Forging promising partnerships for inclusive development at local municipalities

Introducing Diaspora Community Enterprise Incubation Centres (DCEIC)

Joseph Junior Seh, Antony Ong’ayo Otieno
9-7-2014

Makers for establishing models of harnessing diasporas’ collective development potentials in collaboration with local SMEs and other development actors. CCoLA’s consultants have developed this white paper for the following purpose: 1) to serve as a basic document to start a discussion about migration, transnationalism and urban development, 2) to explore possible partnerships with local government policy.
White paper

Key words: Migration, urban development, community, transnationalism, decentralisation, municipalities, collective identity, and social inclusion, inclusive development, SME’s

Rationale

Economic growth in the context of Africa

Africa’s macroeconomic prospects remain favourable. In 2013, Africa maintained an average growth rate of about 4%. This compares to 3% for the global economy and underscores again the continent’s resilience to global and regional headwinds. However, growth performance varied widely across country classifications and regions and the continent is facing some challenges. A key challenge for African countries is to mobilize increased resources for high domestic investment, and high and sustainable economic growth. African countries need to increase efforts for the mobilization of higher domestic savings, including through the implementation of tax reforms, simplifying and improving tax administration, cost sharing in the provision of public goods and services and enhancing public expenditure productivity. Effective policies that invest in human capital of the citizens and workforce are needed. Skill acquisition through technical and vocational education and training (TVET) should be prioritized. The promotion of diversification away from natural resources dependence and investing in new and more sophisticated production and exports are imperative. Investments in education, social services and infrastructure as gender-equity policies will promote gender-equitable employment

Migration, youth and cities: Recent trends in international migration have led to increased presence of mixed populations in the municipalities in destination countries. Consequently migrant communities have become an integral part of many municipalities where they start new lives largely facilitated by local policy initiatives and the diaspora’s own creative efforts. There should be paid a lot of attention to Africa’s youth, many analysts believe in this context. With 200 million people aged between 15 and 24 (the youth bracket), Africa has the youngest population in the world. The current trend indicates that this figure will double by 2050.

1 http://www.afdb.org/

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2045, according to the 2012 African Economic Outlook report prepared by experts from the African Development Bank (AfDB), the UN Development Programme (UNDP), the UN Economic Commission for Africa (ECA) and the industrialized countries’ Organization for Economic Cooperation and Development (OECD), among others.  

The process of integration for migrants and youth in urban areas is thus confronted with challenges related to the degree to which they become part of the new society and the extent to which they are engaging in the socio-economic and political activities. Integration within this conception entails five main dimensions namely cultural, legal and political, attitudes of recipient societies, and interrelationships in integration. The backbone of Diaspora contributions to global prosperity come in the form of remittances – the financial resources sent back to their countries of origin. In 2013, global remittances were estimated to be $550 billion, an amount over sixteen times U.S. official development assistance. The result of these resilient contributions often exceeds their monetary value. The flow of remittances allows parents to afford a child’s school fees, supports entrepreneurs to open businesses, or helps families to buy food during economic shocks. As Diaspora populations grow in the U.S. and internationally, so have the scope of their contributions beyond individual remittances.

**Diasporas Innovate**— Diaspora entrepreneurs and scientists are creating innovations and growing the U.S. economy. Immigrant-owned businesses generated an estimated $67 billion in U.S. business income in 2011. Abroad, Diaspora entrepreneurs are also gearing investments toward their countries of origin. Diasporan scientists have long been among the most influential innovators and change makers in their countries of origin.

**Diasporas Give Back**— Diasporas often have the connections, linguistic and cultural competence, knowledge, and drive to serve as volunteers worldwide. There are 200,000 first- and second-generation immigrants among the 1 million U.S. residents who spend time volunteering abroad each year.

**Diasporas Invest**— In the U.S. and abroad, Diasporas are creating greater economic opportunities. Diaspora investors in the U.S. from India, Mexico, Ghana and elsewhere are providing much needed capital to home economies through various financial instruments.

**Diasporas are Engaged**— Today, Diasporas are making significant contributions to their ancestral homes. USAID’s Diaspora Networks Alliance (DNA). IOM and the Dutch ministry of Foreign Affairs framework guides its work with diaspora communities to promote economic and social growth in multiple countries.

