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Migration and Development at the Local Level

An excerpt from the
best practice guidelines

On behalf of

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Background and Introduction

Migration and Development at the Local Level

This text is an excerpt from the publication 'Migration and development at the local level. Best practice guidelines', which was published in the *Dialog Global* series (no. 22).

The background to the publication is the three-year pilot project 'Migration and development at the local level – Cooperating with the diaspora', which the Service Agency Communities in One World conducted on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) in five pilot municipalities between 2007 and the end of 2009.

The core issue addressed by the project was how cooperation and networking between the various groups of actors in Germany can be developed on a pilot basis, and made productive for development cooperation. During the first phase of the project a report was prepared that identified opportunities and challenges for cooperation between municipalities and migrant organisations (MOs) engaged in development work. Following that, over a two-year period the Service Agency supported selected pilot municipalities across Germany on their journey toward improved intercultural cooperation. These were the cities of Bonn, Kiel, Leipzig and Munich, and the municipality of Düren. At workshops, working groups and conferences participants identified joint paths and opportunities for cooperation and dialogue. Workshops specially designed to meet the needs of the MOs in the pilot municipalities were provided under the Assistance Programme for Development Education (FEB).

The best practice guidelines show interested municipal actors how they can successfully initiate and implement a process linking migration with municipal development cooperation. The unabridged publication can be ordered free of charge from the Service Agency Communities in One World, or downloaded from the Service Agency's website, where you will also find further information on the pilot project: http://www.service-eine-welt.de/pilotprojekt_mue/pilotprojekt_mue-start.html.

Building on the pilot project and the recommendations of the best practice guidelines, in 2011 the Service Agency Communities in One World launched a Germany-wide network for local actors (see page 15).

Migration and development at the local level.

Best practice guidelines.

(German only)

Dialog Global no. 22, 2010

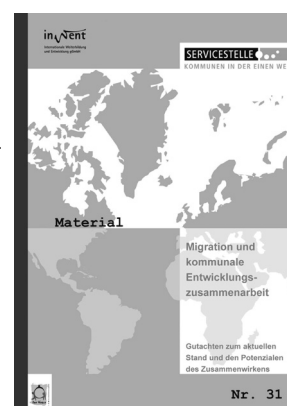


Migration and municipal development cooperation.

Report on the current status and potential for cooperation.

(German only)

Material no. 31, 2008



I. Opportunities for Cooperation between Migrant Organisations and One World Actors at the Local Level

Dialogue, networking and cooperation between actors working to promote integration, and actors from the One World scene, often do not function by themselves. They require a strategic framework, and systematic investment. In this brochure we present possible strategic approaches. We have developed a set of guidelines to provide interested municipal actors with ideas, useful arguments and practical tips. We would also encourage you to submit any enquiries, and share with us any ideas or suggestions based on your own practical experience.

1.1 Why pursue dialogue and networking?

Why should organisations of migrants from countries of the South, and One World groups, establish closer contact with each other? Why not leave everything as it is, why not leave encounter and cooperation to chance, or to the initiative of individuals? What are the arguments in favour of a department within the local administration (or another institution acting as a hub) setting itself the task of integrating these two worlds?

There are several good reasons in favour of supporting a mutual intercultural opening between these two groups of civil society actors – two groups that are united within a municipality by their global outlook:

(1) Recognition of engagement for development enables a municipality to further consolidate its sense of its own identity.

Many municipalities have adopted strategies or visions for integration, such as the Diversity Charter or similar strategic and symbolic papers. Immigration from diverse regions creates links between the municipality and the regions of origin (mostly between private individuals). Connecting these with existing municipal actors for development cooperation can support the positive image of a 'cosmopolitan city'. It also sends signals of appreciation to the migrant population, and fosters integration.

- Our municipality is interested in the situation in your countries of origin!
- Our municipality supports the voluntary engagement of indigenous and migrant citizens in development education work and development cooperation!
- Migrants are most welcome here – regardless of whether they intend to stay permanently or for a limited period. Migrants who report on the situation in their home countries in schools, churches or One World groups, participate in campaigns, or launch their own initiatives, play an important role in building bridges between the societies they come from and their host society in Germany.

(2) Recognition of engagement for development promotes a positive image of the municipality.

