Timeline;
- Budget;
- Management system (including unities or administrative departments in charge);
- Governance system.

The aims of the partnership should be defined in common by LRAs together with the stakeholders involved in each territory, especially migrants' associations and diaspora groups, and be the expression of a shared interest.

However, as it has been underlined in the previous sections, existing partnerships can also be reviewed to introduce new components related to migration and development. This is also a political decision that has to be taken according to real needs and interests, together with the local stakeholders, in coordination with the different levels of government and according to appropriate and sufficient information. Formalising the revision of an existing agreement is also highly advisable in order to provide certitude and a roadmap for the actions to undertake.

The revision of the existing agreements should include:

- Revision of aims;
- Revision of actions to be undertaken;
- Expected results;
- Inclusion or further stakeholders that should be engaged (migrant associations and diaspora groups);
- New indicators;
- Revision of the coherence approach;
- Alignment with the SDGs;
- Timeline of the reviewed agreement;
- Reviewed budget;
- Reviewed management system (including unities or administrative departments in charge);
- Reviewed governance system.

Annex 2 provides a template of a migration-related decentralised cooperation MoU between two sample cities. It has been drafted based on all the criteria that, as pointed out above, should ideally be included in such a reference framework for a decentralised cooperation partnership. As a consequence, the template should be adapted according to the parties' needs, priorities, objectives, capacities and circumstances.



↑ The Mayor of Bangui, and staff of Emergency, an Italian non-profit organization, visit a hospital renovated by the organization in Bangui, Central African Republic. Source: UN Photo/Nektarios Markogiannis.

3.1.8 Who is in charge of promoting and managing decentralised cooperation partnerships?

The management of migration-oriented decentralised cooperation partnerships is a challenging task for LRAs, even in developed countries, that requires certain capacities and professional skills as well as sufficient resources.

As the political or administrative structures of LRAs vary from country to country, and even from LRA to LRA, it is difficult to determine who should be in charge of dealing with migration-oriented decentralised cooperation partnerships at the political, technical and administrative level.

The following table provides a set of suggestions arising from the most common trends among LRAs:

Task	Position	Skills
Political decision, follow up and representation	→ Mayor or President	→ Leadership and recognition
	→ Councillor or elected authority in charge of decentralised cooperation	→ Capacity to mainstream policies
	→ Councillor or elected authority in charge of migration	→ Ability to operate in different cultural scenarios
Technical management and follow up		→ Ability to mobilise and engage stakeholders
		→ Transparent and open to be accountable
		→ Understanding of linkages between migration and development
		→ Understanding of migrants' and displaced persons' needs and rights
	→ Department in charge of decentralised cooperation	→ Management skills
	→ Department in charge of migration	→ Languages
		→ Ability to operate in different cultural scenarios
		→ Ability to mobilise and engage stakeholders
		→ Capacity to manage budgets
		→ Results oriented
Administrative management and control	→ Legal services	→ Legal and financial issues, knowledge according to national and international regulations
	→ Financial services	

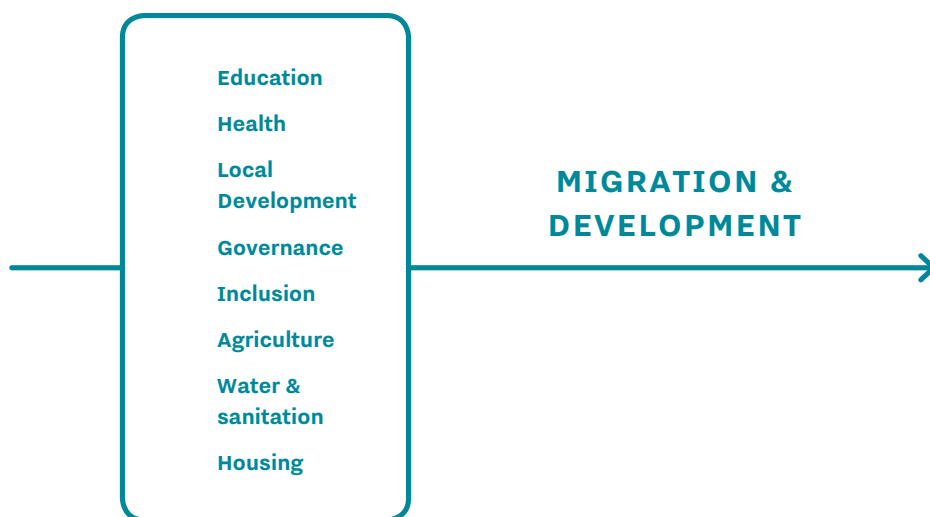
As apparent in the above table, competent teams and specific skills and abilities at political, technical and administrative level are required. Human resources are key for the effective development of initiatives and achievement of the expected results in terms of sustainable development.

As we will see in [Part 3.3](#), together with human resources, financial and technological resources are also essential.

3.2 The sectoral dimension

As it has been underlined in **Part 2**, the inclusion of migration as a key aspect of territorial development can be approached from a wide range of perspectives and fields. Indeed, the acknowledgement that migration is a cross-cutting issue, affecting and being affected by a variety of issues, has led LRAs to approach it in an integral and multidimensional manner.

Thus, migration-oriented decentralised cooperation partnerships can focus on a wide range of themes and fields of intervention in line with the universal, integral and multi-dimensional conception of sustainable development expressed by the 2030 Agenda.



It is important to underline the sense of **shared prosperity for all and mutual interest** at the moment of defining the themes to be tackled by the partnerships. The full involvement in the initiatives requires that these partnerships are seen as a useful tool by all partners in terms of producing positive and sustainable impact.

3.2.1 Main sectors of intervention

The following are the themes most frequently addressed by migration-oriented decentralised cooperation partnerships.

Improvement of governance in the different territories concerned; that is, the strengthening of institutional and operational capacities of LRAs with regards to the phenomenon of migration and the establishment of ways to tackle it and include it as a crucial part of their agenda. Governance initiatives might focus on different issues such as the establishment of multi-stakeholder platforms to tackle migration policies; the involvement of the diaspora and the migrant community in the decision-making process in different fields (planning, infrastructure, housing, education, health etc.); the set-up of stable relations between the authorities and the migrant communities in the territory and even the creation of a structure that mediates between them; mechanisms to make migration policies more transparent and accountable; management of data to improve migration public policies etc.

Mediterranean City-to-City Migration Profiles and Dialogue

The “Mediterranean City-to-City Migration Profiles and Dialogue” (C2C project, 2015-2018) was launched by ICMPD in partnership with UCLG, UN Habitat and different Mediterranean cities (Tangiers, Tunis, Beirut, Amman, Lisbon, Lyon and Turin) to shape the agenda and inform on the role of cities in migration policies around the Mediterranean, thus improving the inclusion and integration of migrants at city level in the Southern Mediterranean region, including through access to human rights.

The project aims to reinforce the knowledge and capacities of local politicians, senior officials and practitioners from departments of city administrations working in relevant sectors, such as housing, health care, education, community participation, urban planning, labour and employment. UCLG is in charge of coordinating the seven thematic peer-to-peer learning meetings that bring together representatives from the department for inclusion and the concerned thematic department of the 10 participating cities.

This project is indicative of the bilateral nature of decentralised cooperation relations. Here, North-South, North-North and South-South relations are fostered following the global trends and latest developments in migration: in the Mediterranean basin, countries are evolving from transit countries to host countries, which creates new concerns for these countries and their LRAs in cities of the southern Mediterranean that need to be shared and worked on jointly with their neighbouring peers.

Source: UCLG, “Migration.” Available from <https://www.uclg.org/en/issues/migration>

Decentralised cooperation partnerships may also tackle sectoral and specific problems and goals. Cooperation between territories might take place in many different fields such as health, education or LED.

LED is certainly one of the issues most frequently addressed by migration-oriented decentralised cooperation partnerships. Different themes are addressed such as:

- Improving LED policies;
- Commercial exchanges;
- Support for productive projects (agriculture), proximity production etc;
- Support for the creation of migrant-led companies and investments;
- Improving employment policies;
- Fostering innovation;
- Etc.

Santa Maria da Feira, Portugal has succeeded in linking migration and LED, as explained below:

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

EXAMPLE 16

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

The municipality is planning the launch of an online platform that will link local business owners of all backgrounds with the Portuguese diaspora and with the countries of origin of local immigrants. The launch of this platform is the culmination of a number of initiatives that reach out through business partnerships. The municipality has regular business exchanges with Kenitra, in Morocco. The partnership, made possible thanks to the presence of Moroccan nationals in Santa Maria da Feira, started with a visit by a Kenitra delegation in 2012. Since then, a number of protocols between the two municipalities have been signed, in addition to the private sector business relations established.

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

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

Source: Council of Europe, "Intercultural cities: good practice examples." Available from <https://www.coe.int/en/web/interculturalcities/-/bilateral-overseas-business-development>

Remittances are another important aspect to approach through decentralised cooperation partnerships as projects may focus on how to link remittances to LED in both the home and host communities. This was one of the goals of the EMIDEL project, as outlined below.

The EMIDEL Project

EXAMPLE 17

The EMIDEL project led by the City Council of L'Hospitalet de Llobregat, Spain in partnership with the City Council of La Paz and the City Council of Santa Tecla, El Salvador and the Department Council of Canelones, Uruguay was financed under the URB-AL III Programme of the EU.

The project aimed to develop training models for Latin American local governments so that, by basing themselves on the European experience in this field, they could create a structure of LED units that encourage private initiatives.





The specific goals of the project were:

- To develop the capacity of local governments to help and promote entrepreneurs, with the aim of boosting LED.
- To develop training experiences and technical assistance that make the productive investment of entrepreneurs in local municipalities viable by increasing the value of remittances from Latin American emigrants to Europe.

Source: "Main achievements and impacts of the URB-AL III Programme projects." Available from https://issuu.com/urbal3/docs/resultados_e_impactos_urb-al_iii.en

In the field of **health**, partnerships may aim at reinforcing organisational and governance structures in hospitals or the health system in general, or at creating mechanisms to ensure the health care system reaches the whole community, especially women, the elderly and children. The Tuscany-Kasserine project mentioned below can again be highlighted as a good practice of inserting migration into decentralised cooperation.

