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

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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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