In view of the global challenges, more and more municipalities in Germany are placing their hope in a cosmopolitan vision of local development based on integration. Increasingly, an international and cosmopolitan image, combined with intercultural expertise on the part of municipal administrations, is being recognised as a crucial factor for international competitiveness. Although this is a so-called 'soft' factor, it does have a positive effect on the investment climate, and makes the municipality a more attractive business location for international professionals and decision-makers.

For migrants, official acknowledgement of their international engagement is important, because this means they are indirectly recognised as 'ambassadors' of their municipality. Moreover, municipalities are able to profit from the experience of their civil society actors in the international context.

(3) The municipality acts as a role model. It helps

- promote the networking of actors
 - and ensure that integration and coexistence are realised in specific thematic areas that people share.
- Municipalities are the appropriate place to manage integration. However, integration does not take place simply by calling for it or wishing it into existence. Integration occurs when people discover that they have things in common. Networking One World actors and migrant organisations encourages the two groups to engage on topics they share.

- The municipality also helps channel funds – activities need not always involve additional funding.

Through such cooperation initiatives, the municipality gains fresh insights and information on the activities of migrant organisations and One World groups, and strengthens its own links to civil society. These kinds of activities strengthen the intercultural skills of local politicians, administrators, associations and groups. Moreover, switching perspectives helps people to see the work of migrants as civic engagement, and avoid seeing migrant groups' focus on their countries of origin as a refusal to integrate.

(4) Networking is a strategy for managing the impacts of demographic change.

Demographic change is affecting all areas of life, including membership trends and structures within associations. All groups wish to attract more members. This means they will have to become more and more open, which in turn will lead to a change in their membership structure. Secondly, as overall population figures decline and resources for project financing become more scarce, an increasing role will be played by cooperation and networking between actors. It therefore makes sense for civil society actors to network more closely at the local level.

(5) Development education work in schools, training institutions, and informal and lifelong learning settings are enriched.

New partners can be found for development education work in schools, training institutions, and informal and lifelong learning environments. Thanks particularly to their South-based perspective, when involved as educational consultants people with a migrant background can help communicate and enrich the debate on development issues. A survey can be conducted to provide the relevant actors with an overview of the local groups and initiatives that can be considered as possible partners, and of the scope of their activities.

I.2 How can a dialogue process be initiated?

Ideally, actors at the various levels will be brought together on the basis of a political resolution. This guarantees that management of the process is placed in the hands of neutral, professional administrators. By following the right procedure, the various benefits and challenges can be mutually harmonised, and the oft-cited synergy effects achieved.

In principle, the initiative to cooperate may come from local politicians, the administration, MOs, One World groups or individual actors. The paths to improved cooperation will differ accordingly, and are described briefly below.

I.2.1 The initiative comes from local politicians

In this case, one or several political parties table a motion, which leads to a resolution by the local council (Kiel is one such example). This council resolution might arise for instance in the context of an integration strategy, an international event, a conference on integration, or efforts to achieve the Millennium Development Goals (MDGs).

Benefits:

- The fact that voluntary engagement is appreciated becomes transparent.
- The political mandate creates a solid foundation for implementation by the administration.
- All the actors involved have a framework for concrete action.

Challenges:

- As far as possible, the resolution should be based on a broad/cross-party political consensus.
- Politicians adopt the resolution, but do not hold key responsibility for implementation.
- As this involves a political process, the politicians must be kept on board throughout.

1.2.2 The initiative comes from the administration

In this case, a department of the administration (integration bureau, office for international affairs, Agenda office) takes the initiative.

Benefits:

- There are one or several protagonists within the administration who can access needed resources (contact point, office premises, moderation materials etc.) to support the process.
- Administrative departments have an extensive network of contacts and can easily approach civil society actors.
- The process can be professionally managed.

Challenges:

- Integration promotion and development cooperation are rarely linked institutionally within municipalities, which means that cooperation between departments or offices must first of all be established.

1.2.3 The initiative comes from civil society

In this case, a group, an association or a network takes the initiative.

Benefits:

- The initiative is launched independently of politicians and administrators.
- Specific interests of the individual initiator(s) can be realised.
- Personal links to umbrella organisations can be utilised.