Tuscany-Kasserine partnership

The region of Tuscany in Italy and the Governorate of Kasserine in Tunisia have developed solid relations since the signature of the MoU between both Governments in 2011. Both regions launched a project to "Support to the health system of the Governorate of Kasserine" (2013-2015). One of the sub-projects aimed at achieving more efficiency in the child-maternal health programs in Tunisia (focusing on marginalised areas of Tunisia) through a development strategy involving the women and the health systems of both Tunisia and Italy.

Several public authorities and CSOs from both regions got involved in the initiative, which counted on the particular participation of the Tunisian community in Tuscany, the Croissant Rouge Tunisie – Delegation of Kasserine, the Regional Hospital of Kasserine, etc. In one of the principal actions developed, Tunisian women living in Tuscany were empowered as key actors of the awareness-raising and information campaigns in the field of health education and promotion, particularly as far as maternal and child health are concerned. Tunisian women living in Tuscany were in charge of carrying out these campaigns aimed at the women and women associations in Kasserine, who in turn disseminated the information amongst their families and community.

This, together with the different actions implemented in the framework of this project, resulted in a strengthened social and health system in Tunisia, with particular improvement in the field of maternal and child health, as well as an enhanced and more fluent relation between the authorities and civil society from the regions of Kasserine and Tuscany.

Source: JMDI, Project "Pour une meilleure efficacité des programmes de santé maternelle et infantile en Tunisie à travers une stratégie de développement qui implique les systèmes socio-sanitaires Tunisiens et Italiens." Available from <http://www.migration4development.org>

In the field of **education**, migration-oriented decentralised cooperation partnerships can address a wide typology of initiatives, from projects aimed at strengthening the educational systems in both origin and destination territories to initiatives ensuring access to education for all migrants and displaced persons. Decentralised cooperation partnerships can also serve as a platform to exchange students on a temporary basis, as well as to engage those students living abroad in the development of their territory of origin, thus facilitating in both cases the transfer of knowledge and innovation. Projects in the field of education may also be targeted at defining and implementing strategies to minimise the impact of brain drain, which is usually strongly related to migration.

The German city of Hamburg has succeeded in involving parents with a migrant background in their children's transition from school to employment.

Parents on the Spot, Hamburg, Germany

EXAMPLE 19

Since the 1990s the proportion of young people in Hamburg with a migrant background leaving school without graduating has been more than twice that of the national population. Accordingly, it is a policy priority to improve educational attainment, increase the number of placements among youth with a migrant background, and strengthen school structures for intercultural dialogue and cooperation. The project entitled “Parents on the Spot” aimed to enable parents with a migrant background to play a more active role in the schooling of their children – more specifically, in the transition from school to employment. To do so, it was important to build awareness regarding the German school system and make the parents active and knowledgeable actors in the schooling of their children. Initial contact served to build a trusting relationship between project workers and parents in selected neighbourhoods, leading to formal training on German schooling, educational structures and school–employment transitions. The next stage was crucial to the project. It was one in which trained parents were encouraged to become facilitators – which is to say, to use their own social networks to pass the knowledge on to other parents. From October 2011 to December 2013, 62% of the 45 trained parents became facilitators, and an estimated 2,800 parents had been reached.

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

Source: JMDI, “Decentralised cooperation, co-development and territorial partnerships,” My JMDI Toolbox, Module 2, Topic 2. Available from <http://www.migration4development.org>

Culture is also a key factor for the integration of migrants and development. Migrants play and have played a crucial role in promoting intercultural understanding, fostering diversity and new values. Migrants' cultural heritage is still a field left unexplored through decentralised cooperation partnerships albeit with a strong potential, as it is shown in the following example based on Brazil.

Migrants, tourism & culture

In the framework of the URB-AL programme, the project “Tourist itineraries and heritage of Italian immigration” was implemented between 2001 and 2003, coordinated by the city of Caxias do Sul (Brazil), with member cities Bento Gonçalves y Flores da Cunha (Brazil), and the Italian provinces of Treviso, Perugia, Trento and Venice. The project was based on the existence of a significant Italian migration to the Brazilian member cities that had contributed to the human and economic development of the region. It aimed to promote economic development of the rural Brazilian regions of Rio Grande do Sul based on tourist itineraries that showed the Italian heritage in the regions.

The success of this project led to the implementation of a second project along the same lines: the project “VICTUR” (Assessment of Tourism Integrated into the Cultural Identity of Territories). The project was aimed at developing training activities on cultural assets and promoting knowledge of the heritage, culture and identity of the local areas, as a basis for the development of integrated forms of sustainable and quality tourism, that is, of a cultural nature. As a result, a number of instruments were generated (such as an observatory and a virtual museum on immigration) on rural tourism that values cultural identity. The project widened its area of influence, adding other Latin American member cities such as Casablanca, Chile and Montevideo (Uruguay), and European ones such as Vilafranca del Penedès, Spain.

Source: Diputació de Barcelona, “Migrations: a new era of co-operation between local governments Research Papers / Number 4.” Available from http://observ-ocd.org/sites/observ-ocd.org/files/publicacion/docs/430_221.pdf

Finally, many decentralised cooperation partnerships address the question of the **provision of basic services** such as water or sanitation (a big issue in Africa, as shown by the following example) and their link to migration and development.

Migration and the water and sanitation sector in Africa

In Africa, lack of water leads to greater migration towards industrialised countries. It makes health care and prevention policies impossible. It leads to tensions between peoples, hunger and disease. Local water governance is a determining factor for development. In the areas where water is scarce or completely unavailable, bridges need to be created between water concessionaries, vendors and users, to make water available to everyone at affordable prices.





In several decentralised cooperation partnerships collected in the study “Contribution of Decentralised Cooperation to Decentralisation in Africa” developed by UNDP and the Region of Tuscany in Italy in 2008, the issues of clean water and sanitation emerged as priority areas for cooperation in order to diminish the amount of diseases and deaths that are due to contaminated water sources. Activities included, in particular, the construction of public toilets or latrines, as well as of safe water wells.

Source: UNDP and Toscana Region, “Contribution of Decentralised Cooperation to Decentralisation in Africa.” Available from http://www.euroafricanpartnership.org/old/contributi/DCStudy-publication-7_08.pdf

3.2.2 Different types of initiatives

Migrant-oriented decentralised cooperation partnerships operate through different types of initiatives. The following are the most common ones. **For additional information on this topic, refer to step 5 of the process as seen in the fold out.**



Pilot projects are the most classic form of intervention. They provide innovation and new solutions and for this reason they have a great potential of capitalisation and replication. In decentralised cooperation, pilot projects are usually financed by external operators (national agencies, multilateral organisations, philanthropies etc.) and the sustainability and ownership of the LRAs involved become the main challenges.

In order to develop sustainable and non-isolated projects, ownership and the link with local strategies is key. Ownership requires the full engagement of local stakeholders as well as the attainment of concrete and measurable results and impact (as projects should be results-oriented).

Indeed, many projects are proposed and managed by local stakeholders, migrant associations or other stakeholders engaged in the partnership. The partnership between Tuscany and Kasserine shows the variety of stakeholders engaged and the prominent role they have had in the planning and management of several initiatives.

As it has already been outlined, many migration-oriented decentralised cooperation partnerships focus on the **reinforcement of LRAs institutional and operational capacities**. In this context, they share experiences and knowledge through different types of initiatives such as:

- Technical cooperation;
- Peer-to-peer learning;
- Training;
- Capacity building;
- Study visits.

Also in this context, the involvement of local stakeholders is of crucial importance. The partnership between Al Hoceima and the Schaerbeek Municipality in Belgium shows how the diaspora groups living in Belgium have helped to mobilise technical assistance in urban planning from their community of destination.

Training for entrepreneurs in Murcia: women at the forefront

An important number of Moroccan citizens living in the Spanish region of Murcia come from the Oriental region. Many of them have started their own businesses in the host territory: they sell products such as perfumes, argan oil, decoration, ceramics, djellabas, leather articles etc. that they import from Oujda, Fez, Marrakech, Essaouira and other territories or purchase from wholesalers.

A large group of these migrant traders, mostly women, have participated in training sessions on how to start up and run a small business offered by the Fundación Cepaim. This Foundation has organised these trainings thanks to the financial support awarded by the Government of Murcia through calls for proposals launched in the framework of the European Social Fund.

Source: Comunidad Autónoma de la Región de Murcia.

Finally, decentralised cooperation partnerships, especially those defined in a multilateral basis, are a good framework for **advocacy** initiatives. Decentralised cooperation can focus on enabling the environments in which LRAs operate by improving legislation, clarifying competences and responsibilities or securing sufficient resources for LRAs in order to improve the quality of migration-related public policies.



↑ Tania Endara, Administrator of the Provincial Government of Imbabura, Ecuador, facilitates capacity building activities for the “Leaving Tracks” (Dejando Huellas) Association made up of refugee and Ecuadorian women in vulnerable situations. Source: JMDI.

3.2.3 Planning initiatives

Implementing effectively all these types of initiatives requires planning. The following are the most common planning steps:

- Diagnosis of the context in which the initiative intervenes;
- Definition of clear objectives to respond to the problem, threats, challenges, and opportunities outlined in the diagnosis;
- Identification of stakeholders involved;
- Definition of actions;
- Definition of deliverables;
- Identification of specific results;
- Definition of a monitoring and evaluation methodology, including indicators;
- Timeline;
- Definition of the budget.

The planning process should be carried out together with the different stakeholders that have been involved. Indeed, the participation of migrant associations and diaspora groups, as well as other local stakeholders like universities, CSOs or private companies in the planning process of migrant-oriented decentralised cooperation initiatives becomes a crucial asset.

Planning decentralised cooperation initiatives requires skills and many LRAs lack them. Building alliances with CSOs, including migrant associations and universities can provide the necessary knowledge to set well-planned and efficient initiatives.

3.3 Finding the resources to make it work

In a context of scarce resources, local and regional governments need to ensure resources in order to enable decentralised cooperation partnerships. **For additional information on this topic, refer to step 6 of the process as seen in the fold out.**



What types of resources are needed and should be mobilised? Funding is usually the first need but it is not the only one. Decentralised cooperation also requires adequate human resources at both the political and the technical level. Elected authorities and professional staff need to be endowed with the appropriate skills and capacities (including leadership) and technical and material resources.

