



MAINSTREAMING MIGRATION & DEVELOPMENT

IN LOCAL GOVERNANCE:

Roadmap for Local Governments and
Experiences from Region 4A-CALABARZON



Joint Migration and Development Initiative (JMDI)



Schweizerische Eidgenossenschaft
Confederation suisse
Confederazione Svizzera
Confederaziun svizra
Swiss Agency for Development
and Cooperation SDC





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This publication has been produced under the SUMMID Calabarzon project (Strengthening, Upscaling and Mainstreaming International Migration and Development Project in Calabarzon) implemented by the Regional Development Council Calabarzon thru the Committee on Migration and Development with partners Atikha Overseas Workers and Communities Initiatives, Inc., Commission on Filipinos Overseas Union of Local Authorities of the Philippines, and Local Government Academy.

The SUMMID Calabarzon project aims to strengthen, upscale and mainstream migration and development in the local level through inclusive and sustainable programs that will minimize social cost and maximize gains of overseas migration.

The SUMMID Calabarzon project is supported by the European Commission and Swiss Agency for Development and Cooperation through the Joint Migration and Development Initiative Phase II (JMDI II). JMDI is being implemented by the United Nations and Development Program in partnership with International Organization for Migration, International Training Center of the International Labour Organization, United Nations Institute for Training and Research, United Nations Population Fund, United Nations High Commissioner for Refugees, and United Nations Entity for Gender Equality and the Empowerment of Women.

The JMDI is committed to maximizing the potential of migration for local development. The JMDI does this by scaling-up selected locally-led migration and development initiatives by providing financial assistance, technical assistance and capacity building to local actors. Moreover, the JMDI also collects and shares the good practices and lessons learnt from the initiatives for mutual support among local actors and feed this into national and international dialogue in order to promote the key role of local authorities in managing migration for local development.

Opinions and interpretations expressed in this publication do not necessarily reflect the views of the UNDP-JMDI II, the European Union and the Swiss Agency for Development and Cooperation.



Publisher:

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Layout and Design by: Eman Lacuesta and Kenneth Turaray

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ABC	Association of Barangay Councils
ACMD	AdHoc Committee on Migration and Development
ACTEX	Alabang-Calamba-Sto.Tomas Expressway
AIP	Annual Investment Plan
AIR-ATIP	Anti-illegal Recruitment and Anti-trafficking In Person
APP	Annual Procurement Plans
ASEAN	Association of Southeast Asian Nations
BCCI	Batangas Chamber of Commerce, Inc.
BESO	Barangay Employment Services Office
BEST	Business Expense Savings Training
BFAR	Bureau of Fisheries and Aquatic Resources
BM	Board Member
BPMC	Batangas Provincial Migrant Center
BPMCC	Batangas Province Migrants Coordinating Council
BuB	Bottom-Up Budgeting
CAFFMACO	Cavite Farmers and Feed Milling and Marketing Cooperative
CALABARZON	Provinces of Cavite, Laguna, Batangas, Rizal, and Quezon
CARE-MBA	Cooperative Alliance for Responsive Endeavor Mutual Benefit Association
CBMS	Community-Based Monitoring System
CDIP	Comprehensive Development Investment Plan
CFC	Couples for Christ
CFO	Commission on Filipinos Overseas
CMD	Committee on Migration and Development
CPDO	City Planning and Development Office
CSOs	Civil Society Organizations
DA	Department of Agriculture
DepEd	Department of Education
DFA	Department of Foreign Affairs
DILG	Department of Interior and Local Government
DOLE	Department of Labor and Employment
DoT	Department of Tourism
DSWD	Department on Social Welfare and Development
DTI	Department of Trade and Industry
ELA	Executive-Legislative Agenda
EO	Executive Order
GAD	Gender and Development
GDP	Gross Domestic Product
GNP	Gross National Product
GRDP	Gross Regional Domestic Product
HTAs	Hometown Associations
IENA	Information Education Networking and Advocacy
IFAD	International Fund for Agricultural Development
INSET	In-Service Training
IRTO	International Relations and Trade Office

LIST OF ACRONYMS

ISE	Investment, Savings, Entrepreneurship
ISO	International Organization for Standardization
JMC	Joint Memorandum Circular
JMDI	Joint Migration and Development Initiative
LACMMI	Lipa Archdiocesan Commission on Migrants and Missions
LCE	Local Chief Executives
LDC	Local Development Council
LGA	Local Government Academy
LGUs	Local Government Units
LINKAPIL	Lingkod Kapwa Pilipino
LLH	Local Learning Hubs
LOFF	Laguna OFW and Family Federation
M&D	Migration and Development
M&E	Monitoring and Evaluation
MLGU	Municipal Local Government Unit
MOA	Memorandum of Agreement
MOFYA	Model OFW Family of the Year Award
MOU	Memorandum of Understanding
MPDC	Municipal Planning and Development Coordinator
MPDO	Municipal Planning and Development Office
MRC	Migration Resource Centers
MSG	Multi-stakeholder Group
MSWDO	Municipal Social Welfare and Development Offices
NCR	National Capital Region
NEDA	National Economic and Development Authority
NEMCO	NIA Region 4 Employees Multi-Purpose Cooperative Incorporated
NGAs	National Government Agencies
NGOs	Non-government Organizations
NRCO	National Reintegration Center for Overseas Filipino Workers
OIC	Officer-in-Charge
OFs	Overseas Filipinos
OFWs	Overseas Filipino Workers
OPA	Office of the Provincial Agriculturist
OPG	Office of the Provincial Governor
OSMRC	One-Stop Migration Resource Centers
OTOP	One Town One Product
OUMWA	Office of the Undersecretary for Migrant Workers Affairs
OWWA	Overseas Workers Welfare Administration
PAO	Public Affairs Office
PCCI	Philippine Chamber of Commerce and Industry
PCDO	Provincial Cooperative and Development Office
PCLEDO	Provincial Cooperative, Livelihood and Enterprise Development Office
PCMD	Provincial Committee on Migration and Development
PCW	Philippine Commission on Women

PDC	Provincial Development Council
PDP	Provincial Development Plans
PDPFP	Provincial Development and Physical Framework Plan
PEOS	Pre-employment Overseas Seminars
PESO	Provincial Employment Services Office
PGADC	Provincial Gender and Development Council
PGADO	Provincial Gender and Development Office
PGSO	Provincial General Services Office
PHO	Provincial Health Office
PIA	Philippine Information Agency
PICAD	Provincial Information and Community Affairs Department
PICTO	Provincial Information and Communication Technology Office
PIO	Provincial Information Office
PLIP	Provincial Local Investment Program
PLGU	Provincial Local Government Unit
PMOS	Pre-Migration Orientation Seminar
PO	Provincial Ordinance
POEA	Philippine Overseas Employment Administration
POLO	Philippine Overseas Labor Office
PPDC	Provincial Planning and Development Coordinator
PPDO	Provincial Planning and Development Office
PSA	Philippine Statistics Authority
PSCC	Provincial Sectoral Concerns Committee
PSWDO	Provincial Social Welfare and Development Office
PTO	Provincial Tourism Office
PVO	Provincial Veterinary Office
QFUC	Quezon Federation and Union of Cooperatives
RDC	Regional Development Council
RDP	Regional Development Plan
RIAMCO	Rizal Inter-agency Migrant Coordinating Office
SC-IMD	Subcommittee on International Migration and Development
SIDC	Sorosoro Ibaba Development Cooperative
SLEX	South Luzon Express Way
SLO	Special Livelihood Office
SMERA	Small and Medium Enterprises Roving Academy
SPES	Special Program for the Employment of Students
SSS	Social Security System
STAR	Southern Arterial Road
TESDA	Technical Education and Skills Development Authority
TOT	Training of Trainers
TWG	Technical Working Group
UAE	United Arab Emirates
ULAP	Union of Local Authorities of the Philippines

LIST OF ACRONYMS

UNDP	United Nations Development Program
UP ISSI	University of the Philippines Institute of Small Scale Industries
URS	University of Rizal System
USA	United States of America

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CHAPTER 1

OVERVIEW OF THE SUMMID-CALABARZON PROJECT

MAINSTREAMING MIGRATION & DEVELOPMENT IN LOCAL GOVERNANCE: Roadmap for Local Governments, and Experiences from Region 4A-CALABARZON

CHAPTER 1: OVERVIEW OF THE SUMMID-CALABARZON PROJECT

RATIONALE AND OBJECTIVES

In the Philippines, Region 4A or CALABARZON—an acronym for the provinces of Cavite, Laguna, Batangas, Rizal, and Quezon—is a major sending region of overseas Filipinos (OFs). CALABARZON is the top sending region in the country with roughly 422,280 migrant workers abroad or 18.4 percent of the country's 2,295,000 OF population.¹ The records also show that four out of the five provinces of Region 4A (namely Cavite, Laguna, Batangas, and Rizal) are among the top 10 sending provinces in the country.

The size of the OF population in CALABARZON translates into high amounts of remittances received, which is considered a non-traditional investment in the region. As such, mobilizing OF remittance for local economic development garnered action from the private and public sector since 2010. Resource mobilization initiatives have since then been pilot-tested in Italy (2010) and United Arab Emirates (2012).

Notwithstanding the socio-economic gains derived from the large OF population in the form of their remittances, an indelible part of the migration reality are the social costs and challenges experienced by migrants, their families, and their communities. The question on how the gains of families and migrants can be sustained through investments and technology transfer is ever present. As such, there is a need for programs and systems that will facilitate effective management of migrant skills and investments towards local development, building towards better employment opportunities and expanded sources of income for OFs, their families left behind, and the local communities-at-large. Additionally, the social costs of migration have to be minimized, in terms of proactively protecting the rights of migrant workers, and attending to the psychosocial needs of the OFs and their families.

The mere size of the population affected by migration warrants attention from local government units (LGUs)

who are increasingly being aware of the magnitude of this issue. One of the earliest advocates in the region of bringing migration and development (M&D) in the forefront of public and private convergence initiatives is Atikha Overseas Workers and Communities Initiatives Inc.², or Atikha, a non-government organization based in San Pablo City, Laguna. Among Atikha's initiatives are: (1) building the capacity of the local government and civil society (both locally and internationally through the migrant leaders in Italy, UAE, and Qatar) in addressing the social cost of migration and maximizing its development impact; (2) doing advocacy work for the involvement of the LGUs; and, (3) engaging with schools and private sector in crafting economic and social interventions for the OFs and their families.

Through the previous engagement of Laguna, Batangas, and Cavite in the *JMDI Phase I* project, otherwise called "*Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines*," an M&D initiative that ran from 2009 to 2011, champions from the ranks of the LGUs, migrant and family organizations, cooperatives and other private sector and civil society organizations have already been established. The work done during this period adds to the region's potential in further expanding M&D initiatives for the benefit of local and regional stakeholders. This also led to the creation of an ad hoc Committee on Migration and Development in the Regional Development Council, which has been working towards interventions that would address not only the cross-cutting issues relative to the social cost of migration particularly those affecting women and children, but also, mainstreaming M&D in existing policy structures and development plans to pursue inclusive growth in the region. As such, the *Updated CALABARZON Regional Development Plan 2011-2016* identified migration as one of the opportunities that should be tapped in hastening the development of local economic activities.

Given this context, the **SUMMID CALABARZON** project aims to strengthen, upscale and mainstream migration and development in the local level through inclusive and sustainable programs that will minimize social cost and maximize gains of overseas migration. The project implementation is supported by the United

¹2013 Philippine Statistics Authority data. <https://psa.gov.ph/content/statistical-tables-overseas-filipino-workers-ofw-2013>

²Atikha is a non-government organization that provides economic and social services to overseas Filipinos and their families in the Philippines. The organization aims to help address the social cost of migration and tap the development potential of migration. Further information regarding the organization can be accessed through <http://www.atikha.org/>.

³The **Regional Development Council (RDC)** is mandated to coordinate the various development efforts in the CALABARZON Region. The Regional Development Council of NEDA 4A serves as the primary coordinating body and chair of the CALABARZON Committee on Migration and Development (CMD). It coordinates with regional offices of NGAs on how their existing services for OFs can be harmonized with the programs of other agencies and how other agencies with no specific program for OFs can still help carry out the M&D agenda. Information regarding the RDC and the CALABARZON CMD is further discussed in detail in Chapter 3A of this study.

⁴The complete document can be accessed through http://www.neda.gov.ph/wp-content/uploads/2013/10/RegIVA_RDP_2011-2016.pdf.

Nations Development Program (UNDP) through the Joint Migration and Development Initiative (JMDI) and grant support from the European Union and the Swiss Agency for Development and Cooperation. SUMMID CALABARZON is led by the National Economic and Development Authority of CALABARZON (NEDA 4A) through the Committee on Migration and Development (CMD) of the Regional Development Council (RDC). The project is co-implemented by the Commission on Filipinos Overseas (CFO), Atikha, the Union of Local Authorities of the Philippines (ULAP), and the Department of Interior and Local Government (DILG) - Local Government Academy (LGA). The project primarily aims to:

- Develop and institutionalize development framework in mainstreaming migration and development (M&D) into the subnational/local development planning in the identified project areas;
- Develop a unified and sex-disaggregated M&D database in the region for better targeting and identification of appropriate interventions;
- Reinforce convergence initiatives, develop engagement models and knowledge products, and strengthen capacities of local government units, NGOs, migrant organizations, private sector in establishing operational migration resource centers and providing comprehensive social and economic gender-sensitive programs to minimize the social cost and maximize the gains of migration; and
- Enhance the engagement of OFs and their families in the mobilization of migrant resources through various initiatives locally and abroad to promote investment and entrepreneurship to create jobs and economic opportunities.

ACTIVITIES CONDUCTED AND ACTORS

Result 1: M&D Planning Guide

In pursuit of developing and institutionalizing a framework in mainstreaming migration and development (M&D) into the subnational/local development planning in the provinces of CALABARZON, the CFO led the development of an *M&D Planning Guide*. A regional consultation with local planners was held on April 21-22 in Naga City, wherein Provincial and City Planning Officers from Laguna, Rizal, and Batangas, provincial migration and development council members of the rest of CALABARZON, representatives from the Regional Line Agencies (such as DILG, Philippine Statistics Authority or PSA, NEDA, among others), and M&D council members from Naga reviewed the guide and provided comments on how the product can be an apt reference for local planners.

As a follow through, the revised planning guide was used as a reference for the *Training of Trainers on the Use of M&D Local Planning Guide*, held on July 1-3 in Baguio City. NEDA 4A led the training, attended by provincial and municipal planning officers from all over CALABARZON, as well as selected members of provincial M&D councils. As a result, many provinces have started to develop their own local planning guides for M&D.

Result 2: Database on Overseas Filipinos

NEDA 4A, as the lead implementing agency of the SUMMID CALABARZON project, partnered with the Community-Based Monitoring System (CBMS) and PSA 4A for the creation of 10 rider questions for the 2016 Census. The rider questions include basic information about the migrants, such as their length of service outside the country, nature of their work, and psychosocial and economic services that they have availed or will

⁵The **United Nations Development Programme (UNDP)** is the United Nations' global development network. Headquartered in New York City, UNDP advocates for change and connects countries to knowledge, experience and resources to help people build a better life. It provides expert advice, training, and grant support to developing countries, with increasing emphasis on assistance to the least developed countries. Further information regarding the organization can be accessed through <http://www.undp.org/content/undp/en/home/ourwork/overview.html>.

⁶The **Joint Migration and Development Initiative (JMDI)** reflects the acceptance of and growing interest in the strong links between Migration and Development (M&D) and aims to support M&D actors to effectively harness the potential of migration for development. The programme is implemented by UNDP and five other agencies, namely International Organization for Migration (IOM), International Labour Organization (ILO), United Nations High Commissioner for Refugees (UNHCR), United Nations United Nations Population Fund (UNFPA), and UN Women. Further information regarding the programme can be accessed through <http://www.migration4development.org/en/content/about-jmdi#sthash.N4eXqkXQ.dpuf>.

⁷The **National Economic and Development Authority of CALABARZON, or NEDA 4A**, is primarily tasked to coordinate the development planning and policy-making in the region. Further information regarding the commission can be accessed through <http://nro4a.neda.gov.ph/>.

⁸The **Commission on Filipinos Overseas (CFO)** is an agency of the Philippine Government under the Office of the President tasked to promote and uphold the interests, rights and welfare of Overseas Filipinos, and strengthen their ties with the Motherland. Further information regarding the commission can be accessed through <http://www.cfo.gov.ph>.

⁹The **Union of Local Authorities of the Philippines (ULAP)** is the umbrella organization of all leagues of local government units and locally elected officials in the Philippines. For further information regarding the organization, visit the ULAP website at www.ulap.net.ph.

¹⁰The **Department of Interior and Local Government (DILG)** is the executive department of the Philippine government responsible for promoting peace and order, ensuring public safety and strengthening local government capability aimed towards the effective delivery of basic services to the citizenry. Further information regarding the department can be accessed through <http://www.dilg.gov.ph/>.

¹¹The **Local Government Academy (LGA)** is the country's leading provider of capacity building services to local government units (LGUs) and to the DILG personnel. For further information regarding the academy, visit the LGA website at <http://lga.dilg.gov.ph/>.

¹²The **Philippine Statistics Authority (PSA)** is the central statistical authority of the Philippine government on primary data collection. It is mandated to plan, develop, prescribe, disseminate and enforce policies, rules and regulations and coordinate government-wide programs governing the production of official statistics, general-purpose statistics, and civil registration services. It is primarily responsible for all national censuses and surveys, sectoral statistics, consolidation of selected administrative recording systems and compilation of national accounts. Further information regarding the department can be accessed through <http://psa.gov.ph>.

¹³The **Community-Based Monitoring System (CBMS) Network** is part of the Poverty and Economic Policy (PEP) Network supported by the International Development Research Centre (IDRC) Canada through its Globalization, Growth and Poverty (GGP) Initiative, and by the Canadian International Development Agency (CIDA). It provides local-level census of poverty indicators, detailed measurement of many dimensions of poverty, identification of households that are poor in each dimension, and a systematic source of data for local & national governments, NGOs, international institutions, etc. to guide use of local budgets and target programs and beneficiaries, lobby for new resources, and monitor impacts of crises and policies. CBMS data helps promote evidence-based policymaking; provide program design, targeting, and implementation; and empower local communities to participate in the process. For further information regarding the academy, visit the CBMS website at <http://www.dlsu.edu.ph/research/centers/aki/participant/cbms/>.

be interested in availing from the local M&D Multi-Stakeholder Group (MSG). To develop a database of OFs for the region, PSA's existing *Survey of Overseas Filipinos* has also been used as a source of secondary data. Additionally, an OF survey has been pre-tested among Hometown Associations within CALABARZON and in other countries as well, such as Italy, UAE, Hong Kong, and Qatar. The regional and provincial Committees on M&D (CMDs) have also partnered with state universities and colleges in Batangas, Quezon, and Rizal in order to pool in more sources for the OF profile.

Result 3: Provincial Committees on Migration & Development

To reinforce convergence initiatives by mainstreaming and strengthening existing M&D programs and services, the project implementers have partnered with the existing provincial CMDs of Batangas, Laguna, and Cavite for corresponding activities. The project has, likewise, conducted Migration Forum and Strategic Planning sessions in Quezon and Rizal in order to give the local stakeholders a better picture of the migration nexus in their province. The activities also facilitated the formation of a provincial CMD in Quezon (in January 2015) and an Ad Hoc M&D Committee in Rizal (in June 2015), both of which have since identified members, strategies, programs, and services of the body.

Result 3.1: Capacity-building

The help build the capacities of local government units, NGOs, migrant organizations, and private sector in establishing operational Migration Resource Centers (MRCs) and providing comprehensive social and economic gender-sensitive programs to minimize the social cost and maximize the gains of migration, the project has conducted the following technical trainings:

- Regional Case Management Training (February 18-20, 2015)
 - ☐ The NEDA RDC linked the provincial CMD representatives from offices, such as Provincial

Social Welfare and Development Office (PSWDO), Provincial Employment Services Office (PESO), Provincial Cooperative, Livelihood and Enterprise Development Office's (PCLEDO), and Provincial Planning and Development Office (PPDO), to civil society organizations (CSOs), such as Atikha, and National Government Agencies (NGAs), such as Overseas Workers Welfare Administration (OWWA), Philippine Overseas Employment Administration (POEA), National Reintegration Center for Overseas Filipino Workers (NCRO), CFO, Office of the Undersecretary for Migrant Workers Affairs (OUMWA) that can assist them in providing psychosocial and livelihood reintegration services to migrants and their families

- Regional Pre-Migration Orientation Seminar (PMOS) Training of Trainers (TOT) (May 12-14, 2015)
 - ☐ Regional office of OWWA presented modules to provincial CMD representatives from all over CALABARZON to help them conduct PMOS as part of their services. Atikha covered modules on assessing whether working overseas is fit for an individual, exploring the realities of being an OF, and planning and preparing as a family for a member working abroad. Different agencies also served as a resource speaker for topics such as the recruitment process (POEA), health issues and insurance benefits of OFs (PhilHealth), regional investment opportunities (Sorosoro Ibaba Development Cooperative, or SIDC, and Landbank), regional business opportunities (Department of Agriculture, or DA, and Department of Trade and Industry, or DTI), and regional training opportunities (Technical Education and Skills Development Authority, or TESDA).
- Family and Income Management TOT
 - ☐ These are provincial trainings conducted by Atikha that exposed the local CMD members to the principles of managing a migrant family's unique circumstances, as well as, its income. The conduct

¹⁴The Overseas Workers Welfare Administration (OWWA) is an attached agency of the Department of Labor and Employment (DOLE) tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents. For further information regarding the office, visit the OWWA website at <http://www.owwa.gov.ph>.

¹⁵The Philippine Overseas Employment Administration (POEA) is the agency responsible for opening the benefits of the overseas employment program of the Philippines. It is the main government agency assigned to monitor and supervise recruitment agencies in the Philippines. For further information regarding the office, visit the POEA website at <http://www.poea.gov.ph>.

¹⁶The National Reintegration Center for Overseas Filipino Workers (NCRO) is a one-stop shop and networking hub of reintegration services for OFWs in the Philippines. It works as an optimizer of benefits of overseas employment for OFWs, their families and their community. With this, their skill and assets could be channeled to better uses. It also responds to the reintegration needs of displaced OFWs and OFWs in distressful situations. The NCRO was established on March 12, 2007 by President Gloria Macapagal Arroyo. For further information regarding the office, visit the NCRO website at <http://www.ncro.dole.gov.ph/#>.

¹⁷The Office of the Undersecretary for Migrant Workers Affairs (OUMWA) aids the Secretary of Foreign Affairs of the Department of Foreign Affairs (DFA) and provides advice on matters relating to the formulation and execution of Philippine foreign policy, in relation to the protection of the dignity, fundamental rights and freedoms of Filipino citizens abroad, while giving particular attention to the protection and promotion of the welfare and dignity of overseas Filipinos. For further information regarding the office, visit the DFA website at <http://www.dfa.gov.ph/>.

¹⁸Sorosoro Ibaba Development Cooperative (SIDC) is a primary cooperative located at Sorosoro Ibaba, a peaceful barangay docked in the eastern part of fast-developing City of Batangas. At present, the cooperative has enlisted more than 8,059 regular and 10,480 associate members, most of them are residents of Sorosoro Area - a village composed of 4 barangays - Sorosoro Ibaba, Sorosoro Ilaya, Sorosoro Karsada and Tinga Itaas. Other members flock from 105 barangays of the City and other provinces in the region such as Panay Island, Mindoro, Quezon, Laguna, Rizal, Bicol, Nueva Ecija and Tarlac. Further information regarding the cooperative can be accessed through <http://www.sidc-coop.org/>.

¹⁹The Department of Agriculture (DA) is the executive department of the Philippine government responsible for the promotion of agricultural and fisheries development and growth. Further information regarding the department can be accessed through <http://www.da.gov.ph/>.

²⁰The Department of Trade and Industry (DTI) is the executive department of the Philippine Government tasked to expand Philippine trade, industries and investments as the means to generate jobs and raise incomes for Filipinos. Further information regarding the department can be accessed through www.dti.gov.ph.

²¹The Technical Education and Skills Development Authority (TESDA) is an agency of the Philippine government under the DOLE responsible for managing and supervising technical education and skills development in the Philippines. Further information regarding the department can be accessed through www.tesda.dole.gov.ph.

of Family and Income Management training has become a basic service offered by MRCs and M&D councils.

- Reintegration Planning and Counseling TOT
 - ☐ These are provincial trainings conducted by Atikha in cooperation with the regional OWWA office that exposed the local CMD members to investment and business opportunities in the region. This includes services and assistance to access capital, market, skills training, and entrepreneurship training to strengthen economic and social services provided by the One Stop Migration Resource Centers (OSMRCs) and link the CMD with existing initiatives of the government and the private sector.
- Investment and Business Opportunities TOT
 - ☐ These are school-based TOT conducted by Atikha in cooperation with local CMD members for school-based psychosocial and economic programs.

Result 3.2: Knowledge products

ULAP has led the development of this knowledge product documenting the experiences of the CALABARZON provinces in mainstreaming and scaling up the M&D initiatives in the provinces. This knowledge product also contains the documentation of the regional framework of engagement done by the project implementers. As necessitated by engagement with provincial governments, ULAP added a *Mainstreaming M&D in Local Governance Five-Pillar Approach*, which is meant to be a reference for LGU governors and mayors, and legislative officers to conceptualize how M&D programs can be harmonized with existing programs, sustained and institutionalized in various local levels, and implemented with corresponding evidence-informed policy-making, communication, and service delivery components.

The DILG-LGA, as its commitment to the SUMMID CALABARZON project, is packaging the documented experience of the region online materials that can be part of their existing development and training programs for local government officials.

Result 4: Investment promotions

To enhance the engagement of OFs and their families in the mobilization of migrant resources, the project participated in and held various initiatives locally and abroad to promote investment and entrepreneurship in the home provinces of OFs. These initiatives are packaged as part of the *Pinoy Worldwide Initiative on Investments, Savings, and Entrepreneurship (PinoyWISE)*, which is an Atikha-led international advocacy since 2011. Private institutions such as the SIDCI, the St. Jude Multi-Purpose Cooperative, and regional line agencies such as the DA were invited to PinoyWISE marketplace events abroad (such as in Singapore, Hong Kong, Italy, and United Arab Emirates) to present their investment, entrepreneurship, and savings offerings for OFs. The regional offices of the DTI and the Department of Tourism (DoT) were also invited to present their agency's business and skills training programs that can build the capacity of migrants and their families.

In addition to participating in international events, these organizations also became resource speakers in the conduct of reintegration seminars at the provincial level. Furthermore, the reintegration seminars served as a venue for the provincial cooperative and development offices to present local investment and livelihood options, such as investments in tilapia-raising in Laguna and coffee farming in Cavite.

DTI Region 4A also extends its Small and Medium Enterprises Roving Academy (SMERA) to OSMRC in order for migrants and their families to avail of the program. The province of Rizal, for instance, has been successful in partnering with the University of the Philippines Institute of Small Scale Industries (UP ISSI) and DTI's SMERA not just for migrant families but for the general populace.

²²This will be further explained and discussed in Chapter 3B of this study.

²³The **St. Jude Multi-Purpose Cooperative** was instituted by the then parish priest of St. Jude Thaddeus Shrine in the person of Fr. Carlos Isles together with 14 others, who thought of addressing the concerns in their parish by way of establishing a cooperative aimed at teaching the dwellers to save and to help each other. On April 5, 1967, St. Jude Community Credit Cooperative Inc. was established. Further information regarding the cooperative can be accessed through <http://www.stjudecoop.com.ph/>.

²⁴The **Department of Tourism (DoT)** is mandated to be the primary planning, programming, coordinating, implementing and regulatory government agency in the development and promotion of the tourism industry, both domestic and international, in coordination with attached agencies and other government instrumentalities. It is tasked to formulate tourism policies, plans and projects for the development of tourism as an engine of socio-economic and cultural growth. Further information regarding the department can be accessed through <http://www.tourism.gov.ph/pages/default.aspx#>.

²⁵The **SME Roving Academy (SMERA)** is a continuous learning program for the development of micro, small and medium enterprises (MSMEs) to become competitive in the domestic and international markets. For further information regarding the office, visit the SMERA website at <http://www.dti.gov.ph/dti/index.php/programs-projects/sme-roving-academy>.

²⁶The **University of the Philippines Institute of Small Scale Industries (UP ISSI)** is mandated to train competent people up to a level where they will be able to assist existing small-scale industries to increase productivity and to promote and develop new ones; provide consultancy and extension services to existing small-scale and medium-sized industries; conduct research on plant operations and make the result of such research available to interested parties, and the assumption of leadership in overcoming the various problems of small-scale and medium-sized industries needing the advice, simulation and assistance of consultants. For further information regarding the office, visit the UP ISSI website at <http://entrepreneurship.org.ph/>.



CHAPTER 2

CALABARZON REGIONAL PROFILE

CHAPTER II: CALABARZON REGIONAL PROFILE



CALABARZON, consisting of the provinces of Cavite, Laguna, Batangas, Rizal and Quezon, is one of the two Southern Tagalog regions found in the southern part of the island of Luzon. It is designated as Region 4A and its regional center is Calamba City in Laguna. Currently the region has 14 cities, 130 municipalities, and 4,011 barangays (villages). In this region, two-thirds or 86 of the Local Government Units (LGUs) are classified as third to fifth (3rd to 5th) class¹.

Labor migration from the Philippines has constantly grown in the past 40 years, and has more than doubled in the past 10 years, with 2012 believed to be the peak year surpassing the deployment figure of 1,850,463 in 2011². In 2012, the total number of Overseas Filipino Workers (OFWs) worldwide was 10.48 million. Out of the 10.48 million, 4.9 million were permanent (immigrants, dual citizens or legal permanent residents whose stay do not depend on work contracts), 4.2 million were temporary (persons whose stay overseas is employment-related, and who are expected to return at the end of their work contracts), and 1.3 million were irregular (those not properly documented or without valid residence or work permits, or who are overstaying in a foreign country)³.

According to the latest World Bank Report, remittances

from OFWs accounted for some 10 percent of the country's Gross Domestic Product (GDP) in 2012⁴. This amount continued to expand on the back of the growing deployment of OFWs abroad by 5.8 percent in 2013, which roughly translates to an amount of US\$12.6 Billion⁵. According to the latest Congressional Policy and Budget Research Report, the CALABARZON region is where most of OFWs are from, and consequently, the major remittances' contributor to the national economy. In terms of distribution of OFWs by region, CALABARZON had accounted for the largest number of OFWs—with 18.1 percent of the total OFWs in the country⁶.

This chapter provides for the regional profile of CALABARZON, with particular interest on its migration dimensions.

Socio-Economic Development

The region has been consistently contributing a significant share to the national GDP. It is the second largest contributor to the national GDP, accounting for 17 percent. The region boasts a 2.1 percent inflation rate; lower than the national average of 3 percent. The region has a 9.2 percent unemployment rate, which is higher compared to the national average. CALABARZON, much like the rest of the country, is caught in the middle of being an industrial and an agricultural economy. Due to CALABARZON's proximity to Metro Manila, a large amount of urbanization has taken place over the years, as infrastructure and industries expand to the region. Cavite and Laguna, in particular, are sites of manufacturing and high-tech industries. Chart 1 portrays contributions of the region by industry as of 2013 taken from the Regional Profile of NEDA⁷.

From the chart, it can be seen that 61 percent of the total Gross Regional Domestic Product (GRDP) of the region comes from the industry sector. The region ranks 1st in the share to total industry output of the country, providing 32.3 percent to the industry sector of the Philippines. It can also be seen that 33 percent of the total GRDP of the region comes from the service sector. This makes the region rank 2nd in the share to total service sector output, contributing 10 percent to the service sector of the Philippines. Lastly, the region's six percent of the total GRDP comes from the agriculture sector, making it rank 2nd in the share to total agriculture output, contributing

¹Tigno, Jorge V., *Migrants' Associations and Philippine Institutions for Development: CALABARZON*, MAPID Training Program – Philippines, Section II.3, 2009 http://smc.org.ph/MAPID/MAPID%20CD/Indexes/MAPID%20INDEX_1ph.htm.

²Country Migration Report: The Philippines (2013), <https://www.iom.int/files/live/sites/iom/files/Country/docs/CMReport-Philippines-2013.pdf>, last accessed August 18, 2015.

³Facts in Figures: Congressional Policy and Budget Research Department House of Representatives, March 2014 (No. 18), <http://www.congress.gov.ph/cpbo/images/PDF%20Attachments/Facts%20in%20Figures/FF2014-18%20OFW%20Migration%20and%20Remittances.pdf>, last accessed August 18, 2015.

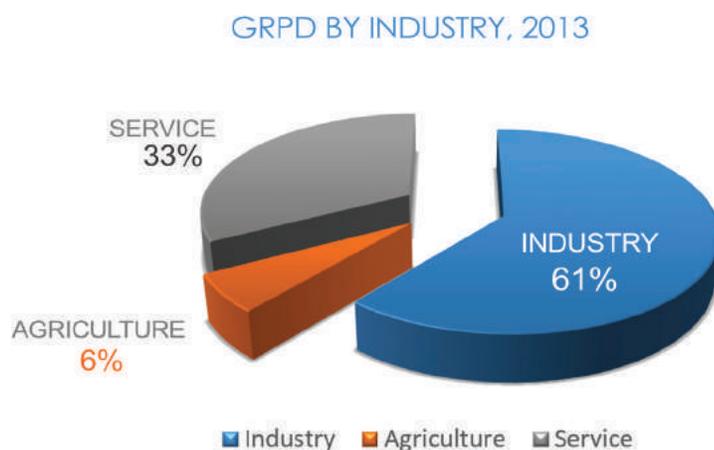
⁴The World Bank: Migration and Development Brief (2013), <http://siteresources.worldbank.org/INTPROSPECTS/Resources/334934-1288990760745/MigrationandDevelopmentBrief21.pdf>, last accessed August 18, 2015.

⁵Ibid.

⁶<http://www.congress.gov.ph/cpbo/images/PDF%20Attachments/Facts%20in%20Figures/FF2014-18%20OFW%20Migration%20and%20Remittances.pdf>, last accessed August 18, 2015.

⁷Rearranged from the Regional Profile of CALABARZON from the National Economic and Development Authority (NEDA) of the Philippines, <http://nro4a.neda.gov.ph/regional-profile/>.

Chart 1. Percentage of Gross Regional Domestic Product Contribution per Industry



10.2 percent to the agricultural sector of the country.

CALABARZON is looking at three major sectors as opportunities for development, based on its Regional Development Plan (RDP) for 2011-2016⁸. These are the following:

➤ **Tourism and Infrastructure**

Banking on each distinct tourist offerings of the provinces, the Regional Development Council (RDC) is looking at expanding the tourism industry through infrastructure development by building better and wider roads and transportation facilities. In addition to capital outlay, the RDC is also planning to develop and establish tourism-related auxiliary facilities, such as accommodations, tourist police, information centers, and better banking services.

The RDC is also relying on the national government's One Town One Product (OTOP) approach⁹ to increase the tourism-related development in the region. This approach, based on the RDP, will help the region market its popular food, culinary specialties, and local art and products.

➤ **Agribusiness, Manufacturing and Logistics**

Although the agricultural sector only contributes to 6 percent of the GRDP, majority of the economic activities in CALABARZON remain largely

agricultural in nature, according to the RDC. Thus, based on the RDP of CALABARZON, interventions for the growth of the sector will be on production, manufacturing, and logistics. These interventions include support to the local farmers through establishing cooperatives to improve access to effective farming technologies, economies of scale, enhancement of public-private partnerships, encouragement of region-wide presence of industrial parks, and improving requisite infrastructure for transport of goods.

It should also be noted that a major opportunity for the province would be the focus on the infrastructure for tourism and the transportation of goods, including the viability of the Batangas port "as a transshipment port for international cargo."¹⁰

➤ **Information Technology, Business Process Outsourcing and Creative Industries**

The RDC is also banking on the proximity of CALABARZON to Metro Manila for the development of the Information Technology, Business Process Outsourcing, and Creative Industries in the region. The plan is to invest in these industries due to the presence of a highly literate population, and develop employment opportunities.

In order to develop these industries, the RDC is pushing for enabling policies that LGUs can implement, such as tax incentives to companies that hire locals. Moreover, it

⁸The Regional Development Plan shall serve as a guide in the development direction of the CALABARZON Region from 2011-2016. This Plan was written by the Regional Development Council of CALABARZON.

⁹One Town One Product (OTOP) is a promotional program of the government of the Philippines. OTOP aims to promote goods and products of Filipino towns, cities, and regions, and provides funding for small businesses. Through OTOP, local chief executives of each city and municipality take the lead in identifying, developing, and promoting a specific product or service, which has a competitive advantage. It supports micro, small, and medium enterprises (MSMEs) to manufacture, offer, and market distinctive products or services through the use of indigenous raw materials and local skills and talents. (<http://invest.cfo.gov.ph/pdf/part1/dti-one-town-one-product-otop-philippines.pdf>, last accessed January 8, 2016.)

It is administered by the Department of Budget and Management (DBM). The program was proposed by then-President Gloria Macapagal-Arroyo as early as 2002, and was launched in 2004. The OTOP program was originally scheduled to end in 2010. DBM dropped OTOP funding in 2011. However, current Filipino President, Benigno "Noynoy" Aquino has authorized the continuation of funding the program until 2016. (<http://news.abs-cbn.com/business/05/16/11/aquino-adopts-gma%E2%80%99s-otop-bid-spur-growth>, last accessed January 8, 2016.)

¹⁰Chapter 4: Key Development Opportunities and Challenges to Regional Growth and Development, CALABARZON Regional Development Plan, p. 24.

is also encouraging the educational institutions to realign their curricula in anticipation of the demand that may be created by these industries.

Assessment of CALABARZON 2004-2010: Socio-Economic and Sectoral Performance's Actual Growth Rates and Points Deviation for CALABARZON GRDP reveal that, "although the region was unable to meet its targets from 2003-2009, their GRDP almost always posted an increase every year."¹¹ Looking further, below is a table of the economic highlights per Region:

The RDP of CALABARZON envisions the attainment of the following outcomes within 2011-2016:

- High and sustained economic growth of five to eight percent annually which shall enable the economy to generate employment;
- Equal access to development opportunities by maintaining a single digit unemployment rate; and,
- Effective social safety nets by achieving Millennium Development Goals by 2015.

Table 1. List of Economic Resources and Potential Industries per Province¹²

Province	Main Economic Source	Potential Industries
Cavite	<ul style="list-style-type: none"> • Industry (Around 718 industrial establishments existing in the province)¹³ • Tourism 	
Laguna	<ul style="list-style-type: none"> • Industry (Considered the "Silicon Valley of the Philippines"¹⁴ and also considered the "Automotive Capital of Philippines"¹⁵) • Power Generation • Tourism 	<ul style="list-style-type: none"> • Agriculture • Mining
Batangas	<ul style="list-style-type: none"> • Tourism • Agriculture 	
Rizal	<ul style="list-style-type: none"> • Agricultural • Fishing • Tourism 	<ul style="list-style-type: none"> • Mining of non-metallic mineral deposits (Construction materials such as rock aggregates, sand, gravel, sand, gravel, limestone, marble)¹⁶
Quezon	<ul style="list-style-type: none"> • Agriculture (Country's leading producer of coconut products¹⁷) • Fishing • Geothermal Power (Makban Geothermal Power Plant) • Tourism 	

¹¹Chapter 3: Assessment of CALABARZON 2004-2010: Socio-Economic and Sectoral Performance, CALABARZON Regional Development Plan 2011-2016

¹²*Ibid.*

¹³Cavite, Philippine Islands, <http://www.philippine-islands.ph/en/cavite-philippines.html>.

¹⁴Tigno, Jorge V., Migrants' Associations and Philippine Institutions for Development: CALABARZON, p. 5.

¹⁵*Ibid.*

¹⁶Rizal, Philippine Islands, <http://www.philippine-islands.ph/en/rizal-philippines.html>.

¹⁷Quezon, Philippine Islands, <http://www.philippine-islands.ph/en/quezon-philippines.html>.

Migration Trends

CALABARZON has consistently sent the largest number of Overseas Filipino Workers (OFWs)¹⁸ as per data available for 2010 to 2014. OFWs from CALABARZON, Central Luzon, and National Capital Region/Metro Manila make up almost half of the total number of OFWs in the entire country. As of the 2014 Survey on Overseas Filipino Workers, there were around 2.3 Million Filipinos working abroad. Out of the 2.3 Million OFWs in the 2014 Survey, 17.9 percent of them originated from Region 4A.

Four out of the five provinces in the region, namely—Cavite, Laguna, Batangas, and Rizal— belong to the top 10 sending provinces in the country; with Cavite as the second sending province next to Metro Manila. Moreover, there are more OFWs from CALABARZON that are land-based workers compared to sea-based workers. For a rough view of the number of migrants per province as of 2015, below is the graph showing active Land-Based and Sea-Based OFWs in CALABARZON:¹⁹

In CALABARZON region, except for Quezon, there are more male OFWs (54.36 percent) compared to female OFWs (45.63 percent), even though the percentage of female OFWs in the region is just slightly below compared to the national percentage, which is 50.5 percent. *Chart 4* below compares male and female OFWs per province.

With regard to the destination countries of OFWs in CALABARZON, Saudi Arabia has consistently been the top destination with an average of 35 percent of all OFWs from 2012 to 2014. Other countries include Middle-Eastern countries like United Arab Emirates, Qatar, Bahrain, and Kuwait. South-East Asian countries such as Taiwan, Malaysia, and Hong Kong are also included in the top ten countries. Notably, these are the countries wherein the probability and availability of employment for Filipino workers is most likely. Contributing to the preference of OFWs working in such countries are their immigration rules and regulation, and peace and order situation²⁰.

Chart 2. Percentage of OFWs in the Philippines from CALABARZON from 2010 to 2014²¹

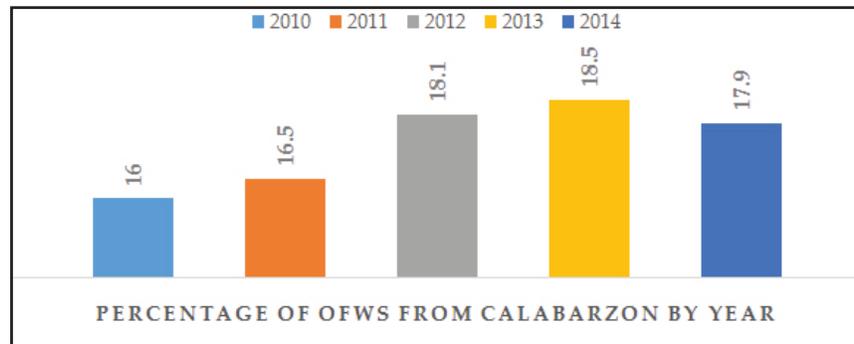
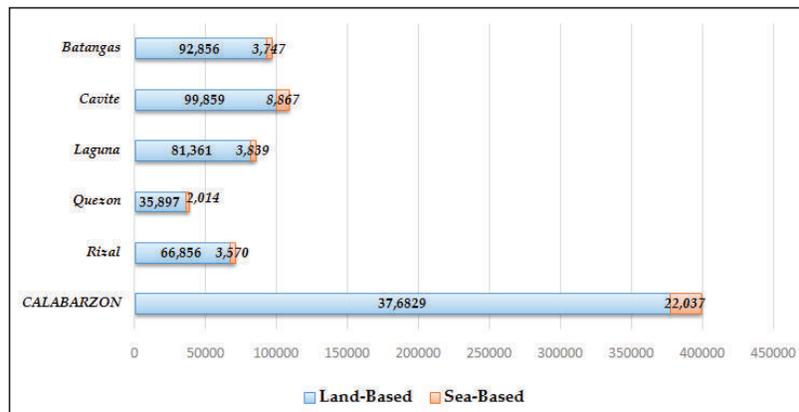


Chart 3. Number of Land-Based and Sea-Based OFWs per CALABARZON Province

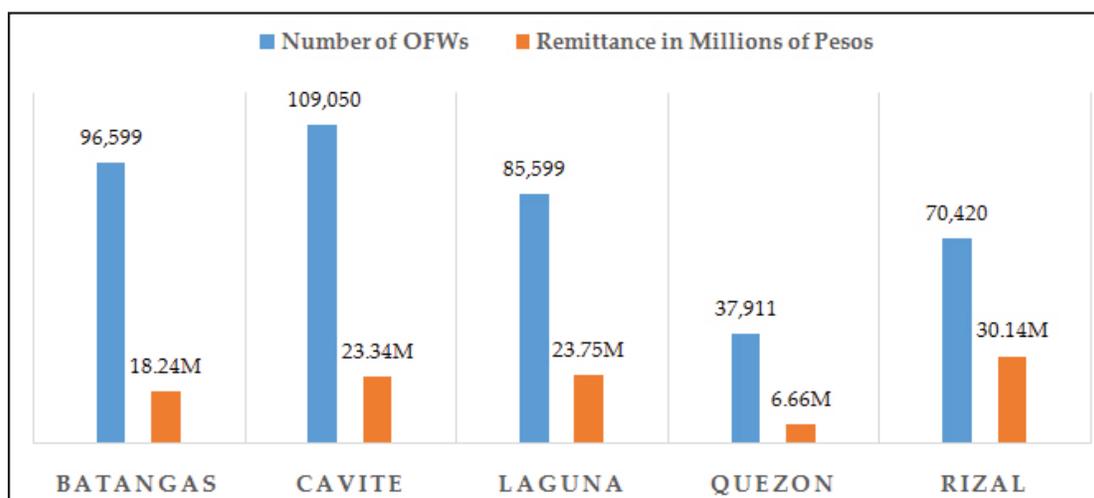


¹⁸Overseas Filipino Workers (OFW) or Migrant Workers are persons who engages in or has engaged in a remunerated activity in a state at which he or she is not a citizen, or on board a vessel navigating the foreign seas other than the government ship used for military or commercial purposes, or on an installation located offshore or on the high seas. On the other hand, the term Overseas Filipinos (OF) is more broad as it comprises migrant workers, other Filipino nationals, as well as, their dependents abroad. (http://www.nscb.gov.ph/ncs/12thncs/papers/INVITED/IPS-32%20Demographic%20Statistics%20%28Migration%29/IPS-32_1%20International%20Migration%20Data%20in%20the%20Philippines.pdf, last accessed January 8, 2016.)

¹⁹Ibid.

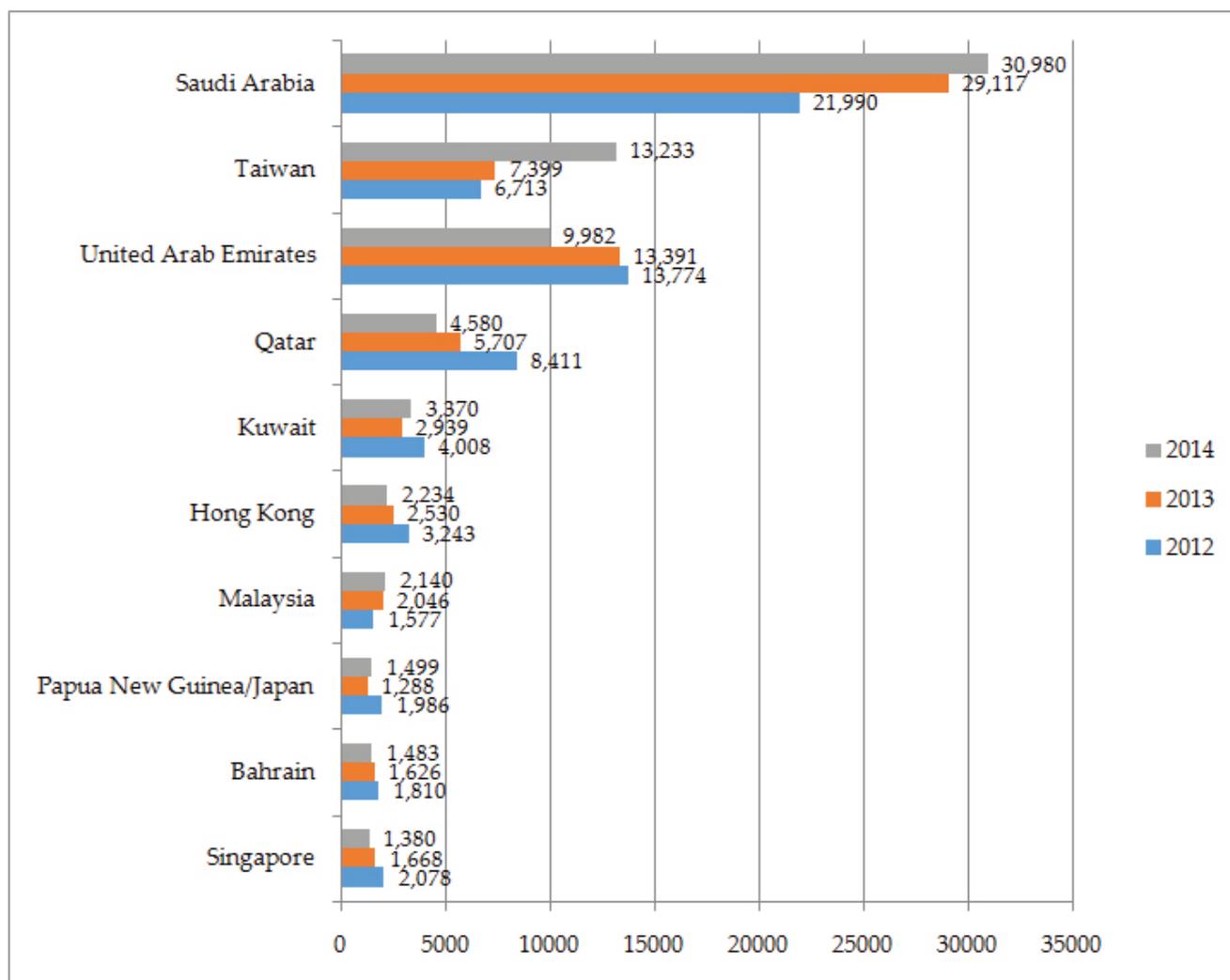
²⁰Sourced from Facts and Figures of the Congressional Planning and Budget Department of the House of Representatives.