Challenges:

- Initiators are not perceived as neutral bodies (competition for public image, donations etc.).
- For associations or groups that are run on a voluntary basis, time and financial resources are limited.

1.3 What general aspects need to be considered?

When designing the actual implementation process it is very helpful to consider various general aspects. An initiative that involves a number of actors with different relationships to the topic can be very helpful in this context.

1.3.1 Different degrees of networking

The lessons learned with the pilot municipalities demonstrate that the degree of organisation and the degree of networking among MOs and One World groups vary widely. In some municipalities the migrant organisations are very well networked through an integration agency, an integration officer or a migrants' forum, whereas only informal networks exist for One World groups. By contrast, in other municipalities the situation was reversed – One World actors were well networked, for instance through a One World Network, a One World House or the like. A sound analysis performed at the outset will enable planners to draw the necessary conclusions.

This often entails wide discrepancies in the level of knowledge on events within the municipality, on sources of information on funding, on PR work etc., and the different constellations of actors lobbying the local government. For the initiative and/or the municipality, it is then very worthwhile to actively seek out groups or even individuals that are 'not yet networked'. A survey may be a good way of achieving this (see Section 1.3.3).

1.3.2 Dynamics between the individual groups

The development status of the various groups and initiatives varies widely, in terms of their sense of their own identity, their degree of organisation, the quality of management of associations, and the degree of rootedness within the local community. In the pilot municipalities we came across some groups that were implementing a relatively small project, and neither wish nor would be able to do more.

By contrast, others have achieved the position of ‘top dog’ and are dominating the discourse. Whether by design or unconsciously, this can restrict the participation of smaller, less well organised groups. When initiating cooperation processes it is a good idea to focus on and address these dynamics. This can be achieved for instance when deciding which actors to invite to participate, and which actors should play what roles. In this context it may be helpful to invite individual associations to present their activities at information events, and at the same time formulate their expectations and goals.

1.3.3 Systematic survey

Usually the initiators first of all approach the ‘active, well-placed groups’, to which those responsible for the process have personal links. Other groups are less likely to be approached. Migrants in particular tend to act on their own when they get involved in development activities. A systematic survey can help widen the focus, so that these actors, who otherwise have a low public profile in the locality, can be integrated into networks. Depending on the size of the municipality, it also becomes increasingly important to identify the relevant nodes and points of contact for further local sub-systems (religious structures, bodies representing the business community, and universities).

Moreover, making contact with foreign students or refugee groups can also bring new elements into the dialogue process. It has also emerged that many schools, youth associations and church parishes have international partnerships that are not a part of municipal network structures.

As part of the model project a survey was conducted in all five municipalities. These surveys were financed using project funds provided by the Service Agency, which also partly organised the work. The surveys were conducted (in most cases) over a period of four to eight weeks, using telephone and face-to-face interviews.

It proved best to present the results in the form of short descriptions plus a systematic overview of felt needs for cooperation and networking. The surveys were conducted by freelance personnel who had a good overview of the One World groups and migrant organisations that existed in the municipalities concerned. They were also required to possess experience in conducting surveys. Students and other interested private individuals who meet these requirements are well able to perform such surveys.

1.3.4 Specific profiles of associations and groups

Associations and groups within a municipality have a wide variety of development-related, religious or social interests and focuses. This can lead to some groups feeling that their concerns are being addressed, while others withdraw. An important role is played in relation to active involvement in dialogue and networking processes by the experiences that the various groups or initiatives have so far had with each other and/or with the municipality. For municipalities that wish to begin a networking process, we recommend focusing on the fact that networking is a process. This also means keeping open the possibility of intervening to steer the process in a different direction, should an internal evaluation indicate that it has become too one-sided. Generally speaking, the benefits of gaining fresh insights on actors and of stimulating cooperation will outweigh the risk of ‘only reaching the wrong groups and individuals’.

‘Being migrants, we used to lack assertiveness. Today we are well networked, and it is no problem for instance if we approach local politicians directly. We feel that we are being taken seriously. This kind of thing gives us self confidence!’

1.3.5 Comparing expectations with reality

Time and time again, active individuals have expressed the expectation 'Surely the private sector must be interested in this topic!', without having discussed it with representatives of business chambers or associations. Such expectations are then quickly disappointed.