The following are the most common sources to fund migration-oriented decentralised cooperation partnerships:

- Local and regional budgets;
- Local stakeholders;
- National governments;
- International organisations;
- Philanthropy.

Aligning local budgets with decentralised cooperation is crucial as a way of showing coherence and ownership with the initiatives deployed in the framework of the partnerships. This implies allocating or reallocating available resources to satisfy the priorities determined by the partnerships. It is also important to improve management skills and capacities within the institutions to ensure a more efficient use of available resources. Engaging local and regional resources is also a good way to avoid, whenever possible, dependence on other levels of governments.

Additionally, LRA associations in countries like the Netherlands, Sweden or South Africa have created ad hoc highly specialised and professionalised cooperation agencies that promote decentralised cooperation initiatives in different fields that are related to local governance and competences, including migration.

In other countries such as Spain, Italy or France (see the example on the following page), regional or other supra-local governments — provinces, metropolitan areas, etc. — and municipal funds — the Spanish Cooperation Fund — provide financial and technical support to their local governments' decentralised cooperation partnerships through ad hoc programmes.

Together with local and regional funds, other endogenous resources can be mobilised. Territorial stakeholders can contribute with financial resources as well as with talent, knowledge, experience, contacts, technology and new solutions to define and implement efficient migration-oriented decentralised cooperation initiatives. In this framework, migrants and their associations can provide special added value.

The Grand Est region in France and its development cooperation policy

The French region of Grand Est offers support to those regional stakeholders with local initiatives in the field of international solidarity to be implemented in third countries, as well as to those who have developed actions targeting migration and population in the region.

Based on this development cooperation policy, in 2017, the region published a call for proposals in search of projects defined by associations, municipalities, groups of municipalities and other public authorities in the fields of development education and cooperation.

Source: Grand Est, “Appel à projets pour la solidarité internationale et l'éducation au développement.” April 2017.

In addition to the resources that might be pooled at local and regional level, national governments in some countries recognise the role of LRAs in development cooperation and have consequently implemented specific programmes to support decentralised cooperation. They provide funding, technical assistance and diplomatic representation to LRAs in the countries where they work. In France, the Agence Française de Développement¹⁷ includes migration and development as a priority axe of intervention, just like the German Service Agency Communities in One World,¹⁸ which offers a specific programme on migration and development. The Agencia Brasileira de Cooperação¹⁹ supports in addition South-South decentralised cooperation initiatives.

In the global sphere, international organisations have been the first allies of decentralised cooperation for decades. Some agencies of the UN and the EU have promoted specific programmes to support decentralised cooperation partnerships and initiatives in different fields. The UNDP, together with IOM, UNITAR, UNHCR, ITC-ILO, UNFPA and UN Women, has launched the programme UN Joint Migration and Development Initiative (JMIDI),²⁰ which is giving an increasing role to decentralised cooperation and some projects are already being implemented. Additionally, it is the co-founder of the annual Global Mayoral Forum on Human Mobility, Migration and Development. The ART Initiative²¹ acts as the entry point for decentralised cooperation partners to the UNDP and the development system to attain sustainable human development. Finally, the EU, through its CSOs and LAs thematic programme,²² fosters projects designed by LAs with co-applicants from other EU and/or non-EU countries and based on initiatives such as trainings, awareness raising, knowledge exchange etc. according to the applicable call for proposals.

17 France Diplomatie, “Appels à projets et Fonds en soutien à la coopération décentralisée,” 15 November 2016. Available from <http://www.diplomatie.gouv.fr/fr/politique-etrangere-de-la-france/action-exterieure-des-collectivites-territoriales/appels-a-projets-et-fonds-en-soutien-a-la-cooperation-decentralisee/>.

18 Engagement Global. Available from <https://skew.engagement-global.de/home.html>.

19 Agência Brasileira de Cooperação (ABC). Available from <http://www.abc.gov.br/>.

20 JMIDI, *M4D Net*. Available from <http://www.migration4development.org/en>.

21 UNDP ART Initiative. Available from <https://issuu.com/artpublications>.

22 European Commission, “Civil Society Organisation and Local Authorities (CSO-LA),” 2017. Available from http://ec.europa.eu/europeaid/tags/civil-society-organisations-and-local-authorities-cso-la_en.

Together with international organisations, international philanthropies are increasingly engaged in decentralised cooperation and have created added value programmes to support this type of development cooperation. One of the landmark programmes is the one pioneered by the Rockefeller Foundation: 100 Resilient Cities.

For additional information on how to ensure the effectiveness of these efforts, refer to step 7 of the process as seen in the fold out.

7

100 Resilient cities and migration challenges

EXAMPLE 24

100 Resilient Cities, pioneered by the Rockefeller Foundation (100RC), is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

Their newest report “Global Migration: Resilient Cities at the Forefront” provides practices and tools for cities adapting to global migration, and was developed as a result of the “100RC Network Exchange: Cities and the Global Migration Crisis” that took place in Athens, Greece, on September 7–9, 2016.

During the three-day exchange, chief resilience officers and migrant policy officers from the municipalities of Athens, Amman, Athens, Los Angeles, Medellin, Paris, Montreal, Ramallah, and Thessaloniki shared and discussed effective city-level practices and tools to address the common challenges of migrant integration in urban settings. As a conclusion, they decided to establish an ongoing Learning Community focused on cities and migration to move their collective work forward.

For the network exchange they counted on the support of the 100RC Platform Partners—the International Rescue Committee, MasterCard, and Esri—and subject-matter experts, including representatives of the International Organisation for Migration, Welcoming America, the Brookings Institution, Mercy Corps, and the Office of the United Nations High Commissioner for Refugees (UNHCR).

Source: 100 Resilient Cities, “Global Migration: Resilient Cities at the Forefront.” Available from <https://medium.com/resilient-cities-at-the-forefront>

Tapping into the potential of decentralised cooperation



A meeting bringing together actors from Tuscany, Italy and Kasserine, Tunisia to discuss how to increase the engagement of diaspora in their migration and development endeavours. Through the JMDI-supported project "Health for all: Shared governance of a social health system between Italy and Tunisia", a decentralised cooperation partnership between both territories was formed to provide training to develop and strengthen the capacities of the Kasserine region social/health system. Source: JMDI.

Decentralised cooperation partnerships are a particularly relevant platform for the reinforcement of the institutional and operational capacities of local and regional governments. Through the exchange of experiences, the transfer of know-how or peer-to-peer learning initiatives, among others, decentralised cooperation can contribute to improving local and regional public policies, to innovating and promoting new solutions and to performing management skills and procedures.

Decentralised cooperation has long worked on the exchange of knowledge, competences and savoir faire in many different fields (health, education, LED, social inclusion, housing, fighting racism and xenophobia etc.), and many successful experiences prove how these activities have contributed to the development of the territories involved. The following example is proof of successful cooperation project between Ecuadorian and Costa Rican LAs for the strengthening of local capacities in the field of social, economic and cultural integration of migrants.

Exchange of experiences between Ecuadorian and Costa Rican local authorities

The dynamics and migratory context of Ecuador and Costa Rica are quite similar: they are both countries of origin, transit and destination of migrants (Costa Rica being the Latin American country with the highest percentage of migrant arrivals), the activities developed by these migrants in their host territories are the same (trade, agriculture, household services, construction industry), and they have both recently experienced a decentralisation process that has given LRAs more powers over migration management.

Following this, in 2015 the provinces of Imbabura and Pichincha (Ecuador) and the municipality of Upala (Costa Rica) implemented a South-South cooperation project with the support of the JMDI for the exchange of experiences in the field of migration. The project was a real opportunity to expand the LAs' views on the dynamics of human mobility as a force for integral local development through their involvement with the local stakeholders and other levels of government. Meetings with several government departments were organised in order to share the strategies that are being carried out to strengthen their work, production and social capacities targeted at fostering migrants' rights. One of the outputs of the project was the signature of a cooperation agreement between Costa Rica and Ecuador for the establishment of common fields of action, exchange and joint work.

Source: JMDI, Project "Acogida, desarrollo y fortalecimiento sostenible para la inserción social, productiva y cultural de las personas en situación de movilidad humana con especial atención a las más vulnerables." Available from <http://www.migration4development.org>

It is important to insist on the bi-directional nature of the flows of knowledge and experience aimed at reinforcing capacities. Knowledge flows are not only from the North to the South, but also from the South to the North and from South to the South. LRAs from developed countries certainly have a lot to learn from their peers from middle-income and developing countries. In recent years, many experiences that were successful in the South in crucial matters such as migration, poverty reduction, endogenous development, citizen

participation or the fight against corruption have indeed been replicated by the authorities in the North in order to overcome global issues.²³

The exchange of experiences, the transfer of know-how and peer-to-peer learning initiatives are based on a relationship of confidence and trust where, again, each partner teaches and learns and where openly sharing the main challenges, problems, needs, interests or solutions is required. LRAs become the leaders of their community in these experiences and are in charge of developing their own sense of ownership as well as that of all stakeholders participating in them. These activities include, inter alia, meetings of local elected representatives and/or technical staff, as well as on-site and study visits, training sessions, and the compilation of materials consolidating the lessons learnt and experience for replication efforts. The following project launched by the ILO and UCLG involving the cities of Maputo and Durban clearly shows the positive outcomes of the exchange of experiences.

City-to-City and South-South and Triangular Cooperation

The ILO and UCLG agreed to develop South-South and city-to-city cooperation to reinforce the capacities and business skills of market vendors with the aim, amongst others, to reduce the city's informal economy, which involves a high proportion of migrants. The project involved the cities of Maputo and Durban, and the first visit was carried out in June 2013. In addition to the visit, the project included three other activities: (1) a meeting in Maputo to prepare follow-up and training activities; (2) a training session on organisational capacity (leadership and entrepreneurial skills) for food vendors in Maputo by a Durban trainer from MILE or BSU; and (3) the compilation of information about activities, so that these can be disseminated and replicated.

