



ENGAGING DIASPORAS IN LOCAL DEVELOPMENT:

An operational guide
based on the experience of Moldova



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Despite its negative connotations and stereotypes, migration has always been at the heart of progress and movement forward. It helps to build connections, transform communities and empower people.

Author: Oxana Maciuca

The paper benefited from contributions and review by:

UNDP Recovery Solutions and Human Mobility, Crisis Bureau representatives:
Owen Shumba, David Khoudour, Johannes Tarvainen

UNDP Regional Bureau for Europe and CIS representatives:
Yuliya Shcherbinina, Olaf Juergensen

UNDP Moldova representatives:
Andrei Darie, Zinaida Adam

Cover photo by: Natalia Bostan



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Engaging diaspora in local development requires concerted efforts by a multitude of actors, who can either boost or restrain its positive effect. That is why UNDP Moldova has adopted an innovative five-pillar approach that aims to link emigrants with local development and facilitate their meaningful contribution to the growth of their home communities.

Abbreviations

DCP	Decentralized Cooperation Programme
DAR 1+3	“Diaspora Succeeds at Home 1+3” (government programme)
DMD	Diaspora, migration and development
GDP	Gross domestic product
HTA	Hometown Association
IOM	International Organisation for Migration
MiDL	Migration and Local Development Project
SDGs	Sustainable Development Goals
UNHCR	United Nations High Commissioner for Refugees
UNDP	United Nations Development Programme

Executive Summary

Migration plays a key role in the sustainable development of countries of origin, transit and destination, both at national and local levels. Despite the existence of many negative connotations and stereotypes, migration contributes to building connections, transforming communities and empowering men and women all over the world.

Focusing on the interaction between emigration and local development is a central element in broader endeavours to strengthen local development in countries of origin.¹ The positive experience of some countries, as demonstrated through the case of Moldova, challenges the assumption that emigration constitutes a permanent loss for home countries. **Diasporas play an enabling role as agents of development** and carriers of social capital for the benefit of their communities of origin.

The UNDP Moldova five-pillar approach to diaspora, emigration and development

The Republic of Moldova registers high levels of emigration, with significant impact observed at local and national levels. Although larger-scale emigration from Moldova started taking place only in the early 2000s, the desire of the Moldovan diaspora’s members to support and invest in their home country has been consistently high. **The Moldovan Government has increasingly recognized the potential of the diaspora as a catalyst for its development efforts. The UNDP intervention has helped translate this approach into more comprehensive and systematic engagement at the local level.**

In 2015, UNDP Moldova started to develop a **five-pillar approach** to make emigration work for local

development. The initiative was implemented within the framework of the Swiss-funded Migration and Local Development Project (MiDL). It aimed to connect Moldovan emigrants with their native localities in Moldova and to meaningfully engage them at all stages of local development, **transforming emigration into an opportunity for local communities and integrating considerations for diaspora engagement into the local development agenda.** The MiDL project was a pilot in Moldova and relied on five pillars for sustainable local development with migrants.

PILLAR I:

Mainstreaming migration at institutional level

Keeping in mind that local governments lacked capacities in understanding the potential of emigration for local development, UNDP worked on raising awareness and growing institutional capacities to effectively manage emigration at local levels. While looking to support local ownership, the first crucial step was the **identification and designation of responsible focal persons for migration at local level.** For each local migration focal point, an **updated job description** was developed, with migration-related functions covering emigration and local development matters, implementation of Diaspora, Migration and Development policies, and coordination of consultative processes, such as communication with emigrants and the local population. UNDP also supported expanding local government capacity through the development of a training programme informed by preliminary needs assessments and covering topics relevant to emigration, local development and the engagement of the diaspora. On-the-job training tailored to the specific local context and needs observed in each community complemented this pillar.

¹ White Paper on mainstreaming migration into local development planning and beyond, JMDI, IOM.

**PILLAR II:
Mainstreaming emigration into local policymaking**

Once a viable institutional setup for migration is introduced at local level, the next step is to strengthen policy frameworks that mirror local realities related to migration. UNDP Moldova devised a comprehensive set of actions that offered the possibility to obtain **multidimensional local data on emigration to serve as evidence for local policymaking**. UNDP supported the launch of **local emigration databases**, allowing local governments to collect data on their native-born population abroad and helping local governments **incorporate an emigration component into local strategies and policies**. This meant bringing the experience, knowledge and interests of emigrants and their families to the development agenda, alongside the needs of local populations and family members left behind. Based on the data collected, the vision and mission statements of local governments included the aspirations of both local populations and the diaspora in areas in which these intersect.

**PILLAR III:
Shaping diaspora involvement through the establishment of “hometown associations”**

Despite the role and potential of Moldovan emigrants in relation to local development, the institutional framework and mechanisms for leveraging their contribution toward the development of their country of origin had not been developed prior to the MiDL project. The project’s response was the creation of a new setup for diaspora engagement through the establishment of **hometown associations (HTAs)**. While inspired by other countries, this innovative model for diaspora engagement in local development was created and adapted to the Moldovan context.

Unlike in other countries, where the development of such associations has been a migrant-led process, UNDP Moldova recommended that **local governments initiate HTAs**. This proved to be efficient and timesaving. Through large communication campaigns on social media, Moldovan emigrants and local communities were invited to establish HTAs in their native localities with the purpose of improving service delivery and socioeconomic development through concrete activities. Throughout the duration of the MiDL project, the participation of Moldovan emigrants through **HTAs** took many forms: they contributed remittances to the work of the association, funded and implemented projects, engaged collectively in the improvement of local services and infrastructure, promoted local initiatives, organized fundraising campaigns and offered in-kind support. The skill sets, professional expertise and knowledge that diaspora members contributed to the HTAs were equally important.

**PILLAR IV:
Supporting meaningful diaspora interventions through joint local projects**

Before the UNDP intervention, initiatives by Moldovan emigrants were local in outreach, sporadic, mostly of a social, humanitarian and charitable nature, and not necessarily linked to their home communities in a systematic manner. A challenge for the project was to **shift perceptions among the diaspora** so that they realized they were important and strategic players at the local level, contributing to long-term development efforts and capable of contributing to tangible change in their communities of origin. UNDP devised and piloted a support and **grant-matching scheme**² tailored to the needs observed and with the aim of implementing **joint projects to support local services and economic development**. The scheme

² The grant matching scheme involves three main actors: UNDP, local governments and migrants (via HTAs). Every grant provided by UNDP to local authorities was conditioned by at least 10 percent co-funding from the diaspora and 10 percent from local budgets.

strengthened the capacity of both local governments and the diaspora, improving ownership to effectively manage joint local initiatives and build mutual trust. This partnership involved a joint approach from the onset, engaging emigrants as co-authors of local initiatives (including through online consultations), co-funders and, finally, co-implementers.

**PILLAR V:
Scaling up and ensuring sustainability of the model**

The model of emigrants’ engagement developed and piloted by UNDP in 38 localities through the MiDL project was **scaled up to an additional 101 localities countrywide**. Recognizing the practical applicability of the approach, and as a result of dedicated multi-year support through the project, the **Moldovan Government took the approach on board, scaled it and financed it from national resources**, despite competing priorities and a limited national budget. In 2020,³ the Government of Moldova approved and rolled out the first edition of the **National Programme “Diaspora Succeeds at Home”**⁴ (DAR⁵1+3), hence adapting the model UNDP had devised and piloted.

The **results achieved by local governments and HTAs** and the determined, multifaceted **engagement of the diaspora demonstrate that emigration can bring tangible benefits at the local level**, for the local population, for diaspora members and for their families left behind. Offering the diaspora the

possibility to participate as key stakeholders in local development – enabling them to voice their ideas and concerns throughout the mainstreaming process – was crucial for the success of the UNDP intervention in Moldova, and a likely determining factor for their future interest in their native communities. Partnerships between local governments and HTAs **fostered socioeconomic development and multi-stakeholder engagement**, including **improved livelihoods**, and **mitigated** some of the **disparities, inequalities and challenges caused by emigration in their country and communities of origin**. The new income-generating opportunities and improved local services contributed to more effective local governance, as well as higher levels of transparency and trust, which ultimately led to improved **sustainable and inclusive local development**.

The model piloted by the MiDL project can easily be replicated and adapted to other countries, while respecting context-specific needs and priorities. To facilitate replication of the approach, considerations from this publication are structured chronologically around a project cycle focusing on three main stages: (i) **scoping and planning**; (ii) **assessment and finalization of project proposal**, and (iii) **implementation/review**. Finally, the publication outlines the main challenges, responses, instruments, key questions and success factors observed in the application of the five-pillar approach in Moldova, aiming to accompany UNDP Country Offices and partners in efforts to engage diasporas for local development.

³ <http://brd.gov.md/ro/content/sesiune-line-pentru-castigatorii-proiectelor-din-cadrul-programului-diaspora-acasa-reuseste>

⁴ The National Programme of the Government of the Republic of Moldova DAR 1+3, <https://brd.gov.md/ro/content/diaspora-acasa-reuseste-dar-13>

⁵ DAR is an acronym of the Programme’s title in Romanian (Diaspora Acasa Reuseste), whose translation in English is “Diaspora Succeeds at Home”.

Overview:

What is this publication about?

Over the last decade, international, national and local actors have been paying significant attention to the nexus between emigration and local development. Increased efforts are being made worldwide to harness the positive impact of emigration on development in migrants' countries of origin, especially at the local level.

This guide explains **UNDP's role in, and commitment to, supporting states to leverage diaspora investments in local development, building on the example of Moldova**, which between 2015 and 2018 implemented the Migration and Local Development Project (MiDL),⁶ funded by the Government of Switzerland. This project was designed to support local governments in Moldova to develop and implement policies, methodologies and procedures related to emigration, and to link them to local development processes.

The guide focuses on providing practical insights and adaptable approaches in the field of diaspora, migration and local development, for use in other countries. It highlights the importance of building broad partnerships with national and local governments, United Nations agencies, the private sector, civil society (non-governmental/community-based organizations, including those run by diaspora or migrant populations) and other stakeholders, for efficient and sustainable planning and operationalization of DMD approaches, with focus on local level.

UNDP Moldova's approach to making emigration work for local development consists of **five pillars**:

- 1) Mainstreaming emigration at the institutional level;
- 2) Mainstreaming emigration in local policymaking;
- 3) Shaping diaspora involvement through the establishment of "hometown associations";
- 4) Supporting meaningful diaspora interventions through joint local projects;
- 5) Scaling up and ensuring sustainability of the model.

UNDP's project in Moldova built on a very supportive policy environment. The Government of Moldova fully supported the strengthening of the synergies between migration and national development. However, a comprehensive and systematic approach on migration and development had not yet been applied at the local level prior to the project.

In addition to supporting local authorities in systematically involving the diaspora, the project contributed to a positive shift in local communities' perceptions about the **role of emigrants and the diaspora as change makers**, and how to involve them in community development.⁷ One indication of the project's success was the replication of the model by an additional 101 localities, and the subsequent decision by the Moldovan Government to scale up and finance the model nationwide.