²¹Data was requested last May 26, 2015 and was received on June 2, 2015 from OWWA Region 4A through Ms. Julia Fabian, OIC-Regional Director. The data given contained the number of land-based and sea-based, male and female, OWWA members in the region that was further disaggregated per municipality per province, as of January 26, 2015.

Chart 4. Male and Female OFWs per Province in CALABARZON²²Table 2. Top Ten Destination Countries of OFWs from CALABARZON²³

2012		2013		2014	
Country	No. of Workers	Country	No. of Workers	Country	No. of Workers
Saudi Arabia	21,990	Saudi Arabia	29,117	Saudi Arabia	30,980
United Arab Emirates	13,774	United Arab Emirates	13,391	Taiwan	13,233
Qatar	8,411	Taiwan	7,399	United Arab Emirates	9,982
Taiwan	6,713	Qatar	5,707	Qatar	4,580
Kuwait	4,008	Kuwait	2,939	Kuwait	3,370
Hong Kong	3,243	Hong Kong	2,530	Hong Kong	2,234
Singapore	2,078	Malaysia	2,046	Malaysia	2,140
Papua New Guinea	1,986	Singapore	1,668	Japan	1,499
Bahrain	1,810	Bahrain	1,626	Bahrain	1,483
Malaysia	1,577	Papua New Guinea	1,288	Singapore	1,380

²²Ibid.²³Data was requested on October 21, 2015 and was received on November 03, 2015 from the Planning Branch of POEA through Director Laura Timonera. The data contained the number of OFWs (new hires) from point of origin (municipality and province) to country of destination and the type of employment they are engaged in. The ULAP team aggregated the data to yield the top ten destination countries per province. Also, the type of employment was aggregated into four major categories namely: Professional, Skilled, Unskilled, and others.

Chart 5. Top Ten Destination Countries of OFWs from CALABARZON from 2012-2014²⁴

With regard to the economic impact of migrants, the CALABARZON region recognizes the importance of the remittances generated by the migrant sector. According to the RDP, “The region’s growing economy has been sustained by significant financial capital remittances from OFWs, estimated at more than US\$16 billion in 2007.”²⁵ The total remittances from OFWs in 2008-2009 was also cited by the RDP as the significant contributor and buoy to the regional economy of CALABARZON during the lowest GRDP growth rate (-1.6 percent) of the

region due to the global financial meltdown and damage caused by Typhoons Ondoy (Ketsena)²⁶ and Pepeng (Parma)²⁷. Chart 6 illustrates the estimated amount of remittances per province for the year 2013.

The RDP also reported the increasing purchasing power of families of OFs contributed to the expanding demand for housing, consumer goods and services. A survey made by the Asian Development Bank²⁸ in 2003 showed that most OFWs allocate their remittances for

²⁴Ibid.

²⁵Annex P: Technical Notes on the CALABARZON Services Sector, CALABARZON Regional Development Plan, p.100.

²⁶Typhoon Ketsana, known in the Philippines as Tropical Storm Ondoy, made landfall in the Philippines on September 26, 2009 and was the most devastating typhoon to hit the Philippines’ capital, Manila. It caused an estimated damage of Php 11 Billion in total, wherein 993,227 families were affected. (http://www.ndrrmc.gov.ph/attachments/article/92/Narrative_Report_re_Tropical_Storm_Ondoy_%28KETSANA%29_and_Typhoon_Pepeng_%28PARMA%29_2009.pdf, last accessed January 8, 2016.)

²⁷Typhoon Parma, known in the Philippines as Typhoon Pepeng, was the second typhoon to affect the Philippines within the span of a week after Typhoon Ketsana wreaked havoc in the Philippines. The storm made landfall in the Philippines on October 03, 2009. Typhoon Parma added to the damage caused by the earlier Typhoon Ketsana amounting to more than Php 27 Billion, and affecting thousands of families in the northern provinces, especially in Pangasinan, where the San Roque Dam inadvertently released water to prevent its breach. (*Ibid.*)

²⁸For further information regarding the institution, visit the ADB website at <http://www.adb.org/>.

food consumed at home, utilities and other household operations, personal care and effects, communications and transportation, with the highest allocation being for food consumed at home²⁹. A similar consumption pattern was also reflected in households of workers in the region’s factories and manufacturing establishments. In a similar study conducted by University of Asia and the Pacific³⁰, cities and provinces with high concentration of OFWs and their families tend to have better market potentials, and are more attractive for investments³¹.

Also noteworthy is the comparison of the number of

OFWs vis-a-vis remittances received per province. The greater number of OFWs does not necessarily mean that the amount of remittances they send in their locality would also be higher. As gleaned from the chart below, Rizal is the fourth province in the region in terms of number of OFWs; however, it is the top province in terms of OFW remittances received. Conversely, Cavite has the most OFWs in the region, but is only third in terms of remittances received. Chart 7 shows the number of OFWs and remittances in millions of Philippine Pesos per province³².

Chart 6. Estimated Remittances per Province for 2013 in Billions of Pesos³³

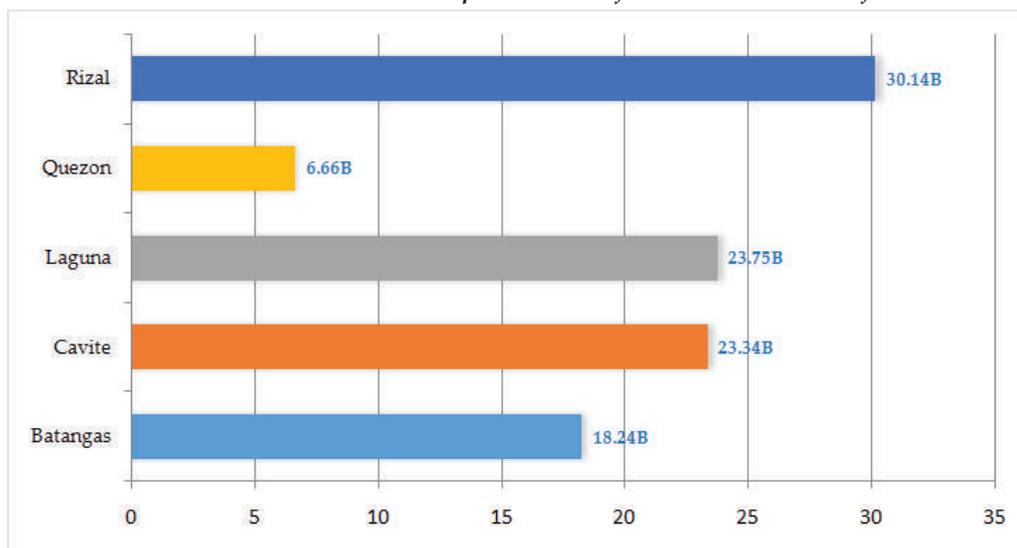
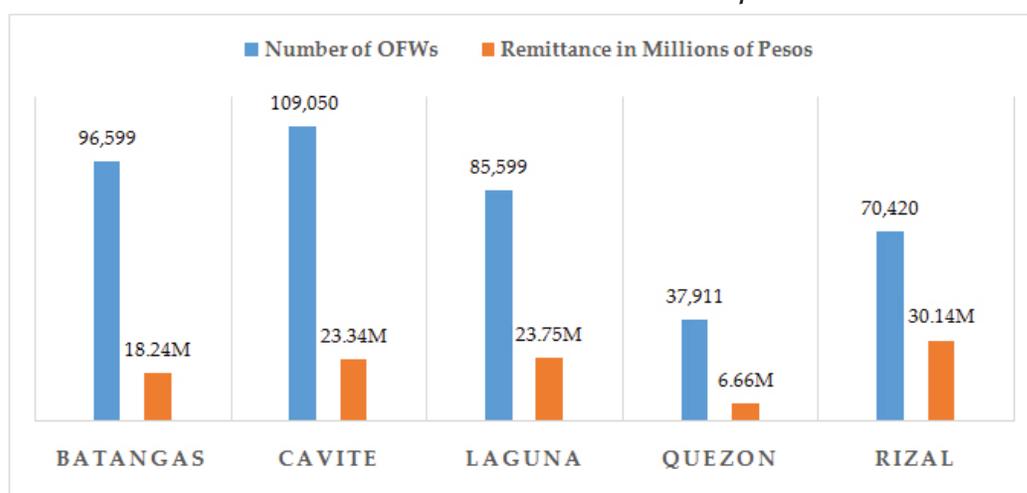


Chart 7. Number OFWs vis-a-vis Remittances per Province³⁴



²⁹ Annex P: Technical Notes on the CALABARZON Services Sector, CALABARZON Regional Development Plan, p.100.

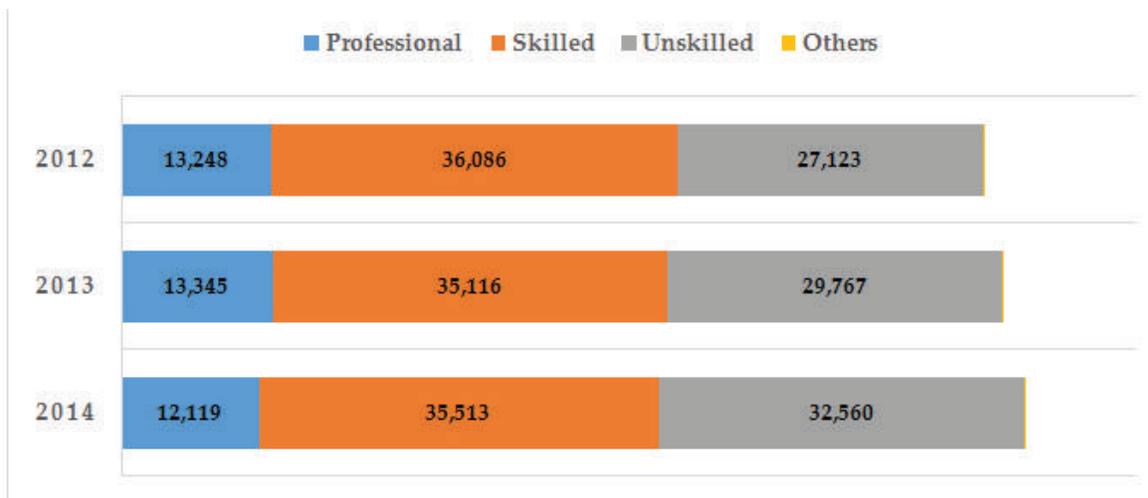
³⁰ For further information regarding the institution, visit the UA&P website at <http://www.uap.asia/>.

³¹ Sourced from Facts and Figures of the Congressional Planning and Budget Department of the House of Representatives.

³² These data may be explained further by correlation with other variables, such as the nature/level of the work of the OFW, salaries incurred, and use of proper channels for sending remittances. These are areas of interest for the collection and processing of M&D-related data, which can help in the development of policies and programs of local governments for the OF constituents.

³³ Sourced from the presentation of the Commission on Filipinos Overseas (CFO) on Challenges and Opportunities of Local M&D last July 01, 2015.

³⁴ The data from Chart 6 was compared vis-a-vis the data from Chart 4.

Chart 8. Type of Employment of OFWs from 2012-2014³⁵

According to Director Laura Timonera of the Planning Department of the POEA³⁶, professional jobs that are mostly offered to OFWs abroad are officials of government and special-interest organizations, corporate executives, managers, managing proprietors, and supervisors. For the entire CALABARZON, a large number of OFWs are engaged in skilled jobs such as machine operators, technicians, artists, industrial and agricultural workers, and the like. Unskilled jobs come in close second, which are mainly domestic helpers, caregivers, and other laborers. Priority Programs on Migration and Development

The LGUs of the CALABARZON provinces, in the course of their M&D work over the years, have identified and implemented programs and projects aimed at providing assistance to OFWs within their jurisdiction. Table 3 lists the programs and projects related to migration undertaken by each province.³⁷

Although the positive effects of migration are highlighted, there should be recognition of the social impact of migration in the local community. In Jorge Tigno's executive summary on CALABARZON on Migrant's Associations and Philippine Institutions for Development, he writes, "There are also anecdotal cases to show that migration has a negative effect on families, especially children, which would entail development costs. Some members of migrant households perceived as engaging

in frivolous spending. There are cases of families relying on remittances."³⁸ These are social concerns that are slowly being addressed and there are already several studies conducted on the effect of migration on the families that were left behind, as well as, the social and economic effect it has to local economies and communities.

Despite the recognition given to the increasing relevance of migration issues to local development, it is evident from data that the RDP of CALABARZON still lacks specific emphasis regarding plans and mainstreaming initiatives for M&D, given the number of OFWs and remittances of CALABARZON. It should be noted that the M&D initiatives in selected provinces of the region in 2010 were initially started through the project, "Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines," also known as, Joint Migration Development Initiatives (JMDI) Phase 1. This resulted to the creation of an ad hoc Committee on Migration and Development in the Regional Development Council. It was only in 2013 when the project SUMMID CALABARZON, also known as JMDI Phase 2, started in the whole region with the involvement of the five provinces that the RDC recognized M&D initiatives and the benefits of mainstreaming. Through Resolution No. 4A 09-2013, the RDC made the ad hoc committee a special committee of the RDC, thus, creating the Committee on Migration and Development (CMD).

³⁵Data was requested on October 21, 2015 and was received on November 03, 2015 from the Planning Branch of POEA through Director Laura Timonera. The data contained the number of OFWs (new hires) from point of origin (municipality and province) to country of destination and the type of employment they are engaged in. The ULAP team aggregated the data to yield the top ten destination countries per province. Also, the type of employment was aggregated into four major categories namely; Professional, Skilled, Unskilled, and others.

³⁶The **Philippine Overseas Employment Administration (POEA)** is the agency responsible for opening the benefits of the overseas employment program of the Philippines. It is the main government agency assigned to monitor and supervise recruitment agencies in the Philippines. For further information regarding the office, visit the POEA website at <http://www.poea.gov.ph>.

³⁷Please see Chapter 4 for further discussion of these programs.

³⁸Tigno, Jorge V., *Migrants' Associations and Philippine Institutions for Development: CALABARZON*, p. 4

Table 3. List of Programs for OFWS by Province

Province	Priority Programs initiated by Province	Participation in other M&D related projects	Status
<i>Cavite</i>	Creating the Cavite Overseas Filipino Welfare Council in the Province Creation of the Cavite Migration Resource Center (MRC)	Participation in PinoyWISE Participation in the SUMMID CALABARZON Participation in Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines	Cavite OFW Council Convenes quarterly to discuss programs of the Cavite MRC (launched on July 28, 2015) Cavite OFW Council Cascading Family and Income Management to Provincial Government employees, municipal PESO and social welfare staff, and OFW Organization leaders
<i>Laguna</i>	Development of Investment Options for OFWs and their families, headed by the Provincial Planning and Development Office and the Provincial Cooperative Development Office Provision of Skills Training and Livelihood	Participation in PinoyWISE Participation in the SUMMID CALABARZON Participation in Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines Participation in Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines	Celebration of Migrants Day on December 12, 2015 Investment Options for OFWs and their families are being explored and studied for viability currently
<i>Batangas</i>	Batangas Provincial Migrant Center (BPMC) Investment and entrepreneurial skills seminars of the OFWs by encouraging them to save, invest, and explore agro-business and agro-tourism opportunities in the province. Financial literacy seminars and skills trainings	Participation in PinoyWISE Participation in the SUMMID CALABARZON Participation in Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines Participation in Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines	Establishment of migration desks to 10 new municipalities, (Lemery, Calaca, Agoncillo, Ibaan, San Nicolas, Padre Garcia, Balayan, Tuy, Lian, Tingloy) after cascading of Family and Income Management Trainings Conduct of Investment Counseling to municipalities with migration desks/ centers to promote investment in healthcare, life insurance, mutual fund, and the like
<i>Rizal</i>	OFW helpdesk that will provide appropriate assistance to the OFW and their families A joint Coordinating Committee composed of OWWA and the LGU officers/ staff for the development and implementation of the strategic and action plans Creation of the Rizal Committee on Migration and Development (CMD), as an adhoc committee under the Extension Programs of the University of Rizal System (URS)		Quarterly meeting of the newly-formed Rizal CMD for the deliberation of programs and profile of OFs Capacity-building of Rizal CMD members for potential programs that they can provide
<i>Quezon</i>	Creation of the Quezon Province Committee on Migration and Development (CMD), co-chaired by the Provincial Public Employment Service Office (PESO) and Provincial Gender and Development (PGAD) Office "Migration sensitization" of the Quezon CMD aiming to increase awareness regarding M&D by engaging local chief executives, regional Department of Labor and Employment (DOLE) office, and municipal PESO One-Stop Migration Resource Center (OSMRC) housed in PESO		Cascading of Family and Income Management seminar to Municipal level (social welfare officers, gender and development officers, and OFW Federation Presidents) on October 30 Launch of Quezon OSMRC on December 7, 2015 Integrating projects of the Provincial Agriculture Office to the CMD for the availability of agri-based investment opportunities for migrants



CHAPTER 3

ROADMAP FOR MAINSTREAMING M&D IN LOCAL GOVERNANCE, LESSONS LEARNED, AND POLICY RECOMMENDATIONS

CHAPTER III: ROADMAP FOR MAINSTREAMING M&D IN LOCAL GOVERNANCE, LESSONS LEARNED, AND POLICY RECOMMENDATIONS

The innovation in the SUMMID CALABARZON project is the regional approach to mainstreaming M&D in local governance, which drives the reason for NEDA 4A's lead in the project implementation. Under the NEDA's structure, the CMD was created, which serves as a multi-stakeholder body for the M&D initiatives in the region.

The work of the CMD is made possible because of the existence of M&D efforts in some of the provinces, guided and supported by different M&D projects with Atikha and development partners. Both the long experiences of Batangas, Laguna, and Cavite, as well as the emergent M&D work in Rizal and Quezon under the SUMMID CALABARZON project allowed for ULAP to develop an approach, the *Roadmap for Mainstreaming M&D in Local Governance*. This approach is meant to guide local government officials – executive and legislative officers alike – to understand how M&D can be integrated in to the local government priorities and connected to service delivery programs relevant to OFs and their families.

This chapter discusses the dimensions of the regional approach and the local government approach to mainstreaming M&D in four parts:

- [A] Actors and Systems in the Regional Structure;
- [B] Roadmap for Mainstreaming M&D in Local Governance;
- [C] Lessons Learned in Mainstreaming M&D at the Provincial Level; and,
- [D] Policy Recommendations.

A. ACTORS AND STRUCTURES

I. The CALABARZON Regional Development Council

The Regional Development Council (RDC) is tasked to coordinate the various development efforts in the CALABARZON region. One of the emerging developmental issues that are being given consideration by the Council is migration and development. The RDC acknowledges the need to continuously explore opportunities where the economic gains of migration—such as remittances, investments, donations, and transfer of skills, expertise, and knowledge of migrants—can be harnessed and effectively managed to facilitate the contribution of migration to the development of the OFs, their families, and local communities.

Despite the benefits derived from remittances in the region as alluded to in Chapter 2, the Council realized that there are also social costs and challenges that have to be addressed in order to sustain the gains of migration. There is a need to protect the rights of migrant workers and to minimize the social costs of migration on the families left behind, such as the alienation and fragmentation of familial relationships, and over-dependency on migrant earnings.

The RDC has addressed the fact that there is no existing institutional mechanism at the regional level, which provides overall directions and coordination of the different migration and development initiatives by various organizations from both the government and private sectors of Philippine society. For this reason, the Council has proposed to create a special Committee on Migration Development (CMD). Resolution No. 4A-05-2010 was initially issued by the RDC to create an AdHoc Committee on Migration and Development (ACMD). Subsequently, Resolution No. 4A-09-2013 was issued to reorganize the ACMD into the current CMD.

II. The Committee on Migration and Development of the Regional Development Council

The implementation of M&D initiatives in CALABARZON started in select provinces—particularly Batangas, Cavite, and Laguna. These provinces were project sites of the program *Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines*. The project implementation was led by Atikha Overseas Workers and Communities Initiative Inc., an NGO that provides economic and social services to OFs and their families in order to minimize the social cost of migration and tap the development potential of OFs. The project was implemented in the three aforementioned CALABARZON provinces, as well as in Tarlac, Nueva Ecija, Abra, La Union, and Pampanga. It eventually became the first phase of a series of projects funded by the United Nations Development Program³⁹ (UNDP) through the Joint Migration and Development Initiative⁴⁰ (JMDI).

a. History

“Part of JMDI Phase I objectives is policy advocacy. We gained momentum in that area when we engaged the regional offices of NEDA because they are the one in charge with regional development. We are fortunate that NEDA 4A was very open to the initiative about migration,” noted Atikha Executive Director Estrella Dizon-Anonuevo.

³⁹The United Nations Development Programme (UNDP) is the United Nations' global development network. Headquartered in New York City, UNDP advocates for change and connects countries to knowledge, experience and resources to help people build a better life. It provides expert advice, training, and grant support to developing countries, with increasing emphasis on assistance to the least developed countries. Further information regarding the organization can be accessed through <http://www.undp.org/content/undp/en/home/ourwork/overview.html>.

⁴⁰The Joint Migration and Development Initiative (JMDI) reflects the acceptance of and growing interest in the strong links between Migration and Development (M&D) and aims to support M&D actors to effectively harness the potential of migration for development. The programme is implemented by UNDP and five other agencies, namely International Organization for Migration (IOM), International Labour Organization (ILO), United Nations High Commissioner for Refugees (UNHCR), United Nations United Nations Population Fund (UNFPA), and UN Women. Further information regarding the programme can be accessed through <http://www.migration4development.org/en/content/about-jmdi#sthash.N4eXqkXQ.dpuf>.

“In 2010, towards the end of the implementation of the *JMDI Phase I* project, Atikha recognized and discovered NEDA through its RDC as a mechanism to help them orchestrate things and help them coordinate,” noted Donald James Gawe, Chief Economic Development Specialist of NEDA4A, talking about the necessity for a government agency to work together with the lead project implementer Atikha in coordinating the provincial local chief executives and planners. “Atikha would come to NEDA asking ‘Would you please write a letter to the provinces?’ That is where our strength is. We are really known for coordination, putting the local government units and the national agencies together,” added Gawe.

“Part of JMDI Phase I objectives is policy advocacy. We gained momentum in that area when we engaged the regional offices of NEDA because they are the one in charge with regional development. We are fortunate that NEDA 4A was very open to the initiative about migration,”
- Donald James Gawe, Chief Economic Development Specialist of NEDA 4A

During that time, no institutional mechanism was present yet at the regional level to provide overall direction and coordination of the M&D initiatives being implemented at the provinces. Additionally, international migration as a dimension of local development is also fairly new among development practitioners. “At that time, the RDC still did not have the capacity and understanding of migration and development, and in that area, Atikha’s experience came in handy,” noted Gawe.

Dialogues between the RDC and Atikha allowed the former to recognize the importance of linking migration and local development. As such, the RDC created an ad hoc committee on M&D through a proposal of the RDC Sectoral Committee on Macro-economy and Development Administration. Resolution 4A 5- 2010, otherwise known as the *Resolution Approving the Creation of Regional Development Council 4A Ad hoc Committee on Migration and Development*, facilitated the creation of an ad hoc committee envisioned to coordinate the different agencies with ongoing initiatives on M&D.

b. Function

“The Department of Labor and Employment⁴¹ (DOLE) and its attached agencies have initiatives regarding repatriates. The Department on Social Welfare and Development⁴² (DSWD) also had some initiatives in the protection of OFs. The local government units are also working on some issues and concerns related to M&D. Still, we have CSOs who also have projects

relating to M&D, but the efforts of these agencies are not coordinated. In 2010, we were lucky to have Atikha who guided the RDC on how to proceed with M&D. We put the agencies together, the local government units, and some [groups from the] private sector,” noted Gawe.

“Based on our experience with working with the government, implementation is based on the understanding and sensitivity of people you are dealing with. We are glad that in CALABARZON, there is openness to partner with civil society and to integrate migration the development planning. The fact that there are a lot of OFs in CALABARZON means that

we have to be sensitive to the positive and negative effects of migration,” noted Dizon-Anonuevo. Gawe noted on the importance of the advocacy groundwork at the beginning of the initiative. “Our initiatives back then were really on advocacies—advocating to tie NGAs and local governments because there are some M&D issues that LGUs need to address and the NGAs have existing programs that they might want to reevaluate to be more responsive to M&D concerns. We did some advocacy asking the agencies to include M&D in their programs. At that time, it was really about putting the agencies together. We called it as ‘*migration sensitization*’, making the agencies more sensitive and conscious about M&D issues,” added Gawe.

Another resolution was released in 2013 after seeing the need to establish a permanent structure under the RDC to sustain efforts gained through the creation of the Ad hoc CMD. RDC passed Resolution 4A 9-2013, otherwise known as the *Resolution Recommending the Constitution of the Ad hoc Committee on Migration and Development as a Special Committee of the RDC Thereby creating the Committee on Migration and Development (CMD)*. As per the resolution, the creation of the CMD aims to sustain the efforts started by the Ad hoc committee, “...specifically in the areas of coordinating the formulation, implementation, monitoring, assessment, and evaluation of plans, policies, programs and projects related to migration”. As the RDC recognized migration to be a cross-cutting concern of numerous sectors, the resolution reconstituted the Ad hoc CMD to be a special

⁴¹The Department of Labor and Employment (DOLE) is the executive department of the Philippine Government mandated to formulate policies, implement programs and services, and serve as the policy-coordinating arm of the Executive Branch in the field of labor and employment. It is tasked with the enforcement of the provisions of the Labor Code. Further information regarding the department can be accessed through <http://www.dole.gov.ph/>.

⁴²The Department on Social Welfare and Development (DSWD) is the executive department of the Philippine Government responsible for the protection of the social welfare rights of Filipinos and to promote social development. Further information regarding the department can be accessed through <http://www.dswd.gov.ph/>.

committee under the RDC. Considering the multiplicity of perspectives that must be accounted for, the committee was also tasked to expand its membership to include other Regional Offices of NGAs and CSOs.

c. Composition and Structure

The Committee on Migration and Development (CMD) of the RDC was upgraded as a permanent committee in 2014 through Resolution 4A-14-2014. The CMD is envisioned to serve as an institutional mechanism to ensure that the concerns of migration are being tackled and addressed at the regional and local levels. The CMD is responsible for providing planning and policy directions to regional and local development activities on migration, as well as technical assistance to capacitate the local planners in the formulation of M&D-responsive programs. As an institutional mechanism providing direction for M&D initiatives in the region, the CMD also coordinates M&D efforts of the national, regional, local governments and the private sector to promote complementation of plans.

The CMD is led by a chairperson co-terminus with a co-chairperson, at least one of which coming from the private sector. Both positions shall be filled through a selection of the CMD members. As secretariat of the RDC, NEDA is designated as the vice-chairperson of the CMD. As of the time of writing, OIC Regional Director for NEDA 4A Luis G. Banua serves as the acting chairperson of the CMD, while Dizon-Anonuevo of Atikha serves as the co-chairperson. Gawe of NEDA 4A also serves as the vice-chairperson and secretary of the CMD.

The CMD is further composed of regional offices of NGAs, provincial governments of CALABARZON,

and the private sector. Regular members of the CMD include:

1. Commission on Filipinos Overseas⁴³
2. Department of Education⁴⁴
3. Department of Foreign Affairs⁴⁵
4. Department of Interior and Local Government⁴⁶
5. Department of Labor and Employment
6. Department of Social Welfare and Development
7. Department of Trade and Industry⁴⁷
8. Overseas Workers Welfare Administration⁴⁸
9. National Economic and Development Authority⁴⁹
10. Philippine Overseas Employment Administration⁵⁰
11. Philippine Retirement Authority⁵¹
12. Technical Education and Skills Development Authority⁵²
13. Department of Science and Technology⁵³
14. Provincial Social Welfare and Development- Province of Batangas
15. Provincial Cooperative, Livelihood and Entrepreneurial Development Office- Province of Cavite
16. Office of the Provincial Administrator - Province of Laguna
17. Public Employment Service Office - Provincial Government of Quezon
18. Provincial Planning and Development Office - Province of Rizal
19. NGO/Private Sector/ OFW Family Organization
20. League of Municipal Planners (Cavite, Laguna, Batangas)
21. Department of Agriculture⁵⁴ (on-call member)
22. Department of Tourism⁵⁵ (on-call member)

⁴³The Commission on Filipinos Overseas (CFO) is an agency of the Philippine Government under the Office of the President tasked to promote and uphold the interests, rights and welfare of Overseas Filipinos, and strengthen their ties with the Motherland. Further information regarding the commission can be accessed through <http://www.cfo.gov.ph>.

⁴⁴The Department of Education (DepEd) is the executive department of the Philippine government responsible for ensuring access to, promoting equity in, and improving the quality of basic education. [2] It is the main agency tasked to manage and govern the Philippine system of basic education. Further information regarding the department can be accessed through <http://www.deped.gov.ph/>.

⁴⁵The Department of Foreign Affairs (DFA) is the executive department of the Philippine government tasked to contribute to the enhancement of national security and the protection of the territorial integrity and national sovereignty, to participate in the national endeavor of sustaining development and enhancing the Philippines' competitive edge, to protect the rights and promote the welfare of Filipino overseas and to mobilize them as partners in national development, to project a positive image of the Philippines, and to increase international understanding of Philippine culture for mutually-beneficial relations with other countries. For further information regarding the office, visit the DFA website at <http://www.dfa.gov.ph/>.

⁴⁶The Department of Interior and Local Government (DILG) is the executive department of the Philippine government responsible for promoting peace and order, ensuring public safety and strengthening local government capability aimed towards the effective delivery of basic services to the citizenry. Further information regarding the department can be accessed through <http://www.dilg.gov.ph/>.

⁴⁷The Department of Trade and Industry (DTI) is the executive department of the Philippine Government tasked to expand Philippine trade, industries and investments as the means to generate jobs and raise incomes for Filipinos. Further information regarding the department can be accessed through www.dti.gov.ph.

⁴⁸The Overseas Workers Welfare Administration (OWWA) is an attached agency of the Department of Labor and Employment (DOLE) tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents. For further information regarding the office, visit the OWWA website at <http://www.owwa.gov.ph>.

⁴⁹The National Economic and Development Authority (NEDA) is an independent cabinet-level agency of the Philippine government responsible for economic development and planning. For further information regarding the office, visit the NEDA website at <http://www.neda.gov.ph/>.

⁵⁰The Philippine Overseas Employment Administration (POEA) is the agency responsible for opening the benefits of the overseas employment program of the Philippines. It is the main government agency assigned to monitor and supervise recruitment agencies in the Philippines. For further information regarding the office, visit the POEA website at <http://www.poea.gov.ph>.

⁵¹The Philippine Retirement Authority (PRA) is the lead government agency with a mandate to attract foreign nationals and former Filipino citizens to retire in the Philippines. Its thrust is towards accelerating contributions to foreign currency reserve; socio-economic development and to provide the most attractive package the best quality of life to its foreigner-retirees. For further information regarding the office, visit the PRA website at <http://www.pra.gov.ph/>.

⁵²The Technical Education and Skills Development Authority (TESDA) is an agency of the Philippine government under the DOLE responsible for managing and supervising technical education and skills development in the Philippines. Further information regarding the department can be accessed through www.tesda.dole.gov.ph.

⁵³The Department of Science and Technology (DOST) is the executive department of the Philippine Government responsible for the coordination of science and technology-related projects in the Philippines and to formulate policies and projects in the fields of science and technology in support of national development. Further information regarding the department can be accessed through <http://www.dost.gov.ph/>.

⁵⁴The Department of Agriculture (DA) is the executive department of the Philippine government responsible for the promotion of agricultural and fisheries development and growth. Further information regarding the department can be accessed through <http://www.da.gov.ph/>.

⁵⁵The Department of Tourism (DoT) is mandated to be the primary planning, programming, coordinating, implementing and regulatory government agency in the development and promotion of the tourism industry, both domestic and international, in coordination with attached agencies and other government instrumentalities. It is tasked to formulate tourism policies, plans and projects for the development of tourism as an engine of socio-economic and cultural growth. Further information regarding the department can be accessed through <http://www.tourism.gov.ph/pages/default.aspx#>.

d. Scope of Work

Out of the members of the CMD, the following are active collaborators in the implementation of M&D initiatives in different provinces in the region.

1. Regional Development Council (RDC) NEDA 4A

The Regional Development Council of NEDA 4A serves as the primary coordinating body and chair of the CALABARZON CMD. As the founding agency of the CMD, its partnership with Atikha indicated the need for an institutional mechanism that coordinates the formulation, implementation, monitoring, assessment and evaluation of plans, policies, programs and projects related to M&D.

The RDC coordinates with regional offices of NGAs on how their existing services for OFs can be harmonized with the programs of other agencies (e.g., DOLE's work on assisting repatriates and DSWD's initiatives on the protection of OFs' rights) and how other agencies with no specific program

for OFs can still help carry out the M&D agenda (e.g., DA and DTI leading the identification of business and investment options that can be offered to OFs). "Before the creation of the CMD, agencies implement their M&D programs individually. The LGUs are also unknowingly working on some issues and concerns related to M&D, mostly for social services. We in the RDC know about the efforts of the government agencies and government units, but we did not know that civil society organizations such as Atikha were already working on M&D initiatives with JMDI." noted Gawe. "In 2010... with Atikha... we put the agencies together, the local government units, and some private sector. The CMD meetings, thus, become venues for discussion on the implementation of the programs and how collaboration and convergence can potentially upscale the initiatives," added Gawe.

The RDC also carries its advocacy for data to the CMD. "The RDC recognizes the need for data and information that we will be using for planning. Thus, through the CMD, we had some attempts like passing certain resolutions for POEA and OWWA to provide us with data and some of their processes that would incorporate some measures to initially cull through information. Our achievement back then is looking at some policy drafts and raising some concerns to the national level, through the NEDA central office's Subcommittee on International Migration and Development (SC-IMD)," noted Gawe.

"Before the creation of the CMD, agencies implement their M&D programs individually. The LGUs are also unknowingly working on some issues and concerns related to M&D, mostly for social services. We in the RDC know about the efforts of the government agencies and government units, but we did not know that civil society organizations such as Atikha were already working on M&D initiatives with JMDI."

- Donald James Gawe, Chief Economic Development Specialist, NEDA IV-A

In terms of implementing the SUMMID CALABARZON project, NEDA RDC engaged local chief executives on setting up migration centers in Cavite, Laguna, and Quezon in July 2014. It has also led the CMD in identifying reintegration programs and activities of OWWA an NRCO that can be made available in the region through the provincial focal offices for M&D programs and services.

As part as well of the outputs of the SUMMID CALABARZON project, NEDA 4A contracted a partner from CFO to develop a knowledge product in the form of a *Guide for Mainstreaming Migration and Development in Local Development Planning and Governance*. The finished product has already been the basis of a capacity-building activity for local planners about making migration-sensitive objectives, identifying appropriate M&D-sensitive programs and projects, and linking M&D-sensitive plan with investment program and budget. The Mainstreaming

Guide has also been submitted to the Department of Interior and Local Government (DILG) with a request to endorse the use of the Guide to local government units nationwide through a memorandum circular.

According to Gawe, the function of the RDC as an institution that harmonizes the development plans of local government units, civil society, regional offices of NGAs, and the national government allows them to advocate for M&D into different venues.

2. Atikha Overseas Workers and Communities Initiatives Inc.

Atikha serves as co-chairperson of the CALABARZON CMD and co-implementer of the SUMMID CALABARZON project, after previously leading the implementation of the internationally-funded M&D initiatives in the region. Atikha pioneered the M&D initiatives in the region through center-based and school-based programs in the migration corridors in CALABARZON, among other provinces. "Through the *JMDI Phase I* project called *"Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines,"* we were able to start the setting up of One-Stop Migration Resource Centers (OSMRCs) that can provide both social and economic services for OFs," noted Dizon-Anonuevo.

Under *JMDI Phase I*, an OSMRC was set up in the municipality of Mabini, Batangas where the different

strategies currently implemented in other sites were pilot-tested. Strategies included creating a multi-stakeholder group led by a municipal government office who convenes other offices, organized OF groups, private sector, and other relevant M&D stakeholders in the implementation of different programs and services for OFs and their families. “Setting up M&D committee in the province, a multi-stakeholder platform of all the players in the province, can be involved in migration issues, both economic and social. Through this project, we also started school-based programs addressing the social cost of migration. We have a partnership with the Department of Education (DepEd). All the things that we are implementing right now is a continuation of the piloting initiatives and the lessons we learned from implementing the JMDI Phase I project,” noted Dizon-Anonuevo.

From its experience in conducting programs and services for OFs and their families, Atikha has also provided capacity-building activities to M&D MSG members to enable them to offer social and economic programs and services to OFs and their families at the different stages of migration (pre-departure, on placement, return and reintegration). Capacity-building include Family and Income Management (previously known as financial and values formation) Training of Trainers (TOT), Reintegration Planning and Counseling, Starting and Improving Your Business, Case Management, and Pre-migration Orientation Seminars.

Throughout the years that it has been leading the implementation of M&D initiatives in different provinces all over the country, Atikha’s has created traction and network among NGAs. As part of the SUMMID CALABARZON project, Atikha headed the pilot-testing of the Regional Reintegration Forum in April 2014 among 70 OF families and federations members. It was able to bring in representatives from NEDA, DA, TESDA, DTI, Landbank, OWWA, and POEA as resource speakers for the services of the agencies that can be offered to OFs and their families.

Apart from facilitating the capacity-building activities for M&D frontline service providers at the provincial and municipal level, Atikha as co-chairperson

of the CALABARZON CMD also works together with the member agencies in harmonizing the economic services that can be presented to OFs and their families. It serves as co-chairperson of the CALABARZON CMD’s Task Force on Savings, investment, and Entrepreneurship of the CMD. The task force is headed by the regional office of DTI and is tasked to develop business and investment opportunities in the province that can be presented to the OFs and their families. The DTI Regional Director has since then decentralized the task force for the provincial level actors to develop the economic packages that can be endorsed to the M&D MSGs of the provinces.

“Setting up M&D committee in the province, a multi-stakeholder platform of all the players in the province, can be involved in migration issues, both economic and social. Through this project, we also started school-based programs addressing the social cost of migration. We have a partnership with the Department of Education (DepEd). All the things that we are implementing right now is a continuation of the piloting initiatives and the lessons we learned from implementing the JMDI Phase I project,”

- Estrella Dizon-Anonuevo, Atikha Executive Director

The developed economic opportunities as presented to OFs through Atikha’s marketplace events abroad. Such international events are part of Atikha’s Pinoy Worldwide Initiatives on Investment, Savings and Entrepreneurship (PinoyWISE) Movement, a campaign that “encourages OFs and their families to save, invest, and engage in enterprises that would provide sustainable income for them and create jobs and economic opportunities in their source provinces”⁵⁶. Such events abroad also allow regional offices of NGAs and the provincial governments to present their M&D programs and services to OFs themselves and increase awareness about the initiatives that the local agencies are doing to respond to the OFs’ needs.

3. Commission on Filipinos Overseas

The Commission on Filipinos Overseas (CFO) is an agency under the Office of the President, “tasked to promote and uphold the interests, rights, and welfare of OFs and strengthen their ties with the Motherland⁵⁷”. CFO serves as the national agency lead for JMDI projects all over the Philippines, overseeing the implementation of other JMDI programs in Region 1, 5, and 8. Thus, under JMDI project, several inter-regional knowledge-sharing platforms have been conducted, one of which is the consultation for the local planning guide for mainstreaming M&D held in Naga City.

In pursuit of developing and institutionalizing a framework in mainstreaming M&D into the subnational or local development planning in the provinces of

⁵⁶For further information regarding the movement, access the PinoyWise website at <http://www.pinoywiseinternational.org/>.

⁵⁷For further information regarding the commission, access the CFO website at <http://www.cfo.gov.ph/>.

CALABARZON, the CFO led the development of an *M&D Planning Guide*, with due consultation with local planners, council members of various provinces and representatives from NGA regional offices. As alluded to in Chapter 1, TOTs on the use of the guide were also conducted.

CFO has also been active in extending its other programs to the members of the CMD, particularly to the provincial M&D MSGs who serve as the frontline service providers to OFs and their families. In the regional case management training of trainers conducted under the SUMMID CALABARZON project on February 18-20, 2015, CFO were among the NGAs like OWWA, POEA, NRCO, and OUMWA that shared to members of provincial M&D MSGs about their existing programs and the type of assistance that they can provide to OFs and their families through referral systems.

4. Regional Offices of the National Government Agencies

Regional offices of NGAs provide linkage between directives and overall directions from the central offices at the national level, and the grounded experience and program implementation of the local offices at the provincial and municipal level. They provide framework to the program implementation on the ground, which in turn become the source and basis policy recommendations that they forward to the national actors.

Department of Trade and Industry's (DTI) Regional Office as a member of the CALABARZON CMD has been appointed to serve as chairperson of the Task Force on Savings, Investment, and Entrepreneurship. The Task Force is meant to develop a selection of business and investment opportunities available that can be presented to the OFs and their families and that can be endorsed to the M&D MSGs of the provinces.

DTI Region 4A has since then released a memorandum for the provincial directors of the agency to lead the task force's operations at the local level. The decentralization of the task force aims to put provincial actors who have a better grasp of the local trade context into the forefront of the initiative. As co-chair of the Regional Task Force, Atikha has also contributed in conducting environmental scanning and packaging of the identified investment,

savings, and entrepreneurship options that were later presented to provincial and municipal MSG members in the conduct of Reintegration Planning and Counseling TOTs.

The same capacity-building activities under the SUMMID CALABARZON project and the previous M&D initiatives implemented in the pilot provinces have connected DOLE and its attached agencies⁵⁸ to local stakeholders. The CALABARZON CMD initiated the identification of reintegration programs and services that is or can be available in the region. NRCO and the regional office of OWWA submitted a list of their reintegration programs to the CMD.

The identified programs of DOLE and its attached agencies were then disseminated to the local social welfare, PESO, and cooperative employees at the provincial and municipal level through the Regional Case Management TOT of SUMMID CALABARZON conducted on February 16-18, 2015. Programs identified include financial assistance to OFs and their families, livelihood development assistance, savings campaigns, and technology transfer⁵⁹. In linking the NGAs to the local government offices, the CMD hopes to cultivate referral system and allow the client of the provincial government offices to avail of the programs and services of the NGAs.

"The office is currently further developing its capacity in its area, as we have already attended trainings from the International School of Sustainable Tourism under Secretary Mina Gabor,"
- John Maranan, Quezon Province PTO Head

Meanwhile, as on-call members of the CALABARZON CMD, the regional offices of the Department of Agriculture (DA) and the Department of Tourism (DoT) have also been actively engaged by

the CMD chairpersons during the implementation of the internationally-funded projects. DA 4A has been tapped by Atikha for the identification of agri-business opportunities for OFs and their families. NEDA 4A has also reached out to the provincial offices of DOT for their involvement in identifying existing programs and services that can be catered to OFs and their families.

In the region, the Provincial Tourism Office (PTO) of Quezon has been actively engaged in the Quezon Province CMD in aligning its existing services to M&D. The office has already identified its trade fairs at malls for local products and training for tour guides as potential programs that can be availed by women, OFs, and their families for additional skills training. "The office is also considering the homestay trainings as mentioned by Atikha," noted John Maranan, Head

⁵⁸ Attached agencies of DOLE include POEA, TESDA, OWWA, and NRCO.

⁵⁹ NRCO's programs include Balik Pinay Balik Hanapbuhay, Livelihood Development Assistance Program, Mag-impok Magnegosyo Movement, Sa Pinas Ikaw ang Maam Sir, and Small Business Management Training and Financial Awareness Seminars

of the PTO. “The office is currently further developing its capacity in its area, as we have already attended trainings from the International School of Sustainable Tourism under Secretary Mina Gabor,” added Maranan.

The recent involvement of the regional offices of NGAs supplement the established partnership of their provincial counterparts with the M&D MSGs of the provinces which are led by Provincial Government offices.

5. Union of Local Authorities of the Philippines (ULAP)

ULAP is the umbrella organization of all the leagues of LGUs and elected local officials in the Philippines. It led the development of this knowledge product documenting the experiences of the CALABARZON provinces in mainstreaming and up-scaling the M&D initiatives in the provinces. Apart from SUMMID CALABARZON, ULAP has worked and continues to work on several governance policy inputs and partnerships relevant in mainstreaming M&D into local governance. Such engagements include the *PinoyWISE Movement* (which ran from 2011 to 2013) and the *Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines* project in partnership with Atikha with support from the International Fund for Agricultural Development⁶⁰ (IFAD).

With the experience of engaging the LGUs to mainstream M&D into local governance, ULAP has developed the *Roadmap for Mainstreaming M&D in Local Governance* (discussed in a latter part of this chapter), which serves as a tool to support the M&D implementation of the LGUs, with a special attention to the executive and legislative approach of the elected officials. The roadmap is set to contain the initial menu of suggested strategies under five pillars⁶¹ identified by ULAP as important components of governance for implementing, and eventually mainstreaming, M&D. The menu of strategies is intended to be used by both the executive and legislative of the LGUs as an input and reference in implementing M&D and creating local innovations to maximize the contribution of migration to local development.

The menu of strategies outlined in the roadmap is drawn from the context and identified priorities of the province gathered through the implementation of the projects ULAP has been engaged with. The roadmap

aims to broaden the range of options of provinces to innovatively connect M&D-related programs with their local economic development plans.

III. Synthesis

The experience of CALABARZON in M&D initiatives started in select pilot provinces, particularly Batangas, Cavite, and Laguna which were partner sites for the implementation of the *JMDI Phase I* project. As such, the ownership of these Provincial Governments of M&D preceded that of the regional actors. Nonetheless, the RDC was quick to be involved in coordinating the M&D initiatives done in the provinces when it was approached by Atikha.

In their implementation of M&D initiatives, the pilot provinces were able to find their own approach and strategy in mainstreaming M&D into local governance. The Regional CMD works around this reality and draws from the experience of the pilot provinces in the creation of a mainstreaming guide. The creation of the *M&D Mainstreaming Guide for Local Planning* is the CMD’s attempt to harmonize, institutionalize, and sustain the implementation of M&D initiatives in the provinces. With due regard to the local autonomy of the provincial governments, the mainstreaming guide is issued as a recommendatory tool.

An Ad hoc Committee on Migration and Development, which eventually turned into a Regional Committee on Migration and Development under the RDC, was also created to institutionalize the coordination of M&D initiatives happening within CALABARZON. The default function of the RDC as a coordinator of development plans and initiatives of the Provincial Governments, regional offices of NGAs, civil society, and the private sector is aligned with the need for a convener of M&D initiatives in the region. As its strength lies in bringing agencies together to converge their resources, the RDC was deemed fit by the members of the Regional CMD to lead the body, as evidenced by their decision to select the former as the chairperson and secretariat of the CMD.

Nonetheless, Atikha’s impact and contribution in advocating M&D in the provinces do not go unnoticed. Atikha’s role as project lead of *JMDI Phase I*, *PinoyWISE*, and the on-going *IFAD* project showed that the NGO has the technical capacity to capacitate provincial stakeholders as well as build partnerships with NGAs. “Through the *JMDI Phase I* project, we were able to set up one-stop migration resource centers that can provide both social and economic services for OFs in Mabini,

⁶⁰International Fund for Agricultural Development (IFAD) is a specialized agency of the United Nations dedicated to eradicating rural poverty in developing countries. For further information regarding the organization, access the IFAD website at <http://www.ifad.org/>.

⁶¹The pillars for mainstreaming M&D will be further discussed in “Chapter 3B: Framework and Processes” of this knowledge product. The pillars are as follows: Leadership, Financing, Human Resources, Data and Communications, and Service Delivery. The pillars of M&D in local governance served as a framework for documenting the governance approach of each CALABARZON province—taking into consideration the convergence of LGUs, NGOs, migrant organizations, and private sector—as they implemented programs and services that aimed to channel the social gains and address the social costs of migration.

Batangas. Through this project, we also started school-based programs addressing the social cost of migration. All the things that we are implementing right now, it was in the JMDI Phase I where we did the piloting of initiatives and strategies,” noted Dizon-Anonuevo. In recognition of its prior and continued contribution in capacitating provincial stakeholders and pulling in other national and regional agencies into the CALABARZON M&D nexus, Atikha’s role in the CMD was formalized when it was chosen as the co-chairperson of the Regional CMD.

Upon the implementation of SUMMID CALABARZON, regional CMD was able to put into motion institutional mainstreaming M&D through: first, the inclusion of M&D in local development plans; second, institutionalization of local CMDs; third, consolidation of OF database; fourth, facilitating convergence initiatives of different regional offices of NGAs; and fifth, mobilizing OF resources. The framework and full documentation of this initiative is further discussed in the succeeding chapters.

B. ROADMAP FOR MAINSTREAMING M&D IN LOCAL GOVERNANCE: ENGAGING LOCAL CHIEF EXECUTIVES AND LEGISLATIVE OFFICERS TO HARMONIZE, SCALE, AND SUSTAIN M&D INITIATIVES

ULAP has been working on several governance policy inputs and partnerships relevant in mainstreaming M&D into local governance. In addition to the SUMMID CALABARZON project, ULAP is likewise engaged in the following projects:

- *Pinoy Worldwide Initiative on Investments, Savings, and Entrepreneurship (PinoyWISE) Movement which ran from 2011 to 2013, with Atikha, OWWA, DA, Philippine Embassy to the United Arab Emirates, Philippine National Bank⁶², among others, wherein a set of pilot provinces were engaged to explore mainstreaming of migration and development in local governments by preparing and connecting opportunities for investments, savings, and entrepreneurship from the source province to the OFs abroad.*
 - Under this phase of the engagement, a preliminary draft of the *Migration and Development Local Governance Approach* was presented by then ULAP Director for Plans & Programs (now Executive Director) Czarina Medina-Guce in the Global Forum for Remittances 2013, organized by the World Bank⁶³ and the International Fund for Agricultural Development (IFAD) in the

session on *Remittances and Financial Inclusion: From Financial Literacy to Investment Models* on May 20-23, 2013 in Bangkok, Thailand.