Before inviting specific groups of actors such as 'the private sector', 'schools', 'migrant organisations' or 'human rights organisations', it proved helpful to approach their representatives in order to sound out

- how the group in question sees the situation
- what expectations the group attaches to its involvement
- where the limits of that involvement lie.

By holding such meetings it may also be possible to win over these representatives as multipliers, in order to guarantee the long-term involvement of the group of actors in question.

The development objectives of the process should be clearly defined in relation to integration-related activities, in order to avoid raising any inappropriate expectations on the part of the migrant organisations.

1.3.6 Defining the set of actors involved

In the pilot municipalities, the question of which groups to invite to participate in the dialogue process was raised from a number of perspectives. With regard to MOs, for instance, it proves necessary to clarify

- whether only groups representing countries of the South should be invited, or
- whether projects in Eastern Europe, Turkey or the Arab states that are not official recipients of development co-operation support should also be included.

It is also necessary to clarify which of the human rights groups operating at the local level (Amnesty International, Terre des Hommes), One World shops, foreign student associations, international friendship associations and twinning arrangements should be included in the dialogue process.

Ultimately, the starting point for involving the various groups is key persons approaching specific individuals directly. Migrant groups in particular see a personal approach or even a visit to their association as a sign of appreciation and recognition of their engagement.

Another helpful approach is for important figures within the municipality to get involved. Mayors can for instance become patrons, sign the invitation or become personally involved in the process.

In Bonn, with support from the Migration and Development Unit the Council of Integration brought together an initiative that systematically included not only representatives of migrant organisations, but also national organisations based in Bonn. This will enable the initiative to acquire further resources for the network in the course of the process.

1.3.7 Dealing with the issue of 'voluntary work'

A networking and dialogue process can only be launched successfully by carefully managing interactions between politicians (acting on a voluntary basis), administrators (acting on the basis of their professional responsibility) and civil society actors (acting voluntarily). Managing processes of this kind is a cross-cutting task that must take into account the principle of voluntary action. Key steps involved are:

- negotiate
- fix
- coordinate
- agree.

Voluntary engagement can only be integrated if the various actors see their involvement in the dialogue and networking process as delivering added value both for themselves and for their organisations.

II. Organising a Dialogue Process

Bearing in mind the aforementioned dynamics and other elements that need to be taken into account, it becomes clear that successful dialogue processes need to be well coordinated and organised. As well as the aspects described below, it is crucially important that the process as a whole – and the individual events that form a part of it – are well moderated. As part of the pilot project, the Service Agency provided professional moderators: Mr Wiert-Wehkamp (Institute for Social Innovation, Solingen) and Ms Schmettow (Forum for International Development + Planning, Esslingen). Yet even if such external support is not guaranteed, within municipalities there are a range of people to approach and networks through which appropriate moderators can be contacted and recruited. These include:

- municipal integration officers
- officers responsible for twinning arrangements or international friendship associations
- officers responsible for municipal development cooperation or development education
- local Agenda forums or networks for civic engagement
- municipal or city associations of the respective German federal states
- regional NGO networks for One World activities, migration, sustainable development etc...

II.1 Setting up the steering structure

Regardless of how the process is initiated within the municipality, once implementation begins it is a good idea to form a small initiative committee comprised of three to five individuals. Ideally these will include protagonists who possess a high level of personal commitment and personal links to the various stakeholder groups (municipality, migrant organisations, One World network, students, schools etc.). The following points should be discussed and agreed on within the committee:

- objectives and frameworks (who, what, how much)
- roles and tasks (business management, moderation, documentation)
- nature of the cooperation (the consensus principle, rotational assignments)
- The structure of the dialogue process

The example of Kiel:

Lead responsibility for the further work of Kiel global rests with a working group comprised of

- Birgit Lawrence, migration officer
- Özlem Ünsal, forum for migrants
- Ulrike Neu, BEI (One World Alliance)

Mr Bach of the Schleswig-Holstein Ministry of Agriculture, the Environment and Rural Areas will be invited to participate for a limited period, as this is a beacon project for Schleswig-Holstein.

The AKA (working group of international friendship associations in Kiel) remains a focus of attention as a key resource, and is involved selectively (contact data, supporters for certain events).