On the terminology used in this publication

Republic of Moldova legislation uses a somewhat extended definition of diaspora that includes both emigrants (temporary and permanent) and their descendants born abroad. The term "emigrants or communities of Moldovans abroad" would be more suitable for the Moldovan case, which has only a relatively recent history of migration. However, together with the establishment of the Moldovan Bureau for Relations with the Diaspora⁸ the Moldovan Government reviewed its legislation and approved a new definition of diaspora that covers a wide range of emigrants as potential development actors. Hence, for the purposes of this guide, whenever the term diaspora is mentioned, it is the Moldovan definition that is being applied. The UNDP model described in this paper targets the active, civically engaged members of this diaspora: those who are open and willing to contribute in various ways to the development of their communities of origin.

Diaspora = citizens of the Republic of Moldova settled temporarily or permanently abroad, including persons originating from the Republic of Moldova and their descendants, as well as the communities established by them.⁹ This definition is aligned with Moldovan legislation.

In regard to the term "local": this guide focuses on local authorities that deal with the impact of emigration on the "front-line". For the purposes of this publication, local covers localities in the form of communes, villages and small towns (i.e. smaller units than districts).

The guide is structured in four main sections, as follows:

Section 1 outlines the main international developments relevant to emigration and local development, such as the Global Compact for Safe, Orderly and Regular Migration and the 2030 Agenda for Sustainable Development. It also describes UNDP's institutional commitment to advancing development approaches to migration and displacement.

Section 2 is the centrepiece of the publication, describing in detail the experience in the Republic of Moldova of harnessing outmigration for local development. It highlights the five-pillar approach to diaspora, emigration and development, which UNDP Moldova piloted in over 38 localities and which the Government of Moldova has now scaled up nationally. As part of the project, over 10,000 emigrants invested in the development of their country and communities of origin, improving local service delivery and income-generating

⁶ UNDP Moldova, Migration and Local Development Project, Phase I, funded by the Swiss Government in Moldova: https://www.md.undp.org/content/moldova/en/home/projects/MIDL_Project.html

⁷ An opinion poll conducted by UNDP Moldova at the local level in project target localities revealed that more people from the UNDP partner communities believe that migrants can contribute to the overall development of the community and very specific public services and infrastructure, compared to those from other localities. This fact indicates that these local communities are discovering a new and positive dimension of the migration phenomenon as a development factor, and are gaining a better understanding of the ways to involve migrants in local community development. *Sociological Study of Citizens' Involvement in the Development of Moldova*, by the Center for Sociological Investigations and Marketing "CBS-AXA", 2017.

⁸ Bureau for Relations with the Diaspora of the Republic of Moldova, established in 2012. See: <http://brd.gov.md/>

⁹ Republic of Moldova Government Decision No. 657 dated 6 November 2009, approving the Regulation for State Chancellery's organization and operation, structure and staffing (point 7 letter j1).

opportunities. Their engagement was enabled through innovative new approaches, such as the establishment of “hometown associations”. The guide contains hands-on examples under each pillar on how UNDP and other partners can support national and local governments, and how local authorities themselves can partner with migrants to transform emigration from a challenge into an opportunity for local development in meaningful and sustainable ways.

The last two sections focus on considerations to take into account when replicating, adapting and scaling up the approach in other country contexts, both by UNDP and partners: **Section 3** provides an overview of the guide’s conclusions and lessons learned; **Section 4** includes step-by-

step recommendations to initiate or expand similar approaches elsewhere, including a toolbox with a summary of challenges, responses, success factors and available instruments.

This guide serves UNDP’s broader efforts to refine and scale up successfully piloted models on diaspora contributions to local development. The call for evidence-based and easily adaptable approaches is stronger than ever in the current context of global unpredictability, marked by the strive to recover from COVID-19. Our collective efforts to support socioeconomic recovery need to integrate a human mobility perspective, given the extent to which migrants are affected alongside local populations, and the unfolding impact we are seeing – for instance on remittances.

Section 1:

Main international directions on diaspora, emigration and development: Where do we stand?

Migration is one of the defining features of human existence. It significantly influences aspects of economic and social development, everywhere. The inter-connected relationship between emigration and development is increasingly being recognized.

Despite its negative connotations and stereotypes, migration has always **been an important dimension of human development. It helps build connections, transform communities and empower people all over the world. Emigration plays a key role in economic growth and sustainable development, both at national and local levels.**

Emigration has the potential to improve development and investment, fill labour gaps, nurture innovation, improve service delivery, grow participation and transparency – and, ultimately, build trust in a globalized world. Emigration can act as an efficient poverty reduction tool not only for migrants themselves, but also for their families and broader communities, encompassing both the countries they live in and those they originate from. Reaping positive benefits from emigration requires concerted, coordinated and well-planned efforts by a broad range of actors at international, regional, national and community levels.

Globally, the **2030 Agenda for Sustainable Development** recognizes migration as a core development consideration¹⁰, advancing the integration of migration as a cross-cutting feature of the global development agenda. In line with a global call to harness the positive contributions

of migration and to mitigate its negative consequences, states adopted the **Global Compact for Safe, Orderly and Regular Migration**¹¹ in 2018. Similarly, the 2015 **Addis Ababa Action Agenda**¹² on financing for development highlights the importance of remittances. Geared to supporting the implementation of the 2030 Agenda, the Addis Ababa Action Agenda provides an important framework for financing sustainable development and aligning financing flows and policies with economic, social and environmental priorities.

All these international developments, further articulated and contextualized at regional levels, support the mainstreaming of the United Nations Sustainable Development Goals (SDGs) across various sectors, both towards national and local development. This, in turn, creates new opportunities for collective efforts towards protecting and empowering migrants to fulfil their development potential for the benefit of individuals, communities and societies alike.

UNDP’s global offer on **promoting development approaches to migration and displacement** is aligned to international development agreements and focuses **on four specific areas**¹³:

- i. Addressing the root causes of displacement and mitigating the adverse drivers of migration and factors compelling people to leave their homes;
- ii. Supporting governments to integrate migration and displacement issues in national and local development plans, including during the localization of the SDGs, and strengthening

¹⁰ Migration and the 2030 Agenda: A Guide for Practitioners.

¹¹ Global Compact for Safe, Orderly and Regular Migration, 2018.

¹² Addis Ababa Action Agenda on financing for development, 2015.

¹³ Promoting development approaches to migration and displacement: UNDP’s four specific focus areas, 2019.

the positive impacts of migrants/diaspora for sustainable development;

- iii. Supporting refugees, migrants, internally displaced persons and host communities to cope, recover and sustain development gains in crisis and post-crisis situations (“resilience-based development”);
- iv. Supporting national and local authorities to achieve sustainable community-based (re) integration.

These focus areas build on UNDP’s existing capacities at the national, regional and global levels and its close collaboration with partners such as the International Organisation for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR) and other agencies.

The areas highlight the importance of tailoring programmatic, policy and advocacy means to national and local contexts, bearing in mind

regional dynamics. On the emigration and local development nexus, **local governments and municipalities are in the front-line when it comes to dealing with outmigration and face its impacts most concretely** – positive or negative. This results in an increased responsibility to address a wide range of issues, such as (re-)integration, legal and social services, education, law enforcement, economic development and health.

Focusing on the interaction between emigration and local development is central in broader endeavours to strengthen local development¹⁴. To leverage the full potential of emigration, broad partnerships that draw on the complementary strengths of local governments, community/emigrants’ associations and other stakeholders are indispensable. As the experience of Moldova shows, the school of thought on emigration as a permanent loss can successfully be challenged by enabling diaspora communities to take a role as development agents and carriers of social capital for the benefit of their countries of origin.

¹⁴ White Paper on mainstreaming migration into local development planning and beyond, JMDI, IOM.

Harnessing migration for development: a regional outlook

Many countries across Europe, Central Asia and other regions recognize the need to leverage the potential of migrants more actively for their development. While this guide builds on a case study from Moldova, a number of established and emerging efforts have been observed in other countries. Two examples are given below.

In **Bosnia and Herzegovina**, an investment fund was set up in 2018, together with the Development Bank of the Federation of Bosnia and Herzegovina, co-funding local economic investment involving the engagement of the diaspora. The fund was established as part of the “Diaspora for Development” project led by the Ministry of Human Rights and Refugees, implemented by UNDP and IOM and funded by the Government of Switzerland. Furthermore, the project saw the initiation of extensive knowledge and skills transfer programmes with the involvement of the diaspora that were initiated together with private and public stakeholders and academia. This approach included prominent diaspora experts who transferred know-how to local counterparts, often resulting in extended cooperation and business engagement.

In **Tajikistan**, where remittances contribute 40–50 per cent of the country’s gross domestic product (GDP), UNDP has created opportunities and platforms for co-financing from remittances, with the objective of improving the social and economic development of rural areas. UNDP and its partners have supported long-term efforts to align local development and migration programming, including the establishment of migrant household associations in 2007–2008 and a trust fund under the Rural Growth Programme in 2012. In 2014–2016, the Rural Livelihoods Improvement Initiative was scaled up, leveraging the use of households’ remittance incomes for local development while supporting Tajik migrants in the Russian Federation to build skills aligned to labour-market demands. UNDP continues to encourage leveraging community co-financing from migrant remittances to create jobs, sustain livelihoods and construct community infrastructure for social cohesion. Diaspora contributions have been channelled for constructing community infrastructure. For instance, under a project to prevent violent extremism, a school stadium has been constructed in Nurabad district, with construction works and 20 per cent of the project materials financed from remittances received. Cement brick production has also been set up, creating local jobs.

Section 2:

The five-pillar approach by UNDP Moldova to diaspora, emigration and development

Globally, UNDP is working to maximize the developmental benefits of human mobility and to mitigate any negative consequences. UNDP works with partner countries to balance short-term responses to addressing the impacts of emigration with long-term sustainable development solutions. UNDP addresses migration through development lenses.

National context: Emigration is a constantly evolving phenomenon in the Republic of Moldova, with significant impact observed at local and national levels alike. Moldova is predominantly a country of origin for migration, and to a much lesser extent a destination or transit country for migrants.

In fact, migration from Moldova is the eleventh highest in the world¹⁵ when compared to the size of its population. Migration plays a central role in the development of a country where over one-quarter of its total population lives abroad, either permanently or temporarily. Approximately two-thirds of Moldovan migrants originate from rural areas and are mostly young people. Statistics vary, depending on the source and methodology used. Based on the most recent national data on emigration (2019), the number of Moldovans living in their country amounts to 2.68 million¹⁶, as compared to 3.68 million in 2000, illustrating a significant decline in the population back home. The main push factor for Moldovan migrants are

economic reasons, such as a lack of decent jobs and income-generating opportunities.¹⁷

Remittances have become a major source of domestic financing in the Moldovan economy, placing it among the top 20 countries that are most dependent on remittances. The growth of the Republic of Moldova's GDP in previous years is mainly attributed to the revenues sent by Moldovan migrants working abroad. The country's economic growth is largely consumption-led and is driven primarily by migrant remittances. Overall, in 2019, Moldovan emigrants sent home USD 1.91 billion, accounting for 16.3 per cent of GDP.¹⁸ Traditionally, remittances are used for the private consumption of migrants' households, particularly to cover daily needs, procurement and/or maintenance of houses, or to access health and education services.