- “*Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines*,” also in partnership with Atikha with a grant support from the IFAD. The project focuses on scaling up initiatives to mobilize resources of OFs towards agriculture development. It primarily aims to increase the mobilization of migrant resources and remittances towards viable agriculture development and rural poverty reduction in the pilot provinces of the Philippines. The project runs for two years, from January 2015 to December 2016.

With the experience of engaging the LGUs to mainstream M&D into local governance, ULAP has developed this *Roadmap for Mainstreaming M&D in Local Governance*, which serves as a tool to support the M&D implementation of the LGUs, with a special attention to the executive and legislative approach of the elected officials. The menu of strategies outlined in the roadmap is mostly drawn from the context and identified priorities of the province gathered through the implementation of the projects ULAP has been engaged with. The thinking tool aims to broaden the range of options of provinces to innovatively connect M&D-related programs with their local economic development plans.

The roadmap, composed of five pillars, answer collectively the preliminary question, “If I were a Local Chief Executive or Local Legislator meaning to develop strategies, policies, and programs for M&D in my locality, what core considerations must I take into account?” This can also serve as reference for government and non-government sectors, who are contributing to the shaping of policy environments.

The pillars of M&D in local governance served as a framework for documenting the governance approach of each CALABARZON province—taking into consideration the convergence of LGUs, NGOs, migrant organizations, and private sector—as they implemented programs and services that aimed to channel the social gains and address the social costs of migration.

Data-gathering methods (e.g. consultations, review of plans reports, and secondary data, focus group discussions, and key informant interviews) conducted to document the experience of mainstreaming M&D

⁶²The **Philippine National Bank** was established as a government-owned banking institution on July 22, 1916. Its primary mandate was to provide financial services to Philippine industry and agriculture and support the government’s economic development effort. For further information regarding the bank, visit its website at <http://www.pnb.com.ph/>.

⁶³The **World Bank** is an international financial institution that provides loans to developing countries for capital programs. For further information regarding the institution, visit its website at <http://www.world-bank.org/>.

into local governance were guided by these pillars. As such, the case studies narrating the local governance approach of the CALABARZON provinces are subdivided into discussions of each pillar as well.

Pillars of the M&D Local Governance Roadmap

As per the developing documentation of ULAP on the provinces and municipalities working on M&D, a core consideration of the governor/mayor and the local legislators is, “Where do we begin with working on Migration and Development in our locality?” ULAP recognizes and pursues local autonomy of local governments in the Philippines, which means that context is a key element in making any strategy effective and efficient. This further means that there cannot be one approach in doing migration and development work in the local levels, and that innovation and evidence-informed policy making have to take precedence. Especially that as of this writing, there is still no overarching national policy framework guiding M&D work in local governments.

To guide this process and assist local chief executives and local legislators, ULAP in its projects presents the pillars of the M&D Local Government Roadmap as a thinking guide of local officials to make sense of their local contexts – institutional strengths, constituents’ needs, available and potential resources – and craft an M&D strategy that is grounded and viable given their own considerations.

These pillars are: Leadership, Financing, Human Resources, Data and Communications, and Service Delivery. The succeeding sections describe these pillars, in the way that these pillars have been presented and appreciated by local chief executives and local legislators, migrant groups and communities, private sector, and other non-government organizations engaged by ULAP in its years of work on M&D. Below is the table illustrating the five pillars.

1. LEADERSHIP

a. Local Government Units

The Leadership pillar in M&D work for local governments means that the primary work in the local level is to secure the integration of M&D in plans and strategies supported by both executive and legislative action. Buy-in and ownership of local leaders are key to developing, implementing, and sustaining M&D. In getting both ownership and seamless harmonization in local plans and programs, evidence showing the potential of M&D in local economic development and service delivery to OFs and their families left behind is essential. The demand for the M&D dimension of programs and services must be connected to the

government response through plans and policy. What is further crucial in the Leadership pillar is the awareness of the local leaders that critical to M&D initiatives is the representation of various sectors in M&D decision-making and planning bodies such as the CMD. Consistent with the principle of inclusive governance, better policies and programs are implemented when local government leadership works with sectors who may have the technical capacity, additional resources, and political mobilizing capacity among the OF group of constituents.

In order to realize these principles, some of the preliminary strategies to concretize the Leadership pillar, as per emergent cases being documented by ULAP, are as follows:

- Plans and Strategies (Where may M&D be located in the local government agenda?)
 - Provincial Development Plans
 - Annual Investment Plans
 - Annual Procurement Plans
 - Executive-Legislative Agenda
- Policy Support (How does Executive and Legislative local governance work together to implement the M&D agenda?)
 - Executive Orders
 - Provincial/Municipal/City Ordinances
 - Sanggunian Resolutions (Legislative support)
 - Memorandum of Agreement/Understanding with implementing partners
- Other key Leadership components:
 - Legislation of a Multi-stakeholder Group (composed of local chief executives, local legislators, local representatives of national agencies, CSOs, migrant groups, private sector, academe, religious groups, cooperatives, banks, etc.) that works together for the planning and implementation of programs and services for OFs, their families, and their communities
 - Legislation of the Migration Resource Center and other key innovative programs within the local government
 - OF representation in Local Development Councils or other local decision-making bodies

b. Non-government Partners

For non-government partners, the Leadership pillar emphasizes the creation and institutionalization of a multi-sector group (MSG), such as the CMD that will discuss and develop policies and strategies to

mainstream M&D into local development. This may lead to the formation of Technical Working Groups (TWG), wherein representatives from national agencies, local government units, and private sector could gather to identify the needs and priorities of migrant communities in their own locality, and then develop strategies to address these needs.

In the creation and institutionalization of an MSG, non-government partners offer a grounded and holistic approach to M&D, complementing the understanding of the local government of the opportunities and challenges present within the context of M&D in the localities. Diversified membership in the MSG also contributes to the sustainability of M&D programs and hold members accountable to the commitments

formed within the plans.

Hence as members of the MSG, non-government partners must also be able to express leadership based on their strengths and capacity. In the emerging experience of partnership between government and civil society in the country, CSOs are also meant to show capacity to counterpart – in skill, expertise, consensus-building and mobilization, and resource generation – to match, partially or in full, the commitments delivered by both national and local government partners. The concept of the MSG after all is a partnership, wherein all sectors participating have a stake and a responsibility to deliver for a greater public good.

Table 4. Mainstreaming Migration and Development in Local Governance

ACTORS	LEADERSHIP	FINANCING	HUMAN RESOURCE	DATA AND COMMUNICATIONS	SERVICE DELIVERY (ISE/ PSYCHOSOCIAL)
<p>LOCAL GOVERNMENTS</p> <p>PROVINCIAL GOVERNMENT (Executive and Legislative)</p>	<p>Plans and strategies: <i>Where is M&D?</i></p> <ul style="list-style-type: none"> ✓ Provincial Development Plans (PDP) ✓ Annual Investment Plans (AIP) ✓ Annual Procurement Plans (APP) ✓ Executive-Legislative Agenda (ELA) <p>Legislative Action</p> <ul style="list-style-type: none"> ✓ Executive Orders ✓ Provincial Ordinances ✓ Resolutions <p>Legislated Migrant Resource Center within LGU</p> <ul style="list-style-type: none"> ✓ One-stop center for all migrant needs (i.e., legal, social security, ISE, psychosocial, help desk, etc.) <p>Migrant Representation in Local Development Council</p>	<p>A. Access to/ Availability of Resources Funds</p> <p>Appropriation</p> <ul style="list-style-type: none"> ✓ Legislation ✓ Actual budget ✓ Supplemental budget ✓ GAD Budget <p>Development Grants (Optional)</p> <ul style="list-style-type: none"> ✓ Financial assistance from outside partners (World Bank, Asian Development Bank, etc.) <p>National Loans/ Grants (Optional)</p> <p>Other funding options (BuB, Bureau of Local Government Finance, etc.)</p> <p>B. Spending/ Utilization</p> <p>Procurement</p> <ul style="list-style-type: none"> ✓ Workplan ✓ Actual Spending 	<p>A. Manpower/ Personnel</p> <ul style="list-style-type: none"> ✓ Institutionalized or Appointed Focal Agency ✓ Institutionalized or Appointed Focal Person <p>B. Capacity Development (Received)</p> <ul style="list-style-type: none"> ✓ From NGAs: Planning guides Road-maps for M&D Governance ✓ From NGOs: M&D Trainings (for Trainers/ Service Provider) • Reintegration • Counselling • Financial Literacy • Case Management • Crisis Intervention • Gender in M&D 	<p>Institutionalization of Information Hub</p> <ul style="list-style-type: none"> ✓ Legislation <p>A. Data Gathering</p> <ul style="list-style-type: none"> • Unified Database • Data Consolidation • Monitoring Tools • CBMS • Data/Statistics from OWWA, DOLE <p>B. Evidence-informed Policy Making</p> <ul style="list-style-type: none"> • Policies (Recommended and Passed) <p>C. Communications</p> <ul style="list-style-type: none"> • Communication Plans • Information-sharing mechanisms 	<p>CONVERGENCE:</p> <p>A. Availability of Investments, Savings and Entrepreneurship</p> <ul style="list-style-type: none"> • Menu of investments • Industry maps • Business packages • Business Expo/ Fairs • Capacity Dev't ✓ Financial Literacy ✓ Livelihood Trainings <p>B. Availability of Psychosocial Services</p> <ul style="list-style-type: none"> • Migrants ✓ Reintegration ✓ Counselling ✓ Crisis Intervention • Families ✓ Reintegration ✓ Responsible Parenthood ✓ Counselling/ Personality Dev't <p>Migrant Organizations</p> <ul style="list-style-type: none"> ✓ Reintegration ✓ Counselling ✓ Crisis Intervention <p>Communities</p> <ul style="list-style-type: none"> ✓ School-based programs ✓ Other support programs

ACTORS	LEADERSHIP	FINANCING	HUMAN RESOURCE	DATA AND COMMUNICATIONS	SERVICE DELIVERY (ISE/ PSYCHOSOCIAL)
MULTI-STAKEHOLDER GROUPS/ NON-GOVERNMENT PARTNERS Migrant Groups Overseas Filipinos Returning Migrants Private Sector Banks Micro-finance Institutions Local Businesses Cooperatives Communities Families Left Behind Religious Groups Other Non-Government Orgs Academe/ Think Tanks	Creation/ Institutionalization of a Multi-Stakeholder Group ✓ i.e. Technical Working Groups (TWG), Committee on Migration and Development (CMD) Identified functions and roles of Multi-Stakeholder Group ✓ Formalized commitments/ agreements ✓ Sustainability of the MSG members (accreditation, finances, etc.) Plans and Strategies: ✓ Strategic Planning ✓ Monitoring and Assessment ✓ Alignment with Provincial Development Plan	Counterparting Workplan Cost-sharing Mechanisms • Finances • Human/ Social Resource • In kind donations	Capacity Development (Offered) ✓ M&D Trainings • Reintegration • Counselling • Financial Literacy • Case Management • Crisis Intervention • Gender in M&D	A. Data Gathering • Information sharing to LGUs • Monitoring Tools B. Evidence-informed Policy Making • TWG for Policy inputs • Policies (Recommended and Passed) C. Communications • Participation in info dissemination • Info-sharing between and within MSG • Reporting Mechanisms	CONVERGENCE: A. Alignment of Investments, Savings and Entrepreneurship • Menu of investments/ cooperative investments • Business packages • Capacity Dev't ✓ Financial Literacy ✓ Livelihood Trainings B. Support Provision of Psychosocial Services • Migrants ✓ Reintegration ✓ Counselling ✓ Crisis Intervention • Families ✓ Reintegration ✓ Responsible Parenthood ✓ Counselling • Migrant Organizations ✓ Reintegration ✓ Counselling ✓ Crisis Intervention • Communities ✓ School-based programs

2. FINANCING

a. Local Government Units

The Financing pillar addresses the reality that funds and resources must be present to fuel the programs and services to be offered to OFs and their families. Funding may be aligned from existing appropriations such as the Gender and Development (GAD) budget, or from programs such as the Bottom-Up Budgeting (BuB) of the national government. LGUs may also choose to add a specific line item in their Annual Investment Plan (AIP) and work plan for M&D projects.

Moreover, through convening and partnering with local offices of NGAs, LGUs may find themselves tapping into agency budgets to implement M&D services. All agencies have GAD budgets that may be aligned for local M&D initiatives. Some agencies, such as DOLE and DTI, have core projects that are needed by OFs and their families for work preparation, entrepreneurship trainings, among others.

Furthermore, the sustainability of funding must also be ensured. The sustainability of funding will depend on the ownership that Local Chief Executives (LCEs), Local Legislative, provincial government offices, civil society organizations, and private enterprises have invested into M&D initiatives and programs. The ownership invested into M&D entails accountability and responsibility among all actors in the multi-stakeholder group led by the PLGU.

Some of the preliminary strategies to concretize the Financing pillar, as per emergent cases being documented by ULAP, are:

- *For Access to/Availability of Resources*
 - Funds Appropriation, i.e., through Legislation, actual budgets, supplemental budgets, Gender and Development Funds
 - Development Grants or financial assistance/subsidies/counterparts from external partners (national or international)
 - National loan facilities

- Other funding options: Bottom Up Budgeting
- *For Spending/utilization*
 - Procurement plans and reporting

b. Non-government Partners

The Financing pillar reiterates cost-sharing mechanisms that private sector and possible CSOs can work out with the local governments. Non-government partnership may contribute in the form of funding, human/social resource, and in-kind donations. The options for funding sources are, however, not limited to these. Non-government partners may align their own partnerships with other external entities to help realize local M&D plans, such as the case of Atikha in aligning its capacity-building and mobilization services to assist the provincial governments engage OFs and their families in the Philippines and abroad.

It is important to note that counter-parting and finances are good expressions of fulfilling commitments. MSGs may be platforms to uphold accountability among local partners – government and non-government alike. Through the work plans jointly drafted and agreed upon, each member of the MSG may refer to financing and counter-parting performance of each other to measure the scale to which commitments are delivered. Such a perspective promotes a healthy sense of social accountability.

3. HUMAN RESOURCES

a. Local Government Units

The Human Resources Pillar identifies the need to institutionalize a focal person or agency for the implementation of M&D initiatives and programs. As any innovation pushing for scale, the demand for a key entity in charge of convening stakeholders and harmonizing the implementation of work plans must be accounted for.

There is no ideal local government office or officer for this work. What matters is that the focal officer or person be chosen by the LGU according to how the M&D strategy fits in its course of operations and its local development plans. The choice of a focal agency or person would also depend on the contextual needs and priorities of the LGU itself. This means, the focal person/agency for M&D must be capacitated according to its mandate, and has the ability to extend its functions to take in the M&D-related responsibilities, until if possible, a separate but institutionalized M&D office can be created.

Capacity-building efforts do not end with the focal person and agency. Key staff and personnel need also to be engaged to promote their understanding and

appreciation of the M&D issues, and how solutions may be aligned or innovated through their own service areas. As discussed in earlier sections, most M&D initiatives are harmonized programs from different local government offices and NGA counterparts. An efficient way of reaching the scale and numbers of capacitated personnel is through Training of Trainers (TOT) activities for various skills and competencies.

b. Non-government Partners

The Human Resources Pillar emphasizes the collaboration between the focal person/agency assigned by the LGU to head M&D initiatives and the private sector and CSOs that may contribute to these initiatives. This means that the right CSO or private partner must be engaged for the right target outcome, of which insight can come from a stakeholder map.

Inter-sector partnerships may also be operationalized through activities conducted by CSOs, with the support of the M&D focal person/agency in a province or municipality. The success and effectivity of the collaboration may also be shown through the number of partnerships established by the M&D focal person/agency, and the quality of how activities contribute to the overall outcomes targeted by the provincial LGU and the CMD. Feedback, monitoring, and evaluation mechanisms therefore must also be present not just for the LGU performance of its commitments, but also for the CSOs and private sector partners.

It must be noted however, that not all NGOs operating in the localities would have the same level of technical and mobilization capacity as the case of Atikha in the CALABARZON experience. Hence there must be a conscious effort among CSO groups, migrant associations, and private partners to also mobilize and build their own capacity so they can more meaningfully engage local governments and government agencies in both program and policy levels.

4. DATA AND COMMUNICATIONS

a. Local Government Units

The Data and Communications Pillar identifies the need to institutionalize an information hub for M&D through appropriate executive and legislative action. Data gathering, consolidation, and generation mechanisms should be able to reflect social, political, and economic milieu of each province/municipality involved, hence the need for regular mechanisms to generate and process data for insight-mining for M&D programs and related policies. Evidence-informed policy making for M&D in local governance is critical. How data is shared and communicated has two aspects: internal and external. Internal data and

communications entail the facilitation and sharing of data among the different agencies and departments of the LGU concerned. Efficient and effective facilitation and sharing of data among the different agencies and departments will greatly improve evidence-informed policy making within the LGU. It will aid in the decision-making of LCEs and Local Legislative Board Members by prioritizing what needs to be prioritized and preventing redundancy of tasks, which can contribute to the efficient streamlining of resources to specific M&D projects.

On the other hand, external data and communications mean the facilitation and sharing of data from the LGU to its constituents, mainly migrants and their families. Being well-informed will help migrants and their families realize that there are existing avenues with which they can participate and contribute to the development of their community. They can create the demand for services, which their local authorities should and ought to give. Consequently, LCEs and other local authorities will become more responsive to their needs, and will eventually provide more programs that will specifically cater to their demand for services. The facilitation and sharing of data from the LGU to the people will also ensure accountability and sustainability of M&D initiatives and programs.

Currently, there is no existing data mechanism to arrange data regarding migrants' profile yet. There is no data framework with which we could pattern the arrangement of information regarding M&D. One of the possible challenges in the implementation of an institutionalized information hub for M&D then is the development of a kind of open-data platform that can capture a good range of information needed, process them, and generate them in such a way that local stakeholders – government and non-government alike – can process and use to help pursue the M&D agenda.

Some of the preliminary strategies and tools to concretize the Data & Communications pillar, as per emergent cases being documented by ULAP, are:

- *For Data Gathering*
 - Unified database in local levels
 - Data consolidation platforms/mechanisms
 - Monitoring tools
 - Community Based Monitoring System
 - Data/statistics from national sources: OWWA, DOLE, Census
- *For Evidence-informed policy making*
 - Policies crafted and passed because of evidence gathered
 - Planning protocols: how to translate the evidence into points for decision-making
- *For Communications*

- Strategic communication plans
- Information-sharing mechanisms (among stakeholders; to the general public)

b. Non-government Partners

As discussed in the earlier section of this chapter, the Data and Communications Pillar identifies the need to institutionalize an information hub for M&D. Data gathering, consolidation, and generation mechanisms is often a tedious process and it is in these processes where the partners from private sector and CSOs, especially migrants' groups and academic institutions, can help the local governments. Since the data should always up-to-date and relevant, organizations that work hand-in-hand with migrants and OFs will be able to help the local governments identify, generate information and depict accurate current situation of the migrants.

In terms of sharing data and communications among the members of the MSG, active participation from the representatives of non-government partners can help facilitate an efficient and effective mechanism on sharing vital information and improve evidence-informed policy making within the TWG or CMD established in the province or municipality. On the other hand, non-government partners' roles in facilitating and sharing data from the MSG to migrants and their families is also vital in ensuring that information are cascaded to the ground that will eventually create demand for services made available.

Some of the preliminary strategies to concretize the Data & Communications pillar, as per emergent cases being documented by ULAP, wherein non-government partners can collaborate with the local governments are:

- *For Data Gathering*
 - Information sharing to LGUs
 - Monitoring Tools
- *For Evidence-informed policy making*
 - TWG for Policy inputs
 - Policies (Recommended and Passed)
- *For Communications*
 - Participation in information dissemination
 - Info-sharing between and within MSG (among stakeholders; to the general public)
 - Reporting Mechanisms

5. SERVICE DELIVERY

a. Local Government Units

The Service Delivery pillar is the end that is most felt by the OFs and their families left behind. Hence service delivery has to be strategized with impact in mind. Service delivery, in general, puts a program into the priorities of the local government

with regard to how it wants the “flavor” of its M&D initiative to be, i.e., tourism, agriculture, production and export, among others. This “local flavor” then takes into account the economic strategies, backed up by the psychosocial skills and values support needed by the OFs and their families.

The Service Delivery Pillar has two aspects: Investments, Savings, & Economic; and Psychosocial. The **economic aspect** of the service delivery identifies the different options that the LGU can focus on to develop their existing primary commodities, products, and industries. LGUs may develop a contextualized *Menu of Investments* that will contain all the available services that will specifically cater to the economic needs of migrants and their families in their locality. It may also contain trainings and programs that will build or enhance the capabilities of interested migrants or their family members with regard to managing businesses and finances. Overall, the Service Delivery Pillar aims to ensure that hard-earned savings and resources from migrants and their families are not wasted.

On the other hand, the psychosocial aspect of the service delivery identifies the different options that the LGU can focus on to specifically cater to the psychosocial needs of migrants and their families in their locality. The framework also recognizes the social costs of migration; therefore, LGUs must also be responsive and proactive in reducing the social costs of migration.

It is important to note as well that the Service Delivery pillar is where convergence with national and local agencies happens. As earlier noted, local governments need not to invent new programs to satisfy the needs of its migrant constituents. Instead, the local government can convene its counterparts in the government agencies, so that services can be mainstreamed and streamlined into the delivery mechanisms viable for the local government to implement.

Some of the preliminary strategies to concretize the Service Delivery pillar, as per emergent cases being documented by ULAP, are:

- *For Availability of investments, savings, and entrepreneurship services*
 - Menu of investments in the province/ municipality
 - Industry maps
 - Business packages

- Business expos/fairs
- Capacity development: Financial Literacy, Livelihood and skills trainings
- *For Availability of Psychosocial services*
 - OFs: Pre-migration and pre-departure seminars, counseling, crisis intervention, reintegration
 - Families: family and income management, responsible parenthood, counseling, reintegration
 - Migrant and Hometown Organizations: reintegration, counseling, crisis intervention
 - Communities: school-based programs (for children of OFs)

b. Non-government Partners

The Service Delivery pillar is where non-government partners can contribute most in terms of alignment of services provided to the platforms (OSMRCs) and other programs provided by the local government. Non-government partners, especially those members of the MSG, can provide information on what could be the available supply of commodities, products, and industries that are readily available in the locality. Moreover, these partners can also provide the demand of the migrants and their families both on the economic and psychosocial aspects of the services that the local governments can provide.

Some of the preliminary strategies to concretize the Service Delivery pillar, as per emergent cases being documented by ULAP, wherein non-government partners can collaborate with the local governments are:

- *For Availability of investments, savings, and entrepreneurship services*
 - Menu of investments in the province/ municipality
 - Industry maps
 - Business packages
 - Business expos/fairs
 - Capacity development: Financial Literacy, Livelihood Trainings
- *For Availability of Psychosocial services*
 - Overseas Filipinos: reintegration, counseling, crisis intervention
 - Families: reintegration, responsible parenthood, counseling
 - Migrant Organizations: reintegration, counseling, crisis intervention
 - Communities: school-based programs (for children of Overseas Filipinos)

C. LESSONS LEARNED IN MAINSTREAMING M&D AT THE PROVINCIAL LEVEL

Using the pillars of the *Roadmap for Mainstreaming M&D in Local Governance* as framework for documenting the experience of the CALABARZON provinces (with province featured in separate parts in a latter section of this book), it is evident that provinces find their own “flavor” or individual approach in mainstreaming M&D into local governance. *As such, we see several ways of implementing and sustaining M&D initiatives on the ground, which rely heavily on how M&D makes sense to the local implementers and focal offices in relation to their larger development plans and existing capacities.*

Despite the alignment of M&D mainstreaming initiatives to specific local priorities and plans, we see across the experiences of the provinces some commonalities and best practices that can be helpful in adapting the M&D mainstreaming advocacy to different localities. By examining each pillar of the governance roadmap based on the experiences and practices of the provinces, the ULAP team also came up with an assessment and some recommendations on how the implementation of M&D initiatives can be improved.

1. LEADERSHIP

Buy-in of the Local Chief Executive to Mainstream M&D

Securing buy-in from the LCEs and their attached offices is necessary to initiate the implementation and subsequent mainstreaming of M&D in the programs and services of the provincial government. However, buy-in from the LCE is not always automatic and must be backed by supporting evidence that show the relevance of M&D in responding to needs and demands of the OFs, their families left behind, and the M&D stakeholders. This further means that one of the most effective ways of securing the buy-in of the LCE can be achieved through aligning M&D in existing capacities and priorities of the LCE.

As for the case of Batangas, Atikha who initiated the M&D initiatives in the province banked on the priorities of Governor Vilma Santos-Recto to provide social services to her constituents. As such, the activities implemented in the province geared towards minimizing the social cost of migration in the province. In contrast, as per the experience in Cavite, NEDA 4A banked on the size of the OF population in the province to illustrate the impact that the OFs can bring to the province, upon availability of different opportunities for them to invest in the industries and investment tracks identified by the province.

Such localized framing of the M&D agenda were essential to allow the LCEs to realize not only the

potential and significance of M&D in their localities, but also, that M&D is a critical factor that further strengthens the strategies and priorities of the province. This acknowledgement of the critical contribution of M&D to local growth and development, and service delivery provision, is evidenced by the inclusion or mention of M&D in the provincial plans and strategies of select CALABARZON provinces. While all the provinces have yet to produce data that concretizes the outcomes of the strategies, at the minimum of the local governance executive mainstreaming, there are initial outcome directions that can be identified.

We see this in the case of Cavite in its creation of a Re-entry Action Plan for M&D Initiatives, which engages more provincial government offices and introduces planning and budgeting guidelines for the implementation of M&D initiatives upon the implementation of SUMMID CALABARZON and explanation of NEDA 4A on the potential of OFs to contribute to local economic development. In a similar way, the province of Rizal has generated greater buy-in from the PLGU through the Rizal CMD’s “*bottom-up approach*” of implementing M&D initiatives. Creating demand needs and situational analysis from the municipalities and their OFs and the families will provide a targeted strategy for M&D activities and services in the province. The Rizal CMD will bank on the feedback and situational analysis of planning officers, social workers, and PESO manager of the municipalities with existing OF help desks to better gauge the interventions needed for M&D, given the demand for it in such municipalities.

Legislative Support in Institutionalizing M&D Initiatives

Identifying legislative champion/s is also necessary in the initial stage of implementing M&D initiatives in the province, especially in engaging provincial government offices and other stakeholders to provide programs and services to OFs and their families. In the implementation of the M&D projects in the provinces, many local offices immediately ask for a legal mandate stipulating any additional function that the office has to absorb. As such, having a legislative sponsor who can also take ownership of the initiative is important to clarify the functions, capacities, programs, and resources expected from the provincial offices who will be involved in the implementation of M&D initiatives in the province.

As for the case of the CALABARZON provinces, the Provincial Ordinances passed in relation to M&D legislated the creation of an MSG that will oversee the implementation of M&D programs and services in the province and the creation of migration

resource centers. Such legislative actions became the backbone of M&D implementation in the provinces as they guided the different member agencies of the MSG on the organizational structure and the functions of the members. The table below shows the legislations passed by the different Provincial Governments of CALABARZON.

However, inasmuch as support from the LCE of the province is an important factor, the dynamics in the transition of such local elected officials should also be considered in the mainstreaming migration and development in local governance. A change in leadership may result in the change of directions and priorities of the local government in terms of prioritizing migration and development. Although local legislation by the *Sanggunian* is not an absolute assurance for the sustainability of M&D initiatives in the local government, it is necessary that a legislative action is in place in order to strengthen such initiatives.

Building Sustainable and Consistent Multi-Stakeholder Councils

All CALABARZON provinces have a multi-stakeholder group/council (MSGs) in implementing the M&D programs and services, which is a testament to the concerted effort that must be put in addressing the needs of OFs and harnessing their potentials. The M&D MSGs are similarly composed of offices from the provincial government, regional and provincial offices of NGAs, and entities from private and NGOs that can provide economic options for OFs and their families (e.g. banks, cooperatives, agri-based businesses). What differentiate the M&D MSG of each of the provinces are the designated focal offices of the center and council/committee.

Batangas and Cavite had Provincial Social Welfare and Development Office (PSWDO) as the current focal office for M&D programs, with Provincial Planning and Development Office also taking a significant role in the implementation of M&D initiatives in Cavite. As per Laguna and Quezon, Provincial Employment Services Office (PESO) were the identified focal offices, with Provincial Gender and Development Office (PGAD) also serving as the co-chair of the Quezon PCMD. As for Rizal, a state university leads the implementation of M&D initiatives in the province. The differences in the focal offices for M&D initiatives in the provinces can once again be attributed to the framing of M&D and understanding of the LCE of the importance of M&D, in the context of the larger development plans of the province.

However, it is important, as well, to establish institutional commitments from the members of the multi-stakeholder

council or group, especially those from the private sector and NGOs. A sustainable council will also help in continuing and institutionalizing the LGU's initiatives on M&D through continued partnerships with different stakeholders, thus, ensuring the services being offered to OFs.

As with the case of Cavite, the clear buy-in from PSWDO and PCLEDO allowed the Provincial Government to deliver existing services to OFs and their families. However, securing the commitment of the Provincial Planning and Development Office (PPDO) through the SUMMID CALABARZON project allowed the Provincial Government to come up with a Re-entry Action Plan that frames the engagement of other offices for further concerted service delivery. It is also worthy to note the case of the province of Rizal for its unique approach in terms of leadership wherein the academe through the University of Rizal System (URS), with the support of CSOs, took the lead in mainstreaming M&D in the province by being the primary convener for all stakeholders. This can set as an example for other local governments to replicate given the experience of the said institution in research and extension activities that partner with different local government and CSOs.

Moreover, it is also important to establish a vertical alignment of priorities and services for M&D between the members of the regional and/or provincial offices of the NGAs to sustain and eventually expand services options for OFs. *(Further discussion on vertical alignment will be done in Chapter 3.D on Policy Recommendations.)*

2. FINANCING

The strategies of the CALABARZON provinces in financing their M&D programs and services are closely related to their strategies for leadership. Provinces where M&D is strongly aligned with the priority of the LCE can more likely have ease in getting an allocated budget for the M&D initiatives of the province. As for the case of Batangas, roughly PhP 1 million is allocated yearly to the PSWDO, which houses the Batangas Province Migration Center (BPMC), for the implementation of the province's M&D initiatives. The province of Quezon on the other hand, have tapped their GAD fund to finance their migration and development programs and projects, given that migrant population of the province is composed mostly of women. However, the use of such funds is not yet institutionalized through legislation.

Innovation in Financing M&D Initiatives at the Provincial Level

In the case of other provinces, the focal offices and

MSG members have devised innovations on how to continue implementing programs and services for OFs and their families even without a special allocated fund for their migration resource center. Both Cavite and Quezon MSGs anchor on the existing services and programs of its member agencies and provincial offices in order to streamline resources for the implementation of M&D initiatives. Cavite OFW Council banks on the Provincial Cooperative, Livelihood and Enterprise Development Office's (PCLEDO) existing livelihood and skills training to provide economic services for OFs and their families, while it taps PSWDO to provide psychosocial services through its regular counseling and financial literacy trainings. Quezon PCMD, likewise, engages its member offices like the Provincial Tourism Office (PTO) and Office of the Provincial Agriculturist (OPA) to readily provide services to OFs and their families once the Quezon MRC is operational. This streamlining of existing programs of M&D MSG members builds a case that provinces can assess their existing program inventories first and determine which ones can be linked to M&D, so as to jumpstart the provision of services for OFs and their families.

Streamlining existing programs of MSG members that can be linked to M&D

In continued pursuit to provide programs and services that will respond to the needs of OFs and their families, the programs provided by the MSGs are bound to progress and expand into projects that are not part of the regular services of implementing offices. We see this happen in the CALABARZON provinces as they are invited to marketplace events abroad for study tours and investment missions. Thus, in pursuing institutionalization and sustainability, some provinces have also issued guidelines on budgeting, requiring M&D implementing offices to allocate a certain percent of their annual budget specifically for M&D activities in order to ensure service delivery.

One concrete streamlining strategy for funding is to harmonize M&D and Gender and Development (GAD). The most explicit strategy for this is Quezon, wherein the GAD budget fuels most of the preliminary activities of the M&D initiatives. We see this strategy also emerging in Cavite, wherein starting 2016, offices will be required to allocate for M&D activities. Laguna is also considering adapting the same strategy and tapping the GAD fund of offices.

3. HUMAN RESOURCES

As mentioned before and as will be evident in the experience of the CALABARZON provinces, the M&D

MSG of each province has a different focal office for the implementation of programs and services for OFs. The differences in the focal offices for M&D initiatives in the provinces can be attributed to the framing of M&D and understanding of the LCE of the importance of M&D in the context of the larger development plans of the province. It is also dependent on which provincial offices have the capacity to implement M&D initiatives, and whether M&D initiatives are aligned with the legal mandates and official duties of such offices.

Both elements were clearly seen in the case of Laguna, wherein PESO was designated as center manager of the OSMRC. This meant that the services of the center for OFs and their families mainly addressed issues on psychosocial needs of migrants. As a result, much of the services were focused mainly on the psychosocial aspect of M&D, while the economic dimension was clearly lacking. Such situation was problematic since both psychosocial and economic aspects of service delivery must be equally addressed in order to convince then Governor Hernandez to continue support M&D initiatives in the province. And so, it was only when ULAP conducted a consultation with Governor Hernandez for the project *Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines*, which is a project of Atikha, with ULAP, as supported by IFAD, that the expansion of engagement among provincial government offices was facilitated, especially the renewed commitment of the PPDO of Laguna, to properly address the economic dimension of M&D initiatives.

Establishing Focal Offices in the Provincial Government for M&D

Though the offices they represent may differ, the focal offices of M&D implementation in the province share these things: clear buy-in for M&D, capacity to convene, and willingness to harmonize the members of the MSG and the MSG itself vis-a-vis the regional CMD. The head of Quezon PGAD and co-chair of the PCMD has noted that she saw the relevance of M&D in her GAD advocacy. Batangas PSWDO shares the same commitment to the advocacy as M&D is seen as a priority of their local chief executive. Notably, the University of Rizal System as the chair the Rizal CMD also has the same capacity to convene members from the local municipal offices even as an external stakeholder. Cavite PPDO who holds an important role in the mainstreaming of M&D in the province also has the capacity to harmonize the activities of Provincial Government Offices for the sake of M&D.

¹¹⁵ ULAP, in partnership with the Philippine Commission for Women (PCW), recently submitted to the Department of Interior and Local Government (DILG) a proposal to institutionalize the utilization of the GAD fund of local governments for migration and development (M&D) initiatives at the local level. In order to concretely operationalize the strategy, focusing on M&D, the local government concerned must develop a plan of action that will specify how the GAD fund will be utilized in chosen M&D initiatives, taking into account their local context. The proposal aims to generate a set of guidelines for the utilization of GAD fund in local M&D initiatives.

These characteristics enable these focal offices to continue advocating for the mainstreaming of M&D in the face of several stakeholders in a concerted and guided manner. *Table 6* below summarizes the approach of each province in the mainstreaming of M&D initiatives.

Regardless of the focal office heading the M&D MSG of the province, it remains true that lead implementer and member agencies alike need capacity development to enable them to adequately address the social costs and harness the potential of M&D. The capacity-building activities of SUMMID CALABARZON deal with the aspects where frontline service providers and M&D implementers need further capacitating, i.e., planning, provision of psychosocial services, and provision of economic services. NEDA 4A and Commission of Filipinos Overseas (CFO) led the creation of a *Mainstreaming Guide for M&D Local Planning* and the training of trainers on the use of the guide. This was helpful as it informed M&D practitioners about making migration-sensitive objectives, identifying appropriate M&D-sensitive programs and projects, and linking M&D-sensitive plan with investment program and budget. Moreover, the Regional Office of the Department of Interior and Local Government (DILG 4A) issued a Memorandum Circular endorsing the use of the Mainstreaming Guide developed by NEDA 4A and CFO. As a result, Cavite PPDO has created a provincial re-entry action plan for M&D, enumerating plans for the Migrant's Day Celebration of the province and even the allocation of funds for the M&D programs that will be implemented starting next year.

As previously mentioned, NEDA 4A has invited PPDO to different regional fora, where the potential of migration (through remittances, donations, and skills transfer) to contribute to local development was repeatedly emphasized. For Engr. Del Mundo, what triggered his interest in M&D is the *M&D Mainstreaming Guide for Local Planning* organized by NEDA 4A through the SUMMID CALABARZON project, in Naga City on April 21-22, 2015. "The consultation really helped me appreciate the place of migration the local development plans. It was my first time to hear the experience and insights of provincial planners and M&D focal persons from all over CALABARZON. Planners from Bicol were also present during the workshops to share their experiences in implementing JMDI projects in Naga (translated from Filipino)," noted Engr. Del Mundo.

Capacity-Building Activities for Investment, Savings, Entrepreneurship (ISE), Psychosocial,

and Planning to Reinforce Convergence Strategies among Stakeholders at the Local, Regional, and National Level

SUMMID CALABARZON capacity-building activities for psychosocial services also became instrumental in linking provincial and municipal frontline service providers to different NGAs. This is important as the frontline service providers can refer their client OFs to the NGAs who may have more technical capacity to address the concerns of the OFs. Participating agencies include CFO, Department of Labor and Employment (DOLE), National Reintegration Center for OFWs (NRCO), Philippine Overseas Employment Administration (POEA), Overseas Workers Welfare Administration (OWWA), and Department of Foreign Affairs (DFA), which were all invited as resource speakers in the technical trainings that Atikha facilitated. Such trainings include Family and Income Management Trainings, Reintegration Planning and Counseling Trainings, Case Management Seminar, Pre-Migration Orientation Seminar. These capacity-building activities encourage the local M&D MSGs to improve its technical knowledge in accommodating psychosocial concerns of OFs and their families while also making it clear that outsourcing assistance from NGAs is an equally valid option.

The same thing can be said of the capacity-building activities for ISE services. On one hand, M&D MSGs are presented with an external collaboration approach by having regional offices of NGAs such as Department of Agriculture (DA) and the Department of Trade and Industry (DTI) present their identified agri-business and investment opportunities in the province. On the other hand, there remains an internal collaboration approach, in the sense that provincial government offices leading their MSGs in providing ISE options to M&D stakeholders are now more conscious of directing the mobilized resources of OFs into channels that fuel local economic development. This necessitates the creation of investment packages from local cooperatives, which the economic subcommittees of Quezon, Laguna and Cavite have done under the leadership of their provincial agriculture and cooperative offices.

Shifting the Roles of OFs Groups from Client to Partner

Based on the cases and experience of the CALABARZON provinces in mainstreaming M&D, the MSGs have consciously tried to secure the membership of migrant organizations in order to gather insights as to whether the services provided by the M&D MSG respond to needs of OFs and their families. Batangas, Laguna, and Cavite have all included federated OF groups in their M&D MSG for

Table 5. List of Local Ordinances and/or Resolutions passed by Provincial Governments of CALABARZON

Province	Legislative Action	Provision
Batangas	Provincial Ordinance (PO) No. 006, Series of 2012: <i>An Ordinance Establishing And Institutionalizing The Batangas Province Migrant Center (BPMC), Appropriating Funds Thereof And For Other Purposes</i>	Creates a migration resource center where the M&D programs and services of the province can be offered Stipulates the creation of the <i>Batangas Province Migrants Coordinating Council (BPMCC)</i> , a multi-stakeholder group tasked to oversee the operations of the BPMC
Laguna	Provincial Resolution No. 271 and PO No. 7, Series of 2012: <i>Ordinance Establishing the Laguna One Stop Migration Resource Center (OSMRC)</i> Provincial Resolution No. 272 and PO No. 8, Series of 2012: <i>Ordinance Creating the Laguna Migration and Development (M&D) Council</i>	Creates a migration resource center where the M&D programs and services of the province can be offered Stipulates the creation of the <i>Laguna M&D Council</i> , multi-stakeholder group tasked to oversee the operations of the Laguna OSMRC
Cavite	PO 2011-02: <i>An Ordinance Creating The Cavite Overseas Filipino Workers Council in the Province</i> PO 2012-024: <i>An Ordinance For Creation Of The Cavite Migration Resource Center</i> PO 2013-14: <i>An Ordinance Amending Po No. 2012-024, Section 5, Composition Organizational Structure Of Cavite Migration Resources Center</i>	Stipulates the creation of the <i>Cavite OFW Council</i> , multi-stakeholder group tasked to oversee the operations of an OSMRC Creates a migration resource center where the M&D programs and services of the province can be offered Includes PCLEDO in the Executive Committee of the Cavite MRC
Quezon	Executive Order (EO) 02, Series of 2015: <i>Order Creating the Provincial Committee on Migration and Development (PCMD) for Quezon Province</i>	Stipulates the creation of the <i>Quezon PCMD</i> , a multi-stakeholder group tasked to implement M&D programs and services of the province

such purpose. Rizal and Quezon as well are in the process of identifying municipalities with federated OF groups that can be tapped as members of their respective committees.

Under the right circumstances and with further capacity built among the OF groups, the maturity and depth of involvement of OFs in the provincial M&D MSGs will enable them to likewise become collaborators of the MSG in terms of political advocacy and resource sharing for local development. Rizal and Cavite, particularly, have organized OFs groups abroad who are capable and willing to partner with local groups and engage in diaspora philanthropy. This shift in the OFs' capacity and nature of engagement not only would scale up the services that the provincial M&D MSG can provide but also, and more importantly, would institutionalize the demand for such economic and social services.

This is a point worthy of following through in terms of outcomes, if continued and deepened involvement of OFs in the engagement platforms in the provinces will meaningfully improve representation of the OF agenda, and sustain the M&D mainstreaming initiatives that have been put in place through the strides undertaken in the provinces.

⁶⁵ The Community-Based Monitoring System (CBMS) Network is part of the Poverty and Economic Policy (PEP) Network supported by the International Development Research Centre (IDRC) Canada through its Globalization, Growth and Poverty (GGP) Initiative, and by the Canadian International Development Agency (CIDA).

CBMS provides local-level census of poverty indicators, detailed measurement of many dimensions of poverty, identification of households that are poor in each dimension, and a systematic source of data for local & national governments, NGOs, international institutions, etc. to guide use of local budgets and target programs and beneficiaries, lobby for new resources, and monitor impacts of crises and policies.

CBMS data helps promote evidence-based policymaking; provide program design, targeting, and implementation; and empower local communities to participate in the process. <http://www.dlsu.edu.ph/research/centers/aki/participant/cbms/>, last accessed January 15, 2016.

4. DATA AND COMMUNICATION

With regard to data and communications, it was evident that there is no existing data mechanism to arrange and consolidate all data regarding OFs and their families into one platform yet. Despite the existence of Community-Based Monitoring System⁶⁵ (CBMS) that was mainly utilized for building the database of migrants, it is still unable to provide more detailed information on the profile of OFs and migrant families. Furthermore, none of the provinces or actors has shown aggressive monitoring and evaluation of outcomes regarding M&D because existing data frameworks have not yet developed tools for monitoring and evaluation of the various M&D initiatives in the provinces.

Therefore, one of the possible challenges in the implementation of an institutionalized information hub for M&D then is the development of a kind of open-data platform that can capture all the information needed, process them, and generate them in such a way that stakeholders and communities-at-large could easily absorb and understand. Another challenge would be developing a tool for monitoring and evaluation of outcomes regarding M&D within this open-data platform. What is essential is that the information gathered in relation to M&D must be able

to help the LGUs become more responsive to the needs of their migrants. Such information hub must be able to encourage good governance, not further hinder it.

Using Existing Mechanisms of Regional, Provincial and Municipal Agencies for Data-gathering and Building OF Profile

Data on the profile of the OFs and OF families in their locality has been sought out by the provincial M&D MSGs in pursuit of wanting to have a better understanding of the needs and capacities of their stakeholders. “Once we know what kind of OFs we have in our province, we can decide better what types of programs to offer them,” noted Jaeson Cruz, University of Rizal System Planning Officer. Cruz’s sentiment rings true to all CALABARZON M&D MSG. As such, each province has tried to come up with ways to determine the characteristics of their OF population.

Numerous methods can be employed to build the migrant database of a province. Laguna and Batangas coordinates with the regional OWWA for statistics, while Quezon gets in touch with organized migrant organization in the municipalities. Still there is the Rizal Provincial CMD that uses a bottom-up approach in mainstreaming M&D and consolidates feedback from the municipalities who have a better gauge of the profile of their constituents. Cavite has also utilized the Cavite Government Client e-registration⁶⁶ to map out the services that M&D stakeholders often avail, and subsequently plan their M&D programs accordingly.

Mapping of migrants will be able to help provincial governments become more responsive to the needs of their migrants. This was evident from the experience of Laguna, wherein, data on the number of OFs in Laguna helped identify top-sending municipalities of the province, which was a major consideration in identifying training sites for capacity-building activities. Of the five municipalities and one city where the SUMMID CALABARZON trainings were cascaded, four (Alaminos, Pila, Bay, Sta. Cruz) belong to the top 15 municipalities with highest OF population.

Institutionalizing Information Dissemination about Programs and Services for OFs

Apart from getting data from the OFs, equally

important is giving information to them for the services and programs that they can avail, as put together by their local governments. Facilitation and sharing of data from the LGU to its constituents, mainly migrants and their families, is essential to the development of programs that are responsive to people’s needs. Being well-informed will help OFs and their families realize that there are existing avenues with which they can participate and contribute to the development of their community. They can create the demand for services, which their local authorities should and ought to give. Consequently, LCEs and other local authorities will become more responsive to their needs, and will eventually provide more programs that will specifically cater to their demand for services. The facilitation and sharing of data from the LGU to the people will also ensure accountability and sustainability of M&D initiatives and programs.

In the experience of CALABARZON, online platforms can be utilized to let people know about the services they can avail from the provincial MRC. Cavite and Batangas have noticed however that a more substantial way of reaching the target audience is by meeting them face to face through different activities such as marketplace events abroad and the conduct of Provincial Migrants Day Celebration. Thus, as it stands, the supply side of the programs is enriched through capacity-building activities and convergence strategies, while a clearer picture of the demand side of the programs is yet to be painted.

“The consultation really helped me appreciate the place of migration the local development plans. It was my first time to hear the experience and insights of provincial planners and M&D focal persons from all over CALABARZON. Planners from Bicol were also present during the workshops to share their experiences in implementing JMDI projects in Naga,”
- Engr. Pablo Del Mundo, PPDC Laguna

In order to create balance and further develop the demand side of M&D initiatives, open-data platforms that will eventually be created and utilized should be strategic and purposive. Data being shared by LGUs must sufficiently inform OFs and their families of the specific programs that can address their concerns, which will generate the demand for services, whether it is economic or psychosocial. Currently, there is no data available from the cases on whether municipal OFW desks are actively tracking the kinds of issues OFs and their families usually raise to the LGU, and whether they are being addressed at all.

Establishing Monitoring and Evaluation (M&E) of Programs and Services to Build the Case of Demand vis-à-vis Supply

While the provinces of CALABARZON have identified numerous ways of letting people know about the

⁶⁶The e-registration system has been in place at the provincial capitol since 2012 and is the first thing that Caviteños encounter when they wish to avail of any service from the PLGU. The computerized system records the services and assistance sought by their constituents. It accounts for the basic information (e.g. name, age, gender, municipality of residence, type of service that will be availing for the day, previous services availed from the PLGU in the past) of the resident coming to the capitol to seek assistance. By utilizing the e-registration system with ride-in qualifiers for OFs and OF families, the Provincial Govern-

programs and services that the M&D focal offices offer, what remains wanting are monitoring and evaluation (M&E) mechanisms for the services, programs, and activities conducted by the M&D MSGs.

This is particularly relevant to the trainings of trainers that the provincial MSGs cascade to the municipalities. The reporting schemes, so far, only count how many trainings have been conducted, and how many of the trainings have been cascaded further. But the question on outcomes and impact has to be asked: Do we have enough scientific, well-researched evidence and documentation that financial statuses of trained migrants and their families have improved? Do we have province-wide data on the outcomes of reintegration initiatives? Is local economic development in the provincial level improving because more connections are being made between the OF investors and the economic opportunities in the provinces? Having an M&E mechanism in place that proactively seeks out answers to these impact-driven questions can enable the local governments to build on the case for demand and effectiveness of their programs, and the need to finance these services as well.

5. SERVICE DELIVERY

a. INVESTMENT, SAVINGS, ENTREPRENEURSHIP (ISE)

One can say that providing programs and services that will minimize the social cost of, and maximize the gains from migration, is the critical goal of the M&D MSGs of the provinces. The Services will perhaps be what the OFs and their families would remember most, among all the initiatives of the provincial M&D MSGs, because it is what directly affects their lives the most. As such, it is important that the programs are harmonized and anchored on the long-term development goals of the province in order to maximize the initiatives of the implementing offices and the resources invested by OFs and their families. This assertion is guided by the framework that M&D has the potential to contribute to local economic development. Migrant resources (in the form of remittances and technology transfer) can be channeled to province of origin through economic packages that will generate jobs, increase revenue, and stimulate local economic development.