There is growing evidence that, when well-managed and enabling environments are provided, migration is an asset that can benefit municipalities in the countries of origin, through organising and designing enabling policies that will help the Diaspora and expect communities to provide answers to the challenges their municipalities is facing. As such “people’s differences and similarities can be mobilised for the benefit of the individual, organisations and society as a whole”.  

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2 See more at: http://www.un.org/africarenewal/magazine/may-2013/africa%E2%80%99s-youth-%E2%80%9Cticking-time-bomb%E2%80%9D-or-opportunity#sthash.rR6FtKB8.dpuf


4 http://www.usaid.gov/partnership-opportunities/diaspora-engagement
Municipalities, its populations, and other private and public actors are the most important actors that see the benefits of migration. The benefits from migration are first benefiting the municipalities, before being regional, national or transnational.

Siegel 2014: “Ultimately, cities should be more involved in the field of migrant and refugee integration. It is in cities that migrants carry out their daily lives and have interactions that enable the creation of social connections with the community. Not only should more cities around the world be included in the implementation of local level integration policies, cities should also be actively encouraged to seek out partnership opportunities with local businesses and to tap the existing network of interventions that offer good and promising ideas for supporting migrants to succeed”. Urban development policies if they want to be inclusive and participatory, should take into account the perceptions of all the populations, including communities of migrants. The necessity to involve migrant communities in urban development policies is becoming increasingly urgent in a world where the decentralization of powers, property, liability and risk becomes the major ambition of European countries as well as African countries. Powers are increasingly transferred to local governments and cities. Under these conditions, migrant communities could no longer be regarded as a community of “foreigner " with a passive role, or the foreign observers of urban development policies. They might be seen as “natives”, or actors, capable of providing solutions to the challenges of the community in which they reside.”

Collective Identity, migrant communities and municipalities

Drawing on the notion of identity constructions (Appiah 2005) it is safe to posit that the individual capacity to frame and represent the self cannot be seen as a mirage, goal reality. Appiah sees identity as constructive and structuring, i.e., identity building is an infinite process of shaping and reshaping who we are. If that is the case, then how can hundreds of diverse migrant groups living in a municipality, coming from different countries, with their own migration stories and divergent agendas build collective identities and coalesce around the development of local municipalities? Addressing this question is very important. Hence we acknowledge, before making a study about collective identity, that there is a need to map out existing migrant communities, including some important variable of identity formation - like the structure, the demography, the group formation, education, their origin, the migration flows, their innovative enterprises - in order to assess how these diverse energies can be synergised in order to contribute into the collective well-being of the city of residence. Helping migrants and expats who live abroad but having specifics ties in a specific municipality towards a collective objective can be realised when they are organized in communities, or as a network, and are able to interact with the existing social, political and economic agencies in the municipalities. In this context, migrant communities, expats and their agencies could be better taken into account as recipients or as actors that can positively contribute to the social and economic agenda of the municipalities in the origin- and destination countries. Diaspora and local governments are natural partners in terms of the development potentials of their collaboration and up-scaling of the best models of current initiatives. When migrants and expats are engaged effectively through

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proactive policy initiatives by policy makers, their actions towards the inclusive social and economic development in the municipalities is likely to be more visible and manageable. All these developments are much more likely to take place in contexts where the decentralization of power, resources and diaspora engagement is strengthened at the municipal level. This project therefore seeks to explore ways through which such community building can be established in various municipalities in order to tap into migrant potential for inclusive social and economic development and political involvement. Migrant communities from Africa, Asia and some European countries in the Netherlands could be taken as examples.

CCoLA’s value proposition

Objective of the project

The Center for Collective Learning and Action (CCoLA) believes that the time has come to give more attention to communities of young entrepreneurs living in urban areas, and migrant and expats communities and their agencies living abroad and having a tie in a specific municipality in continuation of other institutions like the International Organisation for Migration, Cortaid\(^7\), the Hague Process for Migration and refugees.

CCoLA intends to achieve this goal by tailoring action research models, organisation and business model frameworks aiming at maximizing the potential of communities of small entrepreneurs for the local development of the cities of residence, strengthening the capabilities of local municipalities and mobilizing the resources provided by migrants and expat living abroad and having some ties in a specific municipality To be implemented, this project envisions a reconfiguration of the complex landscape of practice in the field of business related issues in urban areas. It seeks to do so by unlocking unexplored spaces, forging promising partnerships, building bridges, removing boundaries, challenging dominant notions, creating new settlements whereby business communities and local actors are together involved in a system that will contribute to the amelioration of the quality of life at the local government level.

