

“Mainstreaming Migration into
Strategic Policy Development”
Building a “Rich Picture™” to Fill
Information Gaps
(Experience from Sierra Leone)
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Development”

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Overview

- Premises for engagement with non-governmental actors
- Relations and cooperation with government
- Government strategies for diaspora engagement

Premises for engagement with non-governmental actors

- Some principles
 - 3Rs:
 - Retention (core)
 - Retrieval
 - Return
 - Strategic focus on needs/priorities – demand-driven, not supply led
 - Results-orientation
 - Inclusiveness
 - Understand diaspora
 - Who?
 - Where?
 - What?
 - Why?
 - How?
 - When?

Premises for engagement with non-governmental actors

- Frameworks to better understand diaspora
 - 5Cs of diaspora capital
 - Intellectual
 - Financial
 - Political
 - Cultural
 - Social
 - 4Ps of diaspora motivation
 - Pecuniary
 - Private
 - Philanthropy
 - Patriotism

Premises for engagement with non-governmental actors

- Bases for migrant/diaspora engagement in policy/planning
 - Rights/interests: social protection, long-range planning
 - Expertise/resources in service delivery: health, education, enterprise/employment promotion
 - Expertise in process of policy formulation: urban planner

Premises for engagement with non-governmental actors

- Obstacles to migrant/diaspora involvement in policy lifecycle
 - Ad hoc nature of policymaking
 - Dysfunctional systems that hamper implementation
 - Practical/resource constraints

Relations and cooperation with government

- How/where migrants/diasporas human resources potentially add value in Sierra Leone context
 - Filling genuine critical skills gaps (repatriation)
 - Building organizational/institutional capacity (circular/temporary/permanent)
 - Leading/driving/managing change processes (circular/short-term)

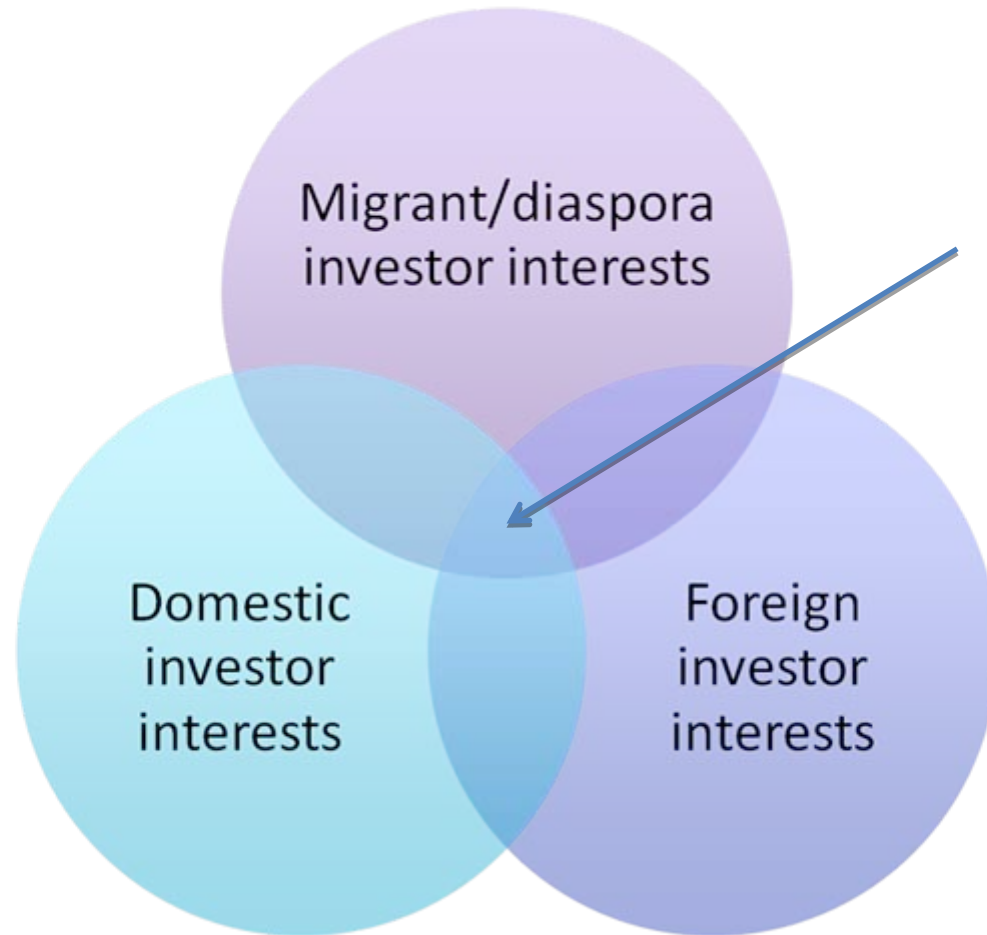
Relations and cooperation with government