The sharing of experiences by other cities (Belo Horizonte, Durban, Porto Alegre and some Mozambican cities) along with in-depth presentations and field visits of the Maputo market helped identify strategic areas for cooperation. At the end of the project, partners committed to continue working together in developing capacity building and knowledge sharing across municipalities in the same horizontal framework and to contribute to develop a local government South-South cooperation programme. Further areas of collaboration were developed after the success of this initiative, for example in the field of informal settlements between Belo Horizonte and Maputo or in participatory budgets and urban management between Inhambane and Porto Alegre.

Source: ILO, "City-to-City and South-South and Triangular Cooperation." Available from http://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_222208.pdf

23 CPMR, Plataforma, and Agustí Fernández de Losada, *Shaping a New Generation of Decentralised Cooperation for Enhanced Effectiveness and Accountability* (2017).

Technical cooperation is one of the main mechanisms for the transfer of knowledge and the exchange of experiences amongst LRAs.²⁴ It entails the design of programmes by virtue of which specialised local staff of one of the partners gives support to their peers who work for the other partner in the development of specific policies or actions.²⁵

In addition to the positive outcomes of working with peers from other territories who usually work in the same department (i.e. Education department, Housing department, LED department), an added-value element of technical cooperation is how it can foster policy coherence, as well as contribute to mainstreaming migration into development cooperation policies of local and regional governments. This is achieved by enhancing cooperation between the international relations and cooperation staff and the staff of the other sector-specific departments. This makes knowledge and experiences flow also within each of the LRAs participating in decentralised cooperation experiences.

To the same extent, decentralised cooperation partnerships should also build bridges for the exchange of experiences and the transfer of know-how and innovation between territorial stakeholders, universities, health institutions, CSOs, diaspora associations, private companies etc., since each of these groups, as has been stated throughout these guidelines, have their own knowledge and experiences to contribute to decentralised cooperation.

In this context, networks and associations such as the Global Mayoral Forum on Human Mobility, Migration and Development or UCLG play a relevant role in providing formal and stable platforms to share knowledge and advocating towards national governments and international organisations to strengthen the environment in which local and regional governments operate.



↑ A training course led by Grdr in Ziguinchor, Senegal to share lessons learnt and good practices with public authorities. Source: JMDI.

The four editions of the Global Mayoral Forum on Human Mobility, Migration and Development²⁶ held so far are a clear example of gathering mayors, senior city administrators and other LRAs together with the international community of inter-governmental experts, academics, donors and NGOs with the aim to strategise and propose new and innovative approaches to urban governance in contexts of greater diversity, and to support cities' implementation of migration policies for inclusive growth.

24 Technical cooperation does not refer to political and institutional support, the promotion of human rights or peace-building, which fall within other categories of cooperation.

25 CPMR, Platforma, and Agustí Fernández de Losada, *Shaping a New Generation of Decentralised Cooperation for Enhanced Effectiveness and Accountability* (2017).

26 JMDI, together with its partners UNITAR, KNOMAD of the World Bank, IOM and the Swiss Agency for Development Cooperation, organise the annual Global Mayoral Forum on Human Mobility, Migration and Development.

UCLG is also aware that cities need effective migration governance capacities, particularly in view of ensuring migrants' enjoyment of human rights and their access to services. For this reason, the network has created a working group specialised in migration and aimed at showcasing true extent of local governments' ability to influence migration policies and their responsibility in helping to increase levels of development in sending countries. Additionally, several learning activities have dealt with migration issues, especially with: communication (need to inform citizens and migrants), social work from day one, access to local services (means also to train civil servants to cultural issues) and involvement of the civil society.

Like the Mayoral Forum mentioned above, many other networks and platforms have created spaces and telematic tools such as best practice databases or webinars, face-to-face meetings in the framework of public events or ad hoc workshops and seminars. During these meetings, network partners exchange in an informal way and a number of cooperation initiatives emerge from these exchanges. Online tools are acquiring more and more relevance in the daily lives of local and regional governments, as proven by different initiatives such as the JMDI's E-learning tools (My JMDI e-Toolbox on Mainstreaming Migration into Local Development Planning and on Running your migration and development project successfully) and the Toolbox for localising the SDGs created by the UNDP, UN Habitat & the Global Task Force.²⁷ This toolbox offers the possibility to learn from real cases, bearing in mind the heterogeneous and complex settings surrounding the localisation of the SDGs (where decentralised cooperation has become a key element), where political, institutional, economic and social characteristics differ not only between countries, but between territories of the same country, or even within parts of a specific territory.

↓ The Fourth Global Mayoral Forum on Human Mobility, Migration, and Development took place in Berlin, Germany from June 26-27, 2017, gathering Mayors, city representatives, national governments, international organisations, and civil society organisations from around the world. Source: JMDI.



27 Global Taskforce of Local and Regional Governments, UN Habitat, and UNDP, *Toolbox for Localising the SDGs*. Available from <http://localizingthesdgs.org/about-us.php>.

The Conference of Peripheral Maritime Regions (CPMR)

Peripheral and Maritime Regions in Europe have excellent good practices to showcase on both short-term humanitarian emergencies management, as well as on medium- and long-term integration policies. These include examples from Sicily, Calabria, Provence-Alpes-Cotes d'Azur, Catalonia, Skåne, Tuscany, North and South Aegean islands Andalucía, Emilia Romagna, Puglia, Valencia, Balearic Islands and Abruzzo.

The CPMR Task Force on Migration promotes the exchange of experiences amongst regional experts on different migration-related matters (migrants' reception, socio-economic integration policies, etc.). Since 2015 the Task Force has set up relevant workshops and seminars that promote dialogue amongst elected representatives from regions and EU institutions, carried out lobbying actions including the production of technical and political documents and launched the solidarity and awareness raising campaign www.tousmediterraneens.com, which has so far more than 1,400 signatories, mainly from public authorities and NGO representatives.

Source: CPMR, "Gestion des migrations: les régions, acteurs clés aux solutions concrètes." Available <http://cpmr.org/global-agendas/migration/regions-are-key-actors-that-deliver-concrete-solutions-on-migration-management/5584/>

At regional level, the exchange of good practices between territories in the framework of decentralised cooperation projects, with special emphasis on transnational and cross-border cooperation, has been recognised by the Conference of Peripheral and Maritime Regions of Europe²⁸ and by the Latin American and Caribbean City Coalition against Racism.²⁹ The regions that are part of CPMR, and the cities in Latin America and the Caribbean have indeed strived to create synergies between their local and regional actors of decentralised cooperation in order to foster joint projects and joint humanitarian aid programmes. They have also worked to strengthen transnational and cross-border cooperation to exchange good practices between territories and also facilitate dialogue among the citizens to build trust and solidarity to the best of their means, resources and competences (which are not necessarily the most appropriate sometimes).

28 CPMR, *Policy Position on Migration Management* (Draft, 2015).

29 UNESCO, *Coalición Latinoamericana y Caribeña de Ciudades Contra el Racismo, la Discriminación y la Xenofobia*. Available from <http://unesdoc.unesco.org/images/0016/001631/163117E.pdf>.

The Latin American and Caribbean City Coalition against Racism, Discrimination and Xenophobia

Following the 2001 Durban Declaration and Programme of Action, dozens of cities in Latin America and the Caribbean, aware of their crucial role in the daily lives of Afroamericans in their territories, created the Latin American and Caribbean City Coalition against Racism. The aim of this coalition was to develop programmes that foster the development of capacities, the institutional strengthening of the different Afro-descendent organisations, and the promotion of public policies in the interest of these groups. Objectives include, amongst others, promoting equality in the labour sphere, participation in public management, access to housing and basic services, formal education on combating racism and xenophobia, and assistance to Afro-descendent and indigenous children and youth.

Source: UNESCO, “Coalition of Latin American and Caribbean Cities against Racism, Discrimination and Xenophobia.” Available from <http://unesdoc.unesco.org/images/0016/001631/163117E.pdf>

Final

.....

recommendations

.....



Under the JMDI-supported project “Strengthening the capacities of key social actors in the Municipality of Upala for the coordination of actions aimed at sustainable human development with a human rights and gender approach and a cross-border perspective”, members of the Network of Female Promoters from the Municipality of Upala in Costa Rica have helped women in this cross-border region get out of situations of violence and foster their personal development. Source: JMDI.

In order to maximise the impact of decentralised cooperation partnerships in the field of migration, and according to the several key elements outlined in the different parts of these guidelines, the following recommendations can be proposed:

- Decentralised cooperation should be approached in a broad manner as an international development cooperation activity carried out in partnership between **two or more local or regional governments**.
- Taking into account the competences of sub-national governments in the field of migration and sustainable development, promoting decentralised cooperation **partnerships across migratory channels** and capitalising on the resulting experiences should serve to tap into the development potential of migration for local development in both territories.
- Decentralised cooperation should be understood and promoted as a key tool for the enhanced management of migration for the **shared prosperity** of the territories involved and the implementation of the **Sustainable Development Goals**.
- LRAs should understand and recognise the linkages between migration and development that go beyond the economic contributions. Indeed, migrants should be recognised as engines of social and cultural vitality and diversity, innovation, knowledge or democratic governance, just to name a few aspects of **local development**.
- Migration-oriented decentralised cooperation should ensure policy coherence by breaking out of sectoral silos and adopting integrated, balanced multi-stakeholder and multi-level approaches to the economic, social and environmental dimensions of migration. Effective migration-oriented decentralised cooperation partnerships may be built from zero between LRAs of origin and destination of migrants, or through the integration of migration and development into existing decentralised cooperation dynamics (whether there exists a migratory channel or not). It is important that LRAs understand this as a **political decision** and, consequently, define decentralised cooperation partnerships: **1)** according to the real needs of the citizens and stakeholders, **2)** based on a thorough diagnosis, **3)** involving citizens and stakeholders (LRAs, other public institutions, CSOs, the citizenship, diaspora and migrant associations, the private sector, knowledge-based organisations), **4)** in coherence with the existing LRA development plans, and **5)** in a transparent and accountable manner.
- The effectiveness of migration-oriented decentralised cooperation dynamics can be enhanced if multi-level policy coherence and coordination is sought with national authorities. This allows the experience and expertise of decentralised cooperation actors to feed into more responsive and coherence policies at the national level which can subsequently be better implemented by LRAs at the local level. To further ensure this, national authorities must recognise, support and transfer the necessary competencies and human and financial resources to their LRAs that will allow them to flourish in this role.