Business Model

1- Enabling environment

As described in the previous paragraphs the current environment of the continue economic growth in the African continent, the abundance of the natural resources present in the African continent, the opportunity of the provided by the presence of the youth human resource provide together an enabling environment to explore possibilities to maximize the potentialities of micro entrepreneurs in developing countries.

Diasporas represent a vast and diverse community – that have not only powered the development of the United States, but also hold the potential for transforming developing countries around the world. Today, more than 62 million Americans—a full fifth of the nation—are first or second generation diasporas. Globally, the number of people living outside their country of origin has almost tripled—from 76 million to 232 million over the past four and half decades.

\(^7\)https://www.cordaid.org/en/topics/urban-matters/

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Many of these Diaspora communities retain emotional, financial, and familial ties to their ancestral home. Whether growing businesses in India, responding to a disaster in Haiti, or peace building efforts in Liberia, Diasporas in the United States, in Europe have a uniquely important role in addressing diplomatic, development and humanitarian challenges abroad.

In addition to that, the decentralization policy and its strategic implications for the engagement of business communities for social and economic inclusive development will be the focus of the project. As we mentioned earlier, maximizing the potential of business communities in cities envisions attempts to reconfigure the complex landscape of practice in business related issues in urban areas. The implementation of such an idea may require a rethinking of the infrastructure that can effectively support the translation of this new idea into a concrete model of intervention. To facilitate comprehension, we call it the Diaspora Community Enterprise Incubation Center (DCEIC).

2- DCEIC Customer Segment

The Center will serve:

The micro business communities at local level, International small entrepreneurs. Migrant communities and expats living abroad with ties with specific municipalities will also benefit from this project. Services will also be developed to strengthen local municipalities to identify its migrant’s communities, for example strengthening them to develop effective policies that invest in human capital of migrants and expats workforce. The implementation of the DCEIC will need a clear analysis of business opportunities, and stakeholder analysis. The idea is to have a better understanding of the business potentialities of different municipalities and offer of local and international entrepreneurs of the diversified customers DCEIC aims to reach and serve. In the foregoing it calls for consideration of an appropriate business model for the management that would lead to the best realization of such an infrastructure.

3- CCoLA’s Value Proposition

CCoLA needs to solve customers’ problems and satisfy customer needs with the following value proposition.

CCoLA expects the following services to be provided:
- **Cost effective business-related services**: DCEIC will for example offer qualitative and cost effective business related services, like information sharing about formalities, taxes, insurances, legal matters, developing business-plan and other news.

- **Incubation center for business and social enterprise**: DCEIC will be a room for the incubation of social and business enterprise. The services provided by such a center might include: Help with business basics, Networking activities; Marketing assistance, High-speed Internet access, Help with accounting/financial management; Access to bank loans, loan funds and guarantee programs; Help with presentation skills, Links to higher education resources, Links to strategic partners (with local and international entrepreneurs); Access to angel investors or venture capital; Comprehensive business training programs; Advisory boards and mentors; Management team identification; Help with business etiquette; Technology commercialization assistance; Help with regulatory compliance; Intellectual property management; nurturing business communities. Priority will be given to skill acquisition through technical and vocational education and training (TVET), to the promotion of diversification away from natural resources dependence and investing in new and more sophisticated production and exports are imperative. Priorities could also be given to strengthening the capacities of transforming natural resources (energy, forest, agriculture) and to market them within the country or within the region. Investments in social services and infrastructure as gender-equity policies will promote gender-equitable employment.

- **Knowledge broker migration, micro entrepreneur’s community at municipality level**: DCEIC would also be seen as a knowledge broker in the field micro business and migration issues at local municipalities. The goals of this center would be for example to facilitate the transfer and exchange of knowledge from where it is produced (knowledge centers, NGO’s and universities) to where it is needed (migrants and local business communities). Thereby the center would support co-development and improve the innovative capability of organizations in their network. In this setting, the Center would be involved in the following:

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activities: 1) Assessing barriers and establishing access to knowledge (i.e. screening and recognizing valuable knowledge across organizations, industries and migrants communities); 2) Learning (e.g. internalizing experiences from a diverse range of perspectives including those of industry, technology or business related disciplines); 3) Linking of separate knowledge pools (e.g. through joint research, consulting services, and developing a mutual understanding of goals and cultures); 4) Supporting knowledge and skill development; 5) Facilitating individual/organizational capacity development for knowledge use (e.g., assessing current knowledge use, absorptive and receptive capacity, and readiness for change); 6) Implementing knowledge in new settings (e.g. combining existing knowledge in new ways); 7) A bridge between private and public actors with micro business communities and vice versa.