Creating Economic Opportunities for OFs for Investments

The economic subcommittees of the provincial M&D MSGs, thus, play an important role not only in providing OFs and their families with investment, savings, and entrepreneurial options that will make their assets productive, but also, in channeling the remittances back to the province of origin. John Maranan of the

PTO of Quezon and head of the Quezon PCMD's economic subcommittee noted that their initial search for business opportunities for OFs led them to Manila-based companies, and as such has sought the inputs of co-members of the committee to assist the office in identifying Quezon-based businesses. Laguna and Cavite had the same lens of looking for local cooperatives and agri-based businesses that the OFs can invest, such that, the mobilized resources of OFs will fuel local economic development.

In the Reintegration Planning and Counseling TOTs conducted by Atikha, regional office of DA presents identified agri-business opportunities available in the province, while DTI presents business and investment opportunities in the province. Provincial governments and their representative offices who attend the *PinoyWISE* Marketplace Events abroad have been encouraged to present local investment and entrepreneurial opportunities in the province since the early years of the *PinoyWISE* campaign. Nonetheless, seeing the regional offices of national government agencies present local business and investment opportunities during TOTs made the local economic subcommittees of M&D MSGs realize the importance, potential, and feasibility of ISE packages developed by the Provincial Government. As such, MSGs that have for so long viewed M&D with the lens of social service provision, are now starting to reenergize their economic subcommittees to consolidate province-based ISE options for OFs. Batangas and Quezon are in this stage of the process, aiming to fully tap the potential of OFs to contribute to local economic development through the mobilization of their resources towards local ISE options.

It is important to note, as well, that this is where convergence with national and local agencies happens. ISE services of the M&D MSG need not be entirely new programs as NGAs, such as NRCO, DOLE, and DTI have existing programs that simply need local implementers at the provincial and municipal level. As in the case of Laguna, Batangas, and Cavite who all coordinated with NRCO for the provision of livelihood assistance to OFs who were repatriated back to their province of origin, one option for other localities is to bank on their partnership with NGAs to provide additional ISE programs for OFs.

b. PSYCHOSOCIAL

The same principles found in the ISE services of the provincial M&D MSGs apply for their psychosocial services: existing services of Provincial Government offices are a good way to start providing services to OFs; other members of the M&D MSG can be tapped to further enrich the services; and partnership with NGAs for referrals is an underutilized asset that

provincial stakeholders are now trying to employ.

Converging Local Government Services vis-à-vis NGAs' Services

With the Provincial PESO and PSWDO as active members, if not focal offices, of provincial M&D MSGs, anti-illegal recruitment and counseling programs of the offices are readily available for the MSG and its stakeholders.

As in the case of Rizal, Batangas, and Laguna, the inclusion of Department of Education (DepEd) Division Office and faith-based organizations in the provincial M&D MSG gives its psychosocial services additional breadth and depth. The membership of DepEd Division of Antipolo and Division of Rizal in the Rizal CMD secures the provision of psychosocial services to school-aged children who belong to OF families.

Moreover, partnerships built between municipal and provincial social welfare offices and NGAs through the conduct of Reintegration Planning and Counseling have also opened the possibility for referral systems, where the local actors send OFs and OFs families with grave concerns to NGAs who are more capable to assist the OFs. The activities of the SUMMID CALABARZON project have linked frontline service providers at the local level to NGAs such as CFO, DOLE, NRCO, POEA, OWWA, and DFA. This increased the technical capacity of M&D MSG members to attend to the needs of their clients through referral system, which is a valid option for more comprehensive service delivery.

On the other hand, some of the provinces were able to tap other stakeholders in the delivery of M&D

services. Co-members of the Batangas and Laguna M&D councils have vouched that the membership of the Lipa Archdiocesan Commission on Migrants and Missions⁶⁷ (LACMMI) and the provincial chapter of Couples for Christ⁶⁸ (CFC) respectively allowed their conduct of Family and Income Management trainings to have a values formation perspective. Aligning of priorities and services offered to other stakeholders helps the provinces mainstream their initiatives and services in M&D.

D. POLICY RECOMMENDATIONS

Given the lessons learned using the roadmap in reference to the local governments that have implemented M&D in their localities, ULAP seeks to propose policy recommendations for the effective mainstreaming of migration and development initiatives in local governments. Before proceeding, however, it is important to note of the nuance that migration issues differ from one locality to another. Throughout the years of work of ULAP in M&D, we have continuously noted that some localities are more concerned with internal migration (inter-region or inter-province movement) rather than international migration. Hence any national or regional-level policy must be able to account for the nature of the migration issues in different areas to translate the policy into effective implementation.

I. Strengthening the Role of the NEDA-SCIMD and Converging National Government Agencies M&D Initiatives

The National Economic and Development Authority (NEDA) Subcommittee on International Migration and

Table 6. Summary of Local M&D Thrust and Designated M&D Focal Offices in the Provincial Governments of CALABARZON

Province	Local M&D Thrust	Designated M&D Focal Office
Cavite	Addressing the Economic and Social Development of OFs and their families	<ul style="list-style-type: none"> Provincial Social Welfare and Development Office (PSWDO) as chair, Provincial Planning and Development Office (PPDO) as co-chair
Laguna	Addressing the Economic Development of OFs and their families	<ul style="list-style-type: none"> Provincial Employment Services Office (PESO) as chair Provincial Planning and Development Office (PPDO) as co-chair
Batangas	Addressing Social Costs of Migration	<ul style="list-style-type: none"> Provincial Social Welfare and Development Office (PSWDO)
Rizal	Initiating the mainstreaming of Migration and Development in the province	<ul style="list-style-type: none"> University of Rizal System (URS), with the support of Civil Society Organizations (CSOs)
Quezon	Economic and Social Development of OFs and their families, with special emphasis on gender and equality	<ul style="list-style-type: none"> Provincial Employment Services Office (PESO) as chair, Provincial Gender and Development Office (PGAD) as co-chair

⁶⁷ For further information regarding the organization, visit the LACMMI website at <http://www.archlipa.org/commission/lacmmi/>.

⁶⁸ For further information regarding the organization, visit the CFC website at <https://www.couplesforchristglobal.org/home.aspx>.

Development (NEDA SC-IMD) is the primary body tasked to give recommendations to the Social Development Committee-Cabinet Level on policies and programs related to international migration and development consistent with the national development objectives and priorities. The NEDA SC-IMD, therefore, should be strategically identified as an advocacy platform that should be utilized effectively by regional and local actors for guidelines and policies to address the following concerns:

1. There is still a lack of national framework that shall provide the necessary policy guidelines that harmonize and mainstream migration and development initiatives by strengthening inter-government collaboration between NGAs and LGUs, considering that LGUs are at the forefront to address the needs of the migrant families and the economic development of their localities.
2. It is also important that organizations on the same level are aligned with each other in terms of the projects and programs being offered to the OFs. At the national level, multiple agencies provide programs and services for the welfare of overseas Filipinos. Few of which are the Overseas Workers Welfare Administration (OWWA), Commission for Filipinos Overseas (CFO), Philippine Overseas Employment Administration (POEA) and the Department of Labor and Employment-National Reintegration Center for OFWs (DOLE-NRCO). However, the problem arises when each of these agencies function independently from one another in providing services, when in fact, they cater to the same clients which are Filipino migrants. There is no existing platform that serves as a coordinating instrument that shall harmonize and converge initiatives from these national agencies. This also creates confusion for local governments on which agency to tap for technical and financial assistance for their M&D projects and programs.
3. To address these issues, the NEDA-SCIMD should be used as a platform to facilitate the passage of a Joint Memorandum Circular (JMC) together with the above-mentioned agencies and other stakeholders such as the Department of Interior and Local Government (DILG), CSOs and the representatives from the private sector. ***The JMC should provide what is expected from each agency and organization in terms of programs and projects on migration and development and their contribution in bringing forward the agenda of OFs.***

The JMC should be explicit as well on endorsing M&D initiatives to local governments as a strategy for local economic development and

service delivery to migrants and their families left behind. This explicit endorsement will help local governments to align executive, legislative, and budgetary agenda to the national thrusts for M&D. ULAP has already devised a governance framework approach (discussed in an earlier part of this chapter), which serves as a tool to support the M&D implementation of the LGUs, with a special attention to the executive and legislative approach of the elected officials. The roadmap is set to contain the initial menu of suggested strategies under five pillars identified by ULAP as important components of governance for implementing, and eventually mainstreaming, M&D. The menu of strategies can be used by both the executive and legislative of the LGUs as an input and reference in implementing M&D and creating local innovations to maximize the contribution of migration to local development.

The JMC should also include the framework on how information and initiatives from the national level shall trickle-down to local governments to bridge the gaps in communication in all levels. This can help local governments in terms of financing since their programs and projects are limited due to budget constraints. Finding avenues wherein national governments agencies can partner with local governments to off-set expenses or expand the quality and quantity of their programs and projects shall be done through the proposed communication framework. Furthermore, local governments can tap national government agencies for technical assistance and expertise on mainstreaming M&D initiatives in local governance.

II. Institutionalization of a Regional Committee on Migration Development in NEDA Regional Offices

CALABARZON was the first in the country to have a Regional Committee on Migration and Development (CMD) established as a subcommittee under the Regional Development Council (RDC) of the National Economic Development Authority (NEDA). The function of Regional CMD is to ensure coordination in promoting policies, programs, and projects related to migration and development in the region.

As discussed in previous chapters (*see Chapter 2 and Chapter 3A*) the Regional CMD plays an important role in mainstreaming and providing direction of M&D initiatives at the local level. ***NEDA in the regions⁶⁹ possesses a unique function of being an intermediary of the local governments and the national government agencies, and should a CMD be in place for all NEDA regions, the node of the linkage between national and local***

⁶⁹ NEDA Regional Offices serves as the principal technical management and executive arm of the Regional Development Council particularly in the coordination of plan formulation and investment program, updating and implementation at the regional level. They coordinate projects of national government agencies and local government units that have impact on the region and link projects of LGUs in the region that requires national government financial exposure. They also communicate and disseminate information on national policies, thrusts and priorities affecting regional development to local governments and other stakeholders.

planning and prioritization can be mitigated with a migration lens (whatever the nature of migration issues are present in the region based on local contexts). This organizational development strategy can be seen as an affirmative push for mainstreaming M&D in the various levels of the bureaucracies – both in national government agencies, and the levels of local governments.

Therefore, the RDC of NEDA 4A was designated to be the primary coordinating body and chair of the CALABARZON CMD. The RDC coordinates with regional offices of NGAs on how their existing services for OFs can be harmonized with the programs of other agencies (e.g. DOLE’s work on assisting repatriates and DSWD’s initiatives on the protection of OFs’ rights) and how other agencies with no specific program for OFs can still help carry out the M&D agenda (e.g. DA and DTI leading the identification of business and investment options that can be offered to OFs). The regular CMD meetings become venues for discussion on the implementation of the programs and how collaboration and convergence can potentially upscale the initiatives. The function of the

RDC as an institution that harmonizes the development plans of local government units, civil society, regional offices of NGAs, and the national government allows the further expansion of M&D advocacies into different venues.

Furthermore, given the economic benefits of migrants to local development through its remittances and the potential for technology transfer, Regional Development Councils in NEDA can provide guidance to the provinces in aligning initiatives on migration and development with the development agenda of the region in order to effectively and efficiently maximize these remittances by not just spending but through investment, thus facilitating local economic growth.

As far as available documentation is accounted for as of this writing, aside from Region 4A, only Region 11 (Davao), Region 5 (Bicol), and Region 1 (Ilocos) have established their own CMDs. However, other regions have yet to establish a functional CMD such as Central Luzon, given that it has a large number of migrants.

Table 7. List of National Agencies with Data on OFW Profile Dimensions

Agency	Types of Data Available
<i>Commission on Filipino Overseas</i>	<ul style="list-style-type: none"> • Stock estimate of overseas Filipinos (national figures) • Number of registered emigrants, their profile and destinations (up to municipal level) • Number of Filipinos who marry foreign nationals, their profiles, manner of introduction and destinations (up to municipal level) • Au pairs (up to municipal level) • Data on donations to LINKAPIL/ diaspora philanthropy (up to municipal level)
<i>Philippine Overseas Employment Administration</i>	<ul style="list-style-type: none"> • Number of deployed OFWs, profile (sector, gender, occupation, new hire/rehire) & destinations • List of licensed recruitment agencies / job orders • Illegal recruitment cases
<i>Overseas Workers Welfare Administration</i>	<ul style="list-style-type: none"> • List of Pre-Departure Orientation Seminar providers • Members & welfare-related statistics
<i>National Reintegration Center for OFWs</i>	<ul style="list-style-type: none"> • Reintegration programs and services • Number of migrant returnees provided with services
<i>Department of Foreign Affairs</i>	<ul style="list-style-type: none"> • Assistance to national cases • Legal assistance to nationals
<i>Bangko Sentral ng Pilipinas</i> ⁷⁰	<ul style="list-style-type: none"> • Remittances (amount, by sector, countries of origin) • Consumer expectations survey which include remittance utilization
<i>Philippine Statistics Authority</i> ⁷¹	<ul style="list-style-type: none"> • National estimates on the number of Filipinos who went out of the country, esp. those who worked overseas (thru Survey on Overseas Filipinos) • Information on the socio-economic characteristics of overseas Filipinos; the amount of cash and in-kind transfers received their families in the Philippines; and mode of remittance transfer

⁷⁰The Bangko Sentral ng Pilipinas (BSP) is the central bank of the Philippines. It was established on July 3, 1993, pursuant to the provision of Republic Act No. 7653, or the New Central Bank Act of 1993. Further information regarding the institution can be accessed through <http://www.bsp.gov.ph/>.

⁷¹The Philippine Statistics Authority (PSA) is the central statistical authority of the Philippine government on primary data collection. It is mandated to plan, develop, prescribe, disseminate and enforce policies, rules and regulations and coordinate government-wide programs governing the production of official statistics, general-purpose statistics, and civil registration services. It is primarily responsible for all national censuses

III. Building the Information Infrastructure for Evidenced-Informed Policy Making for Local Migration and Development

Information and statistics on overseas Filipinos are mainly handled by national agencies. Table 7 provides government institutions that have data on international migration.

However, two challenges must be noted with this data:

1. It is unusual for national government agencies to give applicable aggregates of their data to local governments, under the principle of providing evidence for local planning and decision-making. The data information structure in the Philippines does not help in this regard, wherein if local governments want to access data for their localities, they would have to request for these data from the concerned national agencies (individually). The *Open Data Initiative in the Philippines*⁷⁰, which pushes for the online availability of datasets in open formats, is only just emerging, and the *Freedom of Information Bill*⁷¹ is still being discussed in Senate and Congress. The Philippine Statistics Authority (PSA) is just beginning with developing functional regional offices⁷². Hence the local governments have no immediate, readily-available access to most of the databases available in these agencies. Access protocol remains on demand- or per-request basis.
2. Local governments do not have the database in their locality similar to those that the agencies have and that they are dependent on these agencies to provide such information. This means that should they want to further aggregate information based on the indicators tracked by national government in M&D-related areas, local governments still have to take on these initiatives on their own using local resources. The aggregation of data to align with local government levels allows for better monitoring and evaluation measures and strategies – and this strategic approach of monitoring and evaluation is missing in the Philippine context, and is influenced greatly by the disconnection between most national and local datasets.

Thus, it is necessary that all agencies and local governments jointly create an information infrastructure to help local governments in creating policies and programs that are evidence-informed in order to achieve better education outcomes for their own provinces and municipalities. This means:

first, aggregate national data ideally to the level of the villages/barangays; and second, to align M&D indicators and variables vertically (national to local) and horizontally (across levels of agencies and local governments).

One possible way of gathering information is through the use of CBMS as found in the case of Batangas (Please refer to Chapter 4.B). However, data gathered through the CBMS only can capture partial information on migrants due to the limited list of questions. To increase the scope of data being gathered, NEDA-CALABARZON Regional CMD tapped PSA to create rider questions related to migration to be included in the CBMS in order to have a clearer picture of the context of migration and development in the region. This development will help the local governments have a picture of the OFs profile in their communities and create possible demand needs that can be complemented with M&D services and programs, and further along this line, monitor and evaluate programs to approach local M&D governance with outcomes and impact in mind.

⁷²Open Data Philippines is one of the commitments of the Philippines in the Open Government Partnership (OGP). It aims to promote open governance by providing its citizens with accessible and useful national government data in order to empower them to make informed decisions, and to promote efficiency and transparency in government. Citizens can request and retrieve data through the online portal data.gov.ph.

⁷³The Senate has already passed the Freedom of Information Bill on its third and final reading last 10 March 2014. However, in the House of Representatives, it is still pending for second reading after passing the Committee on Appropriations last 04 March 2015.

⁷⁴The Philippine Statistics Authority passed PSA Resolution No. 05, Series of 2015 entitled "Establishing the Regional Statistics Committee (RSC)," last 20 March 2015. It shall provide direction and guidance to regional/local statistical activities and serves as the venue for discussion and resolution of statistical issues at the local level.



CHAPTER 4

EXPERIENCES OF CALABARZON PROVINCES IN MAINSTREAMING M&D IN LOCAL GOVERNANCE

D. PROVINCE OF LAGUNA

Governance Theme: FACILITATING GREATER OWNERSHIP AND ACCOUNTABILITY AMONG STAKEHOLDERS TO SPEED UP MIGRATION AND DEVELOPMENT (M&D) MAINSTREAMING¹



The expansion of accountability among partners and inclusion of various stakeholders provided momentum in mainstreaming M&D in Laguna. Ever since the inception of M&D initiatives in the province in 2009, the mainstreaming initiative is mainly headed by its Provincial Public Employment Services Office (PPESO), which is primarily focused on giving assistance to Overseas Filipinos (OFs) in terms of employment services. Sustainability of M&D initiatives has encountered several challenges along the way such as the unexpected transition in provincial leadership in 2014, which necessitated the alignment of M&D with the development agenda of the incumbent Local Chief Executive (LCE), Governor Ramil Hernandez. These were addressed through the provision of a governance framework for M&D mainstreaming through the Union of Local Authorities of the Philippines (ULAP) and other partners of the project “Strengthening, Upscaling, and Mainstreaming International Migration and Development in Cavite, Laguna, Batangas, Rizal and Quezon (CALABARZON)” (SUMMID CALABARZON), which eventually brought Governor Hernandez prioritizing the M&D work under his leadership. Moreover, the intervention coming from the Regional Office of the National Economic and Development Authority (NEDA 4A), through the Regional Development Council (RDC), re-energized the interest of other implementing offices, such as the Provincial Planning and Development Coordinator (PPDC), in linking migration and economic development initiatives that benefit both the province and the migrants. As the province now heads towards full mainstreaming of M&D, the engagement of PPDC in the initiatives allowed expansion of partnerships. These partnerships facilitated greater participation among other Provincial Government offices, OF organizations, and cooperatives that could help in the implementation and monitoring of the projects. The story of mainstreaming M&D in Laguna shows that more programs and services become available for OFs and their families when more stakeholders commit to mainstream M&D in their program of work.

¹ This case is developed by the Union of Local Authorities of the Philippines (ULAP) for the project “Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON” supported by the European Union and the Swiss Agency for Development and Cooperation through the Joint Migration and Development Initiative (JMDI) of the United Nations Development Programme (UNDP). The project is a joint partnership of the National Economic Development Authority (NEDA) Region 4A, Atikha Overseas Workers and Communities Initiatives, Inc., ULAP, Commission for Filipinos Overseas, and the Department of Interior and Local Government – Local Government Academy.

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I. PROVINCE PROFILE

The province of Laguna comprises of six component cities and 24 municipalities. The city of Santa Cruz serves as the capitol to the province that has a total population of 2.67 million as of the 2010 Census. Laguna has a total land area of 1,760 square kilometers and is bound by the provinces of Cavite on the west, Batangas on the southwest, Quezon on the southeast, and the Laguna de Bay on the north. The access to Laguna de Bay—the country’s largest lake and the province’s major fishing source—is substantial in fueling agricultural activities in the province.

Laguna’s economy is highly reliant on both agricultural and manufacturing industries. More than a third of Laguna’s total land area, or roughly 606 square kilometers, is arable land utilized for the production of rice, coconuts, sugarcane, *lanzones*, and other crops. Industrial companies thrive in Laguna, especially in areas near Metro Manila. Santa Rosa City, for instance, is home to major vehicle manufacturers and electronic companies in the country.

The province also boasts of other natural resources that have become popular tourist destinations, such as the Pagsanjan Falls and the bounty of hot springs near the dormant Mt. Makiling. These places, along with the plethora of local handicrafts and products native in the province, have become sources of income among residents of Laguna.

Another significant source of income for the residents of Laguna is the remittances they receive from relatives who work overseas. The Commission on Filipinos Overseas (CFO) estimates that in 2013, Laguna received a total of PPhP 23.75 Billion worth of remittances from OFs². The

province is among the Top 10 provinces in the country with the highest number of Overseas Filipino Workers (OFWs), with 85,200 workers as of January 2015 statistics³. Out of this total number of workers abroad, 57.77 percent are men, while 43.23 percent are women⁴. *Chart 9* illustrates the top sending municipalities of Laguna and the demographics between male and female overseas workers in the province.

Migrant workers are also largely land-based⁵ with United Arab Emirates, Saudi Arabia, and Singapore as the top destination countries. According to further data from the Overseas Workers Welfare Administration⁶ (OWWA), the province’s top sending city, Calamba, also has the highest number of land-based OFWs, while San Pedro City has the highest number of sea-based OFWs. *Chart 10* below illustrates the demographics between land-based and sea-based overseas workers among the top sending municipalities in Laguna.

II. FACILITATING GREATER OWNERSHIP AND ACCOUNTABILITY AMONG STAKEHOLDERS: The Laguna Experience in Mainstreaming M&D

M&D initiatives in Laguna started in 2009 at the provincial level, which began through the partnership between the Provincial Government of Laguna and a non-government organization (NGO). Atikha Overseas Workers and Communities Initiative Inc. (or simply Atikha), an NGO that caters to the economic and social needs of OFs and their families, pioneered capacity development for the local government of Laguna. Under former Laguna Governor Teresita S. Lazaro, Atikha’s Executive Director, Estrella Dizon-Anonuevo coordinated with the PPDC of Laguna for the implementation of the project “*Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines*” (henceforth referred to as

Chart 9. Top Sending Municipalities of Laguna, based on OWWA 4A 2015 Data Male vs. Female

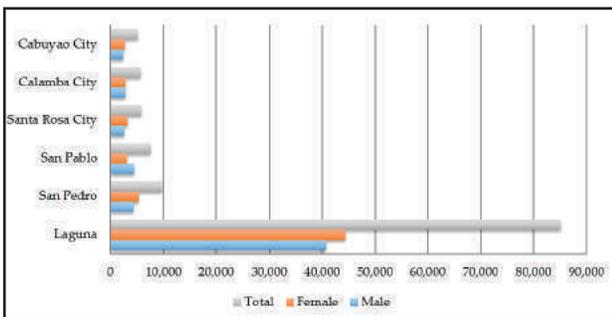
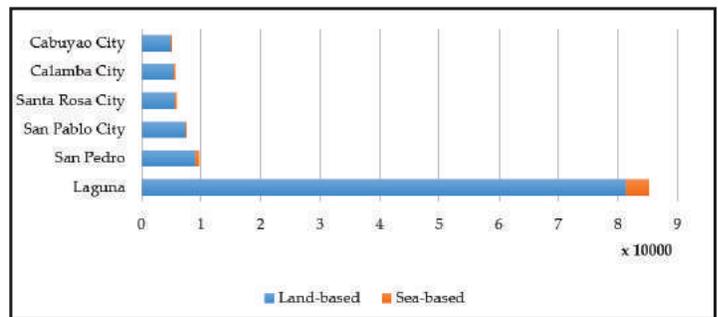


Chart 10. Top Sending Municipalities of Laguna, based on OWWA 4A 2015 Data Land-based vs. Sea-based



² http://www.cfo.gov.ph/index.php?option=com_content&view=article&id=1340%3Astock-estimate-of-overseas-filipinos&catid=134&Itemid=68.

³ Statistics are from the January 2015 record of the Overseas Workers Welfare Administration (OWWA) in Region 4A.

⁴ Ibid.

⁵ Latest disaggregated data from OWWA 4A indicate that 79.84 percent of Laguna’s migrants are land-based, which places the province as the second in terms of land-based OFWs in the region, next to Batangas.

⁶ Overseas Workers Welfare Administration (OWWA), an attached agency of the Department of Labor and Employment, is the lead government agency tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents. (<http://www.owwa.gov.ph>)

JMDI Phase 1, for brevity). The project ran from October 2009 to May 2011 in Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, and Pampanga through a grant support from the United Nations Development Programme's Joint Migration and Development Initiative (UNDP- JMDI). The late Valentin Guidote, who used to be the PPDC focal person, understood the economic potential of M&D in the province, and thus, endorsed the initiatives to the PPESO.

Despite the change in provincial leadership brought by the 2010 elections that ushered in Emilio Ramon "E.R." Ejercito as the local chief executive of the province, the implementation of JMDI Phase 1 and the collaboration between Atikha and PPESO continued. The implementation of the JMDI project allowed for the conduct of seminars on setting-up programs and services for migrants and families, a regional forum on migration and development, training of trainers on financial literacy and reintegration, and capacity-building for teachers on setting-up school-based programs in addressing the social cost of migration (See *Table 8. Overview of Migration and Development initiatives in Laguna from 2009-2015*).

The implementation of JMDI Phase 1 was immediately followed by *Pinoy Worldwide Initiative for Investment, Savings, and Entrepreneurship (PinoyWISE)*, a campaign that facilitated opportunities and mobilized stakeholders from both sides of the migration corridor, aimed towards improved M&D economic and psychosocial services from the local governments and higher economic activities and savings of the OFs and their families left behind⁷. The project conducted capacity development activities among provincial government staff and lobbied legislative support for M&D initiatives in the province. Under PinoyWISE, seminars and trainings for LGU staff on engaging migrants in local businesses, enterprises, and cooperatives were conducted to supplement the financial literacy trainings conducted by JMDI Phase 1. A total of 31 staff members from Laguna's provincial and municipal offices was trained to set up One Stop Migration Resource Centers⁸ (OSMRC) and conduct financial literacy trainings. Additionally, 2 provincial ordinances related to M&D were passed in 2012 to provide legislative support. These are: Provincial Ordinance (PO) No. 7 Series of 2012, or the *Ordinance Establishing the Laguna One Stop Migration Resource*

Center, and PO No. 8 Series of 2012, or the *Ordinance Creating the Laguna Migration and Development Council*⁹.

The highlight of the PinoyWISE campaign was the participation of provincial delegates in the PinoyWISE marketplace event in the United Arab Emirates (UAE) from November 21 to December 2, 2012, where local businesses such as Sorosoro Ibaba Development Cooperative (SIDC), Cavite Farmers and Feed Milling and Marketing Cooperative (CAFFMACO), and the Lifegiver Multi-Purpose Cooperative through the Consortium on Migration and Development (Philcomdev) presented saving and investment opportunities for migrants and families. The training of trainers on financial literacy and reintegration for selected leaders of OF communities in UAE also became a venue for provincial delegates to acquaint themselves on the true situation of migrants in the country. Conversely, it became an opportunity for migrants to acquaint themselves about the different services their provinces are currently offering, which can be availed by their families left behind.

In February 2013, the Provincial Government of Laguna launched the Laguna OSMRC through PO No. 7 series of 2012, to continue providing the programs and services for OFs and their families presented in the PinoyWISE marketplace event in UAE. By July 2013, SIDC also opened a branch in Sta. Cruz, Laguna.

In recent years, Laguna was involved in two additional projects funded by international organizations. First, in 2014, the *"Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON" (SUMMID CALABARZON)* project began its implementation in Laguna. The implementation of the project was led by National Economic Development Authority¹⁰ (NEDA) 4A, together with the Union of the Local Authorities of the Philippines (ULAP), Atikha, Commission on Filipinos Overseas¹¹ (CFO) and the Department of Interior and Local Government-Local Government Academy¹² (DILG-LGA). The project is supported by the European Union and the Swiss Agency for Development and Cooperation through the UNDP JMDI.

The project aims to minimize the social costs of migration and maximize gains for local development by institutionalizing a mainstreaming framework for M&D.

⁷ <http://www.atikha.org/news/pinoy-wise-financial-literacy-for-ofws-launched-in-abu-dhabi.html>

⁸ A One-Stop Migration Resource Center (OSMRC) is envisioned to provide information, capacity-building, and training support to youth migrants and youth family members left behind by OFWs from pre-departure to return and reintegration. It aims to provide capacity-building for migration stakeholders and ensure the financial and psychosocial well-being of overseas Filipinos and their families. Among its prominent services are the conduct of financial literacy seminars and psychosocial services to migrants and their families. For more information, visit <http://www.migration4development.org/en/projects/local-one-stop-shop-migration-resource-centers>

⁹ Discussion on the provisions of the provincial ordinances are on part 3.1. Leadership of this narrative

¹⁰ National Economic and Development Authority (NEDA) Region 4A Serves as the technical staff of the CALABARZON RDC is the lead government agency in CALABARZON region, which primarily coordinates, evaluates, reviews, monitors and assesses plan formulation and implementation at the regional level. (<http://nro4a.neda.gov.ph>)

¹¹ Commission on Filipinos Overseas (CFO) is an agency of the Philippine Government under the Office of the President tasked to promote and uphold the interests, rights and welfare of Overseas Filipinos, and strengthen their ties with the Motherland. (<http://www.cfo.gov.ph>)

¹² Department of Interior and Local Government- Local Government Academy (LGA) is the country's leading provider of capacity-building services to local government units (LGUs) and to the DILG personnel. (<http://lga.dilg.gov.ph>)

It also aims to reinforce convergence initiatives in the project sites of previous JMDI projects (i.e. Batangas, Cavite, and Laguna), in order to continue engaging migrants and migrant families to mobilize their resources for local economic development. As M&D initiatives have been present in Laguna since 2009, the activities for SUMMID CALABARZON are geared towards scaling-up these migration programs, services, and activities in the province.

In 2015, the second M&D project was brought to Laguna through a grant support from the International Fund for Agricultural Development (IFAD). ULAP and Atikha worked together in implementing the project “*Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines*,” which runs from January 2015 until December 2016. The project aims to increase the mobilization of migrant resources

and remittances towards agriculture development through capacity-building activities and investment promotion. *Table 8* provides a summary of all M&D initiatives implemented in Laguna.

Other provinces (i.e. Quezon and Rizal) have only been engaged with M&D initiatives through the SUMMID CALABARZON project. On the other hand, Laguna has already been implementing M&D programs and services since 2009 through previous internationally-funded projects. As such, inputs from multiple projects render Laguna with more government and private offices engaged and more programs offered to OFs and their families. The years of immersion of Laguna in mainstreaming M&D was accounted for in the project consultation with Governor Ramil Hernandez in February of 2015. Through the consultation, ULAP presented its Migration and Development (M&D) Local Governance

Table 8. Overview of Migration and Development initiatives in Laguna from 2009-2015.

Project	Partners	Activities	Result (As reported by the Provincial Government of Laguna)	Outcome (As reported by the Provincial Government of Laguna)
“ <i>Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines</i> ” (October 2009 to May 2011)	<ul style="list-style-type: none"> ➢ JMDI- UNDP ➢ NEDA 4A ➢ Atikha <p><i>Capacity-building on migrant rights and financial literacy for migrant families, NGOs, LGUs, schools, cooperatives, rural banks, and other stakeholders</i></p>	<ul style="list-style-type: none"> • Training of Trainers on Financial Literacy and Addressing Barriers to Reintegration for OFWs and their Families (July 2009, San Pablo City, Laguna) • Seminar on Setting Up Programs and Services for OFWs and their Families (Nov. 9-10, 2009, San Pablo City) 	<ul style="list-style-type: none"> • 28 PPESO staff from cities and municipalities trained to set up OSMRCs in their localities and conduct financial literacy trainings¹³ • 20 cascaded seminars for financial literacy to 885 migrants and families¹⁴ • Setting up of Coop Mart in Sta Rosa, Alaminos, Laguna and Ekolife Homestay Ecotour in San Pablo City 	<ul style="list-style-type: none"> • The M&D Council is yet to document and evaluate the outcome of the financial literacy trainings conducted
		Regional Forum on Migration and Development (June 17, 2010 in Calamba, Laguna)	<ul style="list-style-type: none"> • 7 participants from different offices of the Provincial Government of Laguna (PPDO, Provincial Cooperative Development Office (PCDO), PPESO) attended the forum to know more about the migration situation of Laguna, as well as the potential programs that can be implemented for M&D 	<ul style="list-style-type: none"> • Commitment from PCDO and PPESO to undergo capacity-building activities that will enable them to identify investment opportunities for OFs and identify assistance the Provincial Government can provide OFs and their families.

¹³ Specific municipalities represented currently being requested from the Provincial Government of Laguna and Atikha

¹⁴ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, and Pampanga) from Atikha’s project report. Disaggregated number for each province currently being requested.

Project	Partners	Activities	Result (As reported by the Provincial Government of Laguna)	Outcome (As reported by the Provincial Government of Laguna)
		<ul style="list-style-type: none"> • Training of Teachers on Setting up School-based Programs in Addressing the Social Cost of Migration 	<ul style="list-style-type: none"> • 613 children joined the Batang Atikha Savers Club¹⁵ • Commitment from DepEd District of San Pablo to implement school-based M&D program 	<ul style="list-style-type: none"> • No outcomes reported yet.
PinoyWISE (2011-2012)	<ul style="list-style-type: none"> ➤ JMIDI- UNDP ➤ Atikha 	<ul style="list-style-type: none"> • Entrepreneurship and business opportunity training for OFs and their families (conducted in the OFW Center of San Pablo City, Laguna) supported by Atikha, SIDC, Smart, Let's Go Foundation, and LGUs 	<ul style="list-style-type: none"> • 105 participants¹⁶ from migrant families of Batangas and Laguna for business opportunities training in hog raising, feeds distribution and marketing of cooperative products 	<ul style="list-style-type: none"> • Opening of SIDC Sta. Cruz branch in July 2013 due to interest of migrant families in Laguna to be involved in local entrepreneurial and investment activities
		<ul style="list-style-type: none"> • Capacity-building activities on migrant rights and financial literacy 	<ul style="list-style-type: none"> • 31 trained provincial government staff cascaded financial literacy trainings 	<ul style="list-style-type: none"> • Partnership of M&D Council with Department of Trade and Industry¹⁷ (DTI) and National Reintegration Center for OFWs¹⁸ (NRCO) started 2012 in order to implement livelihood assistance services for OF families in the province
		<ul style="list-style-type: none"> • Participation in the PinoyWISE Overseas Filipinos Market Place Event in UAE (Nov 23-30, 2012) • PCDO to lead the Laguna M&D Council in identifying agri-based investment packages for OFs and their families that can be presented in marketplace events abroad 	<ul style="list-style-type: none"> • Presentation of PCDO and PPESO delegates of agri-based investment opportunities in the province to OFs • PPESO staff were able to help in cases of distressed OFs in UAE 	<ul style="list-style-type: none"> • Delegates from Laguna were able to organize PinoyWISE attendees and form an OF group in UAE called "DuBay" (OFs from the municipality of Bay, Laguna)

¹⁵ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha's project report. Disaggregated number for each province currently being requested.

¹⁶ Aggregated number (for Laguna and Batangas) from Atikha's project report. Disaggregated number for each province currently being requested.

¹⁷ Department of Trade and Industry is the executive department of the Philippine Government tasked to expand Philippine trade, industries and investments as the means to generate jobs and raise incomes for Filipinos. (www.dti.gov.ph)

¹⁸ The National Reintegration Center for OFWs (NRCO), an agency of the Department of Labor and Employment was institutionalized pursuant to Republic Act 10022 and its Implementing Rules and Regulations. The Center provides the mechanism for the OFWs' reintegration into Philippine society, serves as a promotion house for their local employment, and tap their skills and potentials for national development. (www.nrco.dole.gov.ph)

Project	Partners	Activities	Result (As reported by the Provincial Government of Laguna)	Outcome (As reported by the Provincial Government of Laguna)
		<ul style="list-style-type: none"> • Consultation with LCE • Capacity-building for local planners and M&D service providers • Development of a local planning guide • JMDI Global Academy in Turin, Italy (July 2015) 	<ul style="list-style-type: none"> • Secured buy-in of Governor Hernandez (given political transition) • Re-engagement of PPDC • Laguna PPESO participation in JMDI Global Academy for knowledge exchange 	<ul style="list-style-type: none"> • Strategic framing and implementation of M&D initiatives in the province to also consider economic side of M&D • Re-convention of Economic Subcommittee of M&D Council
SUMMID CALABARZON (2014-2015)	<ul style="list-style-type: none"> ➤ JMDI- UNDP ➤ NEDA 4A ➤ ULAP ➤ Atikha ➤ CFO ➤ LGA ➤ PSA 	<ul style="list-style-type: none"> • Conduct of Family and Income Management trainings of trainers (TOT) 	<ul style="list-style-type: none"> • Cascading of Financial Literacy trainings to six municipalities (Bay, Pila, Sta. Cruz, Alaminos, Pakil, and Kalayaan) • Trained Barangay Employment Services Office (BESO) Managers and migrants in: <ul style="list-style-type: none"> ➤ Bay (22 participants) ➤ Pakil (17) ➤ Pila (25) ➤ Alaminos (16) ➤ Sta. Cruz (30) ➤ Kalayaan (35) 	<ul style="list-style-type: none"> • Reported participation of selected trainees in direct-selling businesses
		<ul style="list-style-type: none"> • Reintegration, Planning, and Counseling Seminar • OWWA, NRCO and CFO presented social reintegration programs; government institutions and private sectors talked about investment packages, insurance, real estate that can assist in reintegration of returnees 	<ul style="list-style-type: none"> • 28 participants from Special Livelihood Office (SLO), PCDO, PPESO, and municipal PESOs trained for the reintegration seminar • Participants (from the M&D Council, representatives from the local government of Calamba, Sta. Cruz, Pakil, and PESO of Pila, Bay, and Alaminos) identified cooperatives, eco-agro tourism, and organic farming as viable in their province; committed to cascade the trainings in their localities 	<ul style="list-style-type: none"> • Creation of the Laguna Training team composed of staff from PCDO, PSWDO, PPESO, Provincial Tourism Office, Provincial Agriculture Office, and PESO managers of different municipalities • Re-launching of Laguna OSMRC at the PPESO office on August 12, 2015, which now includes services including business opportunities to OFs and their families

Project	Partners	Activities	Result (As reported by the Provincial Government of Laguna)	Outcome (As reported by the Provincial Government of Laguna)
		<ul style="list-style-type: none"> Regional Case Management TOT and Regional Pre-Migration Orientation Seminar (PMOS) (February 2015) 	<ul style="list-style-type: none"> 3 representatives from Laguna Provincial Government trained for case management 31 participants from LGU, Provincial Government, migrant organizations and State Universities in CALABARZON for PMOS 	<ul style="list-style-type: none"> Secured commitment from OSMRC and PPESO to implement PMOS; commitment is yet to materialize.
		<ul style="list-style-type: none"> Mapping of migration corridors to promote the use of remittances for rural investments 	<ul style="list-style-type: none"> Reconvening of the OSMRC economic subcommittee to assess entrepreneurial and investment options 	<ul style="list-style-type: none"> Initial outcome: Preparation for the creation of local investment, savings, and entrepreneurship options for migrants
Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines (2015-2016)	<ul style="list-style-type: none"> ➤ IFAD ➤ ULAP ➤ Atikha 	<ul style="list-style-type: none"> Financial literacy training and capacity-building Investment promotion 	<ul style="list-style-type: none"> Engaging Bureau of Fisheries and Aquatic Resources¹⁹ (BFAR) 4A for creation of pamphlets in tilapia culture, modified rice-prawn farming, and tinapa-making (industries included as entrepreneurial and investment options for OFs) Inclusion of the International Relations and Trade Office (IRTO) in the economic subcommittee to help create economic packages that can be brought to marketplace events 	<ul style="list-style-type: none"> There is yet to be reported outcomes for the mobilized resources of OFs

¹⁹ The Bureau of Fisheries and Aquatic Resources (BFAR) is the government agency responsible for the development, improvement, management and conservation of the country's fisheries and aquatic resources. It was reconstituted as a line bureau by virtue of Republic Act No. 8550 (Philippine Fisheries Code of 1998). The bureau is under the Department of Agriculture. (<http://www.bfar.da.gov.ph/aboutUS>)

Roadmap that illustrates the potential of mainstreaming migration for local development²⁰. Laguna's chronological advancement in mainstreaming M&D is also accounted for in the focus group discussion with local migration initiative implementers and key informant interviews with various stakeholders conducted from April to June.

III. GOVERNANCE APPROACH IN MAINSTREAMING MIGRATION AND DEVELOPMENT

This section discusses the strategies employed by the provincial government of Laguna, with its partners, to mainstream M&D in local governance. The discussion is divided according to the "*Roadmap on Mainstreaming M&D in Local Governance*"²¹, a framework developed by ULAP through its experiences and observations in facilitating M&D mainstreaming in LGUs. The roadmap pillars are: Leadership; Financing; Human Resources; Data and Communications; Service Delivery (divided into Investments, Savings, and Entrepreneurship; and Psycho-Social Services).

1. Leadership

There is a need for effective and efficient policy environments for local governance, and well-capacitated local leaders to carry out programs and services needed by migrants. The Provincial Government of Laguna was able to mainstream M&D through the passage of relevant legislative actions, alignment of M&D with local plans and strategies of the provincial government and the focal offices, and renewal of commitment of key players in the Laguna M&D council.

a. Legislative Actions for the Creation of M&D Council and Center

Even with identified entry points in the provincial government through focal offices and focal persons involved in the implementation of M&D projects, sustaining M&D initiatives in any site necessitates legislative actions to support and institutionalize the interventions. In the implementation of the M&D projects in the province since 2009, many local offices immediately asked for a legal mandate stipulating any additional function that the office has to absorb. Provincial Government offices had constant concerns regarding the structure and function of a multi-stakeholder group that will provide services for OFs, their families, and their communities.

Hence, the passing of two provincial ordinances related to M&D under the PinoyWISE project responded to these questions.

PPESO's engagement with M&D initiatives since the implementation of the JMDI Phase I project secured key position for the office in the structures legislated within the implementation of the PinoyWISE project. In 2012, under the leadership of then Governor Ejercito, the *Sangguniang Panlalawigan*²² approved two provincial ordinances to respond to the needs of migrants in the province: (1) an ordinance establishing the Laguna One-Stop Migration Resource Center, and (2) an ordinance creating the Laguna Migration and Development Council. These are: PO No. 7 series of 2012, or the *Ordinance Establishing the Laguna One Stop Migration Resource Center*, and PO No. 8 series of 2012, or the *Ordinance Creating the Laguna Migration and Development Council*.

Initially, Provincial Resolution No. 271 was issued to provide legislative support for the creation of a One-stop Migration Resource Center²³ (OSMRC). Thereafter, PO No. 7 series of 2012 was passed to institutionalize a provincial OSMRC. OSMRCs are envisioned to provide orientation seminars, counseling services, and financial capacity-building activities for OFs and their families. The Laguna OSMRC is a multi-stakeholder group, wherein the Provincial Governor is mandated to serve as the over-all coordinator of the Executive Committee, with representatives from the SP, the Public Affairs Office (PAO), and Atikha serving as co-coordinators and making-up the rest of the Executive Committee. The PO further stipulates that the PPESO will also serve as the center's manager, which will oversee the operation of the OSMRC and facilitate the implementation of programs.

"Provincial stakeholders saw the need for the establishment of an OSMRC," said Atty. Dulce Rebanal, Provincial Administrator. She noted that given the sheer number of OFs from Laguna, there is a need to address the different dilemma faced by migrants (e.g. feeling of homesickness, different culture in the different side of the globe, health implications, and insignificant difference of wage locally and abroad). "These challenges are ever growing and are very complex. That's why the establishment of the Laguna OSMRC is very timely for the benefit of the OFs. This is our way of helping OFWs advance their welfare and development (translated from Filipino)," Atty. Rebanal said in the August 2015 re-launch of the Laguna OSMRC.

As the center manager, PPESO houses the Laguna OSMRC, which was first launched in February 2013

²⁰ Further details of the consultation and the roadmap presented by ULAP will be further discussed in the Leadership subsection of this narrative.

²¹ The framework is discussed in Chapter 3B of this report.

²² Sangguniang Panlalawigan is the provincial legislative assembly.

²³ <http://www.migration4development.org/en/projects/local-one-stop-shop-migration-resource-centers>.

to provide programs and services to migrants and their families. Included in the programs and services launched in 2013 is the provision of financial and psychosocial assistance to distressed OFs²⁴. Other programs and services of the Laguna OSMRC include the existing programs of PPESO, such as conduct of anti-illegal recruitment and pre-departure orientation seminars.

Mary Jane Corcuera, head of PPESO, saw that the some of the mandated duties of her office can be aligned and implemented for M&D. As per R.A. No. 8759, or otherwise known as the “*Public Employment Service Office Act of 1999*,” the PPESO mandate includes providing assistance in the reintegration of OFs. “PPESO handles everything related to migrants, even cases of distressed OFWs are referred to us. I initially found it difficult to come up with services and programs for migrants, so we just integrated it to the regular programs of PPESO (translated from Filipino),” Corcuera said.

With PPESO as provincial focal office for M&D, prior reports of the Laguna M&D Council to the Regional Committee on Migration and Development (CMD) state that the programs and services of the Laguna OSMRC include the conduct of pre-departure orientation seminars, job fairs, and provision of financial assistance to OFs and their families. Upon the implementation of SUMMID CALABARZON (which engaged NEDA 4A and ULAP), programs of the OSMRC will branch out beyond social services and will engage economic stakeholders. *(This will be further discussed in the latter part of this subsection.)*

As an advisory body formed within the Provincial Development Council (PDC), the Laguna OSMRC’s programs and services were divided into three subcommittees: *the information and organizing program; the psychosocial subcommittee; and the economic initiatives subcommittee*. The Youth Development Affairs Office, the Provincial Social Welfare and Development Office (PSWDO), and the PCDO, respectively head these subcommittees.

At the early stages of its conception, the objectives of the OSMRC included building the capacity of and partnership among different migration stakeholders, maintaining a database and monitoring system, and ensuring the financial and psychosocial well-being

of OFs and their families. As the objectives were refined, the PO has henceforth stipulated that the OSMRC consolidates and provides information for discussion and collaboration; secures the safety of migrants in all stages of migration; provides agri-based economic opportunities; and provides financial literacy seminars and psychosocial services to migrants and their families, among others.

As the Laguna OSMRC was launched, PPESO and the PAO consolidated the services of different provincial government offices that can be offered to migrants, such as mobile passport services, financial literacy seminars, and case management for migrants and their families. “If PPESO can still provide the psychosocial service that the migrant needs, we will handle it. Otherwise, when we can no longer address their need, we turn their case over to other offices, such as the Provincial Social Welfare and Development Office (PSWDO) (translated from Filipino),” Corcuera said. In other words, when the situation of the migrant or their family calls for an action that is beyond the mandate of PPESO, the office would turn over the case to other provincial offices that have the capacity to properly address their needs. Corcuera added that they did not turn over most of the cases to other offices because most of the assistance needed by migrants that come to their

office was work-related, such as conflicts in contracts and withholding of salaries.

The second M&D-related legislation that was passed in Laguna was PO No. 8, of 2012, otherwise known as

the *Ordinance Creating the Laguna Migration and Development Council*. It legislated for the creation of a multi-stakeholder group that will primarily oversee the operations of the Laguna OSMRC, as well as, M&D-related programs in the province. Aside from the lead offices overseeing the activities of the three center subcommittees, the PO identified that regional line agencies, municipal government offices, faith-based organizations, and members of the private sector are likewise essential stakeholders in M&D mainstreaming in Laguna. Thus, such agencies were included in the composition of the Laguna M&D Council.

Among the legislated and active members of the council are Couples for Christ (CFC)-Laguna Chapter, Laguna OFW and Family Federation (LOFF), Pundasyon Buklod ng Pag-Ibig OFW-San Pablo, OWWA 4A, and Department of Education 4A. Corcuera of PPESO noted that the involvement

**“Provincial stakeholders saw the need for the establishment of an One-stop Migration Resource Center (OSMRC),”
- Atty. Dulce Rebanal,
Laguna Provincial Administrator**

²⁴ Distressed OFs and their families were given financial assistance through the partnership of PSEO and NRCO. This will be explained in greater detail in the “Service Delivery- Psychosocial” subsection of this narrative.

of Pundasyon Buklod ng Pag-Ibig is particularly noteworthy, as the organization rolls out its own M&D activities among the barangays of San Pablo.

The ordinance extends the reach of M&D initiatives by including regional line agencies, more provincial government offices, other non-government organizations, and even the private sector, in the composition of the council²⁵. The roles of the Laguna Migration and Development Council (MDC) focus on establishing the OSMRC, creating links with other existing Council on OFs in other provinces and regions, and identifying policy research and direction for the LCE and for the consideration of the *Sangguniang Panlalawigan*.

To illustrate the expanding composition of the Laguna MDC, PPESO and Provincial Sectoral Concerns Committee (PSCC) have been attending LOFF's official meetings to build relationship and identify possible points for collaboration with them since July of 2015. In the Sectoral Leaders Summit on July 24, 2015, PSCC head Edward Inzon invited LOFF officers to represent the migrants' sector and elaborate on the current issues and concerns of OFs and their families in Laguna. Through the Summit, the migrant sector was recognized as a sector of the community that PSCC should give attention and guidance to, particularly in organizing the municipal chapters of the federation. "Although we cannot say that OFWs are poor, they are significant in numbers. Our office, with the help of OWWA, is thus ready to assist them especially in organizing, establishing municipal chapters of their federation, and planning their activities (translated from Filipino)," Inzon said.