- LRAs should invest time and efforts to **identify the suitable partners** for migration-oriented decentralised cooperation initiatives and to ascertain that the conditions in which these operate are satisfactory enough for the smooth development of the initiative. They should take into account, amongst other criteria, **a)** the countries/territories of origin or destination of the most important groups of migrants, **b)** the existence of migrant associations, **c)** the experience of other LRAs in decentralised cooperation, **d)** the available resources, and **e)** the cultural proximity and languages. For this, LRAs should rely on the role played by migrant associations (many decentralised cooperation partnerships have their origin in initiatives led by migrants), but they may also organise identification missions or seek help from superior tiers of government or LRA networks and associations.
- **Institutionalising partnerships** will give sustainability, certitude and transparency to the initiative. Consequently, signing partnership agreements, MoU or twinning agreements or, where appropriate, revising those existing instruments is highly advisable. Many different aspects such as the aims, the expected results, or the alignment with the SDGs should be included in the partnership instrument. However, the most important point that should be laid down is the **management of the partnership**, that is, the political, technical and administrative structure and roles (with the appropriate skills required), as well as the financial and technological resources that should be mobilised (from international organisations, migrant associations, CSOs, universities or even the private sector).
- According to their cross-sectoral dimension, migration-oriented decentralised cooperation partnerships can focus on a wide typology of **sectors of intervention**: the improvement of governance, migrant inclusion, LED, health, education, culture, the provision of basic services etc. There are **different types of initiatives** which LRAs may base their partnership on, i.e. **a)** pilot projects, **b)** the reinforcement of LRAs' institutional and operative capacities through technical cooperation, peer-to-peer learning, training, capacity building or study visits, **c)** awareness-raising and training initiatives, and **d)** advocacy initiatives, just to mention a few. The decision on which initiative to launch should be taken according to the aim, expected results and human, technical and financial capacities.
- Decentralised cooperation partnerships and projects will not be effective if the relevance of **planning** is neglected. Indeed, LRAs should think carefully about the different planning steps: diagnosis, definition of objectives, identification of stakeholders involved, definition of actions, definition of deliverables, identification of expected results, definition of a monitoring and evaluation methodology (including indicators), and the establishment of a timeline and according budget.
- LRAs should **seek funding** amongst their own budgets (aligning local budgets with decentralised cooperation being an asset and promoting policy coherence), and amongst those of local stakeholders, national governments, international organisations and philanthropies. It is also relevant that **other kinds of resources are also sought** amongst these stakeholders, such as talent, knowledge, contacts, technology and innovation, whereby **migrants and their associations provide particular added value**.

- In conclusion, LRAs should be fully aware that decentralised cooperation partnerships are based on a **relation of confidence and trust** where, again, **each partner teaches and learns** and where openly sharing the main challenges, problems, needs, interests or solutions is required. **LRAs become the leaders of their community** in these experiences and are in charge of developing their own sense of ownership as well as that of all stakeholders involved. In pursuing these efforts, LRAs should count on the support of all stakeholders mentioned in these recommendations (other public institutions, CSOs, the citizenship, diaspora and migrant associations, the private sector, knowledge-based organisations), as well as on regional and global networks and associations such as the Global Mayoral Forum on Human Mobility, Migration and Development, UCLG, or the Conference of Peripheral Maritime Regions.

Annexes

Annex 1: Key concepts

In order to avoid misconceptions during the reading of the guidelines, clear and accepted definitions of key concepts are provided below. This list of key concepts is not intended to be exhaustive but, on the contrary, it offers a conceptual framework of the most relevant and frequent concepts that will appear throughout the guidelines according to the understanding of the JMDI. Some other concepts will be defined as they appear in the guidelines.

- Decentralised cooperation
- Diaspora
- Local and Regional Authorities (LRAs)
- Local development
- Localising the SDGs
- Mainstreaming migration into local development planning
- Migrant
- Migrants' agency
- Migration
- Migration and development
- New Urban Agenda
- Policy coherence in migration and development
- Refugee and internally displaced person (IDP)
- Sustainable development
- Territorial approach to development

Decentralised cooperation

The concept of decentralised cooperation is an evolving concept and there is not a wholly accepted definition among academia, experts and operators. In past decades it was referred to as the practice of development cooperation managed by actors separate from central governments (NGOs, LAs, universities...) but in recent years the concept appears mainly linked to the notion of partnership between LRAs in the field of development cooperation.³⁰

For the purposes of these guidelines, decentralised cooperation is approached in a broad manner. Decentralised cooperation is an international development cooperation activity carried out in partnership between two or more local or regional governments.

However, there are many modalities of decentralised cooperation that fit into this definition. These guidelines analyse some of these modalities –conventional North-South, South-South or triangular modalities– and try to identify which are more convenient ones in terms of efficiency and provide added value to local and regional policies focusing on migration and development.

30 Agustí Fernández de Losada, Marga Barceló, and Katia Rebowska, "Study on capitalisation of European Decentralised Cooperation Experiences." Study for the European Commission. (2013).

Diaspora

There are many definitions for the term diaspora. For example, the OECD defines it as the foreign-born population and their children aged over 15 years. Some countries define a diaspora in legal terms, for instance, the number of generations since one's most direct ancestor left the country of origin. Others define it according to criteria such as the existence of affective ties with their country of origin. This could be perceived as a challenge.

However, it is important to recognise that, except in relation to statistical purposes, the way a diaspora is defined is less important than the way a diaspora itself recognises its link with its territory of origin: a country, region or island – or also a cultural group or even a migrant community in another country. Indeed, recognising a link with the territory of origin (even if only symbolic) is probably the most important feature of diasporas, regardless of the number of generations since migration took place. However, we usually speak of a certain diaspora in a certain country when it constitutes a rather large population.

Finally, it is important to add that even though the term 'diaspora' seems to imply a unity among its members, this is not necessarily true. Some members of a diaspora may be related (through associations, family networks, their visiting of specific bars or restaurants, or through specific occupations) – but most often they are scattered. At the local level, the notion of diaspora is very important, since formal or informal diaspora groups and their activities in the territories of destination are usually locally based.

Local and Regional Authorities

The term Local and Regional Authorities (LRAs) is used in its broadest sense as directly or indirectly elected public governing bodies at sub-national level possessing within a given territory, as defined by law, a degree of autonomy from the central government and a set of competences to deliver public goods and services to citizens. They encompass a large variety of public governing bodies at various levels i.e. municipalities, communities, districts, countries, provinces, regions etc.

As defined above, LRAs vary across a range of dimensions, including: population size, number of tiers in the local government system, urban vs. rural, mandates and functions, human and financial resources, linkage with customary institutions, degree on which they are downwardly accountable and representative, and their financial arrangements.

Associations of LRAs are to be understood as umbrella organisations based on membership and representative at national, regional, continental and international level, with a permanent body established as an autonomous entity in accordance with the legislation in force in the country of registration.

Local development

Local development is intrinsically associated with a multidimensional concept of change bringing together economic, social, cultural and environmental dimensions; with innovation across and in the spaces between these dimensions. It may be seen as a method to help improve the quality of life, support or accelerate the empowerment of ordinary people, develop or preserve local assets, overcome market failures, strengthen cohesion, and define and deliver grass-root development projects.³¹

³¹ ADETEF, AEIDL, City Consult, and Notre Europe, *Cohesion Policy Support for Local Development: Best Practice and Future Policy Options* (2010). Available from http://ec.europa.eu/regional_policy/archive/consultation/terco/cp_support_local_dev_en.pdf.

The impacts, challenges and opportunities related to migration and to its link with human development are manifested at all levels, from the supranational to the local level.

The first reason why the local level is particularly pertinent in addressing these challenges and opportunities is quite obvious, although often not seen: international and internal migration is actually the movement of people from one locality to another locality, through a series of localities.

The second consideration is that a huge share of these movements take place towards cities or the peripheries of cities, as they are believed to bring together the greatest diversity of opportunities in terms of jobs, but also of networks. Indeed, migration is making cities more and more global. In this sense they face migration and its impacts directly – in terms both of challenges and of opportunities.

The third consideration is that the impacts of migration – be they positive, neutral or negative – are first of all felt at the local level (in terms of the labour market, business creation, integration, etc.). Similarly, migrants are in the first instance subject to the local framework conditions (presence of services, housing, labour market), even if these are more or less closely related to the national ones (legal framework, national policies, national economy, etc.).

Localising the SDGs

Localising the SDGs refers to the process of adapting, implementing, monitoring and evaluating the SDGs at the local level, thus taking into account subnational contexts in the achievement of the 2030 Agenda. It relates both to (1) how local and regional governments can support the achievement of the SDGs at national level through action from the bottom up, and (2) how the SDGs can provide a framework for local development policy.



The positive contribution of migration for inclusive growth and sustainable development has been recognised in the 2030 Agenda. As an integrated, indivisible and global instrument, the Agenda includes various targets within the goals that directly relate to migration and have a clear impact on the local sphere: reducing the costs associated with migration by reducing the costs of transferring remittances (Goal 10 Target (10c)), promoting the protection of migrant workers (Goal 8 (Target 8)), countering human trafficking (Goals 5 and 16 (Target 2) and Goal 8 (Target 8.7)), promoting better migration governance (Goals 10 (Target 7)), skills transfers through international education opportunities (Goal 4 (Target 4b)), data generation by migratory status (Goal 17 (Target 18)). In addition, from a more comprehensive perspective it can be affirmed that in one way or another all SDGs and targets can be related to migration. And finally, all countries and all territories in the world are concerned by the Agenda and called for action inasmuch as (1) all of them experience some kind of migration and displacement, and (2) the universality of the Agenda aims at leaving no one behind.

An important number of LAs gathered in Quito in 2015 for the Second Mayoral Forum on Human Mobility, Migration and Development. In the outcome document³² of the venue, participants highlighted the important role of cities in addressing the practical issues related to migration and development, and contributing to the implementation of the 2030 Agenda for Sustainable Development for the benefit of migrants and their families, for promoting inclusive and sustainable economic growth, integration and employment, and for city dwellers at large in order to achieve greater inclusion and policy coherence in national, regional and global decision making processes on migration and leave no one behind.