The Republic of Moldova has a well-coordinated institutional set-up for migration, with several

¹⁵ Blog by Stephan Liller: <https://www.md.undp.org/content/moldova/en/home/blog/2018/making-the-most-of-emigration.html>

¹⁶ Data of the National Bureau of Statistics of Moldova, www.statistica.md

¹⁷ For more information on the migration context in Moldova, and different methodologies used, please consult the Extended Migration Profile of the Republic of Moldova series available at www.iom.md

¹⁸ World Bank Data, 2019, 2020, <https://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?locations=MD>

¹⁹ IOM, Migration Governance Snapshot: The Republic of Moldova, May 2018, <https://www.iom.md/sites/default/files/publications/docs/Migration%20Governance%20Snapshot%20The%20Republic%20of%20Moldova.pdf>

Republic of Moldova facts and figures ²⁰	
Population (2019):	2.68 million
Area:	33,845 km sq
Number of emigrants (2019): ²¹	1,013,417 25.1 per cent of population
Number of immigrants (2019):	104,713 2.6 per cent of population
Remittances (2019):	USD 1.91 billion
Remittances, per cent of GDP (2019):	15.974 per cent
Human Development Index rank (2019):	107 of 188
Main destination countries:	Russia, Italy, Israel, Spain, Ukraine, Germany, Portugal, Greece, Romania, Canada

institutions involved. Key actors on migration are as follows:¹⁹

- The **Bureau for Diaspora Relations** within the State Chancellery under the Prime Minister and the **Ministry of Health, Labour and Social Protection** are centrally positioned on policy-setting and implementation for migration, diaspora and return and reintegration.
- The **Bureau for Migration and Asylum** is the primary agency responsible for implementing immigration policies, with support from the Border Police and the National Employment Agency.

In 2017, the Government of the Republic of Moldova approved normative amendments to expand the network of **diaspora, migration and development (DMD) focal points** to the local level. This network seeks to support implementation of a “whole-of-government approach” across national and local levels.²² The **Moldovan Government** has **increasingly recognized the potential of its diaspora as a catalyst for its development efforts**. UNDP's intervention, through the MiDL project, helped translate this approach into a more comprehensive and systematic engagement at the local level. The Moldovan diaspora abroad is a relatively **recent phenomenon**, given that larger emigration started taking place only in the early 2000s, but their desire to support and invest in their home country is high.

²⁰ IOM Moldova, 2019, Moldova facts and figures, <https://moldova.iom.int/moldova-facts-and-figures>

²¹ UN DESA data available here: <https://www.un.org/en/development/desa/population/migration/data/estimates2/estimates19.asp>

²² Ibidem.

²³ In the case of Moldova it was of utmost importance to have on board the engagement of national authorities, local governments, the local community and native migrants abroad. This ensured transparency, synergy and coordination among them and led to complementarity of funds, resources and efforts for local development.

Engaging the Moldovan diaspora in local development requires concerted and sustained efforts by a broad range of actors, supplemented by predictable human and financial resources.²³ Local authorities are among the most dynamic policymakers as regards responding to the challenges and opportunities caused by emigration, given the concrete impact at their level. They are central actors to involve in engaging the diaspora for local development. Acknowledging this starting point, in 2015 UNDP Moldova started to plan for a five-pillar approach to making emigration work for local development, which was implemented within the framework of the Swiss-funded MiDL. This initiative aimed to connect Moldovan emigrants with their native localities in Moldova and to meaningfully engage them at all stages of local development, hence **transforming emigration from a challenge into an opportunity for local communities and integrating considerations for diaspora engagement in the local development agenda.**

The MiDL project was a pilot in Moldova. It was implemented amidst a shift in local governments' approaches to, and interest in, engaging diaspora. During the lifecycle of the first project phase (2015–2018), a gradual – but very concrete – change was observed in local governments' capacity and interest in emigration governance and systematically engaging the diaspora as partners for sustainable development. The change has been significant: for over two decades, local authorities mainly passively observed people leaving home villages and towns to find a better life either outside the country or in other communities of Moldova. Through the project, local authorities have now actively started to transform emigration into an opportunity for local development. The project covered both financial resources and capacity-building for its 38 partner localities/communities.

The project's approach relied on **five pillars for sustainable local development with migrants:**

Pillar I: Mainstreaming emigration at institutional level;

Pillar II: Mainstreaming emigration in local policymaking;

Pillar III: Shaping diaspora involvement through the establishment of "hometown associations";

Pillar IV: Supporting meaningful diaspora interventions through joint local projects;

Pillar V: Scaling up and ensuring sustainability of the model.

To encourage diaspora to invest at home, local governments and other actors must establish a relationship of trust with their natives abroad, as well as formalize and sustain engagement efforts.

After the model was successfully piloted in 38 localities in Moldova, it was scaled up nationally to an additional 101 villages and cities (at least) across the country. The next pages describe in detail the **actions and steps** that are recommended to local governments from Moldova or elsewhere, interested to replicate the model, under each pillar, including relevant **contextual factors** ensuring the success and sustainability of the model. approach. The main challenges, and ways to overcome these, are also described.

Pillar I: Mainstreaming emigration at the institutional level

This pillar includes key actions to prepare and strengthen the capacities of local authorities to effectively address migration from Moldova, at the local level, and to engage emigrants in local development.

Challenge: Local governments lacked capacities in, and an understanding of, the potential of outmigration for local development. The starting point for the UNDP team was a **scanning of local actors** who should be involved in the different stages of the process. Mayors are firstline responders in reaching out to migrants and seeking their partnership for local development. However, if they did not acknowledge the potential of migration for local development, or understand the role they could play in the process, they would not instruct

their staff to follow-up accordingly. At the beginning of the project, local governments only had a vague idea of the emigration dynamics affecting their communities, including limited opportunities or established practices for interaction with diaspora originating from their communities. The most difficult part was overcoming stereotypes. Most local authorities saw emigration in a negative or passive way: they saw that migration patterns affected them negatively and that they had little influence on the situation.

The evaluation and selection process included key criteria such as having a minimum 4,000 inhabitants, previous positive cooperation with UNDP, capacity to co-fund and co-implement local development projects, and availability of feasible ideas/projects in the community. On top of that, given that the project intended to work with communities affected by migration, there was also a minimum 10 per cent local-level emigration ratio criterion, that was roughly estimated (unofficially) by the applicant local government (because there was no official local migration data for the communities at the time of the application). These indicators were formulated based on the specific context in Moldova and can be easily adjusted to the local needs of other countries interested in replicating the model.

Solution: Looking to support local communities affected by emigration, UNDP **selected 38 partner communities** in which to pilot and test a new model of enabling outmigration to support local development. Communities were selected with the purpose of creating viable national models that would allow for effective engagement of Moldovan emigrants towards local development.

Pilot communities were subject to a competitive, transparent and inclusive process building on common selection criteria.

From the onset of the project, UNDP worked with local governments on raising their awareness and understanding of the potential emigration has for local development and, simultaneously, growing their capacities to effectively manage emigration at local levels.

Designation of local migration focal points

What? With small teams and limited human and financial resources, mayors often saw little opportunities for initiating and following through on activities identified as necessary. At national level, migration focal points have been designated in each ministry. Supporting local ownership and ensuring identification of a **designated person responsible at local level** proved to be crucial. This focal point was responsible for emigration and local development matters relevant to the project, implementation of DMD policies and coordination of consultative processes, such as communication with migrants and the local population. Through the project, UNDP developed a proposal to adapt this system to the local level. Mayors were advised to identify and designate a specialist within their office who would be fully responsible for the DMD field at the community level, and who would oversee the continuous two-way communication with the diaspora abroad.

How? Considering the very limited local budgets, the position of a **local migration focal point was not a newly created vacancy in the staff of the**

municipality: DMD-related tasks were added to an already existing function. Each local authority (village or city) decided independently to whom among existing staff additional migration-related functions would be delegated. In doing so, the mayors considered a wide range of factors, including the capacities, skills and communication abilities of the person to be identified. Profiles selected as focal points included deputy mayors, investment attraction specialists, PR/communication specialists and council secretaries. The main **incentives** for newly appointed staff included access to a wide range of capacity-building options and instruments, as described in this section. With increasing acknowledgement of the importance of migration matters, this was an opportunity for local staff to be exposed to new experiences and practices on DMD, hence expanding their professional horizons and opportunities.

For each focal point, an **updated job description** was developed, with migration-related functions, such as:



„My job means more than a database; it means building a trustworthy relationship with the person who left the village. It involves communication and dedication. My first step was to contact my acquaintances or relatives who live abroad and inform them about the Hometown Association’s creation and our need to have data. I used all sort of occasions to fill up the database – events, social media, meetings with classmates”, notes Viorica Mamaliga, person responsible for DMD in Vorniceni village.

- Launch and maintenance of local databases²⁴ of the diaspora;
- Communication with emigrants;
- Launching and supporting hometown associations;
- Consulting with migrants and the local population on priorities and the impact of migration at the local level;
- Building bridges and supporting interaction between migrants and the local community;
- Organizing Diaspora Days at the local level, coordinating joint local projects and crowdfunding campaigns, and ultimately acting as a liaison agent between migrants and their native community.

As a result, an additional 101 local migration focal points (at least) are now designated throughout Moldova and functioning at the local level. They have become the main contact persons for migrants and are their voices in local planning processes.

²⁴ More information on the local databases of diaspora is provided in the section on Pillar 2.

Expanding local government capacity in, and knowledge on, emigration and development

What? Training on DMD for local government officials is another way to enhance capacities among relevant actors. MiDL aimed to build their knowledge and raise their awareness of the concrete benefits and challenges related to emigration, and how to manage this process from different perspectives.

How? Based on preliminary needs assessments, UNDP developed a training programme tackling a wide range of topics relevant to emigration, local development and the engagement of migrants. Besides topics of general interest, a more detailed approach was tested in which each community benefited from **on-the-job training tailored to the specific local context** and needs.

Such efforts enhanced the capacities of local governments to better leverage the positive contributions emigrants can make towards local development. Effective communication was central to the successful implementation of activities. Due to the individualized approach that was applied, each locality benefited from a dedicated **communication plan** tailored to local needs. Based on the plan, each locality implemented campaigns targeting specific projects implemented by migrants. This helped build a healthy and transparent relationship with migrants from the very beginning and ensured their future engagement. This was done through various online and offline platforms, individual and collective communication, the use of all available tools and social networks, and the organization of various local events to get to know emigrants and hear their voices.

Trainings focused on the importance of: (i) evidence-based local policy making; (ii) the collection and analysis of local emigration data; (iii) mainstreaming emigration in local policy making; (iv) the role of mayors and migration focal points; (v) effective communication with migrants; (vi) participatory local planning; (vii) instruments and prerequisites for migrants' engagement; and (viii) fundraising, crowdfunding and joint management of local projects. Trainings also covered more general issues, such as project cycle management and management and consolidation of hometown associations.



COMMUNICATION

38 local communication plans designed for each locality.

Permanent communication with migrants via all available online and offline means (social networks, online chats).

On-the-job training for each focal point on local communication plans.

50 local and/or online events held (including 38 Diaspora Days events).



INNOVATIVE INSTRUMENTS

Implementation of complex and targeted capacity-building programmes.

Designation of local migration focal points.