Realizing the potential contributions that the PSCC can add to M&D-related programs, the Laguna M&D Council, which re-convened last August 5, 2015, considered expanding its composition to include the PSCC. However, a provincial legislation is yet to be passed to establish the inclusion of PSCC in the Council officially.

b. SUMMID CALABARZON Partners (NEDA 4A and ULAP): Fostering Collaborative Efforts Among M&D Council Members

Having PPESO as center manager of the OSMRC meant that the services of the center for OFs and their families mainly addressed issues on trafficking,

illegal recruitment, and psychosocial needs of migrants. As a result, much of the services were focused mainly on the psychosocial aspect of M&D while the economic dimension was clearly lacking. Such situation is problematic since both psychosocial and economic aspects of service delivery must be equally addressed in order to strengthen M&D initiatives effectively. And so, it was only when two internationally-funded projects in 2015 facilitated the expansion of engagement among Provincial Government Offices and provided framing for the economic dimension of M&D that such issue was eventually resolved.

In February of 2015, ULAP conducted a consultation with Governor Hernandez for the project "*Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines*," which

*"Although we cannot say that OFWs are poor, they are significant in numbers."
- Edward Inzon, Head PSCC*

was funded by IFAD. The objective of this consultation was to have an initial assessment on current practices, projects, and programs of the

province with regard to M&D, in relation to agricultural development. More importantly, the consultation was conducted to make Gov. Hernandez realize the importance of further strengthening M&D initiatives, as a response to the demands of Laguna-based migrants.

Through the consultation, ULAP emphasized the development potential of migrant resources, which can be harnessed when the provincial government responds to the demand of OFs for concrete investment or entrepreneurial opportunities and psychosocial assistance. The supply-demand framework made it clear how, given the appropriate options, migrants through their remittances can fuel local development and ensure the well-being the people of Laguna.

As a result, Governor Hernandez has since been actively involved in NEDA4A's RDC Council meetings, especially in the CMD. "After the consultation with ULAP in February of 2015 and succeeding meetings with NEDA 4A, Governor Hernandez designated the Provincial Planning and Development Office (PPDO) to be more involved again in the M&D initiatives of the province (translated from Filipino)," noted Engr. Del Mundo, PPDC. The push from the top through the local chief executive, combined with the presence

²⁵ Members of the Laguna Migration and Development Council include heads of the regional government agencies such as OWWA, POEA, DOLE, DOST, Bureau of Fisheries and Aquatic Resources (BFAR); heads of provincial offices of government agencies such as DTI, TESDA, DILG; DepEd District of Sta. Cruz; and provincial government offices such as Office of the Provincial Agriculturist, Provincial Committee on Anti-Trafficking and Violence Against Women and Children, PPDO, PPESO, PSWDO, PCDO, Provincial Health Office, Provincial Legal Office, Provincial Agrarian Reform Office, Provincial Environment and Natural Resources Office, Public Affairs Office, Tourism Culture Arts and Trade Office, Youth Development Affairs, Special Livelihood Office, Office of the Provincial Governor, and Sangguniang Panlalawigan Committee Chairperson on Labor and Employment.

of NEDA 4A as the lead implementer of SUMMID CALABARZON and its partners, brought renewed M&D commitment even from other provincial offices, such as the PPDO.

PPDO, now headed by Engr. Del Mundo, is among the local offices that had a renewed interest in M&D initiatives upon the implementation of SUMMID CALABARZON and the IFAD project in Laguna. PPDO has only been recently involved in the M&D initiatives of the province, but is already contributing to the direction and future steps of the M&D Council. As previously mentioned, NEDA 4A has invited PPDO to different regional fora, where the potential of migration (through remittances, donations, and skills transfer) to contribute to local development was repeatedly emphasized. For Engr. Del Mundo, what triggered his interest in M&D is the M&D Mainstreaming Guide for Local Plans organized by NEDA 4A through the SUMMID CALABARZON project, in Naga City on April 21-22, 2015. “The consultation really helped me appreciate the place of migration the local development plans. It was my first time to hear the experience and insights of provincial planners and M&D focal persons from all over CALABARZON. Planners from Bicol were also present during the workshops to share their experiences in implementing JMDI projects in Naga (translated from Filipino),” noted Engr. Del Mundo.

Engr. Del Mundo supports the governor’s initiative to institutionalize M&D and make it a separate department in the provincial government in order to re-energize other members of the Council. He adds, “Aside from OWWA and Philippines Overseas Employment Administration (POEA), it is important to have agencies at the local level that will handle programs and services relating to migration”. Thus, Engr. Del Mundo found it helpful that NEDA 4A, through its OIC- Regional Director Luis Banua, helped them align M&D to the provincial plans and the regional development plans.

The presence of NEDA as the lead coordinator of the SUMMID CALABARZON project provided a stronger advocacy anchor for migration initiatives in the province. According to Engr. Del Mundo, his perception on migration changed and started to take the matter more seriously when NEDA got involved. Corcuera shares the same disposition, as she found

the presence of regional government offices helpful in implementing and lobbying for M&D programs. “As the OSMRC Manager, it used to be difficult to get other offices involved when an NGO (Atikha) rather than a top office (NEDA) was behind the migration initiatives (translated from Filipino),” Corcuera said. This statement compares the advocacy set-up prior to the SUMMID CALABARZON project, suggesting that the involvement of a government agency (and/or its local offices), working with local governments, makes the M&D initiative more natural in the course of work of the offices involved.

c. Overcoming the challenge in sustaining M&D Initiatives

The provincial ordinances legislated in relation to M&D in Laguna secured PPESO’s key role in overseeing the implementation of M&D initiatives in the province, including working for the recognition of OFs as special sector with representation in the Provincial Development Plan. This has been crucial given the unique circumstance Laguna encountered in May 2014 with an abrupt transition in leadership, when then Vice-Governor Ramil L. Hernandez replaced Governor Ejercito as the highest elected public official in the province²⁶.

The implementation of migration and development initiatives in Laguna started under the administration of then Governor Ejercito. During Ejercito’s term as the provincial chief executive, his projects and programs were governed by his 15-point Executive-Legislative Agenda called *K2: Kinse-Kumpleto Serbisyo Publiko Kontra Kahirapan at Gutom*²⁷. Governor Ejercito saw that the PinoyWISE project, in particular, could be aligned with his executive agendas in the areas of agricultural resource management and eco-tourism. Corcuera recounted how under the administration of Governor Ejercito, the budget of the Office of the Provincial Governor (OPG) could be accessed with ease for additional funding for M&D initiatives, given the LCE’s understanding of the importance of M&D.

However, when Governor Ramil Hernandez assumed the position, the development plan for provincial programs and activities shifted focus to an 8-point plan. Regardless of the transition, social welfare services, public health, agricultural development, and investment and industrial development remained priority projects in the province. And so, despite

“After the consultation with ULAP in February of 2015 and succeeding meetings with NEDA 4A, Governor Hernandez designated the Provincial Planning and Development Office (PPDO) to be more involved again in the M&D initiatives of the province”
- Engr. Del Mundo, PPDC

²⁶ The Commission on Elections (Comelec) ruled for the disqualification and removal of Governor Ejercito for excessive spending on the May 2013 elections, where he won the gubernatorial seat for the second time. <http://www.rappler.com/nation/59059-ramil-hernandez-new-laguna-governor>.

²⁷ <http://www.laguna.gov.ph/ppdco/accomplishments-2011-2012>.

the abrupt transition in leadership, M&D initiatives remained an integral part of local development. With the persistence and guidance of multi-stakeholder partners involved in the M&D initiatives of the province, Governor Hernandez was convinced to adapt these initiatives into the 8-point plan²⁸. “Advocacy support from ULAP, and especially NEDA 4A, allowed us to see the connection of migration in investments and industry development. NEDA invited the planning office in various development fora, where Regional Director Luis Banua would always affirm the development potential of migration because of the remittances of OFs (translated from Filipino),” noted Engr. Pablo del Mundo, Provincial Planning and Development Coordinator (PPDC).

Regardless of the transition in leadership in 2014, migration-related provisions were still included in Governor Hernandez’s Provincial Development and Physical Framework Plan (PDPFP) 2014-2016²⁹. Specifically, building the capacity of OFs and their families to address their problems and maximize their potentials has been identified as one emerging issue warranting consideration in formulating the employment, manpower development, livelihood and cooperative development strategies. In order to ensure due attention will be given to this matter, services addressing human trafficking, illegal recruitment, and psychosocial needs of migrants and their families have been included as specific targets for the province.

The experience of Laguna in the area of leadership shows that framing M&D to be aligned with the priorities of the local chief executive is important in scaling up programs and services. Because of ULAP’s presentation of the M&D Mainstreaming Roadmap to Governor Hernandez, he was able to see the development potential of migration and assigned PPDO to be more engaged. PPDO’s commitment to the advocacy was then cultivated not only because of the impetus from the local chief executive but also because of the alignment presented by NEDA 4A. Legislating provincial ordinances clarified the functions of the M&D Council. In the same way, aligning M&D to the priorities of the local chief executive and provincial plans guided the implementing offices on the results that they should deliver with regard to M&D.

2. Financing

The expansion of accountability and participation of different provincial agencies and offices meant that there are more offices whose budget for existing programs

and services can be aligned to be available for migrants and families. Once provincial ordinances are passed, in relation to mainstreaming M&D, appropriate funding must be allocated to ensure that programs, projects, and activities are carried out. Governor Ejercito has committed an initial PHP 1 million funding during his term for the operation and activities of the OSMRC, which was set to materialize until Governor Ejercito’s term in office abruptly ended.

The provincial ordinances passed in relation to M&D provide the implementing offices leeway in identifying the source of financial resources that will be used for the operations of the OSMRC and activities of the M&D Council. Nonetheless, among the functions of the OSMRC subcommittees as stipulated in Provincial Resolution No. 271 is mobilizing resources to generate additional funding.

a. Inclusion of M&D Programs and Services to PPESO Workplan

As the primary focal office in charge of overseeing the operations of the program, PPESO lodges M&D activities in its budget and work plan. The PPESO Work Plan for 2012 and 2013 included mandated programs and services that can also be offered to migrants such as provincial recruitment activities for overseas employment, pre-employment and pre-departure orientation seminars, organizing and strengthening OFW communities, and establishing OFW welfare desks, among others. PPESO charges the conduct of Job Fairs to its Representation Fund while the conduct of Pre-departure orientation seminar, organizing and strengthening OFW communities, establishment of OWWA desk, and conduct of livelihood seminars are charged to the Training and Seminar fund.

In 2014, concomitant to the inclusion of M&D agenda in the PDPFP, a separate section of the OFW and Migration Development Center was lodged in the PPESO budget and work plan. Items in the budget include job orders manning the services of the center, conduct of livelihood trainings, celebration of OFW family day, and participation in the PinoyWISE market place event abroad.

As per the work plans, conduct of financial literacy trainings were then charged under the office’s Representation fund, while the conduct of the celebration of OFW family day and participation in PinoyWISE marketplace event are charged to the Training and Seminar Fund. Expense reports were requested along with the work plans, but, the team was unable to retrieve them.

²⁸ <http://www.laguna.gov.ph/8-point-program-gov-ramil-l-hernandez>.

²⁹ Visit <http://www.laguna.gov.ph/ppdco/downloads> for the Laguna Provincial Development and Physical Framework Plan.

b. Counter-parting with the OPG and Other Implementing Offices for the Provision of Services

PPESO also taps the OPG to fund other activities of the Laguna MRC that it can no longer lodge in its work plan. Such is the arrangement under the administration of Governor Ejercito, due to a Memorandum of Understanding (MOU) signed by the governor in the early part of 2014. The MOU signed by governors LCEs of the CALABARZON, Philippine Overseas Employment Administration³⁰, NRCO, CFO, Land Bank of the Philippines³¹, Atikha, and regional offices of OWWA, Department of Labor and Employment³² (DOLE), Technical Education and Skills Development Authority³³ (TESDA), Department of Education (DepEd), and NEDA stipulates that a budget of PhP 1 million will be allocated for the programs and services of the OSMRC. Such provision enabled Laguna's participation in the PinoyWISE marketplace event abroad, which used to be funded by the OPG prior to its inclusion in the PPESO budget³⁴.

To provide financial assistance to distressed OFs, PPESO identifies existing services of other agencies that can be tapped. In 2011, PPESO seized OWWA and NRCO's ongoing program that provides starting business capital for OFs. Hence, PPESO conducted four batches of Entrepreneurship Training and Business Counseling, wherein more than 300 repatriates and migrant families were trained. Participants of the trainings submitted business proposals and 40 among the proposals were selected to be recipients of PhP 20,000 starting capital each from the NRCO.

Counter-parting from project implementers was also available for the capacity-building of M&D Council members who provide direct services to migrants. The SUMMID CALABARZON project shoulders the cost of trainers for all trainings such as Pre-Migration Orientation Seminar (PMOS), Case Management, and School-based training for teachers. Delegates of the provincial government and M&D Council, thus, only pay for transportation and accommodation for live-in trainings. For instance, the DepEd Division Office of Alaminos shouldered the meals for the four-day live-out training of teachers for school-based programs³⁵. Once the project ends, capacity-

building for Laguna M&D Council members will still be possible through resources coming from the Migration and Development Center funds lodged in the PPESO work plan. As discussed in the previous subsection, participation in M&D capacity-building and activities are charged against the "Trainings and Seminars" and "Representation" budget of PPESO.

c. Possibility of utilizing Gender and Development (GAD) Funds for M&D initiatives

Counsel from NEDA and opportunities to learn from other M&D practitioners from all over the CALABARZON through regional activities of SUMMID CALABARZON enabled PPDO to innovate as to how M&D can be further mainstreamed into local governance. One innovation that Engr. Del Mundo learned from fellow M&D implementers is linking international migration to Gender and Development³⁶ (GAD), which is an office operating under the PPDO. As of the time of writing, the PPDO is yet to release proposed action plans and guidelines on how to utilize GAD in M&D initiatives of the province. Although PPDO's plan to link M&D with GAD is yet to materialize, the involvement of PPDO in the M&D initiatives of the province has already resulted to the previously discussed engagement of the PSCC.

3. Human Resources

Identifying a focal office and a focal person for M&D initiatives in the province who aligns with and takes ownership of the advocacy is crucial in sustaining and mainstreaming M&D into local governance. In the context of Laguna, PPESO became the focal office not only because of its mandate to assist in the reintegration of migrants, but also because of Laguna's approach of M&D as providing assistance primarily to migrants.

Given the history of M&D initiatives in Laguna, the engagement of stakeholders at the provincial level is set towards expanding vertically and horizontally. The expansion of the M&D Council composition aims to pool in more capacities and distribute accountability in delivering results expected in the areas of commitment of each member with regard to migrant resource mobilization, as mandated by the enacted provincial ordinances. From having PPESO as the primary lead implementing office of M&D initiatives in the province,

³⁰ Philippine Overseas Employment Administration (POEA) is the agency responsible for opening the benefits of the overseas employment program of the Philippines. It is the main government agency assigned to monitor and supervise recruitment agencies in the Philippines. (<http://www.poea.gov.ph>)

³¹ The Land Bank of the Philippines is a government financial institution that strikes a balance in fulfilling its social mandate of promoting countryside development while remaining financially viable. (www.landbank.com)

³² Department of Labor and Employment is the executive department of the Philippine Government mandated to formulate policies, implement programs and services, and serve as the policy-coordinating arm of the Executive Branch in the field of labor and employment. (www.dole.gov.ph)

³³ Technical Education and Skills Development Authority is an agency of the Philippine government under the DOLE responsible for managing and supervising technical education and skills development in the Philippines. (www.tesda.dole.gov.ph)

³⁴ The ULAP documentation team has requested for the allocations for M&D within the term of incumbent Governor Hernandez but has not received a response yet as of this writing.

³⁵ Sustainability plan for the funding of trainings has not yet been formalized and finalized by M&D Council members and other multi-stakeholder partners in M&D capacity-building initiatives as of the conduct of the study.

³⁶ <http://www.pcw.gov.ph/focus-areas/gender-responsive-governance/initiatives>.

the advent of SUMMID CALABARZON and the IFAD project renewed the commitment of the PPDC, Provincial Cooperative and Development Office (PCDO), and other offices as active members of the M&D Council's economic subcommittee.

a. PPESO as the Center Manager and M&D Council Secretariat

Laguna saw M&D as providing assistance as direct as possible to Filipinos overseas. Aside from R.A. No. 8759 already mandating PPESO to assist in the reintegration of migrants, the office also already provides skills training to improve employability of Laguna residents. As such, in 2009, PPDC identified PPESO as the lead convener of Laguna's M&D initiatives.

The PPESO of Laguna is an institutionalized office that operates with a PESO manager and several contractual personnel. Prior to engaging other offices, PPESO provided oversight for all the activities of the Laguna OSMRC. The PESO manager is the only plantilla (regular) staff in the office, while contractual employees in the office are assigned to handle the concerns of OFs and OF families who seek assistance from their office. As the OSMRC manager, PPESO is in the frontline of receiving queries and assistance requests from potential OFs and migrant families. Therefore, PPESO tries their utmost best to accommodate the needs of migrants before referring them to other offices.

This is also the conceptual understanding of PCDO head Edwin Bautista regarding the structure of the Laguna OSMRC. "Our idea of the OSMRC is to work closely with focal person for referrals of walk-ins looking for investment and business opportunities. But we can also provide manpower in the center to entertain walk-ins (translated from Filipino)," Bautista said. With the expanding number of stakeholders committed to addressing M&D concerns, the PPESO has a wide array of partners from the provincial government to refer migrants to.

Nonetheless, other members of the M&D Council are engaged in different trainings that aim to improve their capacity in providing services and programs for migrants and their families.

b. Capacity Development for M&D Council Members through M&D Projects

As per PO No. 7 of 2012, the Information and Organizing Subcommittee (headed by the Youth Development Affairs Office) is responsible in

identifying opportunities to increase the capacity of council to address the needs of OFs and their families. This responsibility of the subcommittee becomes easy whenever internationally-funded projects are implemented in Laguna as capacity-building activities become available for members of the M&D Council. Such projects allow M&D Council members to participate in regional fora and benchmarking activities where they can learn from other practitioners and localities.

The M&D Forum of JMDI Phase 1, which was conducted in June of 2010, allowed local stakeholders to identify economic opportunities for cooperatives and banks for migrants, particularly those in line with agri-business. In November 2012, the Laguna M&D Council also organized a *Lakbay-Aral* exposure trip to several eco-parks, nature farms, and similar establishments, which provided an avenue for members to be acquainted with potential markets and investment packages for migrants. This served as preparatory activity for the province's participation in the PinoyWISE marketplace event in Abu Dhabi, UAE as it helped the members of the economic subcommittee identify viable agricultural investment packages for migrants.

As early as 2009, M&D projects in Laguna linked the province to Atikha who provides capacity-building to different stakeholders in the provision of services that address the social and economic needs of OFs and their families. PPESO, PSWDO, PCDO personnel, and PESO managers from selected municipalities attended Training of Trainers on Financial Literacy and Addressing Barriers to Reintegration for OFWs and their Families, Seminar on Setting-Up Programs and Services for OFs and their Families, and Training of Teachers on Setting up School-based Programs in Addressing the Social Cost of Migration, all led by Atikha. The series of capacity-buildings resulted to 28 PESO staff from cities and municipalities trained to set up OSMRCs in their localities and conduct financial literacy trainings³⁷ and cascade 20 seminars on financial literacy to 885 migrants and families³⁸. The series of trainings also led to the establishment of OSMRCs in five sites: San Pablo City, Calamba, Alaminos, Binan, and San Pedro³⁹.

Through the SUMMID CALABARZON project, additional trainings were conducted for a wider range of participants. Aileen Constantino- Peñas, Deputy Executive Director of Atikha, explains that these trainings differ from those conducted in previous projects because of SUMMID CALABARZON's

³⁷ Specific municipalities represented currently being requested from the Provincial Government of Laguna and Atikha

³⁸ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha's project report. Disaggregated number for each province currently being requested.

³⁹ <http://www.migration4development.org/en/projects/local-one-stop-shop-migration-resource-centers>.

regional approach in mainstreaming M&D. Constantino-Penas noted that such approach warranted participation from as many municipalities as possible to benefit from the new trainings on incorporating M&D in local planning, case management, pre-migration orientation seminar, and Reintegration, Planning, and Counseling Seminar. The Training of Teachers for School-based programs in Alaminos on April 21-24, 2015 also catered to a new batch of teachers.

The conduct of trainings for case management, according to Atikha, increased the awareness and clarified the understanding of Laguna stakeholders in the availability of services from national agencies such as NRCO, CFO, and POEA. “The Regional Case Management Training in Rosario, Batangas, for example, allowed many of the participants to clarify to the national agencies their confusion on which agency to approach when the OF asking assistance from us is an immigrant, documented, or undocumented (translated from Filipino),” noted Constantino-Peñas who facilitated the training.

More importantly, the conduct of training of trainers for Family and Income Management and Reintegration, Planning, and Counseling engaged other municipalities not previously included in the past projects’ trainings. Municipal PESO managers from Bay, Pila, Alaminos, Pakil, and other municipalities, participated in SUMMID CALABARZON’s capacity-building in 2014.

From those who completed the trainings, 20 of them formed a Laguna Training Team (composed of PESO managers, CFC representatives, and civil

society representatives) that cascades the trainings to different municipalities and barangays. Among the trainers is Joy Alvarado, a *kagawad* (councilor) from the municipality of Bay. “Around 10 of us plan and facilitate the whole day trainings, and each of us are tasked to facilitate particular topics (translated from Filipino),” Alvarado explained.

The team started cascading trainings in Bay in March 2015, with 22 participants composed of village-level Barangay Employment Services Office (BESO) managers who were required to bring one resident from their barangay who is a member of a migrant family. The same guidelines has been applied in the selection of participants for the conduct of trainings in Pakil (17 participants), Pila (25 participants), Alaminos (16 participants), Sta. Cruz (30 participants), and

Kalayaan (35 participants). Alvarado emphasized the importance of bringing the trainings down to the *barangay* level, saying that “We start trainings at the municipal level with the intention of also bringing it to the *barangays*, so we invite the ABC (Association of Barangay Councils) President to participate. I tell my co-trainers that it will be difficult for people from the *barangay* to attend trainings at the municipal level. We have to go to them to the *barangays*. (translated from Filipino),” Alvarez said.

As a member of a migrant family herself, Alvarado attests to the impact of the trainings to their consciousness and outlook on income. “The financial literacy training was really helpful because it gave us ideas how to increase our income. I became interested to in direct-selling and explored Ever Bilena. I was recently awarded as a top-seller this July, (translated from Filipino).”

c. PPDC’s renewed commitment to M&D through Active Participation in the Regional Development Council and internationally-funded projects

The third subcommittee of the OSMRC is the Economic Initiatives subcommittee, headed by the PCDO. Its duty is ensuring that the OSMRC is capable of mobilizing investments towards local economic development, linking OFs and families to business advisory counseling groups, and developing investment packages for OFs and families.

“The financial literacy training was really helpful because it gave us ideas how to increase our income.”

*- Councilor Joy Alvarado, (Kagawad)
Municipality of Bay, Laguna*

From 2013 to 2014, the OSMRC and M&D Council convened its subcommittees on an on-call basis. Corcuera explained that PPESO meets with PSWDO or PCDO as needed, such as when

the province is invited to marketplace events and migration fora abroad. But upon the implementation of the IFAD project, the economic subcommittee was re-convened to assess entrepreneurial and investment options that can be offered to migrants and fuel agricultural development. Since then, the economic subcommittee has been holding quarterly meetings to provide updates on the progress of the development of investment and business packages for OFs.

Nonetheless, PPESO’s capacity to convene provincial government offices facilitated the involvement of PPDC and PCDO to fully address migrant resource mobilization and creation of investment packages. The center manager’s role of bridging the OSMRC to other stakeholders outside the jurisdiction of the provincial governor (i.e. regional and provincial line

agencies) depended on the nature of collaboration, as will be further explained in the discussion for Service Delivery section later on.

NEDA 4A's close coordination with PPDC exposed Engr. Del Mundo to different strategies on how the provincial M&D Council can innovate in implementing their programs. One of such innovations is PPDC's willingness to tap GAD for M&D initiatives. NEDA 4A hosted an Association of Southeast Asian Nations (ASEAN) Integration Summit held on May 27-29, a regional convention where the Regional Development Council explained how M&D can be integrated in GAD. Henceforth, Engr. Del Mundo has committed that GAD budget can be tapped if there are any M&D projects that will need additional funding.

4. Data, Information and Communication Technology

The provincial government of Laguna was able to start mainstreaming M&D into the area of data and communication through inter-agency collaboration for data-gathering and decision-making.

a. Coordination with municipalities for local data

Pursuant to Resolution No. 271, the OSMRC functions as an information hub that collates relevant information pertaining to M&D. Data gathering is done through the coordination with OWWA 4A and the Community Based Monitoring System⁴⁰ (CBMS) of the PPDC. The data from OWWA has been valuable in gaining initial information about the migration situation of the province, such as the disaggregated number of OFs based on gender, destination country, top sending municipalities, and type of work abroad. *Chart 11* illustrates the top destination countries of OFs from Laguna, and the distribution of male and female OFs per country.

Given the need for more information aside from data provided by OWWA, PPESO also tapped the provincial government's Special Program for the Employment of Students (SPES) to gather additional data on the profile of Laguna's migrants. The working students deployed to PPESO were designated to work on expanding the migrant database of the province to complement OWWA's data. As of the time of writing, results of the profiling initiative of the SPES have been requested. As PPESO is still in the process of finishing the encoding of data, the office is able to provide the total number of OFs and returnees present in the municipalities where the SPES students were deployed. *Chart 12* shows the total number of OFs and returnees per municipality.

Pursuant to engaging even more stakeholders in building the information hub of the OSMRC, PPESO is also set to coordinate with the municipality of Alaminos to gather existing data and mapping of OFs in their locality. While a full database of migrants in the provincial level has yet to be developed, what is observable in the strategies, as of writing of this case, is that the history of involvement of selected municipalities such as Sta. Cruz and Alaminos in the M&D initiatives led by the Laguna M&D Council makes it easier for them to mobilize resources in order to develop a provincial database.

b. OWWA data on Top Sending Municipalities used for targeting M&D programs and services

Data from different sources on the number of OFs in Laguna helped identify top-sending municipalities of the province, which was a major consideration in identifying training sites. Of the five municipalities and one city where the SUMMID CALABARZON trainings were cascaded, four (Alaminos, Pila, Bay, Sta. Cruz) belong to the top 15 municipalities with highest OF population. More than referring to available data, M&D Council Secretariat and OSMRC Manager, Corcuera of PPESO explained that her approach in identifying potential sites for cascading include considerations on the number

Chart 11. Top Destination Countries of OFs from Laguna. Image from the Laguna M&D Council, based on data from OWWA 4A

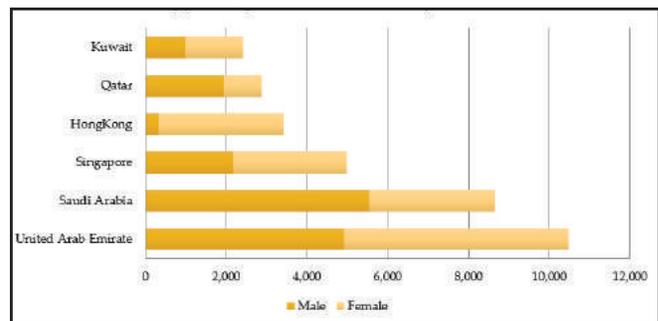
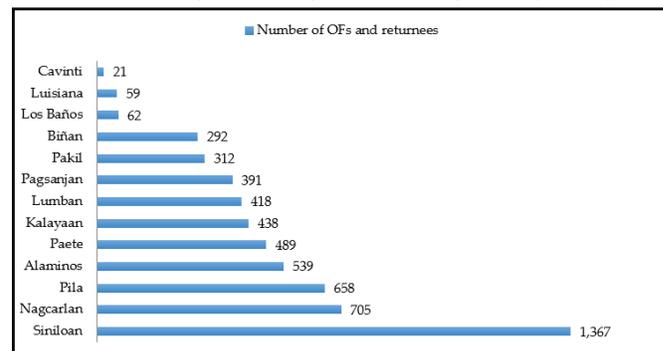


Chart 12. Result of the survey conducted by SPES participants



⁴⁰ <http://dilg8.org/index.php/programs/36-community-based-monitoring-system-cbms>

of organized migrant families and status of working relations between her office and potential training sites.

As a result, the provincial pool of trainers has already started cascading trainings in the municipalities of Bay, Pakil, Pila, and Alaminos in March 2015⁴¹. However, the center and council is yet to have its own information dissemination and monitoring mechanism. As of the time of writing, the council secretariat keeps the records of the output (but not necessarily of the outcome and impact) of the activities spearheaded by PPESO. As such, outcomes and activities of the economic subcommittee are still sourced from the subcommittee head, the PCDO.

5. Service Delivery – Investment, Savings, and Entrepreneurship

a. Partnership with DTI and NRCO for assistance to repatriates

The experience of Laguna in mainstreaming M&D shows that no single office can alone provide all the programs and services needed by OFs and their families. This is especially seen in the economic services given to OFs and their families. PPESO, as council secretariat and center manager, had to bank on its partnership with DTI and the existing programs of NRCO to address the financial needs of OFs and their families.

One of the OSMRC's oldest partners for economic services is the provincial office of the DTI. The partnership is facilitated through PPESO's relations with the agency, as the two collaborate on livelihood trainings for the residents of Laguna even outside the activities of the M&D Council. As previously mentioned in the Financing subsection of this narrative, the OSMRC was able to tap DTI for entrepreneurial trainings and business counseling. The training was participated by over 300 OF returnees and OF families, 40 of which received PhP 20,000 worth of business capital, as provided by the National Reintegration Center for OFWs (NRCO).

However, PPESO laments that such initiatives rarely attain the expected outcome of contributing to local economic development since, as Corcuera describes, OFs tend to go back abroad once political situations in the country of destination have stabilized. Hence, hampering any sustained potential to contribute to local economic development. Nonetheless, the partnership between the provincial DTI and the Laguna M&D Council through PPESO remains. DTI continues to extend their existing

programs to the OSMRC. For instance, migrant families can enroll in DTI's SME Roving Academy and Business Expense Savings Training (BEST) Game can help migrant families to enhance their entrepreneurial skills. Eligible borrowers can also avail DTI's financial assistance to OFWs and cooperatives.

In the course of the implementation of the SUMMID CALABARZON project, a Business and Investment Opportunities Seminar was conducted in cooperation with DTI-Laguna. The seminar, which was part of a larger initiative for OF reintegration program, was held on June 30, 2015 at Duhat Pilot Evacuation Center, Sta. Cruz, Laguna. Forty-nine (49) Overseas Filipino beneficiaries were present during the event which aimed to provide business opportunities for the Laguna-based OFWs and their families. The said activity will address the concern on the lack of business endeavors of OFWs and family members while working in other countries and after serving as OFW. Among those who presented business and investment options were the PCDO, Sorosoro Ibaba Development Cooperative, NIA Region 4 Employees Multi-Purpose Cooperative Incorporated (NEMCO), St. Judem Multi-purpose cooperative, and Ever Bilena.

b. Participation in PinoyWISE with cooperative and agricultural sector

"The experience of Laguna in providing livelihood assistance to the affected OFs of the 2011 Middle East Crisis showed us that we need more sustainable programs, because OFs who were given financial assistance still left the country again once the political situation in Middle East stabilized again (translated from Filipino)," noted Corcuera. In continued pursuit of an economic intervention that is more sustainable than providing livelihood assistance, PPESO and DTI collaborated once more for Laguna's participation in the 2012 PinoyWISE marketplace event in the United Arab Emirates. DTI and the PCDO led the economic subcommittee in crafting the investment packages, which is mostly for agri-businesses such as *koi* and *tilapia* farming, *nipa* hut production, and high-value crops (e.g. *rice*, *cacao*, *coffee*, *cassava*, *coconut*, *corn*). The team requested for output indicators from PCDO, but has been unable to get a response as of writing.

The IFAD project reinforces the significance of mobilizing migrant resources for rural agricultural development. In order to participate again in marketplace events abroad, the OSMRC is currently reconvening its economic subcommittee, wherein,

⁴¹ Results of the trainings have been previously discussed in the Leadership subsection of this narrative.

PCDO is leading the work on working on expanding the investment, savings, and entrepreneurship options of migrants and migrant families.

Edwin Bautista, chairperson of the economic subcommittee and head of PCDO noted that, “The economic team is motivated to create economic options for migrants so they can bring something for the migrants in the marketplace events abroad.” PCDO was tapped by PPESO to explore cooperatives as potential investment options for migrants, and as such, identifies viable cooperatives where migrants can join or invest. PCDO identifies and evaluates cooperatives then presents those in the financial literacy trainings conducted by the Laguna training team.

Bautista also noted how the OSMRC and M&D Council made it possible for the provincial government to extend services to OFs and their families. During the launch of the OSMRC on August 2015, Bautista affirmed that “PCDO has a very significant role in the success of the M&D initiative as we lead the economic subcommittee of the Laguna M&D Council. We are aware of this and we hold ourselves accountable to the continuous fulfillment of our responsibility. We are honored to be part of this service offered by our Governor and to be able to extend our services to the OFs and their families (translated from Filipino).”

Engr. Del Mundo of PPDC shared that expanding stakeholder partnerships with local cooperatives and the agriculture sectors provides local actors opportunities to actively contribute to local economic development. “We’re thankful for the establishment of the OSMRC, which opened the doors for investment of migrant workers into agricultural development, to take care of their families and help their communities. Through the OSMRC and its partners, the part of OFs and their families in contributing to the development of the province has become more pronounced (translated from Filipino).”

Meanwhile, PPESO managers who completed the provincial training of trainers (TOTs) became part of the provincial pool of trainers for capacity-building for services delivery of M&D initiatives. Trainers have already cascaded the Family and Income Management Seminars to Bay, Pakil, Pila, Alaminos, and Sta. Cruz. Participants such as Alvarado found the trainings to insightful. However, due to the lack of a monitoring framework for the cascaded capacity-building activities, the municipal and provincial

PESO managers are yet to map out and report the outcomes of the initiatives comprehensively. Exceptions apply to feedback received from a few personal contacts who attest to being involved in direct-selling activities after the conduct of the financial literacy trainings.

6. Service Delivery - Psychosocial

PPESO utilized partnerships with regional offices of national government agencies and local colleges and universities to deliver psychosocial services. Laguna’s participation in numerous M&D projects allowed the OSMRC to be capacitated to deliver extensive psychosocial services.

a. PESO’s provision of numerous services

As OSMRC manager, PPESO leads in providing psychosocial services and activities for migrants. Fulfilling the PPESO mandate, the office assists migrants who need counseling, case management, and even

legal assistance. The office worked closely with OWWA 4A in assisting a total of 25 repatriates to date from Malaysia, UAE, Saudi Arabia, New Zealand, Jordan, Bahrain, and most recently, from Lebanon.

Through SUMMID CALABARZON, OSMRC members were further trained to handle Family and Income management trainings, Reintegration Planning, and Counseling services, and Pre-Migration Orientation seminars. After completing the capacity development, ‘graduates’ have cascaded the trainings to aforementioned municipalities.

Among those who were trained are personnel from PSWDO. Fely Brion, PSWDO point person for M&D, pointed out that the trainings they attended reinforced their understanding of the office’s role in M&D activities. “Our office has a conceptual idea of our role in the M&D council. We are yet to implement separate services relating to migration because PPESO already handles most of the services for OFs. (Translated from Filipino)”

Aside from extending their services, PPESO also regularly conducts awareness raising activities across the province. PPESO established partnerships with colleges and universities in the province—such as Laguna State Polytechnic University- Santa Cruz, Campus, San Pablo Colleges, STI College Santa Cruz Campus and Paete Science and Business College—to hold the office’s regular anti-illegal

“The experience of Laguna in providing livelihood assistance to the affected OFs of the 2011 Middle East Crisis showed us that we need more sustainable programs, because OFs who were given financial assistance still left the country again once the political situation in Middle East stabilized again”

- Mary Jane Corcuera, Head PPESO

recruitment and anti-human trafficking seminars in the campuses. As of the time of writing, the M&D Council through PESO were already able to conduct 20 pre-employment overseas seminars (PEOS), anti-illegal recruitment and anti-trafficking in person (AIR/ATIP) seminars, reaching 1,887 participants in schools and municipalities.

From January 2014 to July 2015, the OFW desk (with oversight of the OFW Focal Person) received 17 cases from relatives of OFs working in UAE, Bahrain, Qatar, and Saudi Arabia. The OFs who sought assistance from PESO are mostly domestic helpers, who encountered problems regarding sexual abuse, contract conflict, and not receiving salaries from employers.

“We in the Provincial Government, through our constant involvement in different M&D projects since 2009, have been made aware of the realities that our OFs face on a daily basis as they continue to work abroad. We, thus, see the establishment of the Laguna OSMRC as a way to let the OFs and their families know that they can seek assistance from the Provincial Government for their needs (translated from Filipino),” said Atty. Dulce Rebanal, Provincial Administrator. “Our OFs are burdened with the feeling of homesickness, different culture in the different side of the globe, health implications, and insignificant difference of wage locally and abroad. These challenges are ever growing and are very complex. That’s why the establishment of the Laguna OSMRC is very timely for the benefit of the OFs. This is our way of helping OFWs advance their welfare and development (translated from Filipino),” Atty. Rebanal said in the August 2015 launch of the Laguna OSMRC.

circumstances that led to it, poses delay in rolling out and maintaining the implementation of M&D initiatives. In the case of Laguna, the transition led to re-negotiations for the prioritization of M&D in the provincial government.

The OSMRC was able to secure back the support of the incumbent Governor Hernandez through the intervention of ULAP, which lent its developmental framework and helped aligned M&D to the governor’s priorities. ULAP explained that migrant resources, when directed well through investment packages, are promising instruments for local economic development. Thus, the needs of migrants and their families warrant the provincial government’s attention. NEDA 4A also helped secure the commitment of the PPDC by aligning M&D to the regional and provincial development plans. The guidance and support of various stakeholders from government, non-profit, business, and civil society groups, along with the advent of the IFAD project, set the direction of the province towards strengthening the economic arm of the OSMRC, of which outcomes merit measurement and evaluation over the next years.

LESSONS LEARNED

The awareness of primary stakeholders in the provincial government regarding the realities of migration goes way back to 2009. As such, the experience of Laguna shows not only the mainstreaming, but also, scaling-up of M&D initiatives by creating greater accountability and engaging more stakeholders in the implementation of programs.

Securing the buy-in of the incumbent governor proved to be crucial in up-scaling, let alone mainstreaming, M&D initiatives in the province. With the support of then Governor Ejercito, the OSMRC can easily lobby for supplemental funding for M&D activities that can no longer be accommodated by the PPESO budget. The inevitable transition in leadership, regardless of the

Governance Theme: MAINSTREAMING MIGRATION AND DEVELOPMENT THROUGH THE DELIVERY OF SOCIAL SERVICES⁴²



Batangas started to mainstream migration and development (M&D) into local governance as early as 2009 through Joint Migration and Development Initiative (JMDI) Phase 1 project. The process of mainstreaming M&D initiatives in the province was anchored on the emphasis of the province on social services delivery to migrants and their families. With the strong support from the Local Chief Executive, Governor Vilma Santos-Recto who places M&D in her priority programs, together with the Provincial Social Welfare and Development Office (PSWDO), and the Batangas Province Migrants Council (BPMCC), the province's M&D initiatives prove to be beneficial in terms of making financial and psychosocial service delivery efficient for the migrant beneficiaries. More importantly, the multi-stakeholder nature of the council aids in the cost-sharing mechanisms, information management, and development of social services for the province. With the ongoing partnership of the province with the other partners and projects for M&D, such as the International Fund for Agricultural Development, BPMCC and the PSWDO is now headed to the direction of harnessing their services by aggressively developing their opportunities aligned with their local development plans and mobilizing more migrant resources.

⁴² This case is developed by the Union of Local Authorities of the Philippines (ULAP) for the project "Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON" supported by the European Union and the Swiss Agency for Development and Cooperation through the Joint Migration and Development Initiative (JMDI) of the United Nations Development Programme (UNDP). The project is a joint partnership of the National Economic Development Authority (NEDA) Region 4A, Atikha Overseas Workers and Communities Initiatives, Inc., ULAP, Commission for Filipinos Overseas, and the Department of Interior and Local Government – Local Government Academy.

The ULAP research team is led by Czarina Medina-Guce, MA (Executive Director), Genixon David (Director, Plans Programs & Policy [PPP] Unit), Eunice Dela Cruz (Manager, PPP Unit), Peter Indunan (Technical Officer), Leolaida Aragon (Technical Associate), and Pauline Delgado (Project Officer). Data gathering and research methods were conducted from January 2015 to July 2015.

ULAP is the umbrella organization of all leagues of local government units and locally elected officials in the Philippines. For any questions or clarifications regarding this write-up, contact the ULAP Secretariat at ulapnatsec@gmail.com, (+632) 5346787, 5346789, or visit the ULAP website at www.ulap.net.ph.

I. PROVINCE PROFILE

Batangas is a first class province comprised of three component cities and 31 municipalities. Batangas is the second largest province in the CALABARZON region, next to Quezon, with a total area of 3,165.8 square kilometers. Along its northern boundaries are Taal Lake and the provinces of Cavite and Laguna, while on its east is Quezon province. Batangas does not have a shortage of bodies of water, being bound by the South China Sea on the west and the Verde Island Passages on the south.

The location of Batangas and its proximity to Metro Manila positively affect local economic development in the province. Infrastructure projects like South Luzon Express Way (SLEX), Alabang-Calamba-Sto. Tomas Expressway (ACTEX), Southern Arterial Road (STAR), and the Batangas International Port also make the province very accessible to tourists and migrants from adjacent provinces and neighboring islands.

Local and international tourists come to Batangas for its natural, historical, and cultural treasures. It is an ideal getaway destination for city dwellers who want to explore the numerous beaches and mountainous ranges of the province. Also found in the province are old churches from the Spanish colonial era, ancestral houses of heroes from the Philippine Revolution, and different traditional celebrations and festivals. These assets do not only attract even more tourists to the province but also generate income for the residents, as travelers patronize the local products of Batangas, crafted with a distinct Batangueño quality known internationally.

According to the 2010 census, the provincial capital Batangas City was the most populous area with 305,607 residents, or 12.9 percent of the province's total population of 2,377,395. Out of this, three percent are migrants, or those who originally came from other provinces or foreign countries. Lipa City is the top relocation area of migrants, followed closely by Sto. Tomas and Batangas City. Similarly, some of the areas with the most migrants are the same areas with the highest number of informal settlers, such as Sto. Tomas.

Next to the National Capital Region (NCR), CALABARZON is the second biggest contributor to the Gross National Product (GNP), with an average annual share of 16.96 percent to the country's GNP within the period of 2009-2012. The economy of Batangas, in particular, is driven by natural, industrial, and human resources. As such, the three basic economic sectors in Batangas comprise of: Agriculture/ Fishing and Forestry; the Industrial sector; and, the Services sector:

The agriculture, fishing, and forestry sector is relevant in Batangas because vast areas of the province is abundant with natural resources—from terrestrial and marine biodiversity to fertile lands for agribusiness and ecotourism sites. However, on the regional level, the agricultural sector contributes minimally to the Gross Regional Domestic Product (GRDP), with an annual average rate of 6.61 percent within the period of 2009-2012.

The industry sector includes mining and quarrying, manufacturing, construction, and the like. It remains the strongest driver of the economy of Batangas and even of the whole region, with an annual average rate of 61.80 percent in the GRDP for the period of 2009-2012. This sector made CALABARZON one of the fastest growing regions in the country in terms of economic development. As of June 2013, there are 44 operating ecozones in the region, 11 of which are in Batangas. The ecozones in the province are home to manufacturing companies, machinery and equipment, chemicals, electronics, tobacco, and other miscellaneous businesses.

The services sector includes retail, transportation, communication, real estate, and social and personal services from private and public agencies. It is responsible for 31.59 percent of CALABARZON's GRDP within the period of 2009-2012. This sector is closely related to the industrial sector because many real estate, call centers, and other services companies hold their business in the same ecozones where the factories are. More importantly, the growth in the industrial sector is proportional to the demand for labor and manpower resources, which is abundant in Batangas.

According to the Overseas Workers Welfare Administration⁴³ (OWWA), almost 17 percent of the estimated 2,158,000 total number of Filipino workers abroad come from CALABARZON, making it the top sending region in the country. Four out of the five provinces in the region are among the top 10 sending provinces in the country, with Batangas leading all the provinces nationwide as regards to the number of overseas deployment for the year 2011. The same data estimates the number of overseas Filipinos from Batangas to be at 86,110. Out of this number, 71,626 or 83.2 percent of the migrant population are land-based workers. Most overseas Filipinos from Batangas fall into the job categories of service crews, laborers, and professionals, while there are also a few who are engaged in government, technical, and trade work. According to an unpublished data from the Philippine Overseas Employment Administration⁴⁴ (POEA), the number of Batangas migrants continues to grow, with

⁴³ Overseas Workers Welfare Administration (OWWA), an attached agency of the Department of Labor and Employment, is the lead government agency tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents. (<http://www.owwa.gov.ph>)

⁴⁴ Philippine Overseas Employment Administration (POEA) is the agency responsible for opening the benefits of the overseas employment program of the Philippines. It is the main government agency assigned to monitor and supervise recruitment agencies in the Philippines. (<http://www.poea.gov.ph>)

19,059 new hires from the province on the year 2012 alone. And while the 2010 census shows that females in the province have higher educational attainment, international migration in Batangas remains highly masculine, with males comprising 62.8 percent of the total migrant population.

The municipality of Mabini stands out among the top sending municipalities of Batangas as it is also the area

with the highest percentage of Overseas Filipino (OFs) over the total population. The extent of the impact of migration in terms of identity and preferences can be vividly seen in Pulong Anahaw, a barangay in Mabini. Dubbed by many as Little Italy, Pulong Anahaw is home to a large number of overseas Filipinos working in Europe, particularly Italy. The houses built by the migrants out of their earnings have a very distinct Italian villa influence.

Table 9. Top Sending Municipalities of Batangas, based on OWWA 4A 2015 Data

Province and Municipality	ACTIVE							ACTIVE TOTAL	
	Land-Based			TOTAL	Sea-Based				TOTAL
	Male	Female	Not Stated		Male	Female	Not Stated		
BATANGAS	41,574	51,279	3	92,856	265	3,481	1	3,747	96,603
Batangas City	5,093	11,082		16,175	39	555		594	16,769
Lipa City	4,151	4,071		8,222	29	219		248	8,470
Bauan	1,651	3,947		5,598	11	174		185	5,783
San Pascual	1,069	3,156		4,225	8	100		108	4,333
Lemery	2,071	1,688		3,759	19	123		142	3,901

Chart 13. Top Sending Municipalities of Batangas, based on OWWA 4A 2015 Data Land-Based vs. Sea-Based

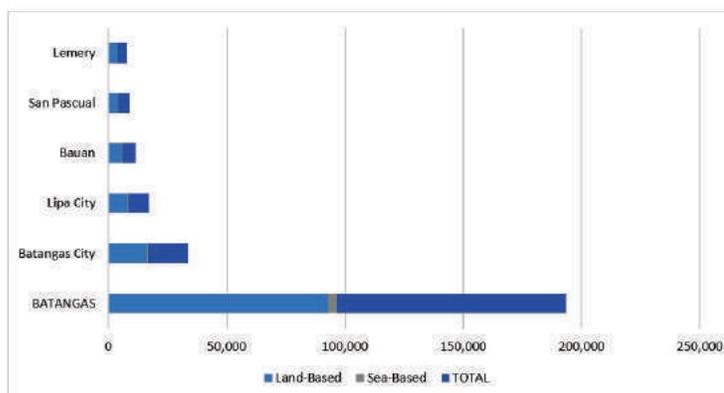
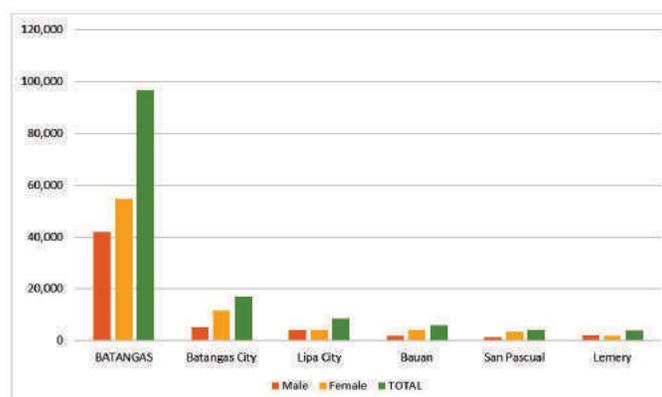


Chart 14. Top Sending Municipalities of Batangas, based on OWWA 4A 2015 Data; Male vs. Female



II. MAINSTREAMING MIGRATION AND DEVELOPMENT THROUGH THE DELIVERY OF SOCIAL SERVICES: *The Batangas experience and history of mainstreaming Migration and Development*

The initiatives on mainstreaming Migration and Development activities in Batangas are anchored on the thrusts of the Provincial Government in delivering primarily social services to its constituents. Under the leadership of Governor Vilma Santos-Recto⁴⁵, actions of the Provincial Government are guided with the vision of Batangas as a “world-class destination with ecologically balanced and sustainable development.” Hence, programs and services under her administration are guided by the 6-point executive and legislative agenda, which is summarized as “HEARTS”. The acronym stands for the priority areas which are *Health; Education, Environment, Economy, and Employment; Agriculture; Road; Tourism; and Safety and Security*. “The M&D programs of the province are strongly backed by Governor Santos-Recto (translated from Filipino),” noted Jocelyn Montalbo, head of the Provincial Social Welfare and Development Office (PSWDO), which serves as the focal office of all M&D initiatives in Batangas. “The issues of OFWs and their families are very close to the heart of the Governor given her critically-acclaimed role in *Anak*⁴⁶ as a domestic helper abroad (translated from Filipino),” added Montalbo, referring to the iconic leading role played by the Governor in the 2000 Filipino film about a Filipina who had to leave her children in the Philippines to work as a domestic helper in Hong Kong.