II.2 Organising the process

The following best practices have emerged:

II.2.1 Planning workshop

Once the initiative committee has been formed, the next step is to invite interested local protagonists and decision-makers from associations, networks, the municipal administration and political parties to participate in a preparatory planning workshop. The purpose of the workshop is to

- discuss and agree on the overall strategy for the dialogue process
- identify the set of actors involved
- develop a plan of action
- discuss and agree on a division of labour.

The preparatory planning workshop may lead to the formation of a group that meets once a year to review progress in the dialogue process and generate ideas and momentum for long-term planning.

The example of the municipality of Düren:

One particular feature of this rural municipality that emerged at the first planning workshop was the very low degree of networking among actors. This meant that the first meeting was primarily an opportunity for actors to get to know each other, and for MOs to present individual development projects. Once it became clear how little the actors concerned knew about each other, and how little was

known about all the One World actors that exist, a further preparatory meeting was agreed so that joint project planning could then begin.

II.2.2 Mapping the landscape of actors

In all the pilot municipalities, we found that no one had anything like a complete overview of the landscape of actors. We therefore recommend surveying and inventorying the relevant actors once the planning workshop has taken place. Depending on the resources available, this may be limited to compiling an updated list with contact details, or may involve a more comprehensive analysis of interests and needs based on

- Internet research
- a written survey
- personal interviews designed to motivate interviewees.

The presentation of the results is of interest to many actors, and can act as an incentive to participate in events.

In the pilot project the Service Agency organised a survey in all the pilot municipalities, which it financed using project funds. The budget ranged between € 1,400 and € 2,000 per municipality. Two consulting firms, one political scientist, one social geographer and one forest scientist were commissioned to conduct the surveys. These contractors were selected on the basis of their networking base, close contacts among the respective diaspora communities, and proven track record in conducting surveys.

The example of Bonn:

In Bonn, a partially standardised questionnaire was distributed. Recipients who did not respond immediately were then reminded by telephone (in some cases repeatedly). This yielded a respondent rate of approximately 50%.

At a conference held on the topic in April 2009, it had emerged that there was no precise picture as to who in Bonn was engaged in what kind of development education work. This is why the idea arose to conduct a survey.

Initial research that involved

- contacting people directly
- using search engines
- and lists of events

succeeded in identifying a total of 110 associations, initiatives and groups (One World initiatives and migrant organisations).

A more precise analysis then found that a further 51 organisations had not been included because they did not match the search profile. Reasons for this included:

22	Different focus or purpose of association (e.g. friendship associations or other German-foreign societies, cultural associations with a European focus)
12	Do not perform any development cooperation work (this response usually came from church parishes)
8	Associations dissolved or no longer based in Bonn
9	Other reasons

The associations were then surveyed from June – September 2009.

The response

A total of 29 associations responded to the survey by completing and returning the questionnaire, eight associations indicated that they would be doing so, while four associations indicated their interest in the further process, though were unable – for various reasons – to complete and return the questionnaire.

The remaining 18 associations unfortunately did not respond to the survey, despite several reminders. The reasons for this vary widely (voluntary structure – nobody feels responsible, no interest in the survey, no activities at present).

The Bonn survey has been published online on the city's website. To access it, please click here: http://www.bonn.de/wirtschaft_wissenschaft_internationalen/internationale_aktivitaeten/kommunaler_erfahrungs_ausstausch/09530/index.html?lang=de

The Kiel survey has been printed as a brochure, and is available on request from the city's Migration Department. To obtain a copy, please contact Ms Lawrenz.

II.2.3 Workshops and conferences

Depending on the context, various event formats can be selected. These include:

- Open space conferences – focusing on joint themes, these events help generate fresh ideas for bilateral or joint projects
- Market of opportunities – groups and initiatives present themselves and get to know each other, possibly linking their presentations to actions such as a 'fair breakfast' or 'diversity of cultures'
- Work in small groups on specific themes
- Conferences providing opportunities to present good practice examples and themed forums on topics such as: motivating members, fundraising, project organisation, PR work
- Themed workshops
 - project financing
 - PR work
 - basic principles of development cooperation and development education work

The example of Leipzig

The participants in Leipzig expressly requested information on opportunities to obtain financial support for development project ideas from the Assistance Programme for Development Education (FEB). This was dealt with at a workshop. Providing basic information on the Assistance Programme for Development Education (FEB) and the Action Group Programme (AGP), and dealing with participants' questions, takes about one and a half hours.