Updating of job descriptions to include DMD tasks at local level.



RESULTS

38 local migration focal points designated in UNDP pilot communities.

70 mayors and focal points trained on DMD, including on the potential of migration for local development and raising awareness of their role in the process of engaging the diaspora in local development.

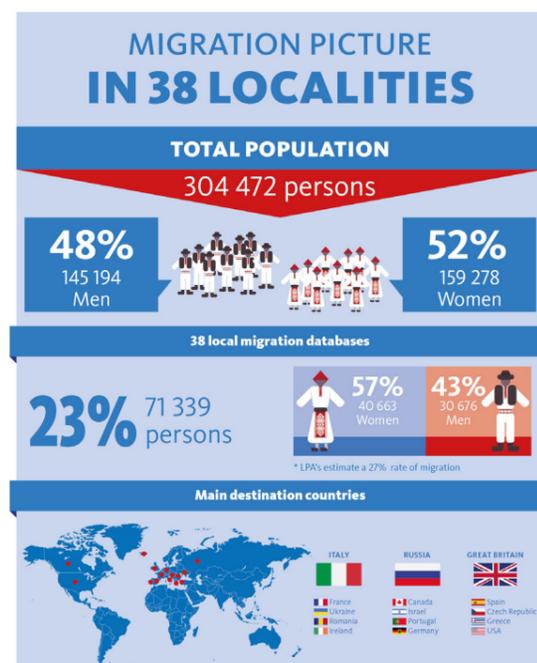
Pillar II: Mainstreaming migration in local policymaking

This pillar included actions to support local authorities in devising migration-sensitive local policies and mainstreaming migration in local strategies.

Challenge: Lack of local-level migration data.

Once a viable institutional set-up on migration is introduced at the local level, the next step is to strengthen policy frameworks that mirror the local realities related to migration and enable forward-looking planning. In order to leverage migration for development, local government officials need to understand and monitor how international and country-internal migration is present in their localities, what the situation of migrants and their families remaining in the local community is, and how migration can help in improving their situation. A huge challenge in the case of Moldova was the total absence of local data on migration.²⁵ At the beginning of the MiDL project, no community (village or city) in Moldova had evidence about its natives abroad, or data on the impact of migration at the local level. Local populations were not consulted on migration issues, and neither were migrants who had left – for instance, to seek their participation in local planning, to share their knowledge and expertise, or to suggest new solutions to problems faced in the local community. Local socioeconomic strategies did not consider migration, while relevant data was needed to address the issue.

Solution: UNDP devised a complementary set of actions which offered the possibility to obtain **multidimensional local data on migration to serve as evidence for local policymaking**. The qualitative and quantitative data obtained



included accurate information about the number of migrants abroad and provided a vision of the potential of migrants for local development, including an outline of positive and negative impacts of migration at the local level and solutions to address the challenges identified. Improved data enabled policies that matched the skills and resources of migrants with local needs, and the mainstreaming of migration in local strategies.

²⁵ Much of the data collected on migration at the national level does not offer insights on the impact and situation at the local level.

Establishment of local migration databases

What? UNDP supported the launch of **local migration databases**, allowing local governments to collect data on their native-born population abroad. Their development entailed a complex mapping exercise covering Moldovan migrants in countries of destination, their areas of expertise, occupation and profession abroad, as well as contact and other relevant information. The data gathered focused on Moldovan emigrants who had left the community concerned and did not include data on foreigners residing in the community.²⁶

How? Data was collected offline and online, using available communication channels and social networks. The first step was to analyse existing local registers and update them based on available information and contacts. The local migration focal point started by disaggregating data included in the local registers, differentiating between those who had left the community and those who remained

present. Moldovans living abroad were also contacted directly, informed about the database and incentivized to sign up. This was done through direct one-to-one contacts with migrants or their families, campaigns on social networks, and events held at the local level (e.g. Diaspora Days in the community). The advantage of the database is that it can be constantly updated, including by persons whose information is contained in the database. It was important that migrants understood from the beginning what the purpose of the mapping was, and what the benefits of being included in the database for themselves or their families were. This information needed to be clearly communicated to them when they were contacted (e.g. explaining how their personal information included in the database would be used). The training provided to migration focal points covered measures to continuously update and monitor the databases to ensure their accuracy and to ensure added value was maintained.

- The database is a continuously updatable tool for evidence-based policies, allowing local authorities to effectively communicate with, understand and truly know their diaspora.
- The database enables a localized understanding of migration dynamics, supports the devising of specific actions and facilitates matching the skills and experiences of migrants with local needs.

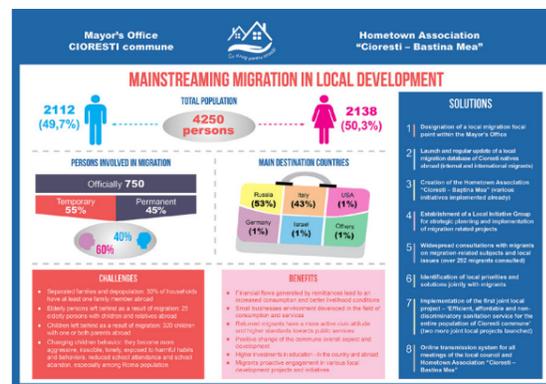
²⁶ The number of foreigners residing in rural communities in Moldova is small and is not addressed in this guide.

Mainstreaming emigration across local socioeconomic strategies

What? Mainstreaming emigration refers to the process of incorporating emigration as a parameter across different policy areas and applying multi-stakeholder, multi-level approaches. In Moldova, this stage entailed an assessment of the migration-related implications of any action planned in local development strategies, thereby enabling policy coherence in areas that affect— or are affected by — emigration.

How? Incorporating an emigration component in local development means bringing the experience, knowledge and interests of migrants and their families to the development agenda, alongside the needs of the local populations and family members who have not migrated. Based on the knowledge and data acquired, vision and mission statements of local governments should include the welfare and aspirations of both local populations and the diaspora in areas in which these intersect. Under the MiDL project in Moldova, the entire mainstreaming process was launched and implemented by local governments, who are the drivers of multi-stakeholder dialogue at local level, and hence are crucial actors in addressing the links between emigration and local development. Their close relations to the communities and direct exposure to policy implementation at the local level place them at the centre stage as regards initiating dialogue and decision-making around diaspora participation.

The participatory approaches²⁷ applied were tailored to local contexts and socioeconomic realities. A national campaign was launched that called for migrants to express their views on local needs, priorities and solutions. Extensive **consultations with the diaspora and the local population were**



held in online and offline formats via social networks and various communication channels.²⁸ Online transmission systems, allowing members of the diaspora to participate in local meetings and to provide their feedback to local planning processes, proved to be an important tool to enable and sustain migrants' engagement. To date, circa 190,000 local community members, including emigrants, have been able to follow and attend online municipality and hometown association meetings.

As a result of these efforts, each pilot community had a well-shaped migration picture, showcasing the actual number of native-born Moldovans abroad (diaspora), their competencies and skills, as well as their views on local priorities and solutions. This also helped assess the positive and negative impact of emigration at the local level, and the potential for local development. This enabled the mainstreaming of migration-related considerations in socioeconomic strategies in all 38 participating communities.

²⁷ In the case of Moldova, this participatory process included consulting – from the beginning – the local population (women, men, young etc), local institutions, civil society organizations and, finally, migrants.

²⁸ For more detailed information on the process of local planning mainstreaming migration, please read the *UNDP Guide on Local Planning Mainstreaming Migration, Human Rights and Gender Approach*: <https://www.md.undp.org/content/dam/moldova/docs/Publications/ghid%20planificare%20RO-integr.pdf>



COMMUNICATION

Reinforced communication between migrants and local communities in country of origin through means of various online and offline platforms, including social media, awareness-raising campaigns, individual and collective communication means and local events.



INNOVATIVE INSTRUMENTS

Local migration databases.
Online transmission systems²⁹ facilitating and ensuring migrants' participation.
Online surveys to consult local population and migrants on needs and projects for co-financing and co-implementation
A guide on local strategic planning and mainstreaming of migration, human rights and gender approaches.³⁰
Local council meetings webcast online.



RESULTS

For the first time in Moldova and in the region, 38 local migration databases were launched and updated.
Contextualized migration profiles were developed for 38 participating communities.
Over 10,000 migrants, together with the local population, had the chance to vote and express their views on local needs.
Migration was successfully mainstreamed across 38 local strategies.
190,000 persons followed online meetings and were part of local processes in their native community.

In an initiative that was unprecedented in Moldova, 38 local governments organized extensive consultations with migrants. Over 10,000 diaspora members were consulted on their views related to local needs, priorities and viable solutions. Consultations were organized in online and offline formats. Migrants provided concrete solutions on improving local infrastructure and economic environment, among other subjects.

²⁹ To ensure transparency of all local decision-making processes and remote participation of migrants in local meetings, UNDP Moldova supported mayors to install IT equipment that allowed the webcasting of meetings and events.

³⁰ <https://www.md.undp.org/content/dam/moldova/docs/Publications/ghid%20planificare%20RO-integr.pdf>

Pillar III: Shaping diaspora involvement through the establishment of hometown associations

This pillar describes actions to support local governments in launching hometown associations and building sustainable partnerships with migrants.

Challenge: Lack of viable diaspora organizations in countries of origin to foster their contributions to local development. Despite the role and potential of Moldovan migrants in relation to local development, the institutional framework and mechanisms for leveraging their engagement in the development of their country of origin were not developed prior to the MiDL project. A few initiatives by the diaspora to support their communities existed, but these were often sporadic and without systematic approaches geared towards their sustainability or scaling. A lack of partnerships and shared responsibility between migrants and local governments and communities

was identified as another challenge, emerging from limited communication and subsequent lack of mutual trust.³¹

Solution: The project's response to the challenge identified was the creation of a new set-up of diaspora engagement. Although inspired by the Moroccan, Mexican, Israeli and Irish models, an innovative and fresh model for diaspora engagement in local development was created and adapted to the Moldovan local context. It included a baseline analysis of migrants' engagement to date, and the establishment of hometown associations.

Baseline analysis of migrants' engagement

What? To inform planning for activities under this pillar, UNDP Moldova started with an internal baseline assessment to identify and map existing development engagement by Moldovan migrants in their home communities. The study shed light on: (i) the type of local development projects migrants had been engaged in; (ii) the degree of coordination with local government, community or other actors as part of these projects; (iii) financial considerations; and (iv) key factors for migrants' motivation to participate in the local development of their country of origin.

How? The invitation to participate in the assessment was open to all members of the diaspora of the Republic of Moldova. Persons who had engaged in activities supporting local communities in Moldova, either in an individual capacity or through diaspora associations, were particularly encouraged to participate. The survey was conducted using SurveyMonkey software and was available to respondents in Romanian and English. The survey was disseminated through various available e-mail lists covering the Moldovan diaspora. By the end of the data-collection phase, a total of 111 respondents

³¹ This data was collected as a result of an initial survey carried out by UNDP Moldova to understand Moldovan emigrants' interest in and attitudes towards engaging in local development. The survey was for internal use and its results were not published.

had responded to the survey. 14 qualitative interviews with respondents selected from this group were conducted face-to-face or through Skype.