Aside from social services, the provincial government of Batangas is also keen on promoting their agro-tourism industry that will cater to OFWs and their families. Montalbo added that, “M&D programs in Batangas [will] further advance the Provincial Government’s mission to intensify social services and promote agro-tourism industry in the province (translated from Filipino).”

Migration and development initiatives in Batangas were first started in 2009, when Atikha Overseas Workers and Communities Initiative Inc.⁴⁷ (or simply Atikha) began to coordinate with the PSWDO of Batangas regarding

the possibility of mainstreaming M&D into the programs and services of the office. Atikha is a non-government organization (NGO) that provides economic and social services to OFWs and their families in order to minimize the social cost of migration and tap the development potential of OFW remittances. Then, the PSWDO elevated the matter with Governor Santos-Recto. The Governor decided to appoint the Provincial Planning and Development Office (PPDO), headed then by Atty. Meynard Melo, to be the focal office of the M&D activities of the province. As such, the implementation of the project “*Maximizing the Gains and Minimizing the Social*

Cost of Overseas Migration in the Philippines” (henceforth referred to as JMDI Phase I) was spearheaded by the PPDO. The project eventually became the first phase of a series of projects funded by the United Nations

Development Programme (UNDP) through the Joint Migration and Development Initiative (JMDI). The local partners for JMDI Phase I, Atikha and the National Economic and Development Authority⁴⁸ (NEDA), tapped the PPDO of Batangas to make M&D initiatives available and streamlined in the province.

A Regional Migration and Development Forum was held in Mabini, Batangas in July 2009 under JMDI Phase 1, which allowed participating agencies and offices from Batangas, Cavite, and Laguna to level off and expand their understanding on the M&D nexus. Following the regional forum, a provincial strategic planning was conducted wherein provincial stakeholders were convened to further determine existing programs and services that can be linked to M&D. Among the offices represented in the strategic planning are Provincial Government Offices (PPDO, PSWDO, and the Public Employment Service Office [PESO]), as well as the provincial offices of national government agencies in Batangas (OWWA and POEA). Gatherings such as the M&D Forum and strategic planning were instrumental in allowing the agencies to see not only their current contribution in the migration arena but also their potential response to the emerging needs and future direction of migration.

Under the implementation of the JMDI Phase I project, the Vilma Santos-Recto (VSR)-1 Batangas OFW Center

⁴⁵ Governor Vilma Santos-Recto is the first female local chief executive of the province of Batangas. She has held the gubernatorial seat for three terms, after holding the mayoral seat of Lipa City for three terms as well. Her terms as local chief executive were known to be heavy on social services. She is also the wife of Senator Ralph Recto, who became the Congressman of 4th Batangas from 1992 to 2000. Governor Vilma Santos-Recto was formerly a popular multi-awarded actress in the Philippines. She was widely known as the “Queen of Philippine Movies”, “Queenstar”, and “Star for All Seasons”. Her showbiz fame propelled her to succeed in clinching the political leadership of the province of Batangas. Because of her portrayals of strong and independent women, hardworking Filipino migrants, and being a role model to Filipinos, she was able to smoothly transition her advocacies from film to politics. (<http://starforallseasons.com/politics/>, last accessed January 15, 2016.)

⁴⁶ *Anak* (The Child) is a Filipino drama film directed by Rory Quintos starring Vilma Santos. <http://www.imdb.com/title/tt0246425/>, last accessed January 15, 2016.

⁴⁷ Atikha is a non-government organization that provides economic and social services to overseas Filipinos and their families in the Philippines. The organization aims to help address the social cost of migration and tap the development potential of migration.

⁴⁸ National Economic and Development Authority abbreviated as NEDA, is an independent cabinet-level agency of the Philippine government responsible for economic development and planning. (www.neda.gov.ph)

was initially launched. The center officially started its operations in January 2010, under the oversight of Provincial Planning and Development Coordinator (PPDC) Atty. Melo. As the center was still quite new, its function is mostly to facilitate programs of national government agencies into the provinces, such as its coordination with the Department of Labor and Employment-National Reintegration Center for OFWs⁴⁹ (DOLE-NRCO) to implement its reintegration program of providing livelihood assistance worth PhP 10,000 to repatriates from Libya and Madagascar.

Even after the implementation of the JMDI Phase I project, Atikha continued to engage Batangas in other projects, such as the *Pinoy Worldwide Initiative for Savings, Investment, and Entrepreneurship (PinoyWISE) Movement* in its 2011-2012 phase. The PinoyWISE Movement built on the partnerships established through the JMDI Phase I project, and provided additional activities geared towards promoting the economic programs for OFs, migrant families, and their home communities. Capacity-building activities similar to those found in JMDI Phase I were conducted under PinoyWISE Movement for the additional sites. JMDI Phase I trained PPDO, PSWDO, and PESO staff from the Provincial Government, as well as, the municipalities of Cuenca and Mabini in conducting financial literacy and reintegration seminars, and setting up migration resource centers. Building on that, PinoyWISE conducted financial literacy and reintegration seminars for seven more municipalities (Balayan, San Pascual, Malvar, Sto. Tomas, Padre Garcia, Ibaan, and Calatagan) and one city (Batangas City). Moreover, there were already preliminary plans on creating a Migrants Coordinating Council that shall serve as a multi-stakeholder group that will create, implement, and oversee programs and services of the Provincial Government for migrants and their families. Initial workshops were held and were participated by stakeholders both from the government, civil society organizations, and the private sector. However, the committee failed to formalize since there was no legislation that will establish it during that time.

Upon re-evaluation of the of the programs and projects of the VSR-1 Batangas OFW Center, Governor Santos-Recto deemed it appropriate to transfer its management to the PSWDO, since most of the programs involve the delivery of social services to OFWs. It was turned over to PSWDO in September 2011 and the name was

changed to Batangas Province Migrant Center (BPMC). Until time of this writing, the center and the migration desk is housed at the PSWDO building. “The BPMC did not come with many programs other than the livelihood assistance provided to Libya repatriates when it was turned over. The desk was already existing, but it is not yet very formalized then. They do not have tie-ups with the municipalities yet. But the groundwork has started (translated from Filipino),” noted Montalbo. The turnover went smoothly, according to PSWDO, because they were already involved in the operations of the center ever since it was launched.

Another offshoot of the PinoyWISE Movement is the passage of the Provincial Ordinance (PO) No. 006 Series of 2012, also known as “*An Ordinance Establishing and Institutionalizing the Batangas Province Migrant Center (BPMC), Appropriating Funds thereof and for Other Purposes*”⁵⁰. It was legislated under the sponsorship of *Sangguniang Panlalawigan* (Provincial Legislative Council) Board Member Mabelle Virtusio. The BPMC is meant to serve as a One-Stop Migration Resource Center⁵¹ (OSMRC) where OFWs and their families can seek assistance for different concerns such as acquired health problems, de-skilling, illegal recruitment, ineffective financial management, and family problems. One of the programs of the BPMC, *Balik Batangas*, aims to enrich the investment and entrepreneurial skills of the OFWs by encouraging them to save, invest, and explore agro-business and agro-tourism opportunities in the province. Aside from *Balik Batangas*, BPMC also conducts financial literacy seminars and skills trainings to enhance the chances of migrants and their families to secure employment or engage in businesses. With the technical support and guidance of Atikha on how to set up the OSMRC and how to train the municipalities, the BPMC started rolling out trainings to different municipalities. Under the PinoyWISE Movement, the BPMC have conducted capacity-building in ten municipalities and one city, which led to the setting up of the municipal OSMRC.

In the recent years, Batangas has been involved with additional projects funded by international organizations. In 2014, the *SUMMID CALABARZON* project began its implementation in Batangas. The implementation of the project is led by National Economic Development Authority⁵² (NEDA) 4A, together with the Union of the Local Authorities of the Philippines (ULAP), Atikha,

⁴⁹ The National Reintegration Center for OFWs (NRCO), an agency of the Department of Labor and Employment was institutionalized pursuant to Republic Act 10022 and its Implementing Rules and Regulations. The Center provides the mechanism for the OFWs’ reintegration into Philippine society, serves as a promotion house for their local employment, and tap their skills and potentials for national development. (<http://nrco.dole.gov.ph/>)

⁵⁰ Discussion on the provisions of the provincial ordinances are on the Leadership subsection of this narrative

⁵¹ A One-Stop Migration Resource Center (OSMRC) is envisioned to provide information, capacity-building, and training support to youth migrants and youth family members left behind by OFWs from pre-departure to return and reintegration. It aims to provide capacity-building for migration stakeholders and ensure the financial and psychosocial well-being of overseas Filipinos and their families. Among its prominent services are the conduct of financial literacy seminars and psychosocial services to migrants and their families. For more information, visit <http://www.migration4development.org/en/projects/local-one-stop-shop-migration-resource-centers>.

⁵² National Economic and Development Authority (NEDA) Region 4A Serves as the technical staff of the CALABARZON RDC is the lead government agency in CALABARZON region, which primarily coordinates, evaluates, reviews, monitors and assesses plan formulation and implementation at the regional level. (<http://nro4a.neda.gov.ph>)

Commission on Filipinos Overseas⁵³ (CFO), and the Department of Interior and Local Government-Local Government Academy⁵⁴ (DILG-LGA). The project is supported by the European Union and the Swiss Agency for Development and Cooperation through the United Nations Development Programme-Joint Migration and Development Initiative (UNDP-JMDI).

The project aims to minimize the social cost of migration and maximize gains for local development by institutionalizing a framework that would mainstream M&D in local governance. The project also aims to reinforce convergence initiatives in pioneer sites in order to continue engaging migrants and migrant families to mobilize their resources for local economic development. As M&D initiatives have been present in Batangas since 2009, the activities for *SUMMID CALABARZON* are

geared towards scaling up the migration programs, services, and activities in the province.

In 2015, another M&D project was brought to Batangas through a grant support from the International Fund for Agricultural Development (IFAD). ULAP and Atikha worked together in implementing the project, “*Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines*,” which runs from January 2015 until December 2016. The project also aims to increase the mobilization of migrant resources and remittances towards agriculture development through capacity-building activities and investment promotion. *Table 10* provides a summary of the M&D initiatives implemented in Batangas.

Table 10. Overview of Migration and Development initiatives in Batangas from 2009-2015

Project	Partners	Activities	Result (As reported by the Provincial Government of Batangas)	Outcome (As reported by the Provincial Government of Batangas)
<p>“Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines” (October 2009 to May 2011)</p> <p><i>Project Sites: Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga</i></p>	JMDI- UNDP NEDA Atikha	<ul style="list-style-type: none"> Regional Forum on Migration and Development (June 17, 2010 in Calamba, Laguna) 	<ul style="list-style-type: none"> 10 participants from different offices of the Provincial Government of Laguna (PPDO, PSWDO, PESO) attended to know more about the migration situation of Batangas, as well as the potential programs that can be implemented for M&D 	<ul style="list-style-type: none"> Commitment from PPDO, PSWDO, and PESO to undergo capacity-building activities that will enable them to identify investment opportunities for OFs and identify assistance the Provincial Government can provide OFWs and their families.
		<ul style="list-style-type: none"> Training of Trainers on Financial Literacy and Addressing Barriers to Reintegration for OFWs and their Families (July 2009, San Pablo City, Laguna) Seminar on Setting Up Programs and Services for OFWs and their Families 	<ul style="list-style-type: none"> PPDO and PSWDO staff from cities and municipalities trained to set up OSM-RCs in their localities and conduct financial literacy trainings⁵⁵ Signed MOA with the Provincial Government of Batangas, Mabini, and Cuenca for the setting up of OFW Center 3 OFW Centers set up in the province of Batangas and the municipality of Mabini and Cuenca 	<ul style="list-style-type: none"> 20 seminars for financial literacy cascaded to 885 migrants and families⁵⁶

⁵³ Commission on Filipinos Overseas (CFO) is an agency of the Philippine Government under the Office of the President tasked to promote and uphold the interests, rights and welfare of Overseas Filipinos, and strengthen their ties with the Motherland. (<http://www.cfo.gov.ph>)

⁵⁴ Department of Interior and Local Government-Local Government Academy (LGA) is the country’s leading provider of capacity-building services to local government units (LGUs) and to the DILG personnel. (<http://lga.dilg.gov.ph>)

⁵⁵ Specific municipalities represented currently being requested from the Provincial Government of Batangas and Atikha

⁵⁶ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha’s project report. Disaggregated number for each province currently being requested.

Project	Partners	Activities	Result (As reported by the Provincial Government of Batangas)	Outcome (As reported by the Provincial Government of Batangas)
		<ul style="list-style-type: none"> • Training of Teachers on Setting up School-based Programs in Addressing the Social Cost of Migration 	<ul style="list-style-type: none"> • 613 children joined the Batang Atikha Savers Club⁵⁷ 	<ul style="list-style-type: none"> • Established partnership between Atikha and 40 schools in Batangas, Laguna, and Cavite who are willing to conduct school-based programs (e.g. goal setting, peer counseling, gender sensitivity, and savings consciousness)
Pinoy Worldwide Initiative for Savings, Investment, and Entrepreneurship (PinoyWISE) Movement (2011-2012)	JMDI- UNDP Atikha	<ul style="list-style-type: none"> • Migration fora 	<ul style="list-style-type: none"> • Passing of Provincial Ordinance No. 006 Series of 2012, also known as An Ordinance Establishing And Institutionalizing The Batangas Province Migrant Center, Appropriating Funds Thereof And For Other Purposes 	<ul style="list-style-type: none"> • PSWDO recognized as focal office for M&D activities of Batangas, enabling psychosocial assistance to OFWs and their families • PSWDO Focal person for migration became a plantilla position
		<ul style="list-style-type: none"> • Skills Training • Two seminars on starting and improving your business (in Batangas and Laguna with combined participants of 50) • Two seminars on entrepreneurship and opportunities in business and enterprises in the Philippines (with 200 participants in December 2011) 	<ul style="list-style-type: none"> • Two business opportunities training in hog raising, feeds distribution and marketing of cooperative products conducted among migrant families in Batangas and Laguna (105 participants) • Three training on handmade soap making using natural ingredients • Three trainings on Access to Credit (participated by 330 participants as of September 2011) 	<ul style="list-style-type: none"> • None reported by Atikha
		<ul style="list-style-type: none"> • Marketplace event in UAE 	<ul style="list-style-type: none"> • Capacity-building activities on migrant rights and financial literacy 	<ul style="list-style-type: none"> • Outright investment to SIDC⁵⁸
SUMMID CALABARZON (April 2014- March 2016)	JMDI- UNDP NEDA 4A ULAP Atikha CFO	<ul style="list-style-type: none"> • Consultation with LCE • Capacity-building for local planners and M&D service providers • Development of a local planning guide • Regional Case Management Training 	<ul style="list-style-type: none"> • Seven participants from Batangas (PSWDO, Rosario MSWDO, Cuenca MSWDO, Batangas OFW Family Federation) acquainted with the reintegration programs OWWA, NRCO, CFO 	<ul style="list-style-type: none"> • Referral services to be included in the services of PSWDO and BPMC; as of the time of writing, Batangueños are yet to seek referral services from the BPMC

⁵⁷ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha's project report. Disaggregated number for each province currently being requested.

⁵⁸ As of the time of writing, SIDC is yet to respond to the request for a disaggregated amount of investment received through the skills training activities.

Project	Partners	Activities	Result (As reported by the Provincial Government of Batangas)	Outcome (As reported by the Provincial Government of Batangas)
		<ul style="list-style-type: none"> • Reintegration Planning and Counseling Seminar 	<ul style="list-style-type: none"> • Continued partnership with Cuenca OSMRC; Orientation on migration programs and training of 180 families from 17 barangays in Cuenca for the Family and Income Management Seminar (January 2015 onwards) 	<ul style="list-style-type: none"> • Investment counseling resulted to pooled investments of Php 741,928.00 (41 OFWs and families) from investments in healthcare, life insurance, mutual fund, and renewable energy (July 2014 to January 2015)
		<ul style="list-style-type: none"> • Regional Pre-Migration Orientation Seminar Training of Trainers (Alfonso, Cavite) 	<ul style="list-style-type: none"> • 31 participants from LGU, PLGU, migrant organizations and State Universities in CALABARZON; PMOS will be implemented by OSMRC and PESO 	<ul style="list-style-type: none"> • Setting up OSMRCs in Lemert, Calaca, and Agoncillo where psychosocial services can be offered to OFWs and their families.
		<ul style="list-style-type: none"> • TOT for School-based programs (April 13-16 in Mataas na Kahoy, Batangas) 	<ul style="list-style-type: none"> • 74 participants (from 36 districts) trained on the school-based programs 	<ul style="list-style-type: none"> • Dr. Marian Lontok- Arias- the Division Supervisor for HEKASI and AP issued a memo on the conduct of district- level cascade seminar
Scaling up Initiatives in Mobilizing Migrant Resources towards Agriculture Development in the Philippines (January 2015-December 2016)	IFAD Atikha ULAP	<ul style="list-style-type: none"> • Mapping of migration corridors to promote the use of remittances for rural investments • Investment promotion • PinoyWISE Roadshow (financial literacy training of trainers, training among families left behind, exposure trip to SIDC head office and Egg Layer Farm in Batangas City) • Financial literacy training and capacity-building 	<ul style="list-style-type: none"> • 109 new SIDC members recruited, making the total membership of SIDC 1,148 (which includes migrants and families from Italy and Philippines) engaged in savings, investment, and entrepreneurship programs [paying 1,700 Euros per share of stock] • M&D Council was convened and Economic Committee was formed to strengthen the economic component of Batangas migration program 	<ul style="list-style-type: none"> • Initial outcome: Gearing up to come up with ISE options for migrants

III. GOVERNANCE APPROACH IN MAINSTREAMING MIGRATION AND DEVELOPMENT

This section discusses the strategies employed by the Provincial Government of Batangas with its partners to mainstream M&D in local governance. The discussion is divided according to the “*Roadmap on Mainstreaming M&D in Local Governance*”⁵⁹, a framework developed by ULAP through its experiences and observations in facilitating M&D mainstreaming in LGUs. The pillars of the roadmap are: Leadership; Financing; Human Resources; Data and Communications; Service Delivery (divided into: Investments, Savings, and Entrepreneurship; and, Service Delivery: Psycho-Social Services).

1. Leadership

There is a need for effective and efficient policy environments for local governance, and well-capacitated local leaders to carry out programs and services needed by migrants and their families. The Provincial Government of Batangas was able to mainstream M&D into the area of local leadership through the passage of relevant legislative actions, alignment of M&D with local plans and strategies of the Provincial Government and the focal offices, and renewal of commitment from key players in the Batangas Provincial Migration Coordinating Council (BPMCC).

a. Housing M&D initiatives under the PSWDO

As earlier discussed, the Provincial Government of Batangas recognized that programs and projects related to migration and development are linked with the provision of social services to their constituents. Although the initial activities of mainstreaming M&D in the local governance of the province were lodged under the PPDO, the PSWDO already took part in participating in its programs and projects. At the time the management of the BPMC was transferred to PSWDO, they expanded its programs and services and institutionalized the center and the coordinating committee.

PSWDO also included migration and development activities in the office’s Executive and Legislative Agenda (ELA) for 2014 to 2016. As reflected in the ELA of PSWDO, their programs and projects include setting up municipal migration desks, financial literacy trainings, assistance to OFWs in crisis situations, and coordination with the Batangas Province Migrants Association. These activities come with identified strategies, expected outputs, source of funding, and support agencies.

Even the Annual Investment Plan (AIP) of the

PSWDO include M&D activities, such as the annual celebration of Migrants Day, training of trainers on reintegration and counselling, and marketplace events, in addition to the activities already included in the ELA of the office.

Member offices of the coordinating council recognize the role and contribution of the PSWDO as the focal office for mainstreaming migration and development. “Aside from the strong support of our LCE, M&D is successful in the province because of PSWDO’s technical knowledge. PSWDO is very good in identifying partners for its programs. The office packages and implements programs well (translated from Filipino),” said Razel Ingco, Assistant Department Head of PESO who has long been working with PSWDO in the BPMCC.

b. Local Champions of M&D

Mainstreaming M&D initiatives in local governance would be difficult without local officials championing the said agenda; thus, it is important that there is political buy-in from both Local Chief Executive and the legislative body of the provincial government. Under the leadership of Governor Santos-Recto, with the help of Atikha, discussions on mainstreaming migration and development in local governance have led to the establishment of the VSR-1 Batangas OFW Center in 2010, which provided livelihood assistance to repatriated Batangueños.

According to Eva Morillo of the PSWDO, “Governor Santos-Recto is adamant about pushing programs for OFWs and their families. She wants to give a face to OFWs’ plight and sufferings, which can be seen by the public through her past movies (translated from Filipino).” And so, in getting the political buy-in from Governor Santos-Recto during the initial phases of M&D initiatives, Atikha and PSWDO of Batangas had to present M&D initiatives primarily through a psycho-social perspective. According to Aileen Peñas of Atikha, “Governor Santos-Recto is not really after the economic gains of the project. What is more important for her is the psycho-social benefits that the project will bring for Batangueño migrants and their families (translated from Filipino).” In addition, Board Member Mabelle Virtusio proposed for the institutionalization of the OFW Center that was later concurred upon by the Sangguniang Panlalawigan through Provincial Ordinance No. 006 Series of 2012, also known as “*An Ordinance Establishing and Institutionalizing the Batangas Province Migrant Center, Appropriating Funds Thereof and for Other Purposes.*” The BPMC serves as a one-stop migration resource center that

⁵⁹ Discussed further in Chapter 3B of this research.

provides psychosocial interventions and economic opportunities to OFWs and their families. Economic opportunities offered by the center would include, but not be limited to, livelihood expansion and community enterprises. The strong support from the Governor is evident from her participation in the activities of the BPMC such as the *Balik Batangas* program and different fora on migration.

c. Structures and Functions of a Committee on M&D

The efforts in creating a multi-stakeholder migration coordinating committee that serves as the lead organization in creating and overseeing programs and services for migrants of Batangas was a necessary step in mainstreaming M&D in local governance. The initial efforts to formalize the committee took two years to materialize due to the need to identify a legislative champion. Nevertheless, the workshops conducted by the ad hoc committee yielded a basis for the creation of the committee on migration and development later on and the programs and projects that it can provide.

“Overseas Filipinos that have been organized in the municipalities are taking the lead in implementing programs for migrants.”

-Jocelyn Montalbo, head of the Provincial Social Welfare and Development Office (PSWDO)

Included in Provincial Ordinance No. 006 Series of 2012, which established the BPMC, was the establishment of the Batangas Provincial Migration Coordinating Council (BPMCC), which was tasked to monitor and implement the programs and projects under the BPMC. The council is composed of 27 members headed by the Provincial Governor and the *Sangguniang Panlalawigan* Chairperson on Social Welfare and Persons with Disabilities as its Vice-Chairperson. Members of the BPMCC are composed of the following:

1. Batangas Provincial Government Offices (Provincial Cooperative and Development Office [PCDO], PPDO, PESO, Provincial Agriculture Office [PAO], Provincial Veterinary Office [PVO], Provincial Tourism Office), Department of Education [DepEd] of Batangas);
2. The provincial head of League of Municipalities of the Philippines (LMP);
3. Representatives from National Government Agencies (DOLE, POEA, Department of Trade and Industry⁶⁰ [DTI], OWWA, Technical Education and Skills Development Authority⁶¹ [TESDA]; and,

4. Representatives from non-government agencies and private sectors (Philippine Consortium on Migration and Development [PCMD], Lipa Archdiocese Commission on Migrants and Mission [LACMM], Batangas Chamber of Commerce, Inc. [BCCI], Bangko Kabayan; LandBank of the Philippines, Overseas Filipino Federation of Batangas, and Sorosoro Ibaba Development Cooperative, Inc. [SIDCI]).

Through different capacity development opportunities from partner organizations, the Provincial Government was able to cascade M&D initiatives to the municipal level. This resulted to the establishment of migration desks in 21 out of its 31 municipalities and one out of its three cities, with each municipality having its own M&D focal person. According to Montalbo, “Overseas Filipinos that have been organized in the municipalities are taking the lead in implementing programs for migrants (translated from Filipino).” In addition, there are also municipalities such as Mabini, Cuenca and Alitag that are already looking into passing local ordinances that will institutionalize M&D initiatives in their local governance, following the format of the province.

With the BPMCC having composed of multiple stakeholders, some of its member organizations have also contributed to M&D initiatives in the province. The PESO of Batangas has been institutionalized and is actively conducting its own job fairs and pre-employment job seminars. However, according to Razel Ingco of PESO, “We have always been committed to the BPMCC, as our office has been with the council since it started. Still, we recognize that the partnership with the BPMCC can still be further strengthened with convergence projects like job fairs for OFW returnees. By law, migration is just a small part of the PESO mandate and we are just starting to consider and absorb how M&D can be mainstreamed in our services (translated from Filipino).” Furthermore, having a multi-stakeholder composition in the BPMCC would ensure that accountability for various M&D initiatives in the province can be easily monitored by each of the members.

Although some migrant organizations based in

⁶⁰ Department of Trade and Industry is the executive department of the Philippine Government tasked to expand Philippine trade, industries and investments as the means to generate jobs and raise incomes for Filipinos. (www.dti.gov.ph)

⁶¹ Technical Education and Skills Development Authority is an agency of the Philippine government under the DOLE responsible for managing and supervising technical education and skills development in the Philippines. (www.tesda.dole.gov.ph)

Batangas have expressed their doubts as to the sustainability of the projects being offered to them, according to Aileen Peñas of Atikha, the institutionalization of the BPMCC by law assured them somehow that M&D related programs or projects in the province will continue, despite possible changes in the political landscape or change of administration. “Having more people involved in the BPMCC, coming from different sectors of the province, will help implement M&D programs easier. We can all help each other think of better ways to implement projects and programs, and sustain them (translated from Filipino),” Aileen Peñas added.

PSWDO also recognizes the vital role of faith-based organizations, such as the LACMMI. “LACMMI was already organized even before even before the BPMC started its operations and was already conducting its own programs on migration (translated from Filipino),” noted Florita Lachica, PSWDO Assistant Department Head. “Instead of competing with the services of LACMMI, the BPMC recognized the capacities of the organization and invited it to be a part of the BPMCC. Because of that, LACMMI has been giving their inputs in the Family and Income Management trainings that the BPMC cascades to different municipalities to give more emphasis on the values formation of the families (translated from Filipino),” she added. The multi-stakeholder group in-charge of delivering programs and services to OFWs and their families, thus, became a platform for convergence, harmonizing the resources of its members to ensure better psychosocial service delivery to the OFWs and their families.

2. Financing

In order to conduct programs and projects, strategies on financing forms a vital part in the success of mainstreaming migration and development in local governance. The Local Chief Executive and the *Sanggunian Panlalawigan* together with other stakeholders must recognize the importance and the contribution of M&D in their province.

a. Appropriation of annual budget for M&D initiatives

In the case of Batangas, PO 06-2012 also appropriated an initial amount of PhP 1 Million for purposes of implementing migration and development programs. Since 2012, the allocation of PSWDO for the programs of the BPMC has been growing to accommodate more programs, services, and activities. The increase in budget was to offset the parallel increase in the demand of programs specifically on the livelihood assistance for repatriated OFWs from conflict-ridden countries. The annual budget is utilized to fund activities such

as municipal-based Financial Literacy Trainings and setting up municipal migration desks. Additionally, the funds are also used to provide financial assistance, as well as, to celebrate the annual celebration of Migrants Day, training of trainers on reintegration and counseling, team building of OFW leaders, and quarterly meetings of the BPMC. In 2014, the budget of PSWDO for their M&D programs is at PhP 1.331 Million.

“It still stands that as much as we want to allocate more for the BPMC programs, our budget is limited (translated from Filipino),” noted Lachica. The PSWDO recognizes the fact that given the growing needs of their beneficiaries, supplemental budget is necessary. Hence, the BPMCC taps the different resources of its members for cost-sharing, such as partnering with programs offered by the OWWA and trainings conducted by the DTI. Aside from the allocated budget for the programs and projects of the BPMC, the provincial government also offsets other expenses like food for its participants and venue for its trainings. With the strong financial support of the local government and with the assistance from other organizations, the PSWDO is able to deliver social services to migrants and their families.

3. Human Resources

The Human Resources Pillar identifies the need to institutionalize a focal person or agency for the implementation of M&D initiatives and programs. The establishment of the BPMCC working together with the PSWDO as the focal agency, given the nature of services they provide, has created a functional system that provides strategic planning, implementing, and monitoring of migration and development initiatives in the province. In 2009, Atikha began to coordinate with the PSWDO of Batangas regarding the possibility of mainstreaming M&D into the programs and services of the office. During this period, Atikha oriented the PSWDO and the Municipal Social Welfare and Development Offices (MSWDOs) about the realities and the benefits of migration and development in the country. Since then, Atikha has laid down the groundwork and provided technical expertise in mainstreaming M&D initiatives.

In order to further enhance the capacities of the BPMC, the Capacity Development Plan for 2014-2016 of the PSWDO included the trainings of provincial and municipal staff in M&D related initiatives. As mentioned by La Chica, “We are fortunate that because M&D initiatives in the province have been ongoing since 2009. The BPMCC members have already touched base with different national government agencies through the trainings and fora conducted. Agencies such as OWWA, POEA, DOLE, Atikha are identified in PSWDO’s capacity-

building plan as resource organizations that can provide support and technical assistance in the M&D initiatives of the province (translated from Filipino).” The capacity development interventions specified in the plan include seminar-workshop on setting up of Migrants’ desks and training of trainers for Financial Literacy.

As a result of the different capacity-building activities attended by the members of the BPMCC, “graduates” of Atikha training of trainers (TOTs) become resource persons who cascade trainings to the municipalities. “Based on our experience, the municipalities warmly accept the trainings that the BPMCC cascades to them because of some informal incentives for implementing M&D programs. They are encouraged by several things such as the trainings they attend, the knowledge that other municipalities are already implementing, and the possibility of participating in PinoyWISE study tours and investment missions abroad (translated from Filipino),” Lachica added.

Under SUMMID CALABARZON, even more municipalities that were not previously reached by the past M&D projects in Batangas are now being trained by the BPMC trainers. On November 19, 2014, Atikha conducted a mentoring and dry run for the 11 TOT “graduates” of Batangas in preparation for cascading the trainings. After the dry run, the trainers then cascaded the trainings to the municipalities of Agoncillo (November 24, 2014), Cuenca (December 2, 2014), and Calaca (December 4, 2014) where a total of 80 municipal government frontline service providers and leaders of OFW organizations were trained.

According to Aileen Peñas of Atikha, “Trainees come back to us after participating in Family and Income Management Trainings that we conduct, and they thank us for introducing budgeting of finances for the first time to them. They said the trainings helped them a lot in how they manage their incomes, so that money they worked hard for do not go to waste or useless expenses (translated from Filipino).” However, apart from these initial feedbacks, no monitoring reports have yet been documented to substantiate whether the training participants from the municipalities applied what they learned, resulting to outcomes.

⁶² The Community-Based Monitoring System (CBMS) Network is part of the Poverty and Economic Policy (PEP) Network supported by the International Development Research Centre (IDRC) Canada through its Globalization, Growth and Poverty (GGP) Initiative, and by the Canadian International Development Agency (CIDA). CBMS provides local-level census of poverty indicators, detailed measurement of many dimensions of poverty, identification of households that are poor in each dimension, and a systematic source of data for local & national governments, NGOs, international institutions, etc. to guide use of local budgets and target programs and beneficiaries, lobby for new resources, and monitor impacts of crises and policies. CBMS data helps promote evidence-based policymaking; provide program design, targeting, and implementation; and empower local communities to participate in the process. <http://www.dlsu.edu.ph/research/centers/aki/participant/cbms/>, last accessed January 15, 2016.

⁶³ The Philippine Statistics Authority (PSA) is the central statistical authority of the Philippine government on primary data collection. It is mandated to plan, develop, prescribe, disseminate and enforce policies, rules and regulations and coordinate government-wide programs governing the production of official statistics, general-purpose statistics, and civil registration services. It is primarily responsible for all national censuses and surveys, sectoral statistics, consolidation of selected administrative recording systems and compilation of national accounts. <https://psa.gov.ph/about>, last accessed January 15, 2016.

4. Data and Communication

The Data and Communications Pillar identifies the need to institutionalize an information hub for M&D through appropriate legislative action. Data gathering, consolidation, and generation mechanisms reflect social, political, and economic milieu of each province/municipality involved and tell the story of the migrants’ situation, whether in the Philippines or abroad. It depicts migrants’ lives, the lives of their families, as well as, the community wherein they belong. Therefore, it is important that such data is always up-to-date and relevant for policy and decision-making.

“Trainees come back to us after participating in Family and Income Management Trainings that we conduct, and they thank us for introducing budgeting of finances for the first time to them. They said the trainings helped them a lot in how they manage their incomes, so that money they worked hard for do not go to waste or useless expenses.”

- Aileen Peñas, Deputy Executive Director, Atikha

In the case of Batangas, a pre-existing Community-Based Monitoring System⁶² (CBMS) was utilized for the database of migrants. However, it is unable to provide substantial information on the profile of OFWs and migrant families in Batangas. As such, through SUMMID CALABARZON,

the Philippine Statistics Authority⁶³ (PSA) has created 10 rider questions related to M&D for the CBMS for 2016, which will enable the data-gathering of OFWs and migrant family profiles even at the barangay level. Nevertheless, further data needs to be gathered to determine whether there is an existing tool for monitoring and evaluation of the BPMC’s activities or an existing communication strategy for migrant families.

Montalbo mentioned that, “Since 2013, the Provincial Government has celebrated Batangas Province Migrants’ Week on the week of December 18, which is recognized worldwide as Migrant’s Day. Even when it was first held, the Provincial Government really put effort in organizing it because it is our way of thanking and celebrating our OFWs, our modern heroes (translated from Filipino)”. During the annual Migrants’ Day celebration, migrant organizations are engaged as panelists in different talks. The celebration of Migrants’ Day also becomes an opportunity for the BPMCC to raise awareness about the programs and services of the Provincial Government, which OFWs and their families can avail.

5. Service Delivery: Investment, Savings, and Entrepreneurship

The ability to provide services to migrants is a translation of

the response to the needs or demands of OFWs and their families and an alignment with the plans and priorities of the local government. This is an acknowledgement, as well, that migration holds inherent gains that can be channeled for local economic development. Since 2009, Atikha has been assisting local service providers in linking OFWs and their families to different opportunities that can help them grow and wisely appropriate their hard-earned money while also contributing to the economic development of their home province.

The creation of a multi-stakeholder group to address the programs and services needed by OFWs and their families facilitates harmonization and delivery of existing programs of national government agencies to the constituents at the localities. This is evidenced by BPMC's provision of livelihood assistance to repatriates from Libya and Madagascar in 2010, through the coordination with DOLE.

As the composition of the BPMC was legislated in 2012 to include more offices from the Provincial Government such as the Provincial Cooperative and Development Office (PCDO), the council also became capable of providing economic opportunities to its stakeholders through investments, job matching and micro-enterprise development for the Batangueño migrants and their families. PSWDO, in particular, provides additional financial assistance to migrants while it coordinates with the Provincial Cooperative Office, which provides livelihood assistance.

Lachica and Eva Morillo, PSWDO focal person for M&D, noted how seeing their continuous exposure to different M&D projects made them realize that the BPMC also has to be capable of providing for economic services for OFWs and their families. "It is only recently that we, in the Provincial Government of Batangas and BPMCC, started to realize that migration can be linked to the economy. As of now, understanding the economic aspect of migration is still a challenge for the council (translated from Filipino)," Lachica said. "We are starting to realize that we, as a council, need to pay more attention to the economic side of migration, and we plan to start that by conducting more family and income management trainings and livelihood assistance programs in coordination with NRCO (translated from Filipino)," added Morillo.

Aside from direct financial assistance, the BPMC also facilitates financial literacy trainings, which has already

been cascaded to the municipal and barangay level. For 2015, it is also set to conduct the *Batang Atikha Savers Congress*, a school-based program for the children of overseas Filipinos. Sheryl Briton-Caya of the Regional Office of OWWA also noted that although entrepreneurial trainings are given to OFWs, they have yet to monitor whether the repatriates become entrepreneurs. "Getting follow up on the recipients of livelihood assistance from different national government agencies has not been assigned to any office yet. Hence, we only have anecdotes of how repatriates simply go back to other countries once political situations return to normal. There is currently no mechanism to monitor whether the livelihood assistance given to them contributed to the growth of local economy. But we in the BPMCC take is as a challenge to provide better economic opportunities to our OFWs here in their localities so that they would no longer have to leave the country (translated from Filipino)," noted Briton-Caya.

6. Service Delivery: Psychosocial

Psychosocial aspect of the service delivery is equally important to the *Investment, Savings, and Entrepreneurship* programs of the province as it recognizes the social costs of migration and the willingness of the LGU to address and proactively reduce the social costs of migration. As for Batangas, offices involved in providing psychosocial services to OFWs and their families cater to the needs of their target audience through center-based programs and activities. The 2014 Work and Financial Work plan of the BPMC lodged under the PSWDO show that providing financial assistance to distressed OFWs and their families take up the second biggest chunk of their budget, second only to the budget for the Batangas Provincial Migrants' Day Celebration⁶⁴. Furthermore, PSWDO's reports show that from September 2011 to March 2013, the office has spent a total of PhP 449,000 to provide financial assistance to 90 distressed OFWs and families from 20 municipalities, or roughly PhP 5,000 per recipient.

But beyond the financial assistance, the BPMC tends to the psychosocial welfare of migrants and their families through different seminars. Over the course of its implementation, the BPMC has conducted seminars on the rights of migrant workers on different universities and communities. The center has also facilitated capacity-building for migrant leaders to strengthen the partnership between the local government and the OFWs.

There is currently no mechanism to monitor whether the livelihood assistance given to them contributed to the growth of local economy. But we in the BPMCC take is as a challenge to provide better economic opportunities to our OFWs here in their localities so that they would no longer have to leave the country."
- Sheryl Briton-Caya, Regional Office of OWWA

⁶⁴ 2014 Work and Financial Plan of the BPMC allocate Php 350,000 for the financial assistance to distressed OFWs and their families and PhP 381,000 for the Batangas Provincial Migrants' Day Celebration.

Additionally, Batangas participates in the *Most Outstanding OFW Family Award (MOFYA)*, program of OWWA that celebrates model OFW families who overcame the social cost of migration. “The Provincial Government through the BPMCC is involved in the screening process on who will represent the province in the nation-wide contest. In 2009, a family from Lipa, Batangas tied with a family from Masbate in garnering the highest award at the national level. Since then, we in the Provincial Government used that as a motivation to continue providing services for OFWs and their families, as the MOFYA shows that there is something about migration that is still worth celebrating (translated from Filipino),” noted Lachica.

LESSONS LEARNED

Implementing M&D programs and services at the provincial level allowed the members of the BPMCC to recognize “M&D initiatives as mainly a part of delivering social services, thus, housing the activities under PSWDO (translated from Filipino),” Montalbo mentioned.

“Our experience also made us realize that even though M&D may initially make sense to us as social services given the priorities of our governor, M&D remains a multi-faceted issue where a multi-stakeholder coordinating committee is necessary to provide all the services needed by the OFWs and their families (translated from Filipino),” added Morillo. “We are fortunate that included in our council are Atikha and LACMMI who can share their technical capacities for the improvement of programs and services of the BPMC (translated from Filipino),” added Lachica. “Additionally, the implementation of projects such as that of IFAD assists us in shifting our focus towards economic activities for OFWs and equal service delivery (translated from Filipino),” added Morillo.

As for the regional offices of national government agencies that are part of the provincial multi-stakeholder group for M&D, they saw the BPMCC as a way to facilitate their services to the constituents in the localities. Rosalia Pagtakhan of the Regional Office of the Department of Trade and Industry (DTI 4A) noted that “by being part of the migrant council, our projects are concretized and implemented at the local level (translated from Filipino).” Nonetheless, challenges still remain in fully mainstreaming M&D activities in all municipalities. Among the challenges enumerated by the members of the BPMCC based on their experience are finding funding sources for the implementation of M&D programs at the municipal level, incorporating the economic aspect of M&D and making investment opportunities available for OFWs and their families, raising the awareness of OFs regarding the services that they can avail, and sustaining the initiatives despite possible transition in leadership

and administration of the province in the future.

Moreover, the range of work and scale of implementation of the M&D activities in the province necessitates that evaluation of impact be incorporated into the priorities. Establishing outcomes and impact will further strengthen the strategic approaches to M&D, as well as build demand for continuity of policies and services over and beyond political transitions in the province.

Governance Theme: INTEGRATING MIGRATION AND DEVELOPMENT (M&D) IN PROVINCIAL PLANNING AND LOCAL GOVERNANCE FOR MAINSTREAMING⁶⁵



Cavite's case highlights the importance of integrating migration and development (M&D) in local planning and governance. Several provincial government offices and members of the Sangguniang Panlalawigan (Provincial Legislative Council) have been involved in the M&D initiatives in the province as early as 2009. As such, legislative actions related to M&D have been in place to facilitate programs and services for Overseas Filipinos (OFs) and their families. Through strong legislative support from a member of the Sangguniang Panlalawigan, Cavite was able to pass four ordinances, which provided the backbone for the establishment of the One-Stop Migration Resource Center, identification of funding sources for the implementation of migration-related economic and psychosocial services, and creation of an initial data-gathering tool to profile the migrants. However, upon implementation of the "Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON" (SUMMID CALABARZON) project of the United Nations Development Programme's (UNDP) Joint Migration and Development Initiative (JMDI) in 2014 with the Regional Office of the National Economic and Development Authority (NEDA 4A), the Cavite OFW Council was prompted to reassess its structure and composition. Through the involvement of the Provincial Planning and Development Office (PPDO), Cavite will be the first province to mainstream M&D in their Provincial Local Investment Program (PLIP) for 2016-2018, and Annual Investment Program (AIP) for 2016. The completion and approval of the Cavite M&D Plan is expected to facilitate a clear directive of the provincial efforts and even wider engagement among provincial offices.

⁶⁵ This case is developed by the Union of Local Authorities of the Philippines (ULAP) for the project "Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON" supported by the European Union and the Swiss Agency for Development and Cooperation through the Joint Migration and Development Initiative (JMDI) of the United Nations Development Programme (UNDP). The project is a joint partnership of the National Economic Development Authority (NEDA) Region 4A, Atikha Overseas Workers and Communities Initiatives, Inc., ULAP, Commission for Filipinos Overseas, and the Department of Interior and Local Government – Local Government Academy.

The ULAP research team is led by Czarina Medina-Guce, MA (Executive Director), Genixon David (Director, Plans Programs & Policy [PPP] Unit), Eunice Dela Cruz (Manager, PPP Unit), Peter Indunan (Technical Officer), Leolaida Aragon (Technical Associate), and Pauline Delgado (Project Officer). Data gathering and research methods were conducted from January 2015 to July 2015.

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I. PROVINCE PROFILE

Cavite is a first class province located 21 kilometers south of Manila. It is bounded by Rizal on the northwest, Metro Manila and Manila bay on the north, Laguna on the east, Batangas province on the south, and South China Sea on the west. The province is politically subdivided into seven congressional districts, comprised of six component cities and 17 municipalities. Trece Martires City serves as the seat of government to the province that has a total population of 3.09 million as of May 2010. Cavite is the second smallest province in Region 4A known as CALABARZON, and has a total land area of 1,427.06 square kilometers. Despite industrialization, Cavite remains highly agricultural with 714.75 square kilometers or more than half of the province's total land area used for crop production, fisheries, livestock, and other similar activities.

The province espouses an “urban-rural integrated development” strategy⁶⁶ to accommodate the features of its physical resources and economic activities, thus gearing towards industrialization and internationalization. The cities and municipalities are clustered into three growth areas to reflect the industrial priorities of the provincial government:

The first growth area is *La Llave de Manila* or the *Key to Manila*. It is designed to become the center for trade and commerce of the province, given that this economic sector has consistently employed the largest share of Cavite's working population. In 2009 alone, it was recorded that wholesale and retail trade employed 38.21 percent of the working population or more than 13,000 people. The second growth area is *Nuevo Cavite* or the *New Cavite*,

envisioned to be the industrial and manufacturing hub of the province. Although the employment share of the manufacturing industry in 2009 was recorded to be at only seven percent, the province is expecting a massive employment and economic resurgence in the coming years due to its access to the Metro Manila market and potential for foreign and local investments. The last growth area is *Metro Tagaytay*, which will be the center of tourism and agricultural industries. Dubbed as the Tourism Haven and Food Basket of the Province, Metro Tagaytay will be composed of municipalities still engaged in crop production, fisheries, livestock, and other agricultural activities.

Under the leadership of Governor Juanito Victor Remulla Jr.⁶⁷, Cavite notably received an ISO 9001:2008 accreditation, in pursuit of his vision for Cavite to be a “First Class, World Class” province. This serves as the guiding principle in identifying priority areas and programs of the provincial government: general administration, social services, economic services, and environmental services.

A growing economic sector that is yet to be explored with depth in the local plans and strategies of the provincial government of Cavite is the Overseas Filipinos (OFs) group. According to the Overseas Workers Welfare Administration⁶⁸ (OWWA), Cavite has the largest OF population in the region with a recorded number of 108,752 as of 2015. Dasmariñas, Bacoor, Imus, General Trias, and Tanza were identified as top-sending cities and municipalities of the province. Under Governor Remulla, the implementation of M&D initiatives in Cavite started.

Table 11. Top Sending Municipalities of Cavite, based on OWWA 4A 2015 Data

Province and Municipality	ACTIVE							ACTIVE TOTAL	
	Land-Based			TOTAL	Sea-Based				TOTAL
	Male	Female	Not Stated		Male	Female	Not Stated		
CAVITE	53,696	46,187	2	99,885	8,309	558		8,867	108,752
Dasmariñas	6,462	5,098		11,560	1,131	52		1,183	12,743
Bacoor City	6,111	4,938		11,049	1,497	91		1,588	12,637
Imus City	5,063	3,811		8,874	1,151	83		1,234	10,108
General Trias	4,362	3,755	1	8,118	534	32		566	8,684
Tanza	3,103	2,701		5,804	297	20		317	6,121

⁶⁶ As stipulated in the Provincial Government of Cavite's Provincial Development and Physical Framework Plan 2013-2016.

⁶⁷ Governor Juanito Victor Catibayan Remulla Jr. assumed office on June 30, 2010 after serving as Vice Governor for 3 terms from 1998-2010. He is the son of former Governor Juanito Remulla and sibling of former Congressmen Gilbert and Jesus Crispin Remulla.

⁶⁸ Overseas Workers Welfare Administration (OWWA), an attached agency of the Department of Labor and Employment, is the lead government agency tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents. (<http://www.owwa.gov.ph>)

Chart 15. Top Sending Municipalities of Cavite, based on OWWA 4A 2015 Data Land-Based vs. Sea-based

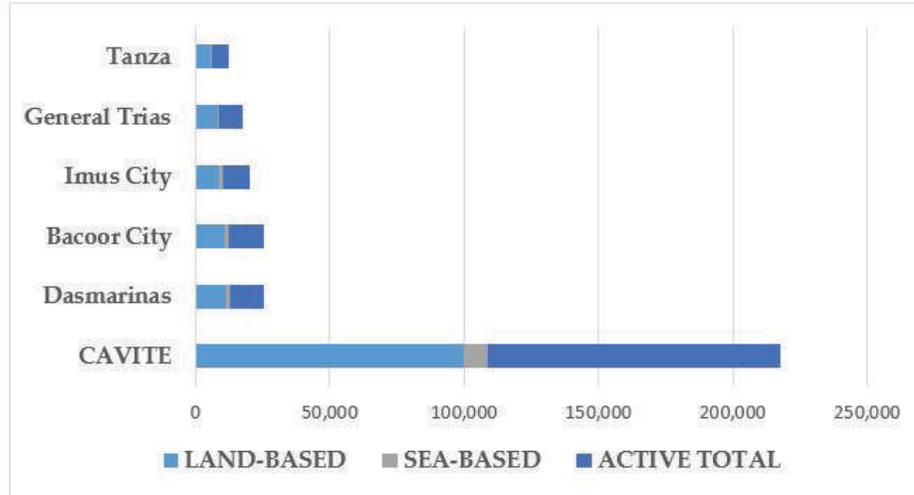
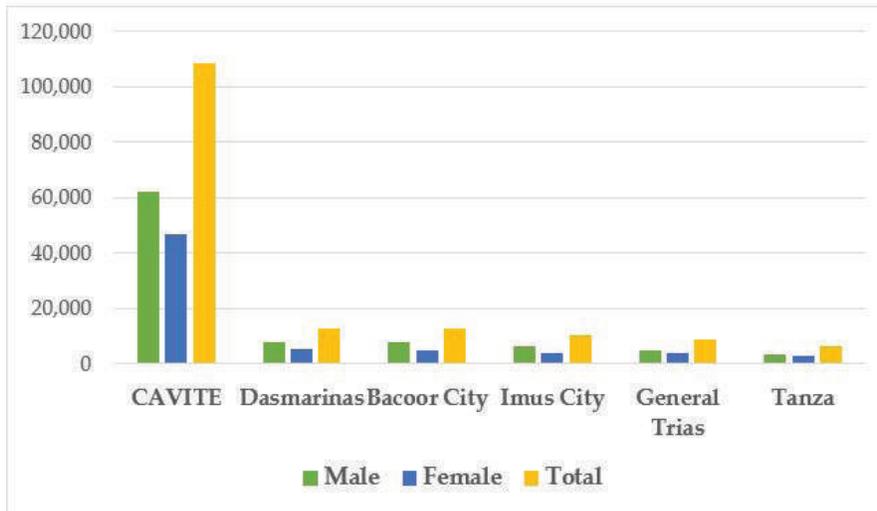


Chart 16. Top Sending Municipalities of Cavite, based on OWWA 4A 2015 Data Male vs. Female



II. INTEGRATING MIGRATION AND DEVELOPMENT (M&D) IN PROVINCIAL PLANNING AND LOCAL GOVERNANCE FOR MAINSTREAMING: The Cavite Experience in Mainstreaming M&D

The Provincial Government of Cavite has been engaged in several internationally-funded projects for M&D initiatives since 2009. These projects were implemented through the convergence of offices of the Provincial Government of Cavite and Atikha Overseas Workers and Communities Initiative Inc. (or simply Atikha), which is an NGO that caters to the economic and social needs of overseas Filipinos and their families. Atikha pioneered capacity development for the local government offices in Cavite through the project “Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines” (henceforth referred to as JMDI Phase I). The project eventually became the first phase of a series of projects funded by the United Nations Development Programme (UNDP) through the Joint Migration and Development Initiative (JMDI). The local partners for JMDI Phase I, Atikha and the National Economic and Development Authority⁶⁹ (NEDA), tapped the Provincial Planning and Development Office (PPDO) of Cavite to make M&D initiatives available and streamlined in the province.