- What can be done in face of institutional weaknesses; poor leadership and management; lack of clarity around purpose; and weak capacity?
 - More careful diagnosis of problems – most are not “technical”
 - Highly proficient technically trained migrants/diasporas may be ill-equipped to effect change
 - Select migrants/diasporas more carefully – leadership, influencing, change management – not just technical skills
 - Provide additional support for migrants/diasporas – orientation, training, coaching/mentoring

Government strategies for diaspora engagement

- Lessons from specialized government entity in Sierra Leone
 - Clear mandate, clearly communicated is vital
 - Executive orders (eg presidential) to start process of engagement are useful but institutionalization and legitimization at some point are necessary
 - Essential to avoid excessive political interference – can hamper diaspora engagement in polarized political contexts
 - Stark pay differentials between migrant/diaspora returnees and homeland counterparts undermines whole process
 - Autonomy and arms-length from government preferable
 - Buy-in/ownership by partner/host institutions critical to success
 - involve them from outset!

Target policies at “sweet spot” – areas of shared interest



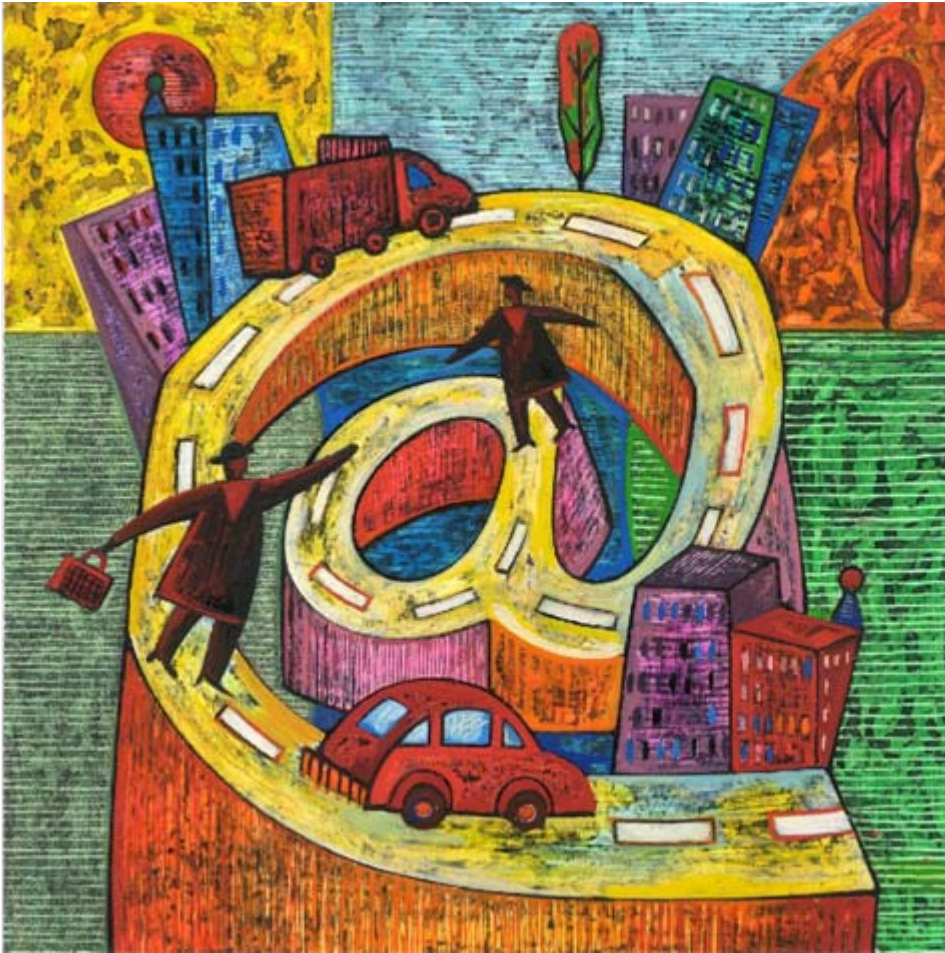
Focus on policy domain of shared interest for optimal effectiveness, incentive alignment, & minimal distortion, & resentment, & conflict

Government strategies for diaspora engagement

- No point pouring new wine into old bottles: need to change dysfunctional systems
- "Every system is perfectly designed to get the result that it does"
 - Leadership responsibility
 - Careful diagnosis of system and problems
 - Careful selection of migrants/diaspora change agents
 - Adequate preparation and support for them



Bridge information gaps with “Rich Picture™”



- Immersive, interactive view of challenges, gaps, opportunities where migrants/diasporas can add value
- Sustainable business model
- Involving all stakeholders with pieces of jigsaw

THANK YOU!

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