Mainstreaming migration into local development planning

Mainstreaming migration in development planning is the process of assessing the implications of migration on any action (or goals) planned in a development and poverty reduction strategy. This means mainstreaming migration and development concerns into legislation, policies and programmes at all levels (local, national and, if applicable, regional). It also means integrating migration and development concerns at all stages of development planning, including design, implementation, and monitoring and evaluation.

The advantages of taking such an approach to migration and development policy are numerous. Mainstreaming:

- ensures migration is seen as an issue affecting all aspects of human development – including human rights;
- allows migration to be embedded in the broader development strategy, fostering a coherent approach rather than piecemeal, uncoordinated actions. Through enhanced coordination among government departments and other governance institutions policies are more likely to be successful;
- helps identify gaps in existing legislative and policy coherence in migration and development frameworks, and prompts the inclusion of relevant international instruments and conventions;
- facilitates funding and technical assistance for migration-related activities through mobilisation of resources from international partners for development plans.

Migrant

The IOM defines a migrant as any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person's legal status, (2) whether the movement is voluntary or involuntary, (3) what the causes for the movement are, or (4) what the length of the stay is. IOM concerns itself with migrants and migration-related issues and, in agreement with relevant States, with migrants who are in need of international migration services.

Migrants' agency

Migrants' agency can be broadly defined as migrants' "capacity, condition or state of acting or of exerting power". The fact of exerting power is translated into the ability to influence the (social, economic and political) dynamics that affect migrants' lives and the life of the societies they are linked with. Strengthening migrants' agency therefore means creating the conditions (as well as making the corresponding tools available) for migrants to become

32 Global Mayoral Forum on Human Mobility, Migration and Development, "The Local Agenda on Migration and Development," Quito Mayoral Forum Outcome Document. Available from https://unitar.org/dcp/sites/unitar.org/dcp/files/uploads/quito_outcome_document_en.pdf

effective development actors in their territories of origin and in the territories of destination. Due to their proximity, LAs are the most relevant actors to coordinate the establishment of such conditions and the provision of such tools.

Migration

According to the IOM,³³ migration is the movement of a person or a group of persons, either across an international border, or within a State. It is a population movement, encompassing any kind of movement of people, whatever its length, composition and causes; it includes migration of refugees, displaced persons, economic migrants, and persons moving for other purposes, including family reunification.

Migration and development

In 2015 the UN estimated there are about 244 million international migrants in the world (representing slightly more than 3% of the world's population). The link between migration and development, known as the Migration and Development Nexus, is increasingly recognised as a key area for development.

Indeed, migration and development are highly interdependent processes. International migration in the development context relates both to people who have chosen to move of their own accord, and forced migrants who can ultimately end up contributing to both their country of resettlement and possibly their country of origin if it is ever safe to return. Development, meanwhile, is a dynamic process implying growth, advancement, empowerment and progress, with the goal of increasing human capabilities, enlarging the scope of human choices, and creating a safe and secure environment where citizens can live with dignity and equality.

This recognition results in the definition of policies and actions to increase the positive impacts of migration on development in territories and societies of origin and destination, minimise its negative effects, make migration a more dignified experience and, finally, contribute to sustainable development and poverty reduction.

Migration and development influence each other in a varied set of conditions acting on a society and that determine the way its members live, such as economic conditions, governance, the health system, the educational system, the labour market and the way diversity is included in society. Far from being exhaustive, this list can vary from one territory to another, based on cultural factors or on wider (national or supranational) contexts. It is important to recognise that each of the sectors mentioned is intimately related to and affects the others.

New Urban Agenda

The 2030 Agenda for Sustainable Development has been complemented and reinforced with respect to promoting inclusion in urban settings by the New Urban Agenda, which was adopted at the UN Habitat III Conference on Housing and Sustainable Development (Quito, Ecuador, 17-20 October 2016), where issues of discrimination and respect for diversity occupy a prominent position. A key reference point for transforming this ambitious agenda into reality is the application of a human rights-based and gender-sensitive approach.



33 IOM, "Key Migration Terms," 2017. Available from <https://www.iom.int/key-migration-terms>.

The New Urban Agenda recognises the crucial importance of taking into account migrants, refugees and IDPs in urban processes and governance, including in national urban policy, governance institutions, legal instruments and urban economies, emphasising that (1) migration is a key driver of cities' growth, and (2) migrants are indeed individuals with specific needs during times of crises, but they can also become agents of development when the right policies are put in place.

Indeed, the New Urban Agenda identifies groups that should be given particular attention, including migrants and refugees, regardless of their migratory status. Additionally, 'homeless' people – a significant share of whom may be internal and international migrants in certain cities – are identified as a distinct social group. States are called upon to consider the accessibility and design of urban space in an effort to address social exclusion and decrease inequality and poverty. Likewise, migrants, refugees and displaced persons are to be given special attention.

The Agenda also encourages States to ensure that physical and social infrastructure and services (i.e. land, housing, energy, safe drinking water, nutritious food, waste disposal, mobility, health and education, culture and information and communication technologies) are made available to individuals in vulnerable situations, including refugees and displaced persons. The question of migrants and refugees is also addressed in reference to political participation, underscoring the role of local governments as conveners of different stakeholders. Lastly, the New Urban Agenda makes the call for LAs to be supported with the capacity to develop initiatives aiming at empowering and strengthening the skills and abilities of vulnerable groups.

Policy coherence in migration and development

Policy coherence in migration and development is crucial since migration is affected by and affects all governance sectors from health to education and from housing to social security.³⁴ For this reason, it can be defined as policies that “pursue synergies to advance shared objectives, actively seek to minimise or eliminate negative side effects of policies, (and) prevent policies from detracting from one another or from the achievement of agreed-upon development goals”.³⁵

Policy incoherence occurs when there is either a lack of awareness of how a policy fits into the existing portfolio of policies, or when there is a lack of understanding of the causal relations leading to faulty assumptions regarding what the policy can achieve.³⁶ That is, specific migration-related policies may be rendered ineffective if education, labour and other such policies do not effectively respond to the specific needs and rights of migrants and displaced persons.

Consequently, policy coherence in migration and development is crucial at the national level (horizontal), but also at the local level (horizontal) given that migration and displacement is now mainly an urban phenomenon, and also between the local and national levels (vertical), leading to enhanced development impact.

34 JMDI, “Policy Brief: Policy Coherence in Migration and Development at the Local Level,” Prepared for the Fourth Mayoral Forum. Available from <http://www.migration4development.org>.

35 Amy Hong and Anna Knoll, “Strengthening the Migration-Development Nexus through Improved Policy and Institutional Coherence.” KNOMAD of the World Bank Working Paper. (2016).

36 Robert Picciotto, “The Evaluation of Policy Coherence for Development,” in *Evaluation*, vol. 11, issue: 3, p. 311-330 (2005).

Refugee and internally displaced person

A refugee is a person who, “owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinions, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country” (Art. 1 of the 1951 Convention relating to the Status of Refugees as amended by the 1967 Protocol).

The 1969 Organization of African Unity Convention defines a refugee as any person compelled to leave his or her country “owing to external aggression, occupation, foreign domination or events seriously disturbing public order in either part or the whole of his country or origin or nationality”. Similarly, the 1984 Cartagena Declaration states that refugees also include persons who flee their country “because their lives, security or freedom have been threatened by generalised violence, foreign aggression, internal conflicts, massive violations of human rights or other circumstances which have seriously disturbed public order”.

IDPs can be defined as those persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalised violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognised State border (Guiding Principles on Internal Displacement, UN Doc E/CN.4/1998/53/Add.2.).

Consequently, both refugees and IDPs are forced migrants. In forced migration, a migratory movement in which an element of coercion exists, including threats to life and livelihood, whether arising from natural or man-made causes (e.g. movements of refugees and IDPs as well as people displaced by natural or environmental disasters, chemical or nuclear disasters, famine, or development projects).

Sustainable development

Sustainable development has been defined in many ways, but the most frequently quoted definition is the one presented by the Brundtland Report:³⁷ “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- the concept of needs, in particular the essential needs of the world’s poor, to which overriding priority should be given, and
- the idea of limitations imposed by the state of technology and social organisation on the environment’s ability to meet present and future needs.”

According to the 2030 Agenda, the concept of sustainable development should fully integrate economic, social and environmental dimensions in a “coherent, holistic, comprehensive and balanced manner.”

Territorial approach to development

According to the policy note³⁸ prepared for the European Commission by Jorge Rodriguez

37 World Commission on Environment and Development, *Our Common Future*. Available from <http://www.un-documents.net/our-common-future.pdf>.

38 Jorge Rodriguez Bilbao, “What is the Territorial Approach to Local Development?” European Commission, 2015. Available from <https://europa.eu/capacity4dev/article/what-territorial-approach-local-development>.

Bilbao, the territorial approach to development is a policy framework providing the key ingredients to translate decentralisation reforms into development outcomes and promoting endogenous, integrated, multi-scalar and incremental local development.

‘Endogenous’, because LAs are given the autonomy to reach out to a range of other local actors to make the most of existing political and institutional resources. ‘Integrated’, because of the need to coordinate the work of state agencies, civil society and the private sector in a given territory (thus avoiding sectoral fragmentation of development interventions). ‘Multi-scalar’, meaning there must be mechanisms to allow for cooperation between those implementing national and local policies. And ‘incremental’, because LAs do not just improve the national development agenda, but also bring to bear additional resources.

Through the territorial approach to local development, LAs may involve migrant associations, the diaspora and other stakeholders in order to take advantage of the potential benefits of their contribution to local diversity, adapting solutions to the specific local context which will later contribute to the solutions taken at regional, national and international level (particularly in migrant-sending territories).

Annex 2: Template of decentralised cooperation memorandum of understanding in the field of migration and development

Memorandum of Understanding: Migration management between [name of city] and [name of city]

This Memorandum of Understanding (hereinafter referred to as “MoU”) is made in the city of [name of city] on this [date] between:

[name of Mayor], Mayor of [name of city], pursuant to the competences laid down by [applicable law]

And

[name of Mayor], Mayor of [name of city], pursuant to the competences laid down by [applicable law]

[option A] **Whereas** the relationship between the cities [name of city] and [name of city] has been based so far on different cooperation agreements dated [dates].]