- **A migrant and expat Center:** DCEIC could be seen as a room for Inter business communities and migrants abroad or Diaspora temporarily and or definitively returned in their country of origin. Dialogue to promote social cohesion and livelihood of the citizens of the municipality and facilitating the contribution of migrant’s communities in the design, implementation and evaluation of municipality’s urban development policies.

4- **DCEIC Channels and revenue streams**

The Diaspora community Center (DCEIC) will be the main channel: the value proposition will be delivered to the customers through communication, distribution and sales channels. This Channel will have a form of a social entrepreneurship, making the Diaspora communities strategic players of the development of local municipalities. This is an enterprise that takes into account both social and economic criteria. According to the role and the responsibilities, CCoLA and the local municipalities and the identified partners will play a crucial role in creating microbusiness communities and mobilizing the communities of Diaspora abroad.

**Economic criteria:**

- Continuous activity in the production and/or sale of goods and services (rather than predominantly advisory or grant-giving functions) that match the need of the migrant community and the need of other actors like private sector operators, public sector and civil society.

- A high level of autonomy in terms of funding. The center will be created voluntarily by migrant communities, managed by them and not directly or indirectly by public authorities or private companies, even if it may benefit from grants and donations. The members of the center have the right to participate ('voice') and to leave the organisation ('exit').

- A significant economic risk: the financial viability of the center depends on the efforts of their members, who have the responsibility of ensuring adequate financial resources and quality services. Unlike most public institutions, the center will also need private sector operators and other civil society actors’ support. In this case the return on investment should be clearly stated in all the plans.

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[8 See flower]
● The center’s activities may require a minimum number of paid workers, although, like traditional non-profit organisations, the center may combine financial and non-financial resources, voluntary and paid work.

Social criteria:

● The center should have an explicit aim of community benefit. This should be one of the principal aims of the center: developing service to the migrant communities. The center should also serve other community actors like the public and the private actors involved in the development of the city. To the same end, they also promote a sense of social responsibility at local level. Attention deserves to be given to communities of young people in general and young migrants in particular. Their patterns of participation in urban life are not always understood and taken into account by policymakers. Therefore they feel abandoned to their fates.

● The outcome of the center will consider the social, human and cultural capital impact. The building process of such a center will therefore include some local and national opinion leaders able to influence the local and the national context. There is therefore a need for media and communication aimed at reaching all the community members at local municipalities.

● CCoLA also suggests a participatory and social inclusion-character, involving undocumented migrants, migrant’s children and other categories of migrants at risk.

Depending on the city, a specific feasibility plan will be tailored. This plan will include the background of the migrant community and the need of the other local actors including how to create and deliver a product or service to customers. It is also important to think about the financial plan, cash flow statement, break-even analysis, income statement, balance sheet and other financial details. It seems that for such a study, we will need to cooperate with universities able to design different business model scenarios.

5- Customers relationship and key partners

The relationship between Diaspora communities, the local government actors, the local civil society, the community of natives, and the local private sector will be established and maintained by the

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internationally by the Center for Collective Learning and Action and locally by the local municipality through the Diaspora Incubation center

6- Strategic partnership with identified partners

CCoLA tailors its project implementation process by taking into account the group dynamics, migration stories and the profiles of the cities. Some activities might be outsourced and some resources will be acquired outside CCoLA. CCoLA community consultants will build and monitor strategic partnership with local communities, private sector operators and public sectors; tailoring this concept in order to match the need of the Diaspora community and the need of the local municipalities and the need of business communities. CCoLA will identify or municipalities situated at the coast

7- DCEIC Key Resources and cost structure

The Center for Collective Learning and Action is defined as a community consulting organisation. CCoLA aims at coaching, mentoring, implementing, designing community projects and facilitating collaboration among members of specific communities. The consultants constituting CCoLA’s pool of consultants have experience and track record in community building, migration and development, business development and administration and communication. The special management system of CCoLA makes it possible to provide all required services to communities, which will be developed and designed based on interdisciplinary approach. CCoLA will expend effort on the commitment of community volunteers (migrants and expat community abroad and the local youth) to raise funds through corporate and individual contributors throughout the area. This includes leveraging the resources of corporate sponsors and initiating a program where businesses are partnered with specific areas of need. Sponsors and Donors are recognized in numerous ways for the valuable role they play in the organization.