The assessment provided first-hand data of Moldovans abroad and on their existing engagement, both individual and collective, for the benefit of local development in Moldova. It was structured to provide detailed information on cooperation between migrants and local

governments, such as how it functions, how migrants perceive local governments' support to facilitating their interventions on local socioeconomic development and how cooperation could be improved. The assessment also covered migrants' intention to engage in local development, perceived impediments, and factors affecting their decisions, hence contributing to the design and preparatory steps for launching hometown associations in Moldova.

“Doing something for my locality of origin is a big motivation. In the north we do not have health centres. I also want to help by creating jobs for my family so that they can have a job in Moldova instead of having to go to Russia for work.”

*Respondent,
Moldovan migrant based in the UK*

Establishment of hometown associations

What? The establishment of hometown associations for the engagement of Moldovan migrants in their country of origin was inspired by similar experiences elsewhere, adapted to the context of and needs in Moldova, with a number of unique features being developed. Unlike Moldovan diaspora associations that have brought together migrants based on their country or city of destination, the **hometown associations use the migrants' locality/region of origin as the determining feature of their membership base**. The hometown associations include migrants that reside abroad either on a permanent or temporary basis, and their descendants.³²

Being systematically organized, the associations **enable migrants to interact both among themselves and with their local communities of origin**, with the purpose of nurturing connections and supporting local development. This principle of organization allows for the efficient pooling of resources to plan and implement activities that foster socioeconomic development and mitigate the challenges caused by emigration.

The majority of members of hometown associations are migrants who have left the community, but they also include active members from the local community who have not migrated.



Establishment of the Hometown Association of Migrants from Sadacليا village with UNDP support, with the goal to improve living conditions at home.

Similar HTAs were created in all UNDP partner communities

³² Please see the extended definition of diaspora used in Moldova, in the overview at the start of this guide.

Hometown associations have proven to be a principal channel for Moldovan migrants to partner with the local community and authorities, and to engage in the design and implementation of various initiatives to **make a difference in their localities of origin**.

Hometown associations target their localities of origin in their activities, but also support creating a **sense of community among Moldovan migrants** through shared origin and interest in contributing to local development back in their home country.

How? Unlike in other countries where the development of associations has been a migrant-led process, UNDP Moldova recommended **local governments initiate hometown associations**, which proved to be efficient and timesaving. Through large communication campaigns on social media, Moldovan migrants and local communities were invited to establish hometown associations in their native localities with the purpose of improving

service delivery and socioeconomic development through concrete activities.

Developing **clear structures** and partnerships with local authorities have been the main factors contributing to the success of hometown associations in Moldova. The associations have designated presidents and vice presidents for each country of diaspora destination, and relevant management, control and implementation bodies (e.g. financial, executive, audit). To ensure connection with local authorities, the migration focal point in the local government is given the role of the secretary in the hometown association. Their functioning and activities are guided by a **statute and action plan**, which is annually approved by the association's board.

The partnership between hometown associations and local governments is framed through a non-legally binding **memorandum of understanding**, outlining central principles of cooperation, the

To ensure strong representation of migrants at the founding meeting of a hometown association meeting, local governments should consult with migrants on a suitable date well in advance to allow them to plan their trip home accordingly. Once the date is set, details of the association's functioning need to be carefully planned and well prepared. Due consideration is needed: for instance, for the agenda for the first meeting, priorities regarding discussion, participants and location; the scenario of engagement and a draft action plan for initial activities of the association; and potential candidates for the association's management and control bodies.

different roles, and the rights and obligations of both parties.

Throughout the duration of the MiDL project, the participation of Moldovan migrants through hometown associations took many forms. For instance, they contributed remittances to the work of the association, funded and implemented projects, engaged collectively in the improvement of local services and infrastructure, promoted local initiatives, organized fundraising campaigns, and offered in-kind support. An important contribution was also migrants' skills, professional expertise and knowledge, which they availed for the use of the hometown associations. Civic participation, **continuous communication and consultations, transparency and mutual trust were success factors** that incentivized and determined high engagement among the Moldovan diaspora towards local development at home, and were another important area of skills transfer. During this stage, it is important not to start immediately with big and challenging local projects (e.g., basic local services, such as water and sanitation, roads infrastructure or similar). It is recommended to support and guide hometown associations to initiate small and medium-scale initiatives at local level, hence building trust and creating the premises for a future, more impactful and meaningful diaspora engagement. Normally, these initiatives would be included in the hometown association's action plan, which should be approved in its annual, quarterly, or monthly meetings, and would be funded exclusively by the hometown association or in partnership with local governments.

During the three years of the project implementation, the 38 hometown associations established in UNDP partner localities successfully implemented **over 300 small and medium-scale initiatives**. These smaller-scale projects driven and funded by the diaspora included: *the renovation of local libraries, schools and kindergartens; the procurement of basic medical equipment; the organization of trainings (skills transfer); supporting families in need; providing scholarships; and supporting local sports and dance teams*. The success and smooth implementation of these initiatives were an important prerequisite before launching bigger-scale projects (to be described under the next pillar), which involved larger funds from the diaspora and a higher level of responsibility from both local governments and emigrants.

Moreover, the engagement of the diaspora in local development was stimulated through several complementary programmes devised by UNDP. These focused on leveraging migrants' expertise, knowledge and networks acquired abroad, and included the **Local Voluntary Return programme**³³ and **Decentralized Cooperation Programme**.³⁴

As will be discussed later in the guide, the success of the first 38 hometown associations created by UNDP generated a national-wide scaling up, where an additional 101 new hometown associations were created, based on the UNDP five-pillar approach. These new hometown associations succeeded in implementing an additional 278 local small-scale initiatives (more details are provided under Pillar V).

³³ The **Local Voluntary Return programme**, implemented in Moldova, allowed for migrants' temporary return to home to implement small-scale projects and share their expertise with the local native community. UNDP Moldova provided applicants with a small allowance of up to USD 500. All other costs, such as transport and accommodation, were covered by the migrants. As a result of the programme, three doctors, two sculptors, one social worker, one musician and one photographer returned home for two weeks to share their knowledge and experience acquired abroad.

³⁴ The **Decentralised Cooperation Programme** helped to use migrants' networks to build bridges between local governments from the country of destination and of origin, and prepared the ground for future economic partnerships.

 <p>COMMUNICATION</p> <p>Hometown associations have active accounts on social networks.</p> <p>Migrants are permanently informed about their localities of birth via hometown associations' social network pages.</p> <p>Awareness-raising campaigns held on the role and potential of hometown associations to support local development.</p>	 <p>INNOVATIVE INSTRUMENTS</p> <p>Local Voluntary Return programme.</p> <p>Decentralized Cooperation Programme.</p> <p>Memorandum of understanding between hometown associations and local governments.</p> <p>Local and international crowdfunding platforms as a mean to collect funds from migrants for local projects.</p>	 <p>RESULTS</p> <p>The first 38 pilot hometown associations partnered with local governments to further implement over 300 local small- and medium-scale initiatives in three years.</p> <p>316,000 beneficiaries at local level, including women, men, children, elderly and persons with special needs.</p> <p>An additional 101 hometown associations³⁵ (at least) created throughout Moldova.</p>
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*All of these efforts stimulated **transparency**, built **trust** and created a stronger **connection** between emigrants and their origin communities. Migrants became active players at all stages of local planning, and reliable partners for local governments.*

³⁵ An additional 101 hometown associations were created in Moldova (covering 15% of the entire territory of Moldova) as result of the MiDL project, Phase 1 (2015–2018). The second phase of the project is expected to stimulate an additional 101 hometown associations in Moldova. Currently, there are 897 local governments in Moldova.

Pillar IV:

Supporting meaningful diaspora interventions through joint local projects

This pillar explains how local authorities can partner with the diaspora to support channelling remittances into local development projects in their communities in their countries of origin.

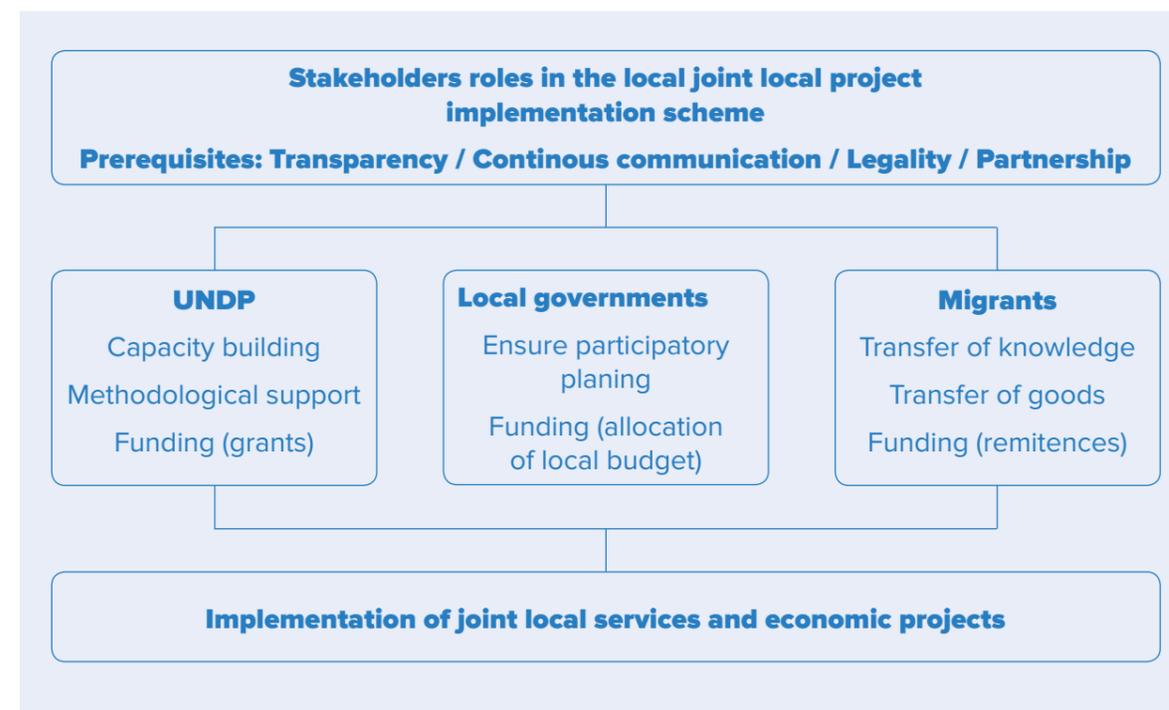
Challenge: Limited diaspora trust in local government and participation in the development of local services.

Before UNDP's intervention, initiatives by Moldovan migrants were local in outreach, often sporadic, mostly of a social, humanitarian and charitable nature, and not necessarily linked to their home community. A challenge was to shift the diaspora's perception so that they realized they were important and strategic players at the local level, contributing to long-term development efforts and capable of contributing to tangible change in their native communities. A key determinant for migrants' projects to work is to ensure close interaction with communities in the home country, while defining niches for engagement that correspond to local development needs, and to which migrants can directly contribute with their expertise or resources. A strong prerequisite under the MiDL project was the implementation of small-scale initiatives by hometown associations (300 initiatives mentioned under Pillar IV), which was a good trust-building and partnership exercise that was conducted prior to the

stage of launching, co-funding and co-implementing bigger-scale local services projects by municipalities and emigrants.