[option B] **Whereas** recent developments in the field of migration have brought the cities [name of city] and [name of city] to establish contact with each other but no formal instrument has been implemented so far.]

Whereas international migration is a multidimensional reality of major relevance for the development of countries of origin, transit and destination, and local and regional governments are becoming increasingly responsible for many aspects of migration management ranging from urban planning in relation to integration, reintegration, social protection and inclusion, education, economic development and health.

Whereas decentralised cooperation, understood as international development cooperation carried out in partnership between local and regional governments and their territorial stakeholders, is recognised as one of the most effective tools to reinforce and improve LRAs' capacities to address their responsibilities.

Whereas both cities agree to strengthen the cooperation mechanisms between them in order to create a common framework for discussion on their migration-related realities and to propose and share successful solutions to common problems.

Whereas both cities recognise the need to undertake common actions with strands of work that foster the exchange of knowledge and experiences, strengthen citizen participation, improve the living standards of their citizens, particularly migrants, as well as their economic, social and cultural development, and strengthen the public institutions and local democracy.

Now, therefore, the Parties hereby agree as follows

Purpose of the MoU

The overall purpose of the MoU is to promote communication, collaboration, the implementation of joint projects and the exchange of information, knowledge and experiences in order to improve migration management and lead to the economic, social, institutional and cultural development of both cities through a sustainability approach, so as to maximise the use of the available resources and the complementarity of the work plans.

This MoU focusing on the improvement of migration management includes migration-related actions in the following spheres:

- Sustainable development: mobility, renewable energy, use of public spaces, integrated waste and water resource management
- Social development: provision of basic services, social services, housing, education for all and student exchange, health, new human rights agenda
- LED: social economy, business exchange, logistics and supply chain, financial instruments, support for the creation of migrant-led companies and investments, remittances, improvement of employment policies
- Institutional development: citizen participation, involvement of migration associations and the diaspora, data management, transparency and accountability, IT applied to management
- Knowledge management: technological innovation, social innovation, university cooperation
- Cultural development: exchange of cultural expressions, historical heritage, the media, artistic awards, languages, tourism

Actions foreseen in the partnership, coherence with development plans and alignment with SDGs

The Parties undertake to foster combined efforts in all matters affecting migration management and the sustainable development of both cities through:

- The organisation of seminars, trainings and conferences between their own political and technical representatives, involving other territorial stakeholders when appropriate and inviting other cities' representatives in order to exchange experiences, and transfer knowledge on migration management
- The establishment of common migration strategies based on sustainability criteria
- The implementation of specific joint projects in different fields linking migration and local development
- Advocacy actions before national governments and international organisations for an enabling environment that allows LRAs to exercise their responsibilities in the field of migration and development with clear competences and sufficient resources (financial but also human and technological resources)

- The promotion, through local universities, of exchange programs related to migration management so as to strengthen city-to-city learning, the flow of knowledge as well as the involvement of the citizenship
- The creation of a common repository or internal platform for the expedite consultation, exchange of documents and other materials and cooperation in an easily accessible way
- Collaboration in the striving for policy coherence in the process of mainstreaming migration into all existing and future cross-sectoral and sectoral policies at local level, particularly as far as development plans are concerned, and in the alignment of all these actions with the SDGs and, especially, the migration-related goals and targets.
- ...

Expected results

The expected results of this MoU are the Parties' strengthened migration management strategies and governance that count on the participation of all stakeholders, particularly migrant associations and the diaspora as main actors for development.

Management (including units or administrative departments in charge) and governance system

The Parties undertake to establish streamlined governance design and benchmarking frameworks that enable efficient collaboration and coordination amongst them (in a multi-level and multi-stakeholder approach as undertaken above) and strong leadership with clear accountabilities. With this purpose, a Steering Committee shall be set up for the coordination of the different actions and the guaranteeing that they conform to the principles and the scope of the MoU. The Steering Committee shall be presided by one representative of the city [name of city] and another one of the city [name of city]. The daily management of the activities included in this MoU shall be assigned to a specific unit also composed by members of both Partners.

Stakeholder engagement with particular emphasis on migrant associations and the diaspora

The Parties undertake to involve local stakeholders through a formalised space, where these will be able to provide knowledge and experience, technology, new solutions, skills and resources to the partnership. These stakeholders are CSOs —including migrants, displaced persons and their associations, particularly from the other territory involved in this MoU—, knowledge-based organisations —universities, think tanks, research centres etc.—, the private sector and philanthropies.

Aware of the fact that migrant associations and other diaspora groups are one of the most efficient channels to build bridges between origin and destination territories, the Parties commit themselves to ensure that these citizens are involved in the different initiatives as main actors for development and that these groups' own initiatives are supported by the Parties.

The Parties also undertake to coordinate their efforts with other levels of government in order to ensure policy coherence.

Monitoring and evaluation system

The Parties commit themselves to supporting open access to data for transparent, evidence-based decision making and performance monitoring through the creation of a common repository or internal platform.

Additionally, the Parties commit themselves to defining measurable actions, including specific indicators and implementation timeframes to enable performance to be measured and all parties held to account.

The Parties also undertake to regularly monitor the performance of the actions included in this MoU, as well as to carry out a mid-term and final evaluation, together with a communication campaign that accounts for both the positive and the negative outcomes of the implementation of this MoU and is available to all stakeholders involved.

Timeline

The Parties commit themselves to establishing a sound timeline for the implementation of the MoU.

Budget

The parties undertake to establish a budget structured according to the activities proposed in this MoU and the timeline laid down above.

Duration, modification and extension

This MoU is valid for [years] years. It shall become effective upon signature by the authorised officials and will remain in effect until modified or extended by mutual consent, or until the expiry of the abovementioned period. No legal obligations shall arise from the modifications of this MoU.

In **witness whereof**, both Parties undersign this MoU in two equally valid originals.

On behalf of the [name of City Council]	On behalf of the [name of City Council]
[signature]	[signature]
[name of Mayor]	[name of Mayor]
Mayor of [name of city]	Mayor of [name of city]

Annex 3: List of good practices

Good practice	Page
Collective data at the local level to enhance migration management for development in the Philippines	27
Madrid City Council's Integral Cooperation policy and the Foro Madrid Solidario	30
El Salvador National Government supports decentralised cooperation	31
The importance of listening to and promoting migrant initiatives	32
Santa Perpètua Solidària's initiatives on migration and development	33
Cartography of the Tunisian university students in Tuscany and of their needs and potential	34
The French National Decentralised Cooperation Commission	36
2017-2020 Cooperation and Global Justice Master Plan of the City of Barcelona	37
Ecuador's multilevel governance approach	38
The Sabadell Solidarity and Cooperation Council	39
The partnership between Schaerbeek in Belgium and Al Hoceima in Morocco	40
Senegal and the Gambia, key partners for the Catalan local governments	41
VNG International	42
Cités Unies France	42
Mediterranean City-to-City Migration Profiles and Dialogue	50
Santa Maria da Feira: Diversity and migration as a door to new markets	51
The EMIDEL Project	51
Tuscany-Kasserine partnership	52
Parents on the Spot, Hamburg, Germany	53
Migrants, tourism & culture	54
Migration and the water and sanitation sector in Africa	54
Training for entrepreneurs in Murcia: women at the forefront	56
The Grand Est region in France and its development cooperation policy	60
100 Resilient cities and migration challenges	61
Exchange of experiences between Ecuadorian and Costa Rican local authorities	65
City-to-City and South-South and Triangular Cooperation	66
The Conference of Peripheral Maritime Regions (CPMR)	69
The Latin American and Caribbean City Coalition against Racism, Discrimination and Xenophobia	70

Annex 4: Background materials, identified experiences and tools

Decentralised cooperation

Fernández de Losada, Agustí, Marga Barceló, and Katia Rebowska. Study on capitalisation of European Decentralised Cooperation Experiences. *European Commission*, 2013.

PIFCSS and Agustí Fernández de Losada. *La Cooperación Descentralizada en Iberoamérica. Una mirada desde la Cooperación Sur-Sur*. 2016.

CPMR, Platforma, and Agustí Fernández de Losada. *Shaping a New Generation of Decentralised Cooperation for Enhanced Effectiveness and Accountability*. 2017.

Decentralised cooperation and migration

Araya, Mariel and Xavier Godas. *Migraciones: un nuevo ámbito de cooperación entre gobiernos locales*. Observatorio de la cooperación descentralizada UE – América Latina, 2008.

JMDI. Document de projet «Santé pour tous», 2015. Available from <http://www.migration4development.org>.

JMDI. Decentralized cooperation, co-development and territorial partnerships. *My JMDI Toolbox*, Module 2, Topic 2 (2015). Available from <http://www.migration4development.org>.

JMDI. Engaging Diaspora for Local Rural Development. *Case study #8* (2017). Available from <http://www.migration4development.org>.

JMDI. Public - Private Partnerships for Local Development Supported by Diaspora. *Case study #15* (2017). Available from <http://www.migration4development.org>.

JMDI. Integrating Migration into Decentralised Cooperation Dynamics. *Case study #4* (2017). Available from <http://www.migration4development.org>.

JMDI. *Tunisie Rapport Final du Pays: Pratiques des autorités locales et autres acteurs locaux dans la gestion de la migration pour le développement*. 2017. Available from <http://www.migration4development.org>.

Linkages between migration and local development in general

→ JMDI Knowledge Products

GMG, *Mainstreaming Migration into Development Planning: A Handbook for Policymakers and Practitioners*. 2010. Available from http://www.globalmigrationgroup.org/system/files/uploads/UNCT_Corner/theme7/mainstreamingmigration.pdf.

JMDI. *Migration for Development: A Bottom-up Approach. A Handbook for Practitioners and Policymakers*. 2011. Available from <http://www.migration4development.org>.

JMDI. *My JMDI Toolbox*. 2015. Available from <http://www.migration4development.org>.

IOM and JMDI. *White Paper: Mainstreaming Migration into Local Development Planning and Beyond*. Geneva, Switzerland, IOM, 2015. Available from <http://www.migration4development.org/>.