A Regional Migration and Development Forum was held in Mabini, Batangas in July 2009 for the implementation of JMDI Phase 1, which allowed participating agencies and offices from Cavite, Batangas, and Laguna to level off and expand their understanding on the M&D nexus. Following the regional forum, a provincial strategic planning was conducted where provincial stakeholders were convened to further determine existing programs and services that can be linked to migration and development, and subsequently offered to OFs and their families. Among the offices represented in the strategic planning are Cavite Provincial Government Offices (Provincial Social Welfare and Development Office (PSWDO), the Provincial Cooperative, Livelihood, and Enterprise Development Office (PCLEDO), and the Public Employment Service Office (PESO), as well as the provincial offices of national government agencies in Cavite (OWWA and Philippine Overseas Employment Authority⁷⁰ (POEA). Gatherings such as the M&D Forum and strategic planning were instrumental in allowing the agencies to see not only their current contribution to M&D but also their potential response to the emerging needs and future direction of migration.

Different capacity-building activities were also held through the JMDI Phase I project, aiming to further arm local offices with technical capacity to provide programs and services and respond to the needs of migrants, their families, and the community.

Selected staff from Cavite PSWDO, and eventually other offices such as PPDO and PCLEDO, attended the capacity-building activities for M&D programs that will cater to the psychosocial and economic needs of OFs migrant families, and children of OFs. As a result of the capacity-building activities, PSWDO acknowledged the need to prioritize M&D in psychosocial services, eventually appointed a focal person within their office to be in charge of OFs’ needs, and integrated financial literacy trainings as part of their activities for the Women and Family sector.

Atikha continued to engage the province of Cavite in other projects, such as the Pinoy Worldwide Initiative for Savings, Investment, and Entrepreneurship (PinoyWISE) Movement for the 2011 to 2012 phase. The PinoyWISE Movement built on the partnerships established through the JMDI Phase I project, and provided additional activities geared towards promoting the economic programs for OFs, migrant families, and their home communities. Capacity-building activities similar to those conducted in JMDI Phase I were held again through the PinoyWISE Movement for new sites. JMDI Phase I trained PSWDO and PESO staff from the Provincial Government of Cavite and Dasmariñas in conducting financial literacy and reintegration seminars. Building on that, PinoyWISE conducted financial literacy and reintegration seminars for four new sites (Maragondon, Indang, Magallanes, Trece Martires City). As a result, social welfare officers, PESO officers, and livelihood officers who completed the trainings echoed the financial literacy seminars to a total of 129 participants from the four⁷¹ municipalities.

Through PinoyWISE, a marketplace event in the United Arab Emirates in November 2012 allowed provincial delegates to reach their fellow townsmen abroad and can bring different investment, savings, and entrepreneurial options for OFs. As such, the gathering abroad became a venue for Cavite event representatives Board Member Irene Bencito, PCLEDO officer Sheryll Loyola, and PSWDO officer Lucille Valencia to assist OFs in crisis situation. In coordination with the Philippine Ambassador to the United Arab Emirates Grace Relucio Princesa, the Provincial Government of Cavite was able to aid eight distressed Caviteños to go back to their hometowns.

⁶⁹ The National Economic and Development Authority, abbreviated as NEDA, is an independent cabinet-level agency of the Philippine government responsible for economic development and planning. (www.neda.gov.ph)

⁷⁰ Philippine Overseas Employment Administration (POEA) is the agency responsible for opening the benefits of the overseas employment program of the Philippines. It is the main government agency assigned to monitor and supervise recruitment agencies in the Philippines. (<http://www.poea.gov.ph>)

⁷¹ Upon inquiry on the outcomes of these trainings, provincial trainers noted that there has yet to be a follow up on the status and impact of the trainings conducted in the municipalities.

Aside from the PinoyWISE event in UAE, Board Member Bencito cited the case of repatriation cases from Middle East⁷² as to why the *Sangguniang Panlalawigan* passed the first three initial ordinances⁷³ in relation to M&D. The three provincial ordinances passed are the following:

- Provincial Ordinance No. 2011-002: An Ordinance Creating the Cavite Overseas Filipino Workers Council in the Province;
- Provincial Ordinance No. 2012-024: An Ordinance for the Creation of the Cavite Migration Resource Center; and,
- Provincial Ordinance No. 2013-014: An Ordinance Amending Provincial Ordinance No. 2012-024, Section 5, Composition Organization Structure of Cavite Migration Resources Center.

In 2012, concurrent to the implementation of the PinoyWISE activities, the Provincial Government of Cavite took on the endeavor to be certified through the ISO 9001:2008⁷⁴ Certification and Expansion project. “Head of offices were assigned to the Provincial Government’s ISO Certification and Expansion Project. The project required tedious research work and analysis (translated from Filipino),” noted Alvin Mojica, PSWDO head and OIC for PCLEDO.

The ISO Certification became a priority across all offices of the Provincial Government. “The project was important in ensuring that systems and programs of the Provincial Government that will be implemented from that point onward shall be done with high quality and be based on international standards. We got the certification and it serves as the cornerstone of the First Class World Class principle of the Provincial Government in its endeavors (translated from Filipino),” noted Dr. Eva Defiesta, provincial lead for the ISO Certification and PESO Manager. “Given the importance of the ISO certification, we really had to prioritize. Regular services of PSWDO such as counseling were still being done. But M&D-specific activities took a back seat as it required too much resource to execute. As such, trainings for OFs and their families, which also connected migrants to economic opportunities in the province, did not engage new municipalities (translated from Filipino),” added Mojica.

In 2014, the project “Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON” (SUMMID CALABARZON) identified

Cavite as one of the implementing partner provinces. The implementation of the project is led by the Regional Office of the National Economic and Development Authority⁷⁵ (NEDA 4A), together with the Union of the Local Authorities of the Philippines (ULAP), Atikha, Commission on Filipinos Overseas⁷⁶ (CFO), and the Department of Interior and Local Government - Local Government Academy⁷⁷ (DILG-LGA). The project is supported by the European Union and the Swiss Agency for Development and Cooperation through the United Nations Development Programme’s Joint Migration and Development Initiative (UNDP JMDI).

SUMMID CALABARZON aims to minimize the social cost of migration and maximize gains for local development by institutionalizing a mainstreaming framework for M&D. The project also aims to reinforce convergence initiatives in sites that have had prior engagement on M&D in order to continue engaging migrants and migrant families to mobilize their resources for local economic development.

Through SUMMID CALABARZON, the PPDO was invited to the JMDI Academy in Turin, Italy to share best practices with other M&D practitioners. As a result of this activity, the PPDO crafted a Re-entry Action Plan for M&D through the office’s renewed involvement in the provincial initiatives. The Action Plan includes activities from July to December 2015 that aim to cascade the lessons learned and capacities strengthened during the JMDI Academy to other M&D implementing office in the Provincial Government of Cavite. “The activities are also meant to strengthen partnership among M&D implementing offices in the provincial government through the process of planning, budgeting, implementation and monitoring of all planned programs, projects and activities,” noted Jesus Barrera, Provincial Planning and Development Coordinator.

Included in the Re-entry Action Plan of Cavite for M&D is the formulation of Cavite M&D mainstreaming Plan in the Provincial Comprehensive Development Investment Plan (CDIP) for 2016-2018 and Annual Investment Program (AIP) for 2016. The completion and approval of the Cavite M&D Plan is expected to facilitate a clear directive of the provincial efforts and even wider engagement among provincial offices. A reinvigorated OFW Council also worked together to launch the Cavite M&D Office and is currently in the process of monitoring

⁷² As per the team’s interview, there is no available data of the repatriated OFs from Cavite that sought help from the Provincial Government.

⁷³ This will be further discussed in Part 3.1. Leadership of this document.

⁷⁴ ISO 9001:2008 specifies requirements for a quality management system where an organization needs to demonstrate its ability to consistently provide product that meets customer and applicable statutory and regulatory requirements, and aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements. (http://www.iso.org/iso/catalogue_detail?csnumber=46486)

⁷⁵ National Economic and Development Authority (NEDA) Region IV-A Serves as the technical staff of the CALABARZON RDC is the lead government agency in CALABARZON region, which primarily coordinates, evaluates, reviews, monitors and assesses plan formulation and implementation at the regional level. (<http://nro4a.neda.gov.ph>)

⁷⁶ Commission on Filipinos Overseas (CFO) is an agency of the Philippine Government under the Office of the President tasked to promote and uphold the interests, rights and welfare of Overseas Filipinos, and strengthen their ties with the Motherland. (<http://www.cfo.gov.ph>)

⁷⁷ Department of Interior and Local Government- Local Government Academy (LGA) is the country’s leading provider of capacity-building services to local government units (LGUs) and to the DILG personnel. (<http://lga.dilg.gov.ph>)

Table 12. Overview of Migration and Development initiatives in Cavite from 2009-2015

Project	Partners	Activities	Result (As reported by the Provincial Government of Cavite)	Outcome (As reported by the Provincial Government of Cavite)
(As reported by the Provincial Govern- ment of Cavite)	Outcome	<ul style="list-style-type: none"> Regional Forum on Migration and Development (July 2009 in Mabini, Batangas) 	<ul style="list-style-type: none"> 7 Planning officers, Sangguniang Panlalawigan staff, PESO managers, and PSWDO staff attended 	<ul style="list-style-type: none"> PSWDO was able to identify existing services (e.g. counseling) and new services (e.g. financial literacy) that the office can provide for OFs and their families Initiated partnership between <i>Sangguniang Panlalawigan</i> staff and PSWDO to draft an ordinance for the institutionalization of M&D in the Provincial Government
(As reported by the Provincial Government of Cavite)		<ul style="list-style-type: none"> Training of Trainers on Financial Literacy and Addressing Barriers to Reintegration for OFWs and their Families (July 2009, San Pablo City, Laguna) Seminar on Setting Up Programs and Services for OFWs and their Families (Nov. 9-10, 2009, San Pablo City) 	<ul style="list-style-type: none"> PSWDO and PCLEDO staff were trained to conduct financial literacy seminars 20 seminars on financial literacy conducted by trained trainers to 885 migrants and families⁷⁸ 	<ul style="list-style-type: none"> PSWDO incorporated financial literacy trainings into the activities of its Women and Family Sector and appointed a focal person for migrant concerns, as part of its unit mainstreaming
		<ul style="list-style-type: none"> Training of Teachers on Setting up School-based Programs in Addressing the Social Cost of Migration 	<ul style="list-style-type: none"> 613 children joined the Batang Atikha Savers Club⁷⁹ 	<ul style="list-style-type: none"> None reported yet
<i>PinoyWISE Move- ment</i> (2011-2012)	JMDI- UNDP Atikha	<ul style="list-style-type: none"> Marketplace event in UAE Visit of Provincial Government Delegates to the Philippine Embassy and Philippine Overseas Labor Office (POLO) 	<ul style="list-style-type: none"> Participation in the marketplace event abroad by bringing cooperative-made products and presenting counseling services of PSWDO Dialogues with hometown associations, social welfare attachés, officials from the Philippine Embassy, and the Philippine Overseas Labor Office (POLO) regarding the needs of OFs and assistance that can be extended by the Provincial Government 	<ul style="list-style-type: none"> None reported yet

⁷⁸ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha's project report. Disaggregated number for each province is not yet received by ULAP team as of writing of this case.

⁷⁹ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha's project report. Disaggregated number for each province is not yet received by ULAP team as of writing of this case.

Project	Partners	Activities	Result (As reported by the Provincial Government of Cavite)	Outcome (As reported by the Provincial Government of Cavite)
		<ul style="list-style-type: none"> Migration fora 	<ul style="list-style-type: none"> Three legislations passed related to M&D: PO No. 2011-02: Ordinance Creating The Cavite Overseas Filipino Workers Council PO No. 2012-024: Ordinance For Creation Of The Cavite Migration Resource Center PO No. 2013-14: Ordinance Amending Composition & Organizational Structure of Cavite Migration Resources Center 	<ul style="list-style-type: none"> Clear commitment and function of OFW Council member offices in providing programs and services for OFs and their families⁸⁰
		<ul style="list-style-type: none"> Capacity-building activities on migrant rights and financial literacy 	<ul style="list-style-type: none"> Creation of the PSWDO OFW unit 129 participants from Maragondon, Indang, Magallanes, and Trece Martires City trained by the trainers from Provincial Government 	<ul style="list-style-type: none"> No outcomes reported as the Provincial Government staff are yet to conduct a monitoring and evaluation of the trainings
<i>SUMMID CALABARZON (April 2014- March 2016)</i>	JMDI- UNDP NEDA 4A ULAP Atikha CFO	<ul style="list-style-type: none"> Consultation with Governor Juan Victor Remulla Training of Trainers for the use of the M&D Planning Guide 	<ul style="list-style-type: none"> Participation of PPDC Jesus Barrera in the JMDI Academy in Turin, Italy Creation of a Re-entry Action Plan for M&D 	<ul style="list-style-type: none"> M&D will henceforth be included in the 2016 budget and workplan of implementing offices as a specific subsection to secure funding
		<ul style="list-style-type: none"> Family and Income Management Training of Trainers (TOT) & Reintegration Planning and Counseling TOT 	<ul style="list-style-type: none"> 27 participants from Provincial and Municipal PESO, MSWDO, PCLEDO, OPA, PHO and leaders of OFW organization in top 10 sending municipalities were trained, conducted in September 2014 Conduct of the Family and Income Management Seminar to 26 Provincial Government employees in December 2014, facilitated by 6 trainers from the Cavite OFW Council 	<ul style="list-style-type: none"> Launch of the Cavite M&D Office to serve as the province's migration resource center (MRC) in July 2015

⁸⁰ Composition and function of the Cavite OFW Council will be discussed in the Leadership subsection of this narrative.

Project	Partners	Activities	Result (As reported by the Provincial Government of Cavite)	Outcome (As reported by the Provincial Government of Cavite)
		<ul style="list-style-type: none"> Regional Case Management Training 	<ul style="list-style-type: none"> 5 staff from Cavite (PSW-DO, PCLEDO) trained to echo programs of national government agencies such as CFO, POEA, NRCO, and OWWA for immigrants, documented, and undocumented migrants 	<ul style="list-style-type: none"> No reported outcomes yet as referral services to the national government agencies are yet to be included in the services of the Cavite M&D Office
		<ul style="list-style-type: none"> School-based training of trainers (April 27-30, Trece Martires) 	<ul style="list-style-type: none"> 48 guidance counselors and values education teachers trained on different school-based programs related to M&D, such as the Batang Atikha Savers Program 	<ul style="list-style-type: none"> No reported outcomes yet as trained guidance counselors and teachers are yet to implement school-based programs in their schools

the municipalities where previous capacity-building activities were conducted.

III. GOVERNANCE APPROACH IN MAINSTREAMING MIGRATION AND DEVELOPMENT

This section discusses the strategies employed by the Provincial Government of Cavite with its partners to mainstream M&D in local governance. The discussion is divided according to the “Roadmap on Mainstreaming M&D in Local Governance”⁸¹, a framework developed by ULAP through its experiences and observations in facilitating M&D mainstreaming in LGUs. The roadmap pillars are: Leadership; Financing; Human Resources; Data and Communications; Service Delivery (divided into Investments, Savings, and Entrepreneurship; and, Psycho-Social Services).

1. Leadership

Even with identified entry points in the Provincial Government through focal offices and focal persons, mainstreaming and sustaining migration and development initiatives necessitates legislative action to support and institutionalize the interventions. In the implementation of the projects relating to international migration in Cavite, many local offices immediately asked for a legal mandate stipulating any additional function that the office has to absorb. Hence, the passing of several provincial ordinances related to M&D under the PinoyWISE project responded to the constant concern. To date, four ordinances have been passed relating to M&D

in Cavite⁸². Additionally, the re-engagement of PPDO upon the implementation of SUMMID CALABARZON did not only resolve some disparities in the legislated focal office for M&D and the actual office overseeing the M&D activities of the province, but also pulled in all other Provincial Government Offices to be involved in the M&D activities of the province.

a. Creation of a multi-stakeholder group for M&D initiatives

Provincial Ordinance (PO) No. 2011-02 otherwise known as “An Ordinance Creating the Cavite Overseas Filipino Workers Council in the Province” was passed to create a multi-stakeholder group, which will be known as Cavite OFW Council. The legislation was passed on June 27, 2011 and stipulates the rationale, function, and composition of the council. To emphasize the need to integrate the OF investment potential in the province for rural development plan, the PO included formulating a three-year Enterprise Development Program for Overseas Balikbayan as a function of the council. The roles and activities of the council will be implemented under the chairmanship of the Governor and co-chairmanship of the *Sangguniang Panlalawigan* (SP) Chairperson on Industrial Peace & Chairman on Labor and Employment, while the Provincial PESO shall serve as the secretariat of the council.

Upon the implementation of SUMMID CALABARZON in 2014, PPDO has been re-engaged in the M&D initiatives of the province and has since then started

⁸¹ The framework is discussed in Chapter 3B of this report.

⁸² The Provincial Ordinances (POs) are PO 2011-02, An Ordinance Creating The Cavite Overseas Filipino Workers Council in the Province; PO 2012-024, An Ordinance For Creation Of The Cavite Migration Resource Center; PO 2013-14, An Ordinance Amending Po No. 2012-024, Section 5, Composition Organizational Structure Of Cavite Migration Resources Center; and PO 2015-08, An Ordinance Amending Po No. 2011-02

developing a Re-entry Action Plan for Cavite which is aimed to enable the different offices of the provincial government (such as the Office of the Provincial Agriculturist, Provincial Tourism Office, Provincial Information and Community Affairs Department) to strategize the implementation of programs and services that can be offered to OFs and their families.

Board Member (BM) Eileen Beratio, who served at the time as the Chairperson for the SP Committee on Industrial Peace, Labor, and Employment, saw the need to provide systematic assistance to distressed migrants given that Cavite has the highest population of land-based and sea-based OFWs among CALABARZON provinces (see Table 13). Hence, BM Beratio involved another local legislator, BM Irene Bencito, Chairperson of the SP Committee on Women, Family, Elderly, and Social Services in providing legislative support to the migration initiatives of the province.

b. Provision of a Migrant Resource Center

Shortly after the OFW Council was legislated, another PO was passed for the provision of a center envisioned to provide information, capacity-building, and training support to migrants and family members left behind by OFs from pre-departure to return and reintegration. *PO No. 2012-024*, also known as “*An Ordinance for Creation of the Cavite Migration Resource Center (MRC) and Appropriate Necessary Funds Thereof*” served as the legal basis for the creation of a One Stop Migration Resource Center (OSMRC)⁸³. The legislation of an OSMRC in 2012 also addressed the need for a body that will craft investment and business packages for migrants and participate in the PinoyWISE marketplace events abroad.

PO 2012-24, passed on September 24, 2012, stipulates the programs and services to be provided by the MRC, as well as the tasks and coordinators of the center’s subcommittees. According to Mario De Guzman, chief of staff of BM Bencito, they hope that through the Cavite MRC, OFs who lack financial literacy and needed psychosocial services will be given proper assistance once they come back to the province. As per Section 5 of PO 2012-24, implementing offices who shall lead in providing the services are the Provincial PESO Manager, PSWDO Head, Department of Trade and Industry⁸⁴ (DTI) Provincial Director, and the SP Committee Chairperson in Labor and Employment. These focal persons shall respectively be in charge of the center’s subcommittees, namely the (1) *Information, Research, Networking,*

and Advocacy Subcommittee; (2) Psychosocial Services; (3) Economic, Savings, and Investment Program; and, (4) Migration and Development Initiatives.

The creation of the OFW Council and Center facilitated the provision of existing services of the provincial offices of Cavite. PSWDO continued providing counseling services to children of migrants and other family members who come to their office. PCLEDO, as a member of the OFW Council and OSMRC subcommittees, have also conducted their existing livelihood and skills trainings for OFs and migrant families in different municipalities with organized OF communities. (*Outcome of the services will be further discussed in the Service Delivery- Investment Savings and Entrepreneurship and Service Delivery- Psychosocial subsection of this narrative.*)

The Cavite MRC started its operations through a Migration Desk under the PSWDO in 2013. In 2015, through the SUMMID CALABARZON project, the Cavite MRC was officially launched and moved to a larger location at the Bahay Sanayan (Provincial Training Center) at the Provincial Capitol Compound in Trece Martires, with PSWDO as the interim center manager. Along with the launching of the Cavite MRC is a revised structure of the center, as drafted by PPDO. The revised center organizational structure expands the subcommittees into six main divisions (Employment and legal services, Social services, Economic, IEC Advocacy, Planning/ Budgeting, Other Services) and all remaining PLGU offices, to now include the following:

- Provincial Legal Office
- Provincial Population Office
- Provincial Youth and Sports Development Office
- Provincial Information and Community Affairs Department (PICAD)
- Provincial Information and Communication Technology Office (PICTO)
- Provincial Human Resource Management Office
- Provincial Budget Office
- Provincial Treasurer’s Office
- Provincial Assessor’s Office
- Provincial HUDO
- Provincial Engineering Office
- Provincial Government Environment and Natural Resources Office
- Provincial Government Cavite Office of Public Safety
- Provincial Agriculture’s Office

⁸³ An OSMRC aims to provide capacity-building for migration stakeholders and ensure the financial and psychosocial well-being of overseas Filipinos and their families. Among its prominent services are the conduct of financial literacy seminars and psychosocial services to migrants and their families. For more information, visit <http://www.migration4development.org/en/projects/local-one-stop-shop-migration-resource-centers>.

⁸⁴ Department of Trade and Industry is the executive department of the Philippine Government tasked to expand Philippine trade, industries and investments as the means to generate jobs and raise incomes for Filipinos. (www.dti.gov.ph)

Table 13. Number of Land-based and Sea-Based OFWs in CALABARZON by Province, based on OWWA 4A 2015 Data

Province	ACTIVE							ACTIVE Total	
	LAND-BASED			LAND-BASED Total	SEA-BASED				SEA-BASED Total
	F	M	Not Stated		F	M	Not Stated		
CAVITE	46,187	53,696	2	99,885	558	8,309		8,867	108,752
BATANGAS	41,574	51,279	3	92,856	265	3,481	1	3,747	96,603
LAGUNA	40,478	40,880	3	81,361	300	3,539		3,839	85,200
RIZAL	31,203	35,647	6	66,856	304	3,266		3,570	70,426
QUEZON	20,640	15,257		35,897	140	1,874		2,014	37,911

c. Expanding membership of the MSG for expanded services, better representation, and advocacy partnership

Aside from PSWDO, one of the earliest provincial government offices to be engaged in the fora and capacity-building activities of JMDI Phase I was PCLEDO. Sheryll Loyola, Development Management Officer IV and Livelihood Division Head of PCLEDO, noted how Cavite OFW Council members saw the need to formalize PCLEDO's longstanding involvement with the M&D initiatives of the province. "PCLEDO has been involved with the M&D initiatives of Cavite from the very start as the office has been sending representatives to be trained in different capacity-building activities of JMDI I in 2009 and 2010. Through the office's livelihood and skills training, as well as presentation of agri-based investment and cooperative options for Caviteños, economic services are made available for OFs and their families (translated from Filipino)," noted Loyola.

After a series of public hearings deliberating the provincial ordinances, including the composition and function of the council, the involvement of PCLEDO even from the early years of migration initiatives in Cavite proved vital. Hence, through PO 2013-14 otherwise known as "An Ordinance Amending Po No. 2012-024, Section 5, Composition Organizational Structure of Cavite Migration Resources Center", PCLEDO was included in the executive committee of the Cavite MRC. The inclusion of PCLEDO was deemed necessary for the Cavite OFW Council because the office has been participating in capacity-building as well as in echoing the trainings and extending its existing livelihood training service to migrants and families since 2009. Henceforth, PCLEDO has represented the province in various marketplace events abroad under the PinoyWISE Campaign, bringing investment packages and locally made cooperative

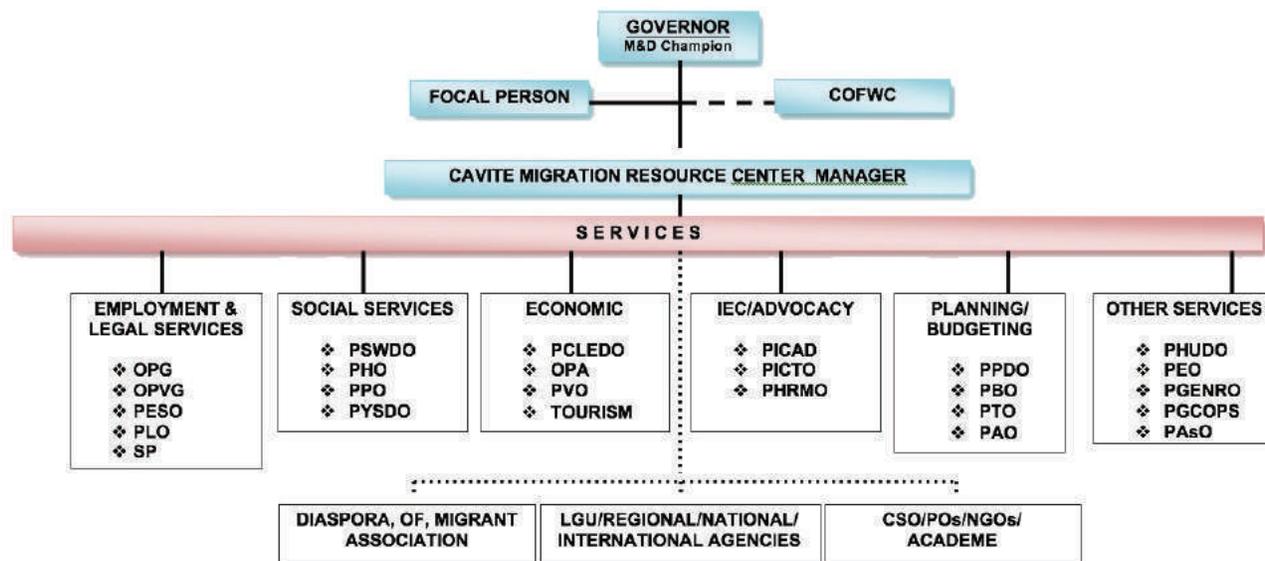
products to the United Arab Emirates and Qatar.

Upon the implementation of SUMMID CALABARZON, members of the Cavite OFW Council once again saw the need to reevaluate the legislations related to M&D, particularly its provisions in the focal office that will lead and oversee the implementation of M&D initiatives in the province. The Cavite OFW Council resumed regular meetings upon the implementation of SUMMID CALABARZON in 2014. In convening council members, it was identified that there is a need to review the structure and roles of the OFW Council.

As per PO 2011-02, the role of OFW Council secretariat and center manager of the Cavite MRC is delegated to the PPESO. "Upon evaluation of the M&D initiatives of the province in the previous years, the close relation between the psychosocial services provided by the Cavite MRC and the capacity of PSWDO show that the office is capable of performing the role of the Council secretariat, which includes overseeing M&D activities, convening the council, and funding other Council activities (translated from Filipino)," noted BM Bencito. (Board Member Irene Bencito) As such, the PO was once again amended in October 2015 through PO 2015- 08, which legislates PSWDO as the center manager and council secretariat.

BM Bencito explains that the amendments to the provincial ordinances regarding the M&D council and center are results of a needs-based approach in governance. "We want ordinances that are reflective of the arrangements that work in practice. If our experience in implementing M&D initiatives show us that PSWDO is the ideal secretariat for the context of Cavite OFs, then we secure the necessary legislative action for the office to perform its function. (Translated from Filipino)", noted BM Bencito. This has been a consistent trend of Cavite legislations

Diagram 1: Proposed Organizational Structure of the Cavite M&D Resource Center as per by PPDO



relating to M&D. In 2011, during the implementation of JMDI 1 project when M&D was just starting to grow its roots and there was great need for legislative support, inclusion of *Sangguniang Panlalawigan* members as co-chairs of the OFW Council in the POs were viewed important to achieve full extent of the provincial legislative branch. In 2012, M&D initiatives expanded to include the mobilization of migrant resources to contribute to the local economy. Conduct of marketplace events abroad necessitated the province’s creation of investment and business packages that can be offered to migrants. As such, the DOLE Provincial Office was legislated as co-chair of the Cavite MRC. And considering PCLEDO’s contribution in the advancement of entrepreneurship and skills training options for OFs and migrant families, the office has been formally included in the executive committee of the OSMRC in 2013.

d. Influence of SUMMID CALABARZON Implementers in Engaging Crucial Provincial Offices

The M&D initiatives conducted in Cavite in the years prior to the implementation of SUMMID CALABARZON facilitated the provision of existing programs and services of various provincial offices to OFs and their families. Most common of which are the financial literacy and livelihood seminars of PSWDO and PCLEDO, respectively, facilitated to OFs and their families through the interventions of Atikha. Nonetheless, the presence of NEDA 4A as the project lead of SUMMID CALABARZON has secured the engagement of other provincial actors in the implementation and harmonization of M&D initiatives in Cavite.

Jesus Barrera, Provincial Planning and Development Coordinator (PPDC) of Cavite, notes that even in their current Provincial Development and Physical Framework Plan, which was formulated in 2013, the notion of migration is limited to internal migration. “Internal migration has been a common notion among Caviteños given the unique context of Cavite as a province situated very close to the National Capital Region. We have native Caviteños who opt to live in another municipality within the province, or in a different province altogether. We also have a significant number of residents who originally hail from other provinces but eventually decide to reside here. It has only been through the JMDI project that we in the planning office were made aware that the province has the largest number of OFs in the region (translated from Filipino),” noted Barrera in the launch of the Cavite M&D Center in July 2015. Barrera added that a project such as the JMDI Phase II manifest the potential of international migration programs for the provincial government. Additionally, NEDA 4A has repeatedly engaged PPDO in different regional summits where relevance of M&D in local and regional development was brought to focus.

BM Bencito affirms the advocacy support provided by a regional agency is something that is significant for securing the commitment of provincial offices. “The head of offices and local chief executive will not overlook such initiatives when agencies like NEDA are involved, let alone are project lead (translated from Filipino).” But beyond the initial name appeal, the presence of regional agencies in provincial initiatives facilitate alignment of provincial priorities, regional activities, and migration initiatives.

Table 14. Summary of Provincial Orders Passed relating to Migration and Development

Year	Provincial Ordinance Code	Purpose	Provisions
2011	Provincial Ordinance NO. 2011-02	<i>An Ordinance Creating The Cavite Overseas Filipino Workers Council in the Province</i>	Composition: Governor as Chair, SP Chair on Labor and Employment & Chair on Women, Family, Elderly, and Social Services as co-chairs, no other stipulated officers , local offices of National Government Agencies provincial offices, PSWDO, PAO, PPDO, PESO, PCLEDO, as members of the council Funding: fund raising, counterparting Focal office/ secretariat: PESO Functions: integrate OFW's investment potential in the Province for rural development plan; formulate a 3-year enterprise Development Program for Overseas Balikbayan
2012	NO. 2012-024	An Ordinance For Creation Of The Cavite Migration Resource Center	Composition: Governor as chair, Department of Labor and Employment (DOLE) Provincial Office and NGO head as co-chairs, SP Committee Chair on Labor and Employment, TESDA director, Cavite Chamber of Commerce, DepEd, OFW Federation as members of the Executive Committee Subcommittee heads: PESO, PSWDO, DTI Provincial Director, SP Committee Chair on Labor and Employment Funding: appropriation of Php 2 million for supplies, activities, salaries
2013	PO 2013-14	<i>An Ordinance Amending Po No. 2012-024, Section 5, Composition Organizational Structure Of Cavite Migration Resources Center</i>	Composition: Include PCLEDO in the Executive Committee of the MRC
2015	PO 2015-08	<i>An Ordinance Amending Po No. 2011-02</i>	Composition: PSWDO as the center manager and council secretariat

As stated in an earlier section, through SUMMID, PPDO was invited to the JMDI Academy in Turin, Italy to share best practices with other M&D practitioners. This leads to Cavite as the first province to mainstream M&D in their Provincial Comprehensive Development Plan and Comprehensive Development Investment Plan.

2. Financing

The Financing strategies of mainstreaming M&D into local governance is closely tied with the Leadership strategies of the province. The actual “buy-in” for all key stakeholders belonging to the executive and legislative departments of LGUs facilitates the accessibility of funding for M&D. Once the LCEs and the Provincial Legislative Council or *Sangguniang Panlalawigan* realize the potential and significance of M&D in their localities. The experience of Cavite in finding financial resources for its M&D programs show that new policies to create more funding resources and options for M&D are not always necessary, as existing funding resources can be streamlined to fund various M&D initiatives and programs.

a. Aligning existing line item budgets of focal and implementing offices for M&D programs and services

Financing for M&D initiatives of Cavite, either coursed

through the Cavite OFW Council, the Cavite MRC, or even through the individual provincial offices rolling out the programs and services for OFs and their families, have relied on the internal budget of the implementing offices. For PSWDO, this means charging the activities under the line item budget of “Gender and Migration Programs” of the office. But for other offices, conducting M&D related activities means finding an existing program with an existing line item budget where an M&D dimension can be justified. For instance, PCLEDO’s Annual Investment Plan for 2014 shows that livelihood and skills trainings for migrant families can be charged under the existing “Training and Seminars” fund of the office.

Training and personnel development funds of Provincial Government offices have also been tapped for participation in capacity-building activities. As for SUMMID CALABARZON, cost-sharing mechanisms have been in place across participating provinces such that the offices represented in the trainings shoulder only the registration fee, which covers for the meals (and accommodation, if applicable) of their staff, while project funds cover for the rest of the expenses incurred in the conduct of trainings (e.g. training kits, venue rental, trainers fee, etc.). Through such cost-sharing mechanisms, it became easier for Provincial Government offices to send representatives.

b. Tapping funds from the Office of the Provincial Governor for additional budget

The provincial ordinances stipulate certain financial support for the implementation of M&D programs and services coursed through the Cavite MRC. As per PO 2012-24, the Cavite MRC is appropriated with a PHP 2 million budget from the Provincial Executive Department (Office of the Provincial Governor [OPG]), for the operation and activities of the center. Prior to the official launch of the Cavite MRC, the fund was yet to be disbursed. Nonetheless, it was already being tapped when the PSWDO budget can no longer accommodate additional M&D activities. In the past, members of the OFW Council have referred to the OPG for additional financial support for activities that can no longer be lodged in the budget and work plan of the M&D implementing offices. “As much as PSWDO is willing to shoulder costs for M&D initiatives, the budget will always have certain limitations. For instance, we are not allowed to charge international travel for the PinoyWISE event in the budget of offices. But we were not rejected by the OPG when we asked for assistance. When the Governor knows that the spending is for service, he does not reject the requests (translated from Filipino),” recounted Mojica.

For instance, the participation of the provincial delegates from PSWDO, and PCLEDO in the PinoyWISE Marketplace event in UAE and Qatar in October 2014 was covered by funds from the OPG. Upon completion of their engagement abroad, delegates were expected to report their learnings and incorporate it in the existing services catered to OFs and their families.

“Internal migration has been a common notion among Caviteños given the unique context of Cavite as a province situated very close to the National Capital Region. We have native Caviteños who opt to live in another municipality within the province, or in a different province altogether. We also have a significant number of residents who originally hail from other provinces but eventually decide to reside here. It has only been through the JMDI project that we in the planning office were made aware that the province has the largest number of OFs in the region”

- Jesus Barrera, Provincial Planning and Development Coordinator (PPDC) of Cavite

c. Requiring implementing offices to include M&D services in their 2016 budget and workplan

Upon the implementation of SUMMID CALABARZON and the creation of PPDO’s Provincial Re-entry Action Plan for M&D, offices that roll out programs and services for OFs and their families (such as PSWDO, PCLEDO, PTO, PAO and PICAD) will be required to have a section in their budget and work plan dedicated to M&D, identifying the specific programs and services that they can cater to M&D stakeholders starting 2016. While this practice is yet

to take effect, PPDO (through a suggestion from NEDA) will be indicating in the budget guideline that the five percent Gender and Development (GAD) fund of the offices can be utilized for the M&D initiatives of the offices. “M&D and GAD are highly interrelated after all, as the welfare of women and children are heavily embedded in the M&D programs (translated from Filipino),” noted Barrera. PSWDO focal person for M&D initiatives Lucille Valencia agrees in this observation. “Not only because women comprise almost 43 percent of the OFW population in Cavite, but also because most of the beneficiaries of the financial literacy, livelihood training, and counseling services of PSWDO and PCLEDO are women,” said Valencia. In average, 17 out of the 25 participants for financial literacy and skills training activities conducted by the provincial offices are female. Furthermore, tapping the GAD budget of implementing offices will enable them to reach more municipalities, increase number of livelihoods and number of OF families who have savings and insurance.

3. Human Resources

The Human Resources Pillar identifies the need to institutionalize a focal person or agency for the implementation of M&D initiatives and programs. As for the case of Cavite, PSWDO served as the focal offices of the province’s M&D initiatives given the contextual needs of the province and the buy-in of the office. Nonetheless, the focal office for M&D, as well as other implementing offices, must be capacitated according to its mandate. As such, capacity-building is essential for the Human Resources Pillar. Policies for capacity-building in relation to M&D initiatives and programs must also be established and developed.

a. Legislated Office

PO 2011-02 mandates the Provincial PESO Manager to take on the role of secretariat for the OFW Council, while PO 2012-024 assign the role of MRC coordinator to the PSWDO head. Members and officers of the OFW Council have observed that PPESO is not as active as it should be, in terms of fulfilling its roles in the council. One of the reasons

PESO finds it challenging to perform the roles assigned to it is due to the lack of plantilla (regular) staff. PPESO is yet to be institutionalized and as such has been operating as an arm of the Office of the Provincial Governor. Additionally, the OIC head of PPESO, Dr. Eva Defiesta, is primarily a staff of the Provincial Youth and Sports Development Office while also leading the province's priority operations regarding ISO certification. These circumstances made it difficult for the PPESO to regularly convene the OFW Council in its early years.

Upon the implementation of the SUMMID CALABARZON in Cavite, NEDA 4A Regional Director Luis Banua recognized the crucial role that the OFW Council must play in carrying out the project activities. Given PSWDO's involvement in the migration initiatives in the province even from the early years, the office became the best candidate to be an alternative focal office for M&D initiatives in Cavite. Even in 2011 during the implementation of JMDI Phase I and PinoyWISE Movement, PSWDO has already incorporated financial literacy trainings in its programs and appointed a focal person for migration-related concerns. PSWDO OIC, Alvin Mojica, was thus asked by Director Banua to lead the implementation of SUMMID CALABARZON services in the province.

In 2010, PSWDO was willing to house the Migration Desk. Current PSWDO focal person for migration initiatives, Lucille Valencia, attributed the support given by the office to the staff's familiarity and firsthand experience in dealing with OFs and migrant families who come to their office for psychosocial assistance. "Even during the implementation of JMDI Phase I, our office noticed that the counseling cases we receive come largely from OF families. We took it as an indicator to take M&D more seriously (translated from Filipino)," noted Valencia. The clear buy-in and willingness of PSWDO to be involved in ensuring the welfare of migrants and migrant families has been noted in the legislative realignments that the OFW Council is undertaking, primarily in the assessment of suitable center manager and council secretariat.

Thus in 2015, Provincial Ordinance (PO) 2015-08 was passed, amending PO No. 2011-02 and changing the composition of the Cavite OFWs Council. PPESO's functions was transferred to PSWDO, which is assigned as the OSMRC manager and council secretariat. As focal office for M&D initiatives and secretariat of the OFW Council, PSWDO will henceforth fulfill the following functions

as stipulated in PO 2012-24, Section 6.3: Center Coordinating Functions:

- "Section 6.3.1. Oversee all the operation management of the center and coordinate and facilitate the implementation of youth employment and migration development programs, projects and activities
- Section 6.3.2. Provide development reports and issues and concerns to the Executive Committee with recommendations"

Should the new focal office and OFW Council secretariat encounter challenges in fulfilling its roles, BM Bencito as co-chair of the council and member of the Executive Committee of the Cavite MRC have repeatedly assured the body that she would be willing to provide additional manpower through her office. "Our offer will always stand, as it did for PESO. The office of the SP Committee on Industrial Peace, Labor, and Employment Chairperson can provide additional assistance in manpower for whoever will be the secretariat (translated from Filipino)," noted BM Bencito.

Aside from PSWDO, another M&D mover in Cavite engaged by NEDA 4A upon the implementation of the SUMMID CALABARZON project is PPDO. Prior to the presence of NEDA 4A as an advocacy partner for international migration and development, Jesus Barrera of the PPDO, as discussed above, notes that even in Cavite's PDPFP for 2013-2016, the notion of migration is limited to internal migration. Likewise, Barrera also noted that through the M&D projects in Cavite, the PPDO was made aware of the importance of M&D because of the potential of having the largest number of OFs in the region.

b. Capacity Development for Center-based services

As for the rest of the members of the Cavite OFW Council and other provincial government offices that provide services and programs to OFs and their families, the different internationally-funded projects in the province have provided capacity development opportunities. Such opportunities satisfy the mandate of PO 2012-24 for the staff of the Cavite MRC to receive capacity development to equip them in providing economic and social services to Cavite migrants.

For the JMDI Phase I project, selected staff from Cavite PSWDO, and eventually other offices such as PPDO, PCLEDO, and even local PESO and City SWDO staff from Dasmariñas, attended the

"M&D and GAD are highly interrelated after all, as the welfare of women and children are heavily embedded in the M&D programs"
- Jesus Barrera, Provincial Planning and Development Coordinator (PPDC) of Cavite

trainings. Capacity-building activities include regional training of trainers (TOT) on Financial Literacy and Addressing Barriers to Reintegration for OFWs and their Families (July 10, 2009 in San Pablo City, Laguna) and Seminar on Up Setting Programs and Services for OFWs and their Families (Nov. 9-10, 2009, San Pablo City). Additionally, public school teachers from the district of Dasmariñas and Trece Martires attended the regional Training of Teachers on Setting up School-based Programs in Addressing the Social Cost of Migration, which introduced the “Batang Atikha Savers Club” to grade school students.

As a result of the capacity-building activities, PSWDO was made aware of the need to prioritize M&D in psychosocial services, thus appointed a focal person within their office to be in charge of OFW needs. With the cultivated ownership of PSWDO to M&D initiatives, the office integrated financial literacy trainings as part of their activities for the Women and Family sector. All the activities of the JMDI Phase I project amounted to an initial movement for the creation of a provincial multi-stakeholder group that can convene different offices that provide programs and services for OFs and their families.

As for the PinoyWISE Movement, which built on the partnerships established through the JMDI Phase I project, additional activities geared towards promoting the economic programs for OFs, migrant families,

and their home communities were provided to new stakeholders from newly engaged municipalities. As previously mentioned in the earlier part of this case, during the JMDI Phase 1, Provincial Government staff from PSWDO and PESO and Dasmariñas were trained in conducting financial literacy and reintegration seminars. This also resulted into the conduct of the same seminars in the municipalities of Maragondon, Indang, Magallanes, and Trece Martires City, which resulted to 129 social welfare officers, PESO officers, and livelihood officers who completed the trainings. Trained social welfare and PESO municipal staff have since then manned the operational OFW help desks of the municipalities to provide counseling services to OFs and migrant families.

As for the latest internationally-funded project being implemented in Cavite, SUMMID CALABARZON has the widest range of capacity development offerings for different M&D stakeholders in the province.

Through SUMMID CALABARZON, TOTs on “Family and Income Management” and “Reintegration Planning and Counseling” are conducted in individual provinces as opposed to the previous practices of having inter-provincial participants in the trainings. This allowed for more municipal focal persons for M&D services to be trained. As for Cavite, the TOT on Family and Income Management was conducted on September 30 to October 2, 2014 at Cavite Provincial Capitol. It was attended by frontline staff of the Provincial Government; PCLEDO; City and Municipal PESO and MSWDO staff from Tanza, Tagaytay, Imus, Bacoor; and leaders of OFW organization in top 10 sending cities and municipalities such as Bacoor, Dasmariñas, Imus, Cavite City, General Trias, Silang, Tanza, General Mariano Alvarez, Kawit and Naic.

Aside from leading the conduct the TOTs, Atikha also provided the trained staff with technical input and supervision for the echoing of the trainings. As such, trained Cavite OFW Council members and PSWDO staff cascaded the Family and Income Management Training to teachers and staff of a school in Mater Dei Academy in Tagaytay City in October 2014 and to 26 PLGU employees in December 2014.

“Even during the implementation of JMDI Phase I, our office noticed that the counseling cases we receive come largely from OF families. We took it as an indicator to take M&D more seriously”

- Lucille Valencia, PSWDO focal person for migration initiatives

Trained staff of the OFW Council identified their target audience through the prior knowledge that initial cascading of trainings is more effective when facilitated to other employees of the Provincial Government. As they

become more adept in conducting migration capacity development, trained members of the OFW Council assume the role of resource speakers. As of the time of writing, the Cavite OFW Council is currently in the process of monitoring the municipalities where previous capacity-building activities were conducted.

c. **Capacity Development for School-based services**

The Cavite pool of trainers is composed of four staff from PSWDO, two from PCLEDO, one from OPA, one from PPDO, and one from DepEd Division Office. Arnel Zapanta, a graduate of SUMMID Training of Trainers from the DepEd Division Office, initiated a special council that organized and monitored the conduct of school-based training program for the DepEd Division.

For SUMMID CALABARZON, the conduct of school-based programs had been on the division level rather than the previous strategy of targeting selected

districts. As a result, 48 teachers and guidance counselors across the division were put on the same level of capacity in terms of facilitating school-based programs (e.g. Batang Atikha Savers Program) for children belonging to migrant families.

d. Capacity Development for Planners

Additionally, while previous projects have capacitated frontline service providers, SUMMID CALABARZON have engaged and capacitated planners as well. Conduct of a Regional TOT for the use of the M&D Planning Guide developed by CFO, was held on July 1-3 2015 in Baguio City where resource speakers from NEDA 4A-facilitated session about making migration-sensitive objectives, identifying appropriate M&D-sensitive programs and projects, and linking M&D-sensitive plan with investment program and budget. As a result, Cavite PPDO has created a re-entry action plan for the province.

4. Data, Information, and Communication Technology

The Data and Communications Pillar identifies the need to institutionalize an information hub for M&D through appropriate legislative action. Data gathering, consolidation, and generation mechanisms reflect social, political, and economic milieu of each province/municipality involved and tell the story of migrants' current situation, whether in the Philippines or abroad. It depicts migrants' lives, the lives of their families, as well as, the community where they belong. Therefore, it is important that such data is always up-to-date and relevant. Cavite was able to generate such information needed to design their strategies and programs through the utilization of existing data from other agencies, as well as designing ride-in qualifiers in the provincial service-registration system.

a. Referring to existing OWWA statistics and new data to identify target audience

BM Beratio and BM Bencito saw the importance of having various kinds of data and evidence that can help them make informed decisions for the direction of services and programs for migrants. Hence, as PO 2012-24 was being drafted, the mandate for the Cavite MRC to serve as an information hub was included in the legislation. Functions of the information hub, including data banking and consolidating information on migration (e.g. OWWA statistics), shall be performed by the Information Education Networking and Advocacy (IENA) Subcommittee. As per the legislation, the PESO manager is supposed to oversee the activities of the IENA subcommittee, yet since the subcommittee does not convene regularly, getting data on the profile of the migrants is done by individual offices on a per needs-basis. OWWA data identified Dasmariñas,

Bacoor, Imus, General Trias, and Tanza as among the top sending municipalities of the province. However, trainings were cascaded to municipalities that have functional OFW helpdesks, and where the provincial implementing offices already have strong working relationship, where there are existing organized OF communities, and significant OF population (i.e. Maragondon, Indang, Magallanes, and Trece Martires City where PinoyWISE financial literacy trainings were cascaded). BM Bencito notes that this strategy is common to establish functional pilot municipalities first. "Moving forward, the goal is still to eventually cascade programs to municipalities with high number of OFs (translated from Filipino)," noted Bencito.