Solution: UNDP devised and piloted a support and **grant-matching scheme** tailored to the needs observed and with the aim of implementing **joint projects to support local services and economic development**. The scheme strengthened the capacity of both local governments and the diaspora, improving ownership to effectively manage joint local initiatives and build mutual trust. This partnership involved a joint approach from the onset, engaging migrants as co-authors of local initiatives (including through online consultations), co-funders and, finally, co-implementers. This created the space for more innovative ideas on "how to do development" together with migrants, and to seek their participation across the planning, implementation and review stages of local development projects.

Projects rooted in the existent set-up, in which emigrants are part of the local planning process from the beginning until the end, benefit from a stronger degree of involvement of migrants at all stages of the project cycle. They are also crucial in determining migrants' engagement in the development of similar projects in the future.



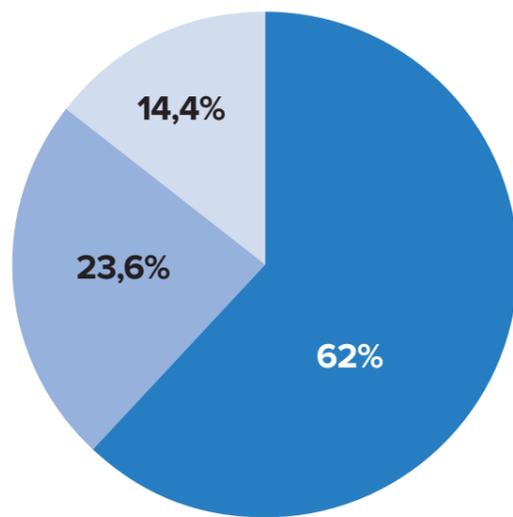
Implementation of joint local services projects by local governments and the diaspora (with UNDP matching grants)

What? Following extensive consultations and surveys, each target community prioritized one local service or economic project that received the highest number of votes. These were the first projects to be jointly implemented by UNDP, the local government and hometown associations.³⁶

How? Each joint project identified included local governments and hometown associations as equally engaged partners, and was structured around **four stages**: (1) identification and conceptualization of the project; (2) fundraising; (3) implementation; and (4) monitoring and evaluation. UNDP's role was to assist

³⁶ These projects were selected by the local community, via online and offline voting. Projects considered to be the highest priority by migrants and their families left at home accumulated the biggest number of votes. There were other bigger-scale projects on the list proposed for voting, but they received very few votes and were proposed for co-funding over the next years, after the first project was finalized.

ONLINE SURVEY LAUNCHED BY UNGHENI MUNICIPALITY TO CONSULT MIGRANTS ON LOCAL PRIORITIES



- Reconstruction of a parc
- Building a sport facility
- Building a bicycle track

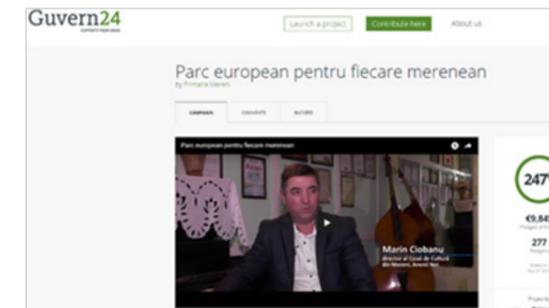
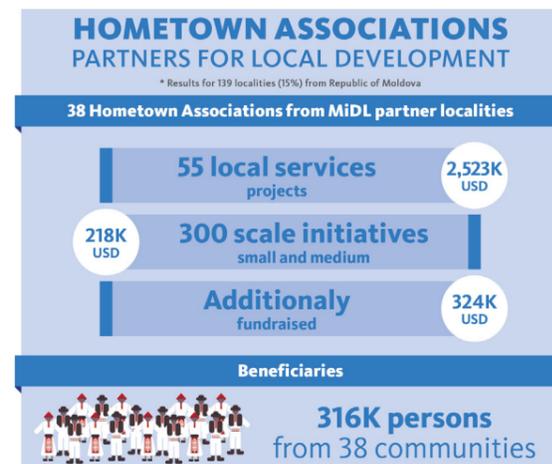
local governments and hometown associations throughout the entire process. Based on a tripartite matching grant scheme, UNDP provided guidance and financial support to local governments, subject to additional contributions from local budgets and co-funding from migrants. Given that the projects targeted local service delivery, the final implementer and beneficiary of funds was the local government.

³⁷ The regular flow of information from and to over 50,000 natives was possible via 50 local online events, 60 live transmissions and over 8,000 posts on social networks.

³⁸ Local governments placed the projects on www.guvern24.md, a local crowdfunding platform. The contract signed was signed between the local government and platform directly and was endorsed by the Congress of Local Authorities of Moldova. After funds were collected, the money was transferred to the local government. Each step was monitored by hometown associations and information was shared with the larger public to ensure accountability and transparency of funds spent.

The regular two-way flow of information from and to migrants was possible via local **online meetings and events, live transmissions and over numerous posts on social networks**³⁷. As a result of these communication efforts, project partner localities achieved the **most intense migrant mobilization they had ever experienced**. To facilitate migrants' contributions to local projects and to ensure a high degree of financial transparency, UNDP supported local governments and hometown associations to access local crowdfunding platforms, and supervised the entire process from contract signing between local governments and the platform until reception of funds collected.³⁸

As a result, over 50 crowdfunding campaigns were launched on local **crowdfunding platforms**.



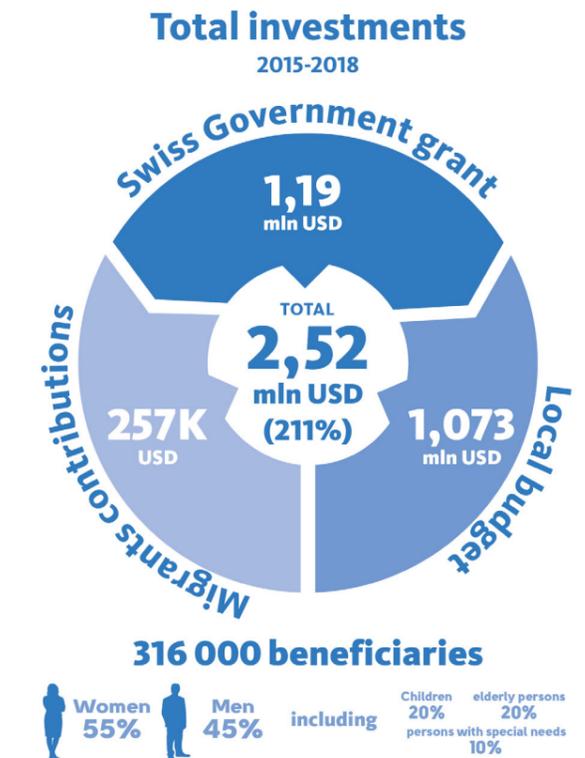
Reflecting transparency as a key enabler of migrant involvement, as identified in the baseline assessment, a key success factor for the joint projects was **open, effective communication** throughout all stages of the process. All information regarding funds collected was immediately posted on the web pages and social media platforms of hometown associations and other channels. The same approach was used to showcase the progress of project implementation and the reporting of expenditure.

As result of UNDP Moldova support and seed funding, 38 pilot municipalities successfully engaged with hometown associations to implement 55 large-scale development interventions and 300 small and medium-scale initiatives, which produced tangible benefits for over 316,000 citizens in terms of improved local infrastructure and service delivery. In a first for Moldova, and the region over 10,000 migrants from 38 project partner localities successfully invested remittances, to bring about better services and infrastructure at home.

The provided seed funding co-generated local investments in the amount of USD 1.33 million, achieving a 211 per cent financial multiplication effect and reaching total investments of over USD

³⁹ UNDP, "Migration on the radar of Moldovan town halls. Persons responsible for migration at town halls level liaise with persons born in a certain community", <https://medium.com/undp-moldova/migration-on-the-radar-of-moldovan-town-halls-63c0628b4934>

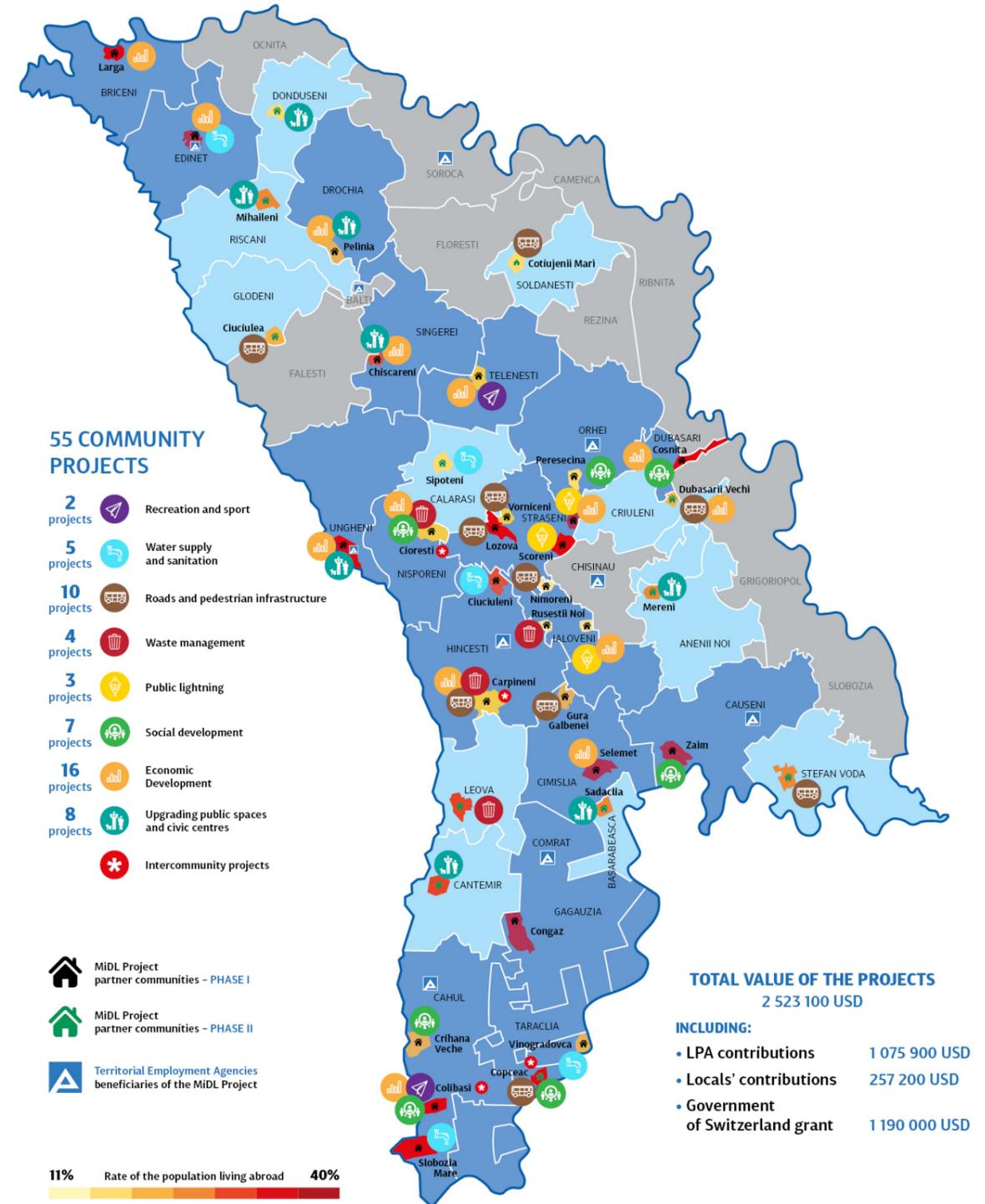
2.52 million. The co-generated local investments produced a 19.3 per cent contribution share from migrants' communities, which is another project result and an absolute innovation for the Republic of Moldova. As a result of UNDP Moldova's efforts, local governments, including local migration focal points, **gained an understanding of the whole migration picture**³⁹ and acknowledged the need and benefits of making the most of emigration at the local level. This innovative and systemic engagement of emigrants in local sustainable development processes has been proposed for further replication by other local governments from Moldova.