A technical support depending on the business area will be identified.

The local municipality will also play an important role here, for example providing the logistic and some financial support for starting the implementation of this project will use the infrastructures provided by the local municipalities, to mobilise business communities in the municipalities.

The idea is to have a self-functioning (organised and managed by micro entrepreneur’s community center after three years.

8- Suggestie Action Plan

The process towards maximizing the potential of migrant at municipal level will be conducted as Participatory Action Research (PAR). PAR is an approach to research in communities that emphasizes participation and action, which seeks to understand how migrants’ collective Identity is constructed by establishing the condition of collective performance, collaboratively. The outcome of the research will be used as a tool to facilitate and to build partnership, to provide orientation and to nurture collective efforts towards building the DCEIC. Designing Diaspora Community Center will need an

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10 See CCoLA’s website at www.ccola.cc
interdisciplinary approach varying from migration studies, economics, to development study, marketing and communication.

To implement this project, CCoLA is suggesting a 9-step action research process. The primary reason for engaging in action research is to assist the “actors” in improving and/or refining their actions.

- **A- Research and Data Collection**

1. Selecting focus: Serious reflection directed toward identifying a city, identifying actors at local municipalities, who will provide input to the white paper designed by CCoLA. As pilot, CCoLA will start with touristic cities, situated at the coast. A partnership agreement with the municipality will be used like one the document certifying the end of this phase.

2. Clarifying theories: Identifying the values, beliefs, models and theoretical perspectives and target group the researchers related to the specific municipalities. The steps will lead to the design of a white paper or plan specifically for the municipality. This plan submitted for appreciation to Diaspora community and the community of entrepreneurs abroad, preferably in cooperation with the embassy of the identified country. During this meeting, it would be preferable to have the presence of the mayor of the identified municipality present. The same will also be organised at the local municipalities, in order to explain the plans and starting the mobilizing process of the community of micro entrepreneurs and their need.

3. Identifying research and business areas: Generating a set of personally meaningful research areas to guide the inquiry. Three research areas have been identified: business potential in development in the identified municipality, the micro entrepreneurs analysis community analysis, research on construction of collective identity and local development and a suitable business model that can be applied to the plan.

Collecting Data: Collecting valuable and reliable data about the community migrants abroad with a link with specific municipalities, the perceptions of micro entrepreneur’s communities (and others) about actors maximizing the potential of micro entrepreneur’s communities at local municipalities and business models/plans that suit the municipalities. Triangulation, meaning using multiple independent sources of data to answer one’s questions will be used.

5. Analysing data: The researchers will methodically sort, sift, rank, and examine data to answer two generic questions: a) what is the story told by this data? b) Why did the story play itself out this way? The Data analysis result in the identification of the possibilities and challenges of setting up the Diaspora SME Incubation Center.

By answering these two questions, the researcher is expected to acquire a better understanding of the migrant community abroad, the SME community locally and the business potentials offered by the local municipalities under investigation. As a result, he is able to produce grounded theory regarding what might be done to maximize their potential for local and community development.

6. Nurturing a landscape of practice in establishing Diaspora Community Enterprise Incubation Centers: Reporting the result of the research to the members of the migrant community abroad, local municipality, civil societies and local private sector, and reconfiguration of the
complex landscape of practice by unlocking unexplored spaces, forging promising partnerships, building bridges, resetting boundaries, challenging established colonies, creating new settlements, and discussing different business models

- **B Feasibility study of DCEIC**


  8. Identifying possible investors and funds.

  9. Sustaining the endeavour: Sustaining the idea of Diaspora Community Enterprise incubation Centers: within the context of shifting political and policy priorities on migration at the local, national and international levels and the shifting of business opportunity in the locally and in the world.