JMDI. *Global Civil Society Consultation on Migration and Local Development: A Synthesis Report in the Context of the 3rd Global Mayoral Forum on Human Mobility, Migration and Development*. 2016. Available from http://migration4development.org/sites/default/files/report_cso_final-2.pdf.

JMDI. *Migrants' Integration as a Pre-requisite for Development: The Role of Cities*. Policy Brief prepared for the Third Mayoral Forum. Available from <http://www.migration4development.org>.

→ Other resources:

GRDR. *La dimension locale de la dialectique Migration - Développement: le cas France-Sénégal*. Available from <https://www.grdr.org/ETUDE-La-dimension-locale-de-la-dialectique-Migration-Develop-pement-le-cas>.

GRDR. *Le développement économique local: Territoire, Filières et Entrepreneuriat. Expériences dans le bassin de fleuve Sénégal (Mauritanie, Mali, Sénégal)*. Available from https://www.grdr.org/IMG/pdf/Guide_DEL_version_finale_bd.pdf.

GRDR. *Le guide de la monographie: Un outil d'animation et de concertation*. Available from <http://www.developpementlocal-sahel.org/-La-Monographie->.

GRDR. *La concertation communale: Se concerter pour décider et agir durablement sur le territoire*. Available from <http://www.developpementlocal-sahel.org/-La-concertation-communale->.

GRDR. *A la rencontre des migrants et de leurs partenaires: Pour une coopération de territoire à territoire*. Available from https://www.grdr.org/IMG/pdf/guide_mission_double_espace_bd.pdf.

GRDR. *Répertoire des initiatives de codéveloppement des ressortissants de la région Sedhiou bases en Afrique (Sénégal & Gambie)*. Available from <http://www.migration4development.org/>.

GRDR. *Capitalisation d'une recherche-action sur les mobilités humaines en région de Sedhiou*. Available from <http://www.migration4development.org/>.

→ **Case Studies**

This link (<http://www.migration4development.org>) contains a series of case studies that bring together good practices, lessons learnt and recommendations gathered from JMDI-supported projects to enhance migration management for local development.

The case studies cover a range of five thematic areas: Mainstreaming migration into local development planning; Social inclusion; Economic inclusion; Partnerships for effective migration governance; and Engaging diaspora for development.

The first case studies were launched in February 2017. Other interesting sources of experiences are listed below:

Coalición Latinoamericana contra el racismo y la xenofobia. Available from http://www.une-sco.org.uy/mab/fileadmin/shs/coalicion_final.pdf.

UCLG Migration and co-development working group. Available from <https://www.uclg.org/en/organisation/structure/committees-working-groups/migration-and-co-development>.

Annex 5: Glossary of acronyms

ART	Articulation of Territorial Networks for Sustainable Human Development
ABC	Agência Brasileira de Cooperação
ADETEF	Assistance au développement des échanges en technologies économiques et financières
AEIDL	European Association for Information on Local Development
CBMS	Community-Based Monitoring System
CPMR	Conference of Peripheral Maritime Regions
CSO	Civil Society Organisation
CUF	Cités Unies France
EU	European Union
GDP	Gross Domestic Product
GRDR	Groupe de Recherche et de Réalisation pour le Développement Rural
ICMPD	International Centre for Migration Policy Development
IDPs	Internally Displaced Persons
ILO	International Labour Organization
IOM	International Organization for Migration
ITC-ILO	International Training Centre of the International Labour Organization
JMDI	UN Joint Migration and Development Initiative
KNOMAD	Global Knowledge Partnership on Migration and Development
LAs	Local Authorities
LED	Local Economic Development
LRAs	Local and Regional Authorities
MoU	Memorandum of Understanding
NGO	Non-governmental organisation
OECD	Organization for Economic Co-Operation and Development
PAIDEL	Programme to Support Local Development Initiatives
PIFCSS	Programa Iberoamericano para el Fortalecimiento de la Cooperación Sur-Sur
SDC	Swiss Agency for Development Cooperation
SDG	Sustainable Development Goal
SMEs	Small and medium-sized enterprises
SSDC	South-South decentralised cooperation
UCCI	Union of Iberoamerican Capital Cities
UCLG	United Cities and Local Governments
UN	United Nations
UN Habitat	United Nations Agency for Human Settlements
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNITAR	United Nations Institute for Training and Research
VNG	International Cooperation Agency of the Association of Netherlands Municipalities
WHO	World Health Organization

Bibliography

100 Resilient Cities (2017). *Global Migration: Resilient Cities at the Forefront*. Available from <https://medium.com/resilient-cities-at-the-forefront>.

ADETEF, AEIDL, City Consult, and Notre Europe (2010). *Cohesion Policy Support for Local Development: Best Practice and Future Policy Options*. Available from http://ec.europa.eu/regional_policy/archive/consultation/terco/cp_support_local_dev_en.pdf.

Agência Brasileira de Cooperação (ABC). Available from <http://www.abc.gov.br/>.

CPMR (2015). Policy Position on Migration Management. Working Paper.

CPMR, Platforma, and Agustí Fernández de Losada (2017). *Shaping a New Generation of Decentralised Cooperation for Enhanced Effectiveness and Accountability*.

Engagement Global. Available from <https://skew.engagement-global.de/home.html>.

European Commission. Civil Society Organisation and Local Authorities (CSO-LA). Available from http://ec.europa.eu/europeaid/tags/civil-society-organisations-and-local-authorities-cso-la_en.

France Diplomatie (2016). *Appels à projets et Fonds en soutien à la coopération décentralisée*. Available from <http://www.diplomatie.gouv.fr/fr/politique-etrangere-de-la-france/action-exterieure-des-collectivites-territoriales/appels-a-projets-et-fonds-en-soutien-a-la-cooperation-de-centralisee/>.

Global Mayoral Forum on Human Mobility, Migration and Development (2015). The Local Agenda on Migration and Development. Quito Outcome Document. Available from https://unitar.org/dcp/sites/unitar.org.dcp/files/uploads/quito_outcome_document_en.pdf.

Global Taskforce of Local and Regional Governments, UN Habitat, and UNDP. *Toolbox for Localising the SDGs*. Available from <http://localizingthesdgs.org/about-us.php>.

Habitat III Issue Papers (2015). Migration and Refugees in Urban Areas. Available from http://habitat3.org/wp-content/uploads/Habitat-III-Issue-Paper-2_2_Migration-and-Refugees-in-Urban-Areas-2.0.pdf.

Hong, Amy and Anna Knoll (2016). Strengthening the Migration-Development Nexus through Improved Policy and Institutional Coherence. KNOMAD of the World Bank Working Paper.

IOM (2011). *IOM Project Handbook*. Available from https://publications.iom.int/system/files/pdf/iom_project_handbook_6feb2012.pdf.

IOM (2017). *Key Migration Terms*. Available from <https://www.iom.int/key-migration-terms>.

IOM (2016). Migration and Local Planning: Issues, Opportunities and Partnerships. Background Paper for the Conference on Migrants and Cities. Available from https://www.iom.int/sites/default/files/our_work/ICP/IDM/2015_CMC/IDM-October-2015-Conference-on-Migrants-and-Cities-Background-Paper.pdf.

IOM (2016). *Needs Assessment: Counter-trafficking Response in the Republic of Armenia*. Available from http://publications.iom.int/system/files/pdf/counter_trafficking_armenia_en.pdf.

IOM (2002). *Partnership with Non-Governmental Organizations in Managing Migrations*. MC/INF/253. Available from <https://www.iom.int/jahia/webdav/shared/shared/mainsite/microsites/IDM/sessions/84th/MCINF253.pdf>.

IOM and JMDI (2015). *White Paper: Mainstreaming Migration into Local Development Planning and Beyond*. Geneva, Switzerland. Available from <http://www.migration4development.org/>.

JMDI (2017). *Collecting Data at the Local Level to Enhance Migration Governance for Development*. Case study #20. Available from <http://www.migration4development.org/>.

JMDI. *M4D Net*. Available from <http://www.migration4development.org/en>.

JMDI (2017). *Policy Brief: Policy Coherence in Migration and Development at the Local Level*. Prepared for the Fourth Mayoral Forum. Available from <http://www.migration4development.org/>.

OECD (2016). *Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence*. Available from <http://www.oecd.org/development/better-policies-for-sustainable-development-2016-9789264256996-en.htm>.

Picciotto, Robert (2005). *The Evaluation of Policy Coherence for Development*. *Evaluation*, vol. 11, p. 311-330.

Rodriguez Bilbao, Jorge (2015). *What is the Territorial Approach to Local Development?* European Commission. Available from <https://europa.eu/capacity4dev/article/what-territorial-approach-local-development>.

UNDP ART Initiative. Available from <https://issuu.com/artpublications>.

UNESCO. *Coalición Latinoamericana y Caribeña de Ciudades Contra el Racismo, la Discriminación y la Xenofobia*. Available from <http://unesdoc.unesco.org/images/0016/001631/163117E.pdf>.

United Nations Department of Economic and Social Affairs, Population Division (2014). *World Urbanization Prospects: The 2014 Revision*. (ST/ESA/SER.A/352).

World Commission on Environment and Development. *Our Common Future*. Available from <http://www.un-documents.net/our-common-future.pdf>.

The UN Joint Migration and Development Initiative (JMDI) has created this set of “Guidelines on Integrating Migration into Decentralised Cooperation” to tap into the vast experience and knowledge of local and regional authorities and cities around the world who are at the forefront of confronting the transformations and opportunities that migration brings about. As such, these guidelines serve to highlight the efforts of such local actors who have developed successful migration-oriented decentralised cooperation partnerships, as well as inform others on how to integrate migration into existing decentralised cooperation partnerships or establish migration-related decentralised cooperation dynamics. Through such partnerships, local and regional authorities can jointly work towards achieving the targets set out in the Sustainable Development Goals and thereby collectively harness the development potential of migration. Moreover, in a global context whereby the world is becoming more urbanised and cities and other urban areas are the main destination of choice for both migrants and refugees, migration is mainly an urban phenomenon with migrants generally moving from one territory or city to the same city or territory in the country of destination. Such a dynamic presents a unique opportunity to foster shared prosperity by tapping into the bridges migrants build between territories through their transnational activities and networks.



UN Joint Migration and Development Initiative

www.migration4development.org