 <p>COMMUNICATION</p> <p>High degree of accountability and transparency ensured at all stages via diverse means of communication.</p> <p>Larger awareness and bigger number of donors attracted due to systematic and visible communication campaigns.</p>	 <p>INNOVATIVE INSTRUMENTS</p> <p>Online survey to identify local priorities.</p> <p>Crowdfunding platforms to facilitate co-funding by migrants.</p>	 <p>RESULTS</p> <p>38 pilot localities implemented 55 joint local services projects⁴⁰, benefiting 316,000 people.</p> <p>For the first time in Moldova, over 10,000 migrants invested online to contribute to better services and income-generating opportunities back home.</p>
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⁴⁰ All 55 initiatives are sustainable and continue to be fully functional even after completion of the project carried out by UNDP Moldova. In many cases, additional funding was attracted, which allowed for the expansion of the projects.

Communities partnered with the MiDL Project



Pillar V: Scaling up the model and ensuring sustainability

This pillar provides insights into scaling up the model by building on the experience and good practices from pilot localities, as well as ensuring its sustainability.

The model of emigrants' engagement developed and piloted by UNDP in 38 localities through the MiDL project was **scaled up to an additional 101 localities countrywide, which implemented 278 new small- and medium-scale initiatives**. The expansion was carried out with the support of the Congress of Local Authorities from Moldova⁴¹ and the Diaspora Relations Bureau⁴² located in the State Chancellery, who had been UNDP's key partners throughout the project. Both institutions were crucial in promoting the model countrywide and supporting newly interested local governments to implement the approach.⁴³ Capacity-building events were organized at the scale-up stage for local governments and diaspora members who had previously not been involved to ensure wide dissemination of UNDP's experience of migrant engagement.

The Government of Moldova recognized the practical applicability of the UNDP model and advocated for its replication countrywide. As a result of dedicated multi-year support through the project, the **Moldovan Government took the approach on board, scaled it and financed it from national resources**, despite competing priorities and a limited national budget. The process of scaling took place over several stages:

1. Approval of the government decision in support of UNDP's model, including issuing a **recommendation to all local authorities** in Moldova to designate local migration focal points, mainstream emigration in local strategies and establish hometown associations.
2. Broad **training sessions** delivered by UNDP, partner mayors and existing migration focal points

Over 30 awareness-raising seminars and trainings were delivered by UNDP staff together with mayors and focal points, targeting additional at least 101 localities in Moldova. Outreach to the diaspora took place through online training sessions and webinars. The pilot localities received training of trainers by UNDP to enable them to share their expertise and knowledge with neighbouring communities through exchange visits and on-the-job training.

⁴¹ The Congress of Local Authorities of Moldova, <http://calm.md/index.php?l=en>

⁴² Diaspora Relations Bureau of the State Chancellery of Moldova, <http://brd.gov.md/>

⁴³ Over 50 local trainings and events were held to scale up and promote the model.

Replication at national level – 101 localities applied and scaled up MiDL model



that targeted at least 101 additional localities in Moldova and explained the applicability of the model.

3. The Government of Moldova approved and rolled out the first edition of the **National Programme "Diaspora Succeeds at Home"** (DAR 1+3)⁴⁴ in 2020,⁴⁵ with the first 42 communities replicating the model piloted by UNDP. The DAR 1+3 programme offers grants to local governments for projects targeting local services, on the condition that they are topped up by local budgets, the diaspora and external donors. UNDP Moldova offered both financial and technical support for establishing the programme. The Moldovan Government is committed to allocating national

funds for the programme on a yearly basis, hence underpinning the sustainability of the model in Moldova for the foreseeable future.

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When scaling up it is important to keep in mind a number of factors: the local migratory context, the institutional background at both the national and local levels, the decentralization context, triggering factors, local actors' availability to engage and their capacity level, existing coordination mechanisms, the diaspora profile (if any), and any previous experiences of engaging the diaspora.

⁴⁴ The National Programme of the Government of the Republic of Moldova DAR 1+3, <https://brd.gov.md/ro/content/diaspora-acasa-reus-este-dar-13>

⁴⁵ <http://brd.gov.md/ro/content/sesiune-line-pentru-castigatorii-proiectelor-din-cadrul-programului-diaspora-acasa-reuseste>



Launching DAR 1+3 Government Program by the Moldovan Bureau for Relations with the Diaspora



COMMUNICATION

National communication campaigns organized throughout the country.

Local events co-organized by local governments and hometown associations to promote good practices.

Online events and live transmissions facilitated migrants' participation in all local meetings and events.

Appearances in national and international media and dissemination of success stories and guiding themes ensured awareness-raising on the results obtained from, and the benefits of, the model.



INNOVATIVE INSTRUMENTS

Webinars organized to reach out to diaspora and communicate UNDP's approach to the establishment of hometown associations.

Trainings and on-the-job guidance provided by mayors and focal points to their counterparts in neighbouring localities.

Interactive workshops for large numbers of participants organized throughout the country to promote good practices related to the model and its implementation.



RESULTS

UNDP's model was replicated at national level in 101 local communities, with 278 small new migrants' initiatives.

The Government recognized the UNDP model as successful and rolled it out in the entire country through its own financial means.

The approach piloted by UNDP was framed in the National Programme DAR 1+3, which is continuing to stimulate the engagement of the Moldovan diaspora in the development of their native communities.

Section 3:

Conclusions and lessons learnt

UNDP Moldova's MiDL project played a guiding role in mainstreaming emigration in local development in the country, promoting the further implementation – and positive results from – the piloted approach to making emigration work for local development.

The **results achieved by local governments, hometown associations and determined, multifaceted engagement of the diaspora demonstrate that migration from Moldova can bring about tangible benefits at the local level**, both for the local population, for diaspora members and for their families left behind. The MiDL project highlighted the need to facilitate the creation and participation of diaspora organizations at local levels. In Moldova, these organizations proved to have the capacities to pool financial and other resources to undertake actions for the benefit of communities. Offering the diaspora the possibility to participate as key stakeholders in local development, which allowed them to voice their ideas and concerns throughout the mainstreaming process, was crucial for the success of the project, and a likely determinant factor for their future interest in their native communities.

Partnership between local governments and hometown associations **fostered socioeconomic development and multi-stakeholder engagement**, including **improved livelihoods**, and **mitigated some of the disparities, inequalities and challenges caused by emigration in their country – and communities – of origin**. Disparities and inequalities were specifically reduced through transparency, effective communication, cooperation and shared responsibility between all actors involved in local development, from the planning and co-design stage up to the celebration of success. Last but not least, UNDP Moldova's intervention applied human rights-based and gender equality approaches, where one important criteria of the community development projects' implementation was to

respond to the gender and human rights needs in the community, and to involve male and female migrants and local population members. UNDP Moldova went beyond featuring women, while working to ensure fair visibility of all categories of persons and providing them with the same opportunities. Gender inequalities were addressed by ensuring the inclusion of both women and men in all team work.

Taken together, new income-generating opportunities and better local services contributed to more effective local governance, and higher levels of transparency and trust, which ultimately led to improved **sustainable and inclusive local development**.

While inspired by international good practices and tailored to the specific context of the Republic of Moldova, the model applied by the MiDL project can easily be replicated and adapted to other country contexts. A central prerogative is to support trust-building measures between local actors and migrants to ensure that the mainstreaming of emigration in policies and programming is carried out on an efficient, results-oriented and sustainable footing.

Below is a list of the **lessons learnt** from the MiDL project to inspire practitioners to develop similar projects in other countries.

1. **Baseline** data, even if preliminary or incomplete, is essential in order to **understand the local context** and to design future interventions. It helps in visualizing the specific local determining factors related to migrants' intention to engage in local development, as well as planning for next steps.
2. It is important to **pilot the approach with strong and motivated local governments** that show

potential for results and for understanding how emigration could benefit their development. This will facilitate the creation of successful “springboard models” for further scaling.

3. The designation of responsible **focal points at the local level** helps to maintain closer links with migrants and to oversee the continuous two-way communication with the diaspora abroad.
4. To anchor mainstreaming processes in local realities and respond to needs, challenges and opportunities, reliable **qualitative and quantitative data** (building from the baseline) need to be available to create a precise picture of emigration patterns, issues, challenges and opportunities, as well as existing institutions and stakeholders, and their strengths and weaknesses.
5. **Engaging the members of the diaspora from the onset of local planning processes** is crucial, as it

determines their interest in further involvement. This needs to be accompanied by transparent consultation and communication throughout the process. Diaspora contributions have the potential to become a reliable alternative funding source for local community development, alongside being a source of human, social and cultural capital.

6. **The establishment of hometown associations** is an efficient tool to build sustainable partnerships between migrants and local authorities. To ensure that the associations will continue to be functional after finalization of the project it is important to ensure a strong sense of purpose, institutional set-up and clear structure, including relevant management and control bodies.
7. The use of **crowdfunding platforms** proved to be the best option for local governments to support the fundraising for local projects.

Section 4:

Guidance and tools for Country Offices to adapt the model elsewhere

Given the specific characteristics of each country, the methodology should be applied as per the needs and realities observed on the ground, including ensuring the targets are feasible. The considerations below are structured chronologically around a project cycle, focusing on: (i) scoping and planning, (ii) assessment and finalization of project the proposal, and (iii) implementation/ review.

As at mid-2020, the world faces a significant degree of socioeconomic instability and unpredictability due to the consequences of the COVID-19 pandemic. While migrants and remittance flows are affected in ways and to an extent that is yet to be determined, it is worth exploring the continued added value of diaspora contributions to local development and applying innovative variations of the model piloted in Moldova.

SCOPING AND PLANNING

TIMING:

 This stage can take up to six months, depending on the assessment of each UNDP Country Office and national political and economic context.

PARTNERS:

 At this stage, it is recommended to have preliminary discussions with government stakeholders, donors, other United Nations agencies, local government representatives, civil society organizations and diaspora organizations.

MAIN ACTIONS

to be considered under the SCOPING AND PLANNING STAGE:

1. Initial considerations internally and upon discussion with partners.
2. Considerations for project proposal and budgeting.
3. Considerations for planning of activities, including identifying and building on existing ones.
4. Government buy-in.
5. Mapping of capacity building needs.
6. Opportunities for partnerships and joint programming.
7. Budgetary considerations.