- Workshops designed for specific groups of actors, such as migrant organisations, teachers involved in school partnerships, international friendship associations etc. These workshops are designed to enable groups to develop their own ideas on the dialogue process.
 - What do we expect?
 - What can we deliver?
 - Where are our limits?

II.2.4 Working group meetings

When project ideas arise, working group meetings need to be organised to help ensure that these ideas are put into practice. Those responsible should make sure that the project ideas are highly specific, and can be implemented within a reasonable project period. This can generate results that are also visible to other actors, who may then be motivated to get involved.

II.3 Issues to discuss

Launching a dialogue process also means that the actors must get to know each other. But it also means that the actors, despite all their differences, must identify and focus on the joint interests that they can work on. In the pilot municipalities this included areas such as

- PR work
- organising the work of the association (recruiting and mobilising members)
- obtaining information on sources of funding and support for implementing projects or activities
- ensuring mutual sharing of information and communication, for instance through inventories, directories, Internet portals, newsletters (see Newsletter Agenda 2010 in Bonn)
- communication on the situation and culture in the partner countries
- courses on intercultural communication
- information on workshop formats.

It is basically preferable to begin on a small scale with stand-alone activities, than to get carried away with grand but unrealistic goals. This may mean that it proves not possible to cooperate with certain actors if no concrete joint objectives and interests can be found.

II.4 The financial framework

Networking One World actors and migrant organisations is one of the voluntary tasks performed by a municipality. The question therefore arises as to what financial preconditions must be in place in order for a municipality to embark upon a networking process. There is certainly no simple answer to this question, but we can identify some cost items:

- For each workshop, rooms for up to 40 people are required, plus the infrastructure for conducting workshops

(pin boards, flipcharts, beamer).

- Drinks and refreshments for participants should not be neglected. This is especially important because in many non-European cultures hospitality plays an even more central role when people meet, get to know each other and begin cooperating than is the case in Central Europe.
- Resources for independent moderation (although the moderator need not necessarily be an external). If there are trained professionals within the administration who are able to maintain neutrality toward the various groups and their interests, then the administration itself can provide these individuals as moderators. In the pilot project, the people we interviewed found the contribution made by external moderators helpful and supportive. In most cases workshops were moderated in tandem by one moderator with a migrant background and one moderator without.
- Both the process as a whole and the individual events should certainly be planned in advance, and all participants should be invited. The results of each event should be documented and followed up by a systematic analysis. The administration should calculate the time required, and make appropriate financial provision for external staff.

If the municipality is able to plausibly argue that the networking process is designed to help improve development education work, then it may be possible to obtain funding e.g. from the Assistance Programme for Development Education (FEB), the Church Development Service (EED) or the North-South Bridges Foundation. These options should be explored in context.

III. Long-term Management of a Dialogue Process and a Network of Actors

To help make a dialogue process sustainable it is a good idea to include supporting measures both at the structural level and in terms of substantive activities.

III.1 Communication and steering structure

We found that both professional process management and a manageable, ritualised communication structure are necessary. What we mean by that are clearly defined bodies (initiative committee, steering group, coordination group etc.) and fixed activities (annual conferences, One World Days etc.) that provide orientation and certainty. (It is then no longer necessary to discuss everything again from scratch, because structures are in place to draw on lessons learned.)

These communication structures can provide voluntary actors in particular with stimulus or ideas for their activities, without the actors becoming overstretched in terms of the time available to them. The process should therefore be managed such that the personal input made by voluntary actors can be limited. Here is an example of what that might involve:

- initiative committee (3 – 4 meetings a year)
- advisory board (1 meeting a year)
- major conference (1 meeting a year)
- workshops and working groups as required, depending on the level of motivation of the groups concerned

As well as personal sharing, there is also a strong need for transparency. This is why it is important to establish an inventory, database or the like, and regularly manage its content. N.B.: In many regions databases already exist that can be used as a starting point, and which merely need to be supplemented with details on additional groups of actors, or linked.