- **C Implementation of the Pilot project**

  **Theory of Change**

  **What are we trying to achieve?**

  By developing this project, CCoLA would like to contribute to social inclusive development of/in municipalities by maximizing the potential of SME’s communities in their municipalities of residence. CCoLA also would like to provide cost effective services to migrants’ communities abroad, better visibilities of what migrant communities offer to the municipality of their country of origin. This project, if well implemented will therefore facilitate collective migrant communities’ activities in collaboration with the communities of SME and local actors (businesses, knowledge institutes, NGOs etc.) and its added value to municipalities derives from SME participation in the labour market, services, integration programmes and transnational networks which have the potentials to link the local municipal economy to emerging markets and other socio-economic benefits that accrue from migrant transnationalism.

  **The expected changes**

  Migrants - through precious experiences, skills, and other capitals - can combine these resources with local context, leveraging the development potentials of migration for local communities, thus generating societal change with significant impact. New and promising partnerships for inclusive development at local municipalities with SME’s communities should be forged. This partnership will benefit from exchanging knowledge and experiences in migration and business-related issues. The expected changes occurred as a result of the activities implemented by the center could be identified at four sectors: the migrants community abroad and the local SME communities; the private operators and the migrant community abroad, the local municipality and the migrant community abroad; the local civil society and the migrant community abroad. Here are some change pointers for:

  - Migrants community and expat communities abroad and local communities
    - Number of inter communal exchange
    - Number of intercommunity exchange between migrant communities
    - Number of intercommunity conflict reported and solved
    - Ability to undertake collective actions (like common fund raising campaign or international seminars

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The quality of Livelihood (mental, income, security, environment) and of both migrant and local community

- The extent of understanding of both Migrants and expat communities abroad and local SME
- Number of community leader represented at local political arena

- **Local SME community and migrants community abroad**
  - Numbers of migrants individual business in their or other countries
  - Number of (new) businesses created between local entrepreneurs and migrants communities;
  - Level of understanding of the business and investment possibilities migrants countries of origin;
  - Numbers of business event organised between migrants communities and the local entrepreneurs;
  - The quality of the business environment for migrants and local communities

- **NGO and civil societies and migrant communities and private initiative abroad**
  - Level of participation in respective activities and organisation
  - The extent of Understanding of both migrant and civil society
  - Number of collective project designed

- **The municipalities and the and the SME community**
  - Level of participation in urban development policy
  - The extent to which a municipality develop its international profile
  - The extent to of understanding of migrant and municipal expectations, and rules and regulations

Specific pointers of change will be developed later on in the process

*How will these changes come about?*

Taping into diaspora potentials thus require understanding that they bring along certain capitals (human capital, knowledge, financial capital experiences, social and transnational networks), which can transform the local context conditions from a socio-economic perspective. This idea fits with the theories of change\(^\text{11}\) that emphasize community initiatives with potentials for encouraging change through social enterprises or socio-economic activities that tackle social problems, improve communities, people’s life chances, or the environment in which they live. This change entails collaboration of several actors working towards a common purpose, which translates into both individual and collective well-being of all the stakeholders. At the municipal level, this entails active involvement of all citizens through collective initiatives that tap into their potentials, innovation and creativity in various sectors of the economy. This implies a clear leadership and political will of the local municipality. Abroad, this entails active collaboration of Diaspora communities, entrepreneurs, civil society and NGO’s. Nevertheless, for any meaningful change to take place in the municipalities, all initiatives require management\(^\text{12}\) especially at the organizational level. That is why we suggest a Diaspora Community Center: an infrastructure built and managed by the community, respecting the diversity and the boundaries of each business community in the city. One important goal of managing change is to maximize the benefits of SME communities, the migrant the communities in the cities, the city’s public and private operators and the civil society.

*Follow up*


This project is a work in progress. CCoLA aims at addressing specific needs of municipalities, Diaspora communities, business community, civil societies and other operators in localities that aspire to harness the development potentials of global human mobility. Therefore suggestions on ways to realise the outlined objectives in the introduction are welcome.

- Please feel free to contact CCoLA pool of consultants at team.ccola@ccola.cc

- You can also check our activities at www.ccola.cc, visit us at Jan van Houtkade 50, 2311 PE Leiden, or call us at 071 51 41111.

- You can already make a difference by supporting this idea by making a donation to CCoLA at the following bank account: NL 83 RABO 0146730364