The importance of the specific political and economic context, including the government’s priorities related to emigration and the extent/ willingness of mainstreaming migration in national, sectoral and local development agendas, cannot be underestimated. To build an initiative around migration and local development on fertile ground,

the following **prerequisites** merit the attention of Country Offices:

1. **Existing efforts on mainstreaming migration in development at the national level.**

A top-bottom approach and the availability of a relevant national policy can provide a

strong basis and can facilitate the replication of practices from the national to the local level.

2. The government is open to implementing policies around DMD, and acknowledges the importance of effectively addressing migration for local development.

Government interest can be assessed through preliminary discussions with high-level stakeholders that are responsible for decision-making within the national and local governments. This is an important step for consideration before the project design stage and will be decisive when it comes to ensuring the sustainability of the project, and scaling it up. To ensure a high-level government buy-in and political endorsement, UNDP Country Offices are recommended to initiate discussions through a top-bottom approach, with the leadership of the Resident Representative or Deputy.

3. The country has a considerable emigration rate.

Given the objective of the model to engage emigrants in the development of their native

communities, it is most relevant in countries/communities with a high emigration rate (approx. 25 per cent in Moldova). The overall local development impact is directly proportional to the actual number of migrants who have left the community and are willing to engage with the purpose of achieving and sustaining change in their native village/city.

4. High level of decentralization.

Decentralization adds value to the mainstreaming process since local authorities: (i) are closer to their constituencies; (ii) possess a better understanding of the needs of their communities; and (iii) are better able to reach out and collectively pull actors and information together in order to feed into the planning of policy and programmatic priorities. Decentralized settings improve the prospects of engaging all relevant actors at the local level, which, in turn, enables policy design and implementation to respond more accurately to local needs.⁴⁶

ASSESSMENT STAGE AND FINALIZATION OF PROJECT PROPOSAL



TIMING:

Like for the initial scoping, this stage may take up to three to six months and is strongly dependent on the context and capacities available.



PARTNERS:

Consider consulting with the same stakeholders as outlined in the initial scoping, possibly broadening the range. Consider targeted donor engagement based on country interests and, possibly, precedents in funding similar initiatives elsewhere.



MAIN ACTIONS

to be considered at the ASSESSMENT AND FINALIZATION OF PROJECT PROPOSAL STAGE:

1. Refining project activities.
2. Finalizing project proposal.
3. Finalizing the work plan and budget.
4. Approaching donors and partners.

⁴⁶ White Paper on Migration and Local Development, https://publications.iom.int/system/files/pdf/whitepaper_mainstreaming.pdf

To facilitate planning and interaction between UNDP Country Offices, local governments and partners, a **list of questions and answers** has been developed based on the project experience in Moldova.

Question	Answers
Where do we start from?	The best way to start is by assessing the current national context and seeing if necessary prerequisites are met (see above).
What is the best project duration we should plan for?	In the case of Moldova, the project lasted about 40 months. However, it also depends on the number of planned pilot communities and the current local context (e.g., elections, political crisis, unforeseen shocks, such as COVID-19 and the migration-related policy positioning following it).
What would be an effective project team structure?	Ideally, the project should include a Project Manager, three Project Officers (Migration, Local Services, Communication) and administrative support staff (procurement/driver). Additionally, local consultants should be hired to implement activities at the local level. The number of local consultants depends on the number of pilot communities (one consultant per four to five communities proved to work best in Moldova's case). While the above would be ideal, make the most out of the resources you have at hand and try to gradually expand based on the results achieved and donors convinced.
What type of advice and engagement would be expected from a UNDP Resident Representative/Deputy?	The UNDP Resident Representative/Deputy Resident Representative's role is to discuss and negotiate with high-level government officials and donors to ensure their endorsement of and buy-in to the initiative, as well as support throughout the implementation stage.
What partners should be envisaged?	Both national authorities dealing with diaspora/migration and development, as well as relevant local government authorities. Through their representative bodies, they should be brought together at all stages of project implementation.
How many local governments should be selected as pilot communities?	The number of pilot communities should be selected considering the budget and local context. An optimal number to start with in order to show some impact is 10–15 local communities.

How should pilot local governments be selected?	We recommend creating successful precedents to facilitate scaling. Hence, communities with high capacities to implement the DMD approach should be selected as pilot local governments. These communities should have at least 4,000 inhabitants, have a relatively high estimated emigration rate (roughly estimated/unofficial), financial capacity to co-fund local services projects (10 per cent) and a solid local team (at least five persons) engaged in the process. Local authorities enjoying higher levels of trust from local and migrant/diaspora communities have considerable advantages in implementing successful initiatives.
How should the process of selecting pilot local governments be organized?	The selection process should be organized in conformity with UNDP (and/or partner) rules and procedures. It is highly recommended to organize an open call among local governments to express their interest to participate in such an endeavour, to ensure their commitment and participation at all subsequent stages of the project. Based on the call for proposals and priorities highlighted in it, the received applications should be evaluated against common criteria. The whole process would normally take one to two months.
How can the work with local governments be effectively organized?	The best way to do this is having local facilitators who guide and support local governments. Ideally one local facilitator should be in charge of four to give local communities. Also, regular (quarterly) meetings, combined with trainings where needed, should be held with mayors and local migration focal points.
How will impact be measured?	After the selection of localities, it is recommended to have a baseline analysis, and, at the end of the project, an end-line analysis. A list of qualitative and quantitative indicators should be developed considering the local specifics. This will make it possible to measure concrete changes brought about by UNDP at the local level, as a result of the intervention.
How can continuous monitoring and evaluation be ensured?	A dedicated list of progress indicators should be developed to measure each project activity, including regularly updated data (monthly, quarterly, yearly).

For any additional guidance, UNDP Country Offices are encouraged to request support from regional and headquarters focal points on human mobility. Questions can be addressed by e-mail to: cb.rshm@undp.org

CONSIDERATIONS FOR PLANNING AND IMPLEMENTATION ACROSS THE FIVE-PILLAR APPROACH

TIMING:

The planning and implementation stages together can take up to 36 months, considering the capacities and expertise available in the UNDP Country Office and the national political and social environment.

MAIN ACTIONS
to be considered at the PROJECT IMPLEMENTATION STAGE:

1. Selection of project team.
2. Selection of pilot communities.
3. Launch and implementation of project activities.
4. Monitoring and evaluation.

The below birds-eye view of **challenges, responses, instruments, key questions and success factors** observed in the application of the **five-pillar model** in Moldova aims to accompany Country Offices throughout their efforts in engaging diasporas for local development.

Challenges	Responses	Instruments	Key questions	Success factors
Local governments lack capacities and understanding of migration's potential for local development	Devise a complex intervention approach aimed at raising the awareness of local governments on the potential of migration for development, and their specific role in this process	Multifaceted capacity-building programme on DMD for mayors and their teams; designation of local migration focal points; updated job descriptions on DMD	<p>Pillar I: Mainstreaming migration at the institutional level</p> <p>Is the local community affected by migration? How? Is there local ownership/ willingness to engage migrants? What is the relation between local governments and migrants? Has there been any previous migrant engagement in local development?</p>	Effective communication and teamwork; local governments understand the benefits of DMD for local development; designation of the pertinent migration focal point; shared responsibility and ownership

**Pillar II:
Mainstreaming migration in local policymaking**

No local migration data, and migration-blind local policies	Collecting quantitative and qualitative local migration data and assessing the impact of migration on local development, and vice versa, to effectively mainstream migration in local socioeconomic strategies	Local migration databases / migrants mapping; community migration profiles; online and offline participatory processes to facilitate migrants' consultation; online transmission systems	Is the community affected by migration? What migration data is available at local level? Who are the migrants who have left the community? Do they engage? What are migrants' opinions on local development? Do local governments have the capacities to collect migration data? Is there a social-economic strategy in place or is it necessary to develop a new one from the scratch?	Effective communication; transparency; use of all available online and offline tools; shared responsibility; use of collected data strictly for local policymaking and two-way communication with migrants
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**Pillar III:
Shaping diaspora involvement at home via hometown associations**

Lack of a viable migrants' organization in countries of origin for their engagement at home	Establishment of viable hometown associations to facilitate migrants' engagement in the development of their native communities	Local government-driven hometown associations; local voluntary return and decentralized cooperation programmes aimed at facilitating migrants' engagement and making use of their resources and networks; hometown association pages on social networks; a strong institutional set-up for hometown associations; complex training programme for hometown association members; crowdfunding; memorandum of understanding between local governments and hometown associations	Is there an active group of migrants who would be ready to launch a hometown association? What is the best time to launch the hometown association? Who is the most relevant candidate to be the president of the hometown association? How about deputy presidents? What is the role of the mayor and local focal point on migration? How will local governments and hometown associations share responsibility?	Strong cooperation between local actors; effective migrants-local government communication; hometown association's presence on social networks; accountability and transparency
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**Pillar IV:
Diaspora meaningful intervention through implementation of local joint projects**

Very limited diaspora trust in local governments, and limited participation in development of local services	Devising an innovative grant support scheme (UNDP, local governments, hometown associations) to build the capacities of local authorities and migrants in implementing local joint projects	Online surveys; online and offline participatory processes to facilitate migrants' consultation; online transmission systems hometown association social network pages; awareness-raising campaigns; crowdfunding; joint (local government/hometown association) local evaluation commissions	How is the diaspora engaged in local development? Are local governments using the capacities, experiences and assets of migrants and diaspora organizations for the benefit of the community? Was the diaspora consulted on the project beforehand? How can the diaspora contribute? How will the hometown association/local government share responsibility and celebrate the success? How can the process be made sustainable?	Commitment, enthusiasm and involvement of the mayor and his or her team; enhanced accountability and transparency through increased participation; use of crowdfunding to ease migrants' contributions to the joint local project
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**Pillar V:
Scaling up the model countrywide**

Engagement with and ownership of national government authorities	Ensure a high level of participation by national authorities at every stage of project implementation, hence showcasing the project's effectiveness and ensuring positive feedback from beneficiaries	Large awareness-raising seminars to promote and showcase the best practices of DMD at local level; Involve partner mayors and local migration focal point to share their experience; National Government Programme replicating UNDP Model on DMD at local level	Is the government open to scaling up the model? What needs to be done? Who are other actors to be engaged? How can UNDP engage in the process? Are there government funds allocated to scale up the model? Will there be annual funding available?	Continuous communication and information of the national authorities on the progress of activities and results; strong partnership and close cooperation with the representative bodies of local governments; large visibility of UNDP results; Engaging partner mayors and local focal points to share their best practices and inspire other local government; long-term commitment
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Diasporas can bring skills and knowledge, resources, investment, remittances, cultural diversity and much more to their countries and communities of origin. However, their contribution is directly proportional to the openness of national and local governments to properly engaging, alongside the ability and interest of emigrants in being actively part of the social, economic and cultural life at home. Good local governance for emigration can have a positive development impact for diaspora members, their families and communities in their countries of origin. It can produce enduring solutions and deliver sound outcomes for both receiving and sending local communities.