If a political resolution for a dialogue process is in place, then it is normally customary to report annually to the policymaking body on the progress of the dialogue process. A network must live and breathe. Once personal contacts have been established these represent a precious resource that actors (can) continue to use in their own way and on informal basis.

It is therefore crucial to develop forms of encounter that continue to enable people to meet and get to know each other, and keep in touch.

The example of Munich

In Munich there are plans to make use of the existing North-South Forum, and more particularly of the members of the 'multicultural Stammtisch'. This is based on the idea that the multicultural Stammtisch (a German tradition in which a group of people meet for drinks and refreshments around a table at a public house at regular intervals) is a living, open structure that is particularly well-suited to establishing and maintaining new personal contacts. As they realised in the course of the workshop how important it is to maintain personal contacts, the process participants, who are themselves members of the North-South Forum, intend to put forward the idea at the multicultural Stammtisch that it should be doing even more to help people get to know each other face-to-face.

III.2 Supporting the process

When a dialogue process is launched, this inevitably means that the participants will reflect upon their own experiences in a foreign environment, as well as their own values, norms, and basic assumptions that are often unquestioned. In the context of migration and development, this will touch on a whole range of fundamental convictions. These include:

- What do we understand by the word 'fair'?
- What is the 'right' kind of development cooperation?
- What is the 'right' way to pursue development education work?
- How does integration take place, and when can we consider it a 'success'?
- Is there a 'right' kind of motivation for engagement?

Inputs to support the process might include:

- Targeted training measures can help objectify these issues. This may involve training in intercultural skills, intercultural dialogue and anti-racism based on practical examples from development cooperation work.
- As MOs often request training in project and association management, accounting, PR work and obtaining financial support, it is a good idea to assess whether ex-

isting training measures for MO volunteers are reaching this target group, and whether the measures can be brought more closely into line with the needs.

- Promoting dialogue between groups on the one hand means that those groups will become more open. On the other hand, they also need to work on their own profile in order to maintain their distinct character. These processes can be supported by training key persons for organisational development in NGOs.
- To raise the profile of the development work performed by migrants, special support (which need not necessarily be monetary!) should be provided to projects that are implemented with their help.
- Advertise tandem projects in which a One World group and a migrant organisation jointly pursue a project objective over a period of one year.
- Implement measures to promote cross-sectoral action within municipal administrations. This can involve organising workshops or similar events for staff of departments for integration, twinning, international friendship associations, Agenda processes and city marketing that address cross-cutting issues of globalisation. This will enable participants to familiarise themselves with each other's strategies and approaches, and seek commonalities (see www.koelnglobal.de). Similar measures should also be implemented for local politicians.
- Help build enabling economic and legal frameworks for migrants living here in Germany. Among many other aspects, this also includes recognising their formally and informally acquired (professional) skills and expertise. Contributions to development education work can be recognised as part of their formal qualifications.

III.3 Moving toward institutionalisation

The momentum generated by the pilot project is palpable in all the municipalities. Many actors have confirmed the need to approach and tackle the issues of 'migration' and 'development work' jointly at the local level.

Nonetheless, institutionalising the activities already begun will require continued external support. The establishment of a Germany-wide network can be one contribution to this. Beyond the pilot project itself, actors from municipalities

such as Aachen, Berlin, Hamburg, Stuttgart, Ludwigsburg etc., which have also embarked on a process along these lines, should also be involved.

One key factor for success is strengthening the responsible local actors. Many actors have not yet realised the additional benefits of cooperating in the field of 'migration and local development cooperation' in their own sphere of responsibility, and therefore continue to focus exclusively on successfully managing their 'own' area of activity. Others have recognised the need, but do not possess the formal or human capacities and resources needed to initiate and sustainably manage such processes. MOs in particular still lack access to structures and networks. All will be served by a Germany-wide, moderated network that is boosted with inputs.

In the field of voluntary work and civic engagement, it has been evident for many years that in order for their cooperation and support processes to remain sustainable, voluntary associations such as migrant organisations, groups and initiatives need a professionally managed coordination and support agency that they can approach. As well as voluntary agencies or coordination points (coordinators for development education work – the NRW programme, integration agencies, Agenda offices), the neutrality offered by municipal departments and their personnel make them particularly suitable for this purpose.

These might be

- municipal integration officers
- municipal officers for international friendship associations
- responsible officers for twinning arrangements
- alliance for tolerance
- responsible officers for municipal development cooperation / development education work or Agenda forums.

Given their role, these officials usually have access to a range of actors and possess the appropriate infrastructure and resources (office, communication media, secretariat etc.).

For those working in a professional contact point it is important to have a clear definition of roles and tasks. Supporting and promoting cooperation should be a core task of this body.

Bearing all this in mind, institutionalising the results of the pilot project will require further input and conceptual support for decision-makers at the various policymaking levels – municipal, regional and national.

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German Network for Migration and Development

To make the positive impacts of development and migration useful at the local level, since 2011 the Service Agency Communities in One World has been organising an exchange of practical lessons learned across Germany at the municipal level.

The country-wide network helps

- bring together for discussions actors from municipal administrations and civil society (One World organisations, migrant organisations etc.)
- offer local actors a forum for peer-to-peer exchange of viable practical ideas, approaches and projects
- make information available at the local level on relevant lessons learned, and projects and actors of official development cooperation, as well as umbrella organisations of civil society.

The Service Agency Communities in One World also supports local networking processes by

- providing advisory services and training free of charge
- delivering inputs to country-wide and regional events
- collecting and systematically analysing good practice examples
- providing current information, publications and expert articles.

List of Acronyms and Abbreviations

AGP	Action Group Programme
AKA	Working group of international friendship associations in Kiel
BEI	One World alliance for Schleswig-Holstein
BMZ	Federal Ministry for Economic Cooperation and Development
EED	Church Development Service
FEB	Assistance Programme for Development Education
GIZ	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GTZ	Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
MDGs	Millennium Development Goals
MLUR	Schleswig-Holstein Ministry of Agriculture, the Environment and Rural Areas
MO	Migrant Organisation
NGO	Non-Governmental Organisation

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One World Begins at Home

In our One World, people's lives are interconnected in manifold ways. Learning from each other, seeking joint solutions and following the same paths together – these are the imperatives of our age for promoting global sustainable development. Your decisions and your engagement in your municipality affect the lives of people elsewhere. When you become involved in development work, your social, ecological and economic future will be able to unfold in ways that are not only more diverse and inventive, but also more successful.

Would you like to keep pace with the global challenges, and at the same time help create conditions in other parts of the world that make people's lives worth living? Sharpen the international profile of your municipality. Gain intercultural expertise. Get involved along with us.

The Service Agency Communities in One World is a partner that can support you with all aspects of municipal development cooperation. We stand for experience, expertise, successful projects, sustainable results and comprehensive information.

We are

a division of Engagement Global gGmbH, and:

- a competence centre for municipalities in Germany with an interest in development issues
- a partner for municipal development cooperation geared to achieving international development goals, and sustainable and participatory urban development – here and among our partners in the South
- a promoter of the exchange of international expertise with municipal experts in developing and emerging countries
- experts in the professionalisation of municipal project partnerships and twinning arrangements
- consultants for effective information and education work performed by German municipalities.

We work

on behalf of the Federal Ministry for Economic Cooperation and Development, to address the themes of the future for municipalities:

- This is why we help build municipal partnerships with developing and emerging countries – currently focusing on climate change, participatory budgeting and sustainable urban development.
- It is also why we support actors in the field of migration and development at the local level, and strengthen municipal development cooperation by involving migrants.
- And it is why we promote fair procurement as a municipal contribution toward expanding fair trade.

We offer


- events such as workshops, congresses and conferences
- facilitation and support of theme-based networks
- the 'capital city of fair trade' competition
- personal consultation free of charge, also provided locally within your municipality
- an online advisory service on financing
- extensive series of publications, studies and research on current topics in development-related areas of municipal activity
- an extensive website – www.service-eine-welt.de – and Internet portals such as our website for participatory budgeting www.buergerhaushalt.org
- the monthly 'One World Newsletter' (only available in German)
- advice for municipalities on the services offered by Engagement Global gGmbH.

Do you have some ideas? We'll help you put them into practice. Are you looking for solutions? We'll act as your partner to help achieve your goal.

Municipal engagement for development means helping shape the future of our One World responsibly and sustainably. Be a part of it!



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UN SEUL MONDE.
BONN.

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