Upon the implementation of SUMMID CALABARZON, members of the OFW council continued the practice of seeking data to identify the target audience of their cascading of seminars. An initial survey was created as a data-gathering tool in order to identify PLGU employees who have close relatives working overseas. The result of the survey enabled the trainers to identify their participants for the initial cascading of Family and Income Management trainings. Cavite is unique in this strategy of cascading trainings internally (among Provincial Government employees) prior to going to other municipalities to conduct the trainings. "For a couple of years now, it has been a practice with the Provincial Government to conduct different trainings for employees of the government. Through experience, we noticed that initially echoing trainings to other employees of the PLGU familiarizes trainers as well and makes them more used to facilitating the seminars (translated from Filipino)," noted Daryl Avila of PSWDO.

b. Newly set-up technology platforms for information-dissemination

The demand for the Cavite MRC existing programs of the implementing offices (e.g. counseling through PSWDO, livelihood trainings for PCLEDO, etc.) is on needs-basis, which means that migrant families and non-migrant families alike are able to know about the services by going to the offices based on the services they need to avail. As for the conduct of Family and Income Management trainings in municipalities, the Cavite MRC staff are the ones who contact the municipalities and ask if the seminars can be conducted in the selected LGU. Letters are sent out addressed to municipal mayors informing them of the variety of M&D activities that can be conducted in the municipalities. Thus, the reach of the services is also needs-based and relies on the existing demand for the services while capacity development is supply-driven.

In July 2015, through the implementation of SUMMID CALABARZON, the Cavite Migration and Development Facebook page⁸⁷ was set up. The Facebook page serves as platform for information dissemination about the activities of the Cavite OFW Council and the services of the Cavite MRC. Furthermore, the Facebook page is linked with the Provincial Government website, which has an average of 25,000 site visits per month. As such,

the members of the Cavite OFW Council are expecting that more people, even the Caviteños living in different countries, can know more about the programs and services offered by the Cavite MRC, and will be interested to avail of these services. However, as of this writing, there is no report yet on the outcome of the monitoring on the information and dissemination platform being used by the Provincial Government.

Table 15. Overview of capacity development activities attended Cavite OFW Council members

Project	Activities	Result (As reported by the Provincial Government of Cavite)	Outcome (As reported by the Provincial Government of Cavite)
<i>“Maximizing the Gains and Minimizing the Social Cost of Overseas Migration in the Philippines” (October 2009 to May 2011)</i>	<ul style="list-style-type: none"> • Training of Trainers on Financial Literacy and Addressing Barriers to Reintegration for OFWs and their Families (July 2009, San Pablo City, Laguna) 	<ul style="list-style-type: none"> • 20 seminars for financial literacy cascaded to 885 migrants and families⁸⁵ 	<ul style="list-style-type: none"> • PSWDO incorporated financial literacy trainings into the activities of its Women and Family Sector.
	<ul style="list-style-type: none"> • Seminar on Setting Up Programs and Services for OFWs and their Families (Nov. 9-10, 2009, San Pablo City) 	<ul style="list-style-type: none"> • PSWDO and PCLEDO staff were trained to conduct financial literacy seminars 	<ul style="list-style-type: none"> • PSWDO appointed a focal person for OFW concerns.
	<ul style="list-style-type: none"> • Training of Teachers on Setting up School-based Programs in Addressing the Social Cost of Migration 	<ul style="list-style-type: none"> • 613 children joined the Batang Atikha Savers Club⁸⁶ 	<ul style="list-style-type: none"> • None reported yet
<i>PinoyWISE (2011-2012)</i>	<ul style="list-style-type: none"> • Capacity-building activities on migrant rights and financial literacy 	<ul style="list-style-type: none"> • Trained PLGU staff financial literacy trainings cascaded to 129 participants in Maragondon, Indang, Magallanes, and Trece Martires City 	<ul style="list-style-type: none"> • Trained social welfare and PESO municipal staff have since then manned OFW help desks of the municipalities to provide counseling services to OFs and migrant families.
<i>SUMMID CALABARZON (April 2014- March 2016)</i>	<ul style="list-style-type: none"> • Training of Trainers for the use of the M&D Planning Guide 	<ul style="list-style-type: none"> • Creation of a Re-entry Action Plan for M&D 	<ul style="list-style-type: none"> • Proposal to include a specific subsection for M&D in the budget and workplan of implementing offices
	<ul style="list-style-type: none"> • Regional Case Management Training 	<ul style="list-style-type: none"> • 5 staff from Cavite (PSWDO, PCLEDO) trained to cascade programs of national government agencies such as CFO, POEA, NRCO, and OWWA for immigrants, documented, and undocumented migrants 	<ul style="list-style-type: none"> • Intention to get feedback from the municipalities where capacity-building from Pinoy-WISE were conducted
	<ul style="list-style-type: none"> • School-based training of trainers (April 27-30, Trece Martires) 	<ul style="list-style-type: none"> • 48 guidance counselors and values education teachers trained on different school-based programs related to M&D, such as the Batang Atikha Savers Program 	<ul style="list-style-type: none"> • The cascading of seminar for school-based program is scheduled on July or on August.

⁸⁵ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha’s project report. Disaggregated number for each province currently being requested.

⁸⁶ Aggregated number (for Laguna, Batangas, Cavite, Tarlac, Nueva Ecija, Abra, La Union, Pampanga) from Atikha’s project report. Disaggregated number for each province currently being requested.

⁸⁷ <https://www.facebook.com/profile.php?id=100009914078581&fref=ts>.

c. Monitoring of services availed through ride-in qualifier in existing systems

Another online tool that will provide the Cavite OFW Council with a better profile of the OFs and their families is the existing Cavite Government Client e-registration. The e-registration system has been in place at the provincial capitol since 2012 and is the first thing that Caviteños encounter when they wish to avail of any service from the PLGU. The computerized system records the services and assistance sought by their constituents. It accounts for the basic information (e.g. name, age, gender, municipality of residence, type of service that will be availing for the day, previous services availed from the PLGU in the past) of the resident coming to the capitol to seek assistance.

In July 2015, concurrent to the launch of the Cavite MRC, the Cavite Government Client e-registration has been modified to also account for the profile of the resident and ask if the client has a family member working or residing abroad. PPDO and PICTO will forward the data to OFW Council to give them better idea of what services across all offices of the PLGU are availed by migrant families. PPDC Barrera expects this innovation to enable the Cavite OFW Council to monitor the types of services and concerns OFs and migrant family members go to the capitol for, and subsequently use the monitoring reports to strategize appropriate measures in terms of service delivery within the Cavite MRC.

As of writing of this case, there is no report yet on the outputs and reach of the e-registration system.

5. Service Delivery- Investment, Savings, and Entrepreneurship

The ability to provide services to migrants is a translation of the response to the needs or demands of OFs and their families, and an alignment with the plans and priorities of the local government. This is an acknowledgement as well that migration holds inherent gains that can be channeled for local economic development. For the service delivery dimension, the Provincial Government has been partnering since 2009 with Atikha, which has been assisting local service providers in linking OFs and their families to different opportunities that can help them grow and wisely appropriate their hard-earned money while also contributing to the economic development of their home province.

“For a couple of years now, it has been a practice with the Provincial Government to conduct different trainings for employees of the government. Through experience, we noticed that initially echoing trainings to other employees of the PLGU familiarizes trainers as well and makes them more used to facilitating the seminars.”

- Daryl Avila, PSWDO

a. Programs that build the capacity of migrant families in managing finances, businesses, and livelihood opportunities

The Provincial Government, through PCLEDO, extends its existing livelihood trainings to OFW communities that approach their office or are referred to them. The Provincial Health Office (PHO) tapped PCLEDO when the former conducted capacity-building for migrant families in the municipalities of Mendez and Indang in 2015. When asked about the outcome of the event or feedback from participants, Sheryll Loyola of PCLEDO said that the migrant families have yet to express interest additional and follow-up livelihood assistance.

Through the Reintegration Planning and Counseling TOT of the M&D initiatives implemented in Cavite throughout the years, participants are not only taught to assess investment and business opportunities. They are also introduced to ISE programs of national government agencies, private sector, and banks. Engaged agencies include the regional offices of Department of Agriculture who presented identified agri-business opportunities available in the province, Department of Trade and Industry who presented business and investment opportunities in the province, and Landbank of the Philippines who presented about mutual funds, and insurances. Provincial implementing offices for M&D initiatives are planning to revisit training participants for monitoring and evaluation by the end of the year to account for the changes in the lives of the migrant family members who participated in their trainings.

b. Aligning existing provincial investment options of the province to be offered to migrants and families

According to the provincial ordinances, migrants must be able to avail services on expansion of livelihood and incubation of micro-enterprise development, as well as investment opportunities on primary commodities, products, and industries that can fuel local development.

PCLEDO assists Caviteños in identifying good-standing cooperatives based on the annual cooperative performance, and providing overview of requirements.

Hence, aside from providing livelihood trainings in different municipalities, the office also leads the province in preparing for participation in different PinoyWISE Movement events abroad.

In February 2011, Cavite participated in the PinoyWISE event in UAE and presented investment opportunities in identified agricultural products with existing market. However, the most notable result of the 2011 PinoyWISE participation is the chance to assist eight distressed OFWs from Cavite in their return to the country⁸⁸.

During the implementation of SUMMID CALABARZON, Cavite once again participated in the UAE and Qatar in October 2014. In preparation for the event, PCLEDO led the province in identifying investment packages for from local cooperatives that can be offered to OFs. Identified business opportunities include SustaminaAgri-Industrial Corporation, Table Egg Production and Layer Farm with Cavite Farmers Feedmilling and Marketing Cooperative (CAFFMACO), Ginger Production with Delfa's Salabat of Alfonso, Cavite, Organic Vegetable farming with Cavite Organica.

Sheryll Loyola of PCLEDO presented investment opportunities in Cavite for the October 2014 PinoyWISE in UAE and Qatar. In addition to presenting the agri-investments available in Cavite, delegate also brought different locally made products like coop-made herbal tea and an assortment of alternative chips (made from malunggay, ampalaya, *tahong*, among others) to entice OFs.

Loyola identifies the PinoyWISE Movement activities as a platform to raise the awareness of OFs abroad about the different services that they and their families back home can avail from the provincial government and other stakeholders involves in the Cavite OFW Council and Cavite MRC. "Aside from us being able to have dialogues with Hometown Associations (HTAs) of OFWs, like Ms. Carlette Utanes of the Cavite Hometown Association in Abu Dhabi, the events abroad also became a platform for migrants to know about business opportunities present in the province (translated from Filipino)," noted Loyola. Her report on their engagement with the marketplace event abroad makes no mention of OFs being interested in the investment packages of the province. Nonetheless, the PinoyWISE was still instrumental in facilitating dialogues with OFs where topics such as membership to the PinoyWISE Movement, strengthening of hometown associations, and establishment of a cooperative mart in Abu Dhabi through SIDC were discussed.

Additional outcomes of the PinoyWISE event in UAE and Qatar are discussed in the succeeding subsection of this narrative.

⁸⁸ Will be discussed further in the Service Delivery- Psychosocial subsection of this document.

6. Service Delivery- Psychosocial

Psychosocial aspect of the service delivery is equally important to the ISE programs of the province as it recognizes the social costs of migration and the willingness of the LGU to address and proactively reduce the social costs of migration. As for Cavite, offices involved in providing psychosocial services to OFs and their families cater to the needs of their target audience through center-based programs and international engagements.

a. Center-based psychosocial services

Psychosocial services were also mandated by the M&D legislations to ensure the holistic well-being of migrants and migrant families. Among the services mandated by PO 2012-24 are capacity development on safe migration and reintegration, as well as direct assistance and psychological services especially for OFWs in crisis situations. Regular services of PSWDO and even those under its OFW helpdesk currently cater services to migrants such as counseling and referral, life skills education, peer counseling, and training on responsible parenthood. With PSWDO taking the lead in overseeing the implementation of SUMMID CALABARZON in Cavite, existing services of PSWDO continue to be extended to OF families. These services include case management, counseling, and training on responsible parenthood.

The 27 graduates of the TOT on Family and Income Management (September 2014) went on to complete the succeeding Reintegration Planning and Counseling TOT (November 2014) as well. Cascading of seminars of the capacity-building activities of SUMMID CALABARZON have also been conducted in four cities and municipalities. Additionally, four PLGU staff from PSWDO and PCLEDO completed the Regional Case Management Training (February 2015), where they were oriented on the referral services that they can course through POEA, OWWA, NRCO, and CFO. As for Cavite, such referral services are yet to be included in the work plan of PSWDO and the Cavite MRC.

b. Engagements abroad as exposure trips for understanding migrant concerns

By sending delegates to PinoyWISE Movement activities, Cavite Provincial Government was able to bring local investment opportunities to OFs. Delegates are also able to meet and have dialogues with HTAs, social welfare attachés, officials from the Philippine Embassy, and the Philippine Overseas Labor Office (POLO), causing provincial delegates to have a better understanding of the life and concerns

of OFs, ranging from work maltreatment to sexual abuse.

Through the participation of Cavite in the 2012 PinoyWISE marketplace event in UAE, delegates of the provincial government were able to assist and repatriate eight OFWs back to their hometown with the coordination of the Philippine embassy through then Ambassador Grace Relucio Princesa.

In the participation of Cavite in the PinoyWISE Movement in UAE and Qatar in 2014, delegates from PSWDO and PCLEDO met more than 70 OFWs, two of which are Caviteña domestic workers from Silang and Bacoor facing health and work treatment problems. “By getting in touch with HTAs and their focal persons like Carlette Utanes of the Cavite HTA in Abu Dhabi, we were able to let them know about the different services they and their families back in the Philippines can avail (translated from Filipino),” noted Loyola. Additionally, another five distressed OFs from Cavite were brought home after the October 2014 PinoyWISE Movement activity in UAE and Qatar, who eventually became beneficiaries of the province’s reintegration programs.

LESSONS LEARNED

The case of Cavite shows that M&D can be streamlined in existing services of local implementing offices. Ownership of PSWDO in M&D was not hard to build as the office has already been dealing with counseling cases from migrant families even before the implementation of M&D initiatives in the province. As such, activities of internationally-funded projects provide additional capacity-building and platforms for local offices such as PSWDO and PCLEDO to extend their existing services to OFs and migrant families at both ends of the migration corridors.

The experience of Cavite also shows the importance of both data and regional actors in expanding engagement in the M&D initiatives in the province. PSWDO’s review of their numerous cases of counseling for migrant families secured the ownership of the office to M&D. On the other hand, figures from CFO and OWWA showing population of OFs and their potential to contribute to local economic development contributed to the interest of local legislators and the PPDO to be involved in M&D.

Continued participation of M&D implementing offices, led by PSWDO, in meetings of the Regional CMD allowed them to solicit guidance from the regional stakeholders to address the challenges on implementation and

mainstreaming that they were experiencing on the ground. First concern addressed was aligning M&D with the governor’s advocacy on internationalization and rural-urban development. “I always say that the slogan of Cavite as ‘First Class, World Class’ has to translate to better services from the government in taking care of its migrants (translated from Filipino),” noted BM Bencito.

The re-engagement of PPDC, through SUMMID CALABRZON, clarified the disparities in legislative provision regarding the focal office of M&D, as evidenced by the provincial ordinance amending PO 2011-02 and making PSWDO the council secretariat and M&D Office manager. What is more important in the M&D initiatives of the Provincial Government of Cavite is the inclusion of M&D in the Provincial Comprehensive Development Plan and Comprehensive Development Investment Plan. Through inclusion of M&D in the plans of the Provincial Government, M&D will be institutionalized and will facilitate a clear direction for the efforts and engagement not just among the provincial offices, but to the other partners as well, for mainstreaming M&D in the province. As discussed in Chapter 3.B.1. on the governance framework and process for the LGUs, integrating M&D in the provincial plans and strategies, especially if manifested through legislative action, is one concrete step to institutionalize the current M&D programs and projects of the provincial government, which can lead to promotion and sustainability of the M&D initiatives in the province. Local development plans, such as Comprehensive Development Plan and Comprehensive Development Investment Plan, are multi-year and multi-sectoral plans, as stipulated in the Local Government Code, and should be approved by the local council⁸⁹. Thus, the importance of the inclusion of M&D in the Provincial Government of Cavite’s local development plans will help sustain the current initiatives even after the term of the current local chief executive since both the executive and legislative departments of the LGUs agreed and passed these plans into local laws.

⁸⁹ DILG JMC No. 001, S. of 2007. http://www.dilg.gov.ph/PDF_File/reports_resources/DILG-Reports-2011712-1939d5d3d3.pdf.

D. PROVINCE OF QUEZON

Governance Theme: HARMONIZING MIGRATION AND DEVELOPMENT AND GENDER AND DEVELOPMENT⁹⁰



The Provincial Government of Quezon's approach to mainstreaming migration and development (M&D) is hinged on its strong prioritization of gender and development (GAD) in its programs. The GAD efforts in the province are led by its Provincial Gender and Development Office (PGADO), which was created in 2000, and is recognized by the Philippine Commission on Women (PCW) as one of the five local learning hubs in the country for gender-responsive local governance in 2014. Given the province's strong advocacy and programs for GAD, it was a strategic policy decision to streamline M&D mainstreaming efforts into the GAD programs, when Quezon became part of the Strengthening, Upscaling and Mainstreaming International Migration and Development in CALABARZON⁹¹ (SUMMID CALABARZON) project.

The PGADO now co-heads the SUMMID CALABARZON project implementation and the Quezon Province Committee on Migration and Development (CMD). The approach to M&D mainstreaming is to streamline existing GAD programs across agencies and offices according to the needs and issues of the migrants and their families left behind. M&D was framed as a GAD policy and program intervention. In effect, building consensus to support the M&D programs became viable because agencies and offices only had to reinvent their GAD services with a more strategic M&D perspective, and because the GAD funds, as mandated and guided by national policy, became accessible to fuel M&D initiatives.

Although the Executive Order creating the PCMD was only passed in 2015 and M&D is just being streamlined to the GAD Plan, the initial activities conducted by the Provincial Government linking M&D and GAD to use GAD budget will help the Provincial Government gender-responsive interventions. The gender dimension of M&D was also identified by the Provincial Government by their initial data based on their gender analysis and planning. It must also be noted that the Quezon PCMD is currently finalizing its programs and services so that it can be presented to the community during the Month of OFW Celebration on December 18, 2015 at the Provincial Capitol.

⁹⁰ This case is developed by the Union of Local Authorities of the Philippines (ULAP) for the project "Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON" supported by the European Union and the Swiss Agency for Development and Cooperation through the Joint Migration and Development Initiative (JMDI) of the United Nations Development Programme (UNDP). The project is a joint partnership of the National Economic Development Authority (NEDA) Region 4A, Atikha Overseas Workers and Communities Initiatives, Inc., ULAP, Commission for Filipinos Overseas, and the Department of Interior and Local Government – Local Government Academy.

The ULAP research team is led by Czarina Medina-Guce, MA (Executive Director), Genixon David (Director, Plans Programs & Policy [PPP] Unit), Crystal Eunice Dela Cruz (Manager, PPP Unit), Peter Indunan (Technical Officer), Leolaida Aragon (Technical Associate), and Pauline Delgado (Project Officer). Data gathering and research methods were conducted from January 2015 to July 2015.

ULAP is the umbrella organization of all leagues of local government units and locally elected officials in the Philippines. For any questions or clarifications regarding this write-up, contact the ULAP Secretariat at ulapnatsec@gmail.com, (+632) 5346787, 5346789, or visit the ULAP website at www.ulap.net.ph

⁹¹ CALABARZON, one of the Philippine regions that stands for Cavite, Laguna, Batangas, Rizal, and Quezon.

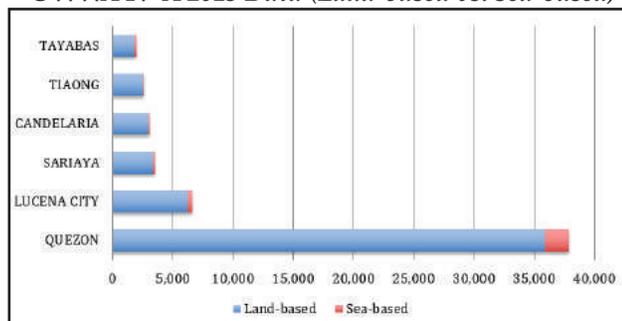
I. PROVINCE PROFILE

Quezon is a 1st class province politically subdivided into four congressional districts, and comprised of two component cities and 39 municipalities. The seat of Provincial Government is located in Lucena City, which has a population of 246,392, or a little over 14 percent of Quezon’s total population of 1.74 Million as of May 2010. Though the province has the smallest population in the CALABARZON region, it is the biggest in terms of land area. The geographic features of the province of Quezon render many parts close to bodies of water, such as the Lamón Bay for areas in the east and Tayabas Bay for the western parts. As to its lands, 396,221 hectares or roughly 45 percent of the 870,660-hectare land area of the province is considered forestland, leaving more than half of the provincial terrain as disposable land, thus, making the province a primarily agricultural province.

Quezon tries to catch up with the industrialization occurring in neighboring areas while still utilizing its agricultural assets. The province still considers coconut as its top agricultural product, with more than 300,000 hectares of land dedicated for its plantation. Foreign and locally operated coconut oil processing industries even had a strong presence in the province until the mid-1960s, before non-agricultural based exports rose to prominence⁹². Other than coconut, rice and lumber are also significantly produced in the province, as Quezon remains the center of all logging activities in the region. Additionally, fishery in Quezon surpasses the rest of CALABARZON in terms of production.

Latest data from Overseas Workers Welfare Administration⁹³ (OWWA) 4A show that Lucena City and the municipalities of Sariaya, Candelaria, Tiaong, and Tayabas are the top sending localities in the province (See Chart 18 and 19). And though the province ranks 5th in the region on the total number of migrant workers

Chart 17. Top Sending Municipalities of Quezon, based on OWWA IV-A 2015 Data (Land-based vs. Sea-based)



⁹² From the Quezon Province Executive - Legislative Agenda 2013-2016.

⁹³ Overseas Workers Welfare Administration (OWWA), an attached agency of the Department of Labor and Employment, is the lead government agency tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents. (<http://www.owwa.gov.ph>)

⁹⁴ Commission on Filipinos Overseas (CFO) is an agency of the Philippine Government under the Office of the President tasked to promote and uphold the interests, rights and welfare of Overseas Filipinos, and strengthen their ties with the Motherland. (<http://www.cfo.gov.ph>)

⁹⁵ Governor David Suarez is on his second term as the Governor of Quezon. His father, Danilo Suarez, is the former Congressman of 3rd District of Quezon and his mother, Aleta Suarez, is the current Congresswoman of the 3rd District of Quezon.

⁹⁶ The National Economic and Development Authority is an independent cabinet-level agency of the Philippine government responsible for economic development and planning. www.neda.gov.ph.

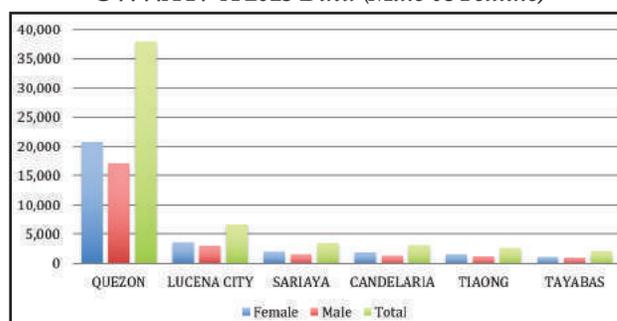
overseas with 37,911 residents, studies have shown that Quezon comes first in terms of donations from Overseas Filipinos (OFs) coursed through the Lingkod Kapwa Pilipino (LINKAPIL) program of the Commission on Overseas Filipinos⁹⁴ (CFO), with more than PhP 105 Million donated from 1990 to 2014.

Under the leadership of Governor David Suarez⁹⁵, the programs of the Provincial Government focused on improving institutional, environmental, social, and economic governance in Quezon. Local planners and executives are banking on the Eastern Pacific Seaboard—whose center will be the municipality of Mauban—to boost agro-industrial economy in the province and achieve the National Economic and Development Authority’s⁹⁶ (NEDA) goal of increasing urbanization and development in Quezon, especially of the east coast. The Eastern Pacific Seaboard is a national road project currently being developed to reinforce the rate of economic growth in CALABARZON. This is just one of the many projects aiming to synergize industrial and agricultural development in the province that will eventually lead to the establishment of Quezon economic zone (eco-zone). The eco-zone, in turn, can continue generating revenue and employment for the province.

II. MAKING GAD WORK FOR MIGRATION AND DEVELOPMENT MAINSTREAMING: The Quezon History and Experience in Mainstreaming M&D

GAD was first mainstreamed into local governance in Quezon in 2000 upon the issuance of Provincial Ordinance No. 04, Series of 2000; otherwise known as, *The Ordinance Forming the Provincial Gender and Development Council (PGADC)*. The PGADC, which is composed of the heads of various provincial offices and line agencies, originally focused on welfare services for women. In 2004, after a series of typhoons that hit the

Chart 18. Top Sending Municipalities in Quezon, based on OWWA IV-A 2015 Data (Male vs Female)



province, the PGADC adjusted their plans to lean towards the rehabilitation and recovery through the organization of livelihood associations. These developments resulted to the creation of the Provincial Gender and Development Office (PGADO), PGADC's implementing arm, in 2005. In June 2014, the PGADO has been accredited by the Philippine Commission on Women⁹⁷ (PCW) as one of the five local learning hubs in the country for gender-responsive local governance, along with the GAD local learning hubs (LLH) in Aklan, Iloilo, Davao, and Naga⁹⁸. In order to become a LLH, the LGU must have notable GAD efforts with evident results that can be replicated by the others.

Quezon Province's accomplishment as one of the five LLH in the Philippines can greatly be attributed to the efforts of its head, Ms. Ofelia Palayan. She served as head of the PGADC and consequently Assistant Department Head of PGADO in 2005 before she eventually became Department Head in 2012, two years before it was recognized as a LLH.

The PGADC is composed of the heads of various provincial offices and line agencies and was headed by Palayan. At that time, Palayan was the Assistant Department Head of the Provincial General Services Office (PGSO), a position that she has held since 1995. Upon the institutionalization of the PGADO in 2005, Palayan was transferred to the PGADO as its Assistant Department Head, until she was eventually made Department Head in May 2012. Under her leadership, the PGADO of Quezon became a certified LLH for gender by PCW in 2014.

During the Regional GAD Convention held on October 15-17, 2014 in Lucena City, Palayan said she was "... amazed by the discussion of Atikha⁹⁹ Executive Director Estrella Mai Dizon-Añonuevo about Overseas Filipinos (OFs). From her discussion, it was clear how the issues related to the lives of OFs can help in the GAD program of Quezon. I was convinced that migration is relevant to GAD because we are talking about people and their experiences. I was touched by her sharing

about the experiences of OFs and families left behind in the Philippines (translated from Filipino)." Palayan also noted that she sees the importance of GAD in M&D given that out of the 37,911 OFs in Quezon, more than 20,000 or almost 55 percent are women. "A lot of our OFs are female. Out of those, the Provincial Social Welfare Office (PSWDO) also encounters cases where women experience abuse and maltreatment when working abroad. And even for families where the fathers go abroad, M&D has an implication for the mothers and children who are left behind in the province (translated from Filipino)," added Palayan.

"After the Regional GAD Convention, Dizon-Añonuevo arranged a meeting between NEDA 4A, Atikha, PGADO, and Atty. Melojean Puache, the Provincial Assessor and Officer-In-Charge of Public Employment Service Office (PESO). Dizon-Añonuevo proposed a Family and Income Management Training of Trainers (TOT), among many things, as a financial literacy seminar in the province. I saw that as an opportunity to help Quezon take-off in terms of migration (translated from Filipino)," noted Palayan. The Regional GAD Convention served

"A lot of our OFs are female. Out of those, the Provincial Social Welfare Office (PSWDO) also encounters cases where women experience abuse and maltreatment when working abroad. And even for families where the fathers go abroad, M&D has an implication for the mothers and children who are left behind in the province"

- Ms. Ofelia Palayan, Head PGADC

as a springboard for different M&D and GAD stakeholders to discuss how both can be harmonized through the Provincial Forum for Migration and Development (herein referred to as the Forum).

The Provincial M&D Forum was conducted on December 2014 in Lucena City, as part of the SUMMID CALABARZON project. The project "Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON" (SUMMID CALABARZON) began its implementation in Quezon in 2014. The implementation of the project is led by National Economic Development Authority¹⁰⁰ (NEDA) 4A, together with the Union of the Local Authorities of the Philippines (ULAP), Atikha, Commission on Filipinos Overseas¹⁰¹ (CFO) and the Department of Interior and Local Government - Local Government Academy¹⁰² (DILG-LGA). The project is supported by the European Union and the Swiss Agency for Development and Cooperation through the UNDP JMDI. The project aims

⁹⁷ The Philippine Commission on Women (PCW) is the primary policy-making and coordinating body on women and gender equality concerns in the country. It serves as the oversight body on women's concerns, a catalyst for gender mainstreaming, authority on women's concerns, and lead advocate of women's empowerment, gender equity, and gender equality in the country. <http://www.pcw.gov.ph/pcw>.

⁹⁸ To know more about Gender and Development Learning Hub of Quezon Province, visit <http://www.pcw.gov.ph/sites/default/files/documents/studies/GAD%20Local%20Learning%20Hub%20-%20Quezon.pdf>.

⁹⁹ Atikha Overseas Workers and Communities Initiative Inc.

¹⁰⁰ National Economic and Development Authority (NEDA) Region 4A Serves as the technical staff of the CALABARZON RDC is the lead government agency in CALABARZON region, which primarily coordinates, evaluates, reviews, monitors and assesses plan formulation and implementation at the regional level. (<http://nro4a.neda.gov.ph>)

¹⁰¹ Commission on Filipinos Overseas (CFO) is an agency of the Philippine Government under the Office of the President tasked to promote and uphold the interests, rights and welfare of Overseas Filipinos, and strengthen their ties with the Motherland. (<http://www.cfo.gov.ph>)

¹⁰² Department of Interior and Local Government- Local Government Academy (LGA) is the country's leading provider of capacity building services to local government units (LGUs) and to the DILG personnel. (<http://lga.dilg.gov.ph>)

to minimize the social costs of migration and maximize gains for local development by institutionalizing a mainstreaming framework for M&D.

The Forum aided Palayan's assessment of the M&D situation and data in the province followed by M&D's integration into Quezon's strategic planning and capacity building activities under GAD. Palayan further explained "We invited national agencies and concerned offices to a meeting and discussed the strengths and weaknesses of the offices, as well as, the programs of each office that can be linked to gender and migration. NEDA 4A, who leads the implementation of SUMMID CALABARZON, also initiated the creation of a Provincial Committee for Migration and Development (PCMD). An initial composition of the committee was drafted during the M&D forum (translated from Filipino)," added Palayan.

The Quezon Provincial Committee of Migration and Development was formally created through Executive Order No. 02, Series of 2015; otherwise known as, *An Order Creating the Provincial Committee on Migration and Development for Quezon Province*, signed in April 2015.

To fund the TOTs and other activities conducted in relation to M&D, the Provincial Government of Quezon used its GAD budget. "With the use of data for gender analysis and planning, we were able to clearly paint the picture of migration and its effects on women and the family. Thus, we decided to fund M&D activities through the GAD funds," said Palayan. Table 16 summarizes Quezon's projects and activities from 2014-2015 with its corresponding activities, results, outcomes, and partners.

Table 16. Overview of Migration and Development initiatives in Quezon from 2014-2015

Project	Partners	Activities	Result (As reported by the Provincial Government of Quezon)	Outcome (As reported by the Provincial Government of Quezon)
SUMMID CALABARZON (April 2014-March 2016)	JMDI- UNDP NEDA 4A ULAP Atikha CFO	<ul style="list-style-type: none"> Development of a local planning guide for mainstreaming M&D Conduct of Regional TOT for the use of the M&D Mainstreaming Guide (July 1-3 in Baguio City) 	<ul style="list-style-type: none"> 5 staff from Quezon PPDO, PESO, PGADO, PSWDO, Provincial Tourism Office (PTO) trained 	<ul style="list-style-type: none"> None reported yet
		<ul style="list-style-type: none"> M&D Forum and Strategic Planning for the Creation of an M&D Council 	<ul style="list-style-type: none"> Attended by 27 participants from PPDO, PGADO, PSWDO, PESO, PTO, Provincial Information Office (PIO), and provincial offices of National Government Agencies such as Department of Trade and Industry¹⁰³ (DTI), Department of Labor and Employment¹⁰⁴ (DOLE), Department of Interior and Local Government¹⁰⁵ (DILG), and Philippine Health Insurance Corporation (PhilHealth), who were also present in the Quezon M&D Forum 	<ul style="list-style-type: none"> Creation of three subcommittees of the M&D Council (January 15, 2015)

¹⁰³ Department of Trade and Industry is the executive department of the Philippine Government tasked to expand Philippine trade, industries and investments as the means to generate jobs and raise incomes for Filipinos. (www.dti.gov.ph)

¹⁰⁴ Department of Labor and Employment is the executive department of the Philippine Government mandated to formulate policies, implement programs and services, and serve as the policy-coordinating arm of the Executive Branch in the field of labor and employment. (www.dole.gov.ph)

¹⁰⁵ The National Reintegration Center for OFWs (NRCO), an agency of the Department of Labor and Employment was institutionalized pursuant to Republic Act 10022 and its Implementing Rules and Regulations. The Center provides the mechanism for the OFWs' reintegration into Philippine society, serves as a promotion house for their local employment, and tap their skills and potentials for national development. (www.nrco.dole.gov.ph)

Project	Partners	Activities	Result (As reported by the Provincial Government of Quezon)	Outcome (As reported by the Provincial Government of Quezon)
		<ul style="list-style-type: none"> • Conduct of Family and Income Management TOT (January 20-22, 2015) • Conduct of Reintegration Planning and Counseling TOT (February 12-14, 2015) 	<ul style="list-style-type: none"> • 18 participants from PESO, PSWDO, PGAD, PTO, and other PLGU offices were able to identify few investment opportunities available in the province at their disposal • 12 committed to become part of the provincial pool of trainers who will cascade the seminars 	<ul style="list-style-type: none"> • Cascaded seminar to PESO personnel of the province; • Upon realizing that the supply for investment, savings, and entrepreneurship options for OFs and their families need to be augmented, PTO led the consolidation of existing agri-investment packages that can be offered to migrants and their families
		<ul style="list-style-type: none"> • Regional Case Management Training 	<ul style="list-style-type: none"> • Seven participants from Quezon (PGAD, PSWDO, PESO, PTO and other PLGU offices) were acquainted to the different services of national agencies (e.g. National Reintegration Center for OFWs¹⁰⁶ (NRCO), Department of Foreign Affairs¹⁰⁷ (DFA), OWWA among others) related to the reintegration of OFs • OWWA, NRCO, CFO presented social reintegration program; government institutions and private sectors talked about investment packages, insurance, real estate 	<ul style="list-style-type: none"> • No outcomes reported yet
		<ul style="list-style-type: none"> • Regional Pre-Migration Orientation Seminar (PMOS) Training of Trainers (May 2015, Alfonso, Cavite) 	<ul style="list-style-type: none"> • 31 participants¹⁰⁸ from LGU, PLGU, migrant organizations and State Universities in CALABARZON; PMOS will be implemented by One Stop Migration Resource Center (OSMRC) and PESO 	<ul style="list-style-type: none"> • No outcomes reported yet as the OSMRC (that will provide the PMOS) is yet to be launched

¹⁰⁶The National Reintegration Center for OFWs (NRCO), an agency of the Department of Labor and Employment was institutionalized pursuant to Republic Act 10022 and its Implementing Rules and Regulations. The Center provides the mechanism for the OFWs' reintegration into Philippine society, serves as a promotion house for their local employment, and tap their skills and potentials for national development. (www.nrco.dole.gov.ph)

¹⁰⁷The Department of Foreign Affairs is the executive department of the Philippine Government tasked to contribute to the enhancement of national security and the protection of the territorial integrity and national sovereignty, to participate in the national endeavor of sustaining development and enhancing the Philippines' competitive edge, to protect the rights and promote the welfare of Filipinos overseas and to mobilize them as partners in national development, to project a positive image of the Philippines, and to increase international understanding of Philippine culture for mutually-beneficial relations with other countries. (www.dfa.gov.ph)

¹⁰⁸ Aggregated number (for CALABARZON provinces) from Atikha's project report. Disaggregated number for each province currently being requested.

Project	Partners	Activities	Result (As reported by the Provincial Government of Quezon)	Outcome (As reported by the Provincial Government of Quezon)
		<ul style="list-style-type: none"> TOT for School-based programs (April 27-30, Lucena) 	<ul style="list-style-type: none"> Department of Education (DepEd) Division Office of Quezon sponsored the seminar attended by 74 participants who were newly exposed to migration-related training DepEd Division Office of Quezon fully sponsored the four-day live in seminar. Two teacher-coordinators were assigned by the Division to witness the conduct of the training 	<ul style="list-style-type: none"> TOT participants identified three activities to be conducted in the future: Cascading seminar by cluster Division-level planning on integrating to curriculum Organizing of children The cascading of the seminar by cluster has been conducted during the In-Service Training (INSET) last May. However, not all modules were delivered due to limited time and prior programming of INSET.

III. GOVERNANCE APPROACH IN MAINSTREAMING MIGRATION AND DEVELOPMENT

This section discusses the strategies employed by the Provincial Government of Quezon with its partners to mainstream M&D in local governance. The discussion is divided according to the “Roadmap on Mainstreaming M&D in Local Governance”¹⁰⁹, a framework developed by the Union of Local Authorities of the Philippines (ULAP) through its experiences and observations in facilitating M&D mainstreaming in LGs. The roadmap pillars are: Leadership; Financing; Human Resources; Data and Communications; and Service Delivery (divided into Investments, Savings, and Entrepreneurship and Psycho-Social Services).

1. Leadership

The experience of Quezon in harmonizing M&D and GAD initiatives shows that these issues can be approached jointly because they are interrelated. The importance of the LCE’s political will to pursue this advocacy has been deemed beneficial in institutionalizing and realizing

the plans. “Upon meeting with NEDA and the Provincial Planning and Development Coordinator (PPDC), Governor Suarez had an executive order drafted for the creation of a Committee on M&D, which was signed immediately on April 6, 2015, (translated from Filipino),” noted Atty. Melojean Puache, Provincial Assessor and OIC- PESO. The EO reflected the results of a strategic planning conducted in January 2015, where member agencies, functions, and programs of the PCMD were identified.

According to Executive Order (EO) 02 Series of 2015, also known as the *Order Creating the Provincial Committee on Migration and Development for Quezon Province*, the “different government agencies, financial institutions, and private sector organizations agree to share financial, technical, and human resources towards the benefit of overseas Filipinos (OFs).” The Quezon PCMD shall then lead the implementation and monitoring of programs and services related to M&D, as well as draft local policies for the full mainstreaming and implementation of M&D programs.

It should be noted that the PGADO has been given the lead role together with the PESO head as they were

¹⁰⁹ The framework is discussed in Chapter 3B of this report.

mandated to serve as co-chairs of the newly created PCMD. Other members of the PCMD are representatives from different offices of the Provincial Government of Quezon, provincial offices of National Government Agencies (NGAs), private sector, and municipal local government units (MLGUs). Those stipulated in EO 02-2015 include the PTO, Office of the Provincial Agriculturist (OPA), PSWDO, and Provincial Information Office (PIO). Provincial offices of NGAs included in the Quezon PCMD are: DOLE, DILG, Philippine Statistics Authority¹¹⁰ (PSA), Technical Education and Skills Development Authority¹¹¹ (TESDA), OWWA, Department of Foreign Affairs (DFA – Lucena), DTI, PhilHealth, Pag-Ibig¹¹², Social Security System¹¹³ (SSS), and others, such as, Land Bank of the Philippines¹¹⁴.

Although the structure of the Quezon PCMD is not stipulated in the EO, the committee members convene and discuss their plans and strategies according to the initial structure provided by Atikha in the Strategic Planning of the Quezon PCMD, held in January 2015. As such, the committee and its members are further subdivided into three subcommittees—the Information and Advocacy subcommittee, the Psychosocial subcommittee, and the Investment, Entrepreneurship, and Economic subcommittee.

However, there is yet to be a legislative action stipulating the specific roles and responsibilities of the subcommittees and its members. Nonetheless, as a result of the strategic planning and given that the member agencies have existing services that can be linked to GAD and M&D, the subcommittees convene and plan their activities during the PCMD meetings.

The Information and Advocacy subcommittee, led by PESO, is composed of PGADO, PPDO, PSA, PIO, Philippine Information Agency (PIA), DILG, PhilHealth, POEA, DFA, and Pag-Ibig. Its responsibilities include enacting a Provincial Ordinance (PO) for the creation of the Quezon OSMRC and its activities. It will also lead the PCMD in developing a Migrants' Database, setting up the actual OSMRC, and disseminating information about the programs and activities of the PCMD and the OSMRC. "The current priority of the subcommittee is to reach out to Board Member Rhodora Tan of the *Sangguniang Panlalawigan* (Provincial Council) to sponsor an ordinance establishing the OSMRC, its composition and budget source and allocation. This

ordinance is to be forwarded to the Governor to ensure the institutionalization of the OSMRC (translated from Filipino)," noted Palayan.

On the other hand, the Psychosocial Subcommittee headed by PSWDO is composed of DepEd, DFA - Office of the Undersecretary for Migrant Workers Affairs (OUMWA), OWWA, NRCO, DOLE, PhilHealth, OFW Helpdesk focal person of LGUs (i.e. municipality of Candelaria) Desks, SSS, faith-based organizations, and Overseas Filipinos' Communities. Among the responsibilities of the Psychosocial Subcommittee is to cascade the Family and Income Management to different municipalities, facilitate the federation of organized OF groups in the municipalities, oversee the conduct of school-based programs for children of OFs, oversee the Migrant Day Celebration every December, and oversee the year-round direct and referral service to distressed OFs and migrant families who need to avail psychosocial assistance from the provincial offices of NGAs (e.g. OWWA, DFA, NRCO).

Lastly, the Investment, Entrepreneurship, and Economic subcommittee, headed by the Provincial Tourism Office (PTO), is composed of the OPA, Landbank, Quezon Federation and Union of Cooperatives (QFUC), St. Jude Multi-purpose Cooperative, DTI, TESDA, Pag-Ibig, SSS, the Cooperative Alliance for Responsive Endeavor Mutual Benefit Association (CARE-MBA), Philippine Chamber of Commerce and Industry (PCCI) of Quezon, and the Seafarers Cooperative. The subcommittee shall oversee the activities of the Quezon PCMD that facilitate local economic development through savings, entrepreneurship, and investments.

The stakeholders in mainstreaming migration and development in Quezon are set to expand vertically, by tapping legislative champions and LCEs of municipalities. As the champion of M&D in the province, Palayan used the Local Development Council (LDC) meeting to raise the awareness of Quezon's mayors regarding the potential of migration for local development. The LDC is the mechanism through which the local council, non-governmental organizations (NGOs), people's organizations, and the private sector participate in local development planning, including budget planning and local resource allocation. As of the time of writing, the committee also plans to invite Board Member Rhodora Tan to future regional M&D activities. "We hope that as

¹¹⁰ Philippine Statistics Authority was created by merging the National Statistics Office, the National Statistical Coordination Board, the Bureau of Agricultural Statistics, and the Bureau of Labor and Employment Statistics. (www.psa.gov.ph)

¹¹¹ Technical Education and Skills Development Authority is an agency of the Philippine government under the DOLE responsible for managing and supervising technical education and skills development in the Philippines. (www.tesda.dole.gov.ph)

¹¹² Pag-IBIG is an acronym which stands for Pagtutulungan sa Kinabukasan: Ikaw, Bangko, Industriya at Gobyerno. In effect, Pag-IBIG harnesses these four sectors of our society to provide its members with adequate housing through an effective savings scheme. (www.pagibig.gov.ph)

¹¹³ Social Security System is a state-run, social insurance program for non-government employees in the Philippines. (www.sss.gov.ph)

¹¹⁴ The Land Bank of the Philippines is a government financial institution that strikes a balance in fulfilling its social mandate of promoting countryside development while remaining financially viable. (www.landbank.com)

Hon. Tan becomes more familiar with M&D, she can be the legislative sponsor of an M&D Provincial Ordinance (translated from Filipino),” added Palayan.

2. Financing

In the absence of a PO stipulating the funding source of M&D activities in the province of Quezon, the PCMD had to be resourceful in finding a way to funding their programs and plans for the OFs and their families. Because the PGADO head is co-chairing the PCMD, Palayan together with the other members of the Committee were able to identify the strong link between gender and migration issues. The glaring issues of women in the migration story were highlighted in that women and their families are greatly affected by social and economic consequences of migration.

Unlike M&D, GAD has an institutionalized budget which comprises five percent of the budget of all government agencies. This GAD budget is to be used for gender mainstreaming or ensuring that all programs, policies and plans are responsive to the needs and protects the rights of women and their families.

To be able to access the five percent GAD fund, the planners must be able to do gender analysis, or utilize the data to identify the gender issue followed by the identification of the programs, policies, and activities that will address the issue. In the case of the Quezon, the Provincial Government, specifically the PGADO through Palayan, was able to identify the link between the M&D and GAD that enabled them to finance initial M&D activities, using their existing data for gender analysis and planning. Based on their initial analysis, as stated above, 55 percent of their OFs are female. Moreover, there are cases wherein the PSWDO encounters the plight of Filipino women experiencing abuse and maltreatment when working abroad.

“M&D is a new function for me, on top of the many things that I am already handling in PGAD. But I have accepted it because of the gender dimension of migration (translated from Filipino),” noted Palayan during the 2nd PCMD meeting.

Because the gender issues to be addressed are clearly identified through gender analysis, the PCMD was able to implement, through the use of the GAD budget, the following TOTs conducted by SUMMID CALABARZON:

- Family and Income Management
- Reintegration Planning and Counseling
- Case Management
- Pre-migration Orientation Seminar
- TOT on the use of M&D Mainstreaming Guide (c/o NEDA 4A and CFO)

Although M&D is not yet included in their existing GAD Plan, the initial activities conducted by the Provincial Government linking M&D and GAD, and using the GAD budget, will be able to provide clear gender-responsive interventions that will be beneficial to women migrants, migrants and their wives, as well as, their families, which should be stipulated in the GAD Plans in the coming years. It must also be noted that the Quezon PCMD is currently finalizing its programs and services so that it can be presented to the community during the Month of OFW Celebration on December 18, 2015 at the Provincial Capitol.

3. Human Resources

The aforementioned TOTs are a manifestation of the continued persistence of the PCMD members to build their capacity to deliver programs and services that the women migrants, OFs and their families will need from the multi-stakeholder group.

Given the understanding of the effects of migration on women and their families, the PGADO was able to realize various TOTs in the province. On January 20, 2015, 45 participants from the Provincial Government Offices and municipal PESO managers attended the Family and Income Management TOT in Lucena City. Those who completed went on to attend the Reintegration Planning and Counseling TOT as well, conducted in February 2015. Out of the TOT “graduates”, 12 participants from the PSWDO, PGAD, PTO, and other member offices of the Quezon PCMD committed then to cascade the trainings to the municipalities.

Though the members of the Quezon PCMD see a strong link between GAD and M&D, not all municipalities have an institutionalized GAD office. Hence, Provincial PESO who serves as the co-chair of the Quezon PCMD tapped its network of municipal PESO managers to receive capacity building from the provincial staff who were directly trained under the SUMMID CALABARZON activities. The PESO managers of the municipalities were also responsible for the cascading of the TOT seminar. “The PCMD was able to develop a pool of trainers, headed by PGAD staff Carolina Lanceta. The whole team has already facilitated a TOT for PESO managers in March 2015. The PESO managers came from Sampaloc, Mauban, Real, Alabat, Gumaca, Atimonan, Dolores, Mulanay, Calauag, and Macalelon. Atikha was even impressed because they did not expect the cascading to be that fast (translated from Filipino),” noted Atty. Puache.

In the remaining months of the year, the PCMD hopes to continue cascading the training to GAD and MSWDO staff as well. Norliza Labitgan, Assistant Department

Head of PSWDO and member of the Quezon pool of trainers noted that further mentoring from Atikha may be needed again for the second round of cascading to the municipalities. “When we informed the municipal PESO managers that they would have to cascade the trainings to the OF families in their localities as well, they were quite unsure how to proceed. They informed us that their municipal offices have no available funds to conduct seminars for OF families. However, we were thinking that moving forward, these municipalities can be trained on how to do gender analysis and planning in order to establish the effect of migration to women and their families, for them to be able to utilize their GAD funds for M&D initiatives (translated from Filipino),” noted Labitgan.

4. Data and Communication

Members of the PCMD have expressed the need for a consolidated migrants’ database that can provide them a better understanding of their stakeholders. Fortunately, among the current priorities of the Provincial Government is an improved institutional governance through province-wide implementation of Community-based Monitoring and Management System and records management. Additionally, PIO as the head of the Information and Advocacy Subcommittee of the Quezon PCMD has proposed to coordinate with PSA and OWWA for a list and survey of OFs.

“Migrants and their families are better served when programs and services are closer to home. Hence, we want the local government offices to be really involved in providing programs and services to OFs and their families.”
-Atty. Puache, PESO.

As of August 2015, PIO has also already received data from OWWA for the mapping and list of migrant organizations in the province. Though the data is yet to be reviewed and processed by the Information and Advocacy Subcommittee, Rolan Aldovino, Senior Economic Development Staff of NEDA 4A, already commended the initiative of the Quezon PCMD to consolidate a database and profile of their migrants. “The Regional Development Council really encourages and expects the PCMDs of all provinces to be in charge of consolidating data from different agencies because we are aware that the records of individual agencies are limited (translated from Filipino),” noted Aldovino. Aldovino also added that through the SUMMID CALABARZON project, PSA has created 10 additional or rider questions related to M&D for the Community-Based Monitoring System¹¹⁵ (CBMS) for 2016 that will enable the data-gathering on OF and migrant family profile even at the *barangay* (village) level.

In terms of information dissemination, the PCMD through the PIO has already set up a Facebook page for the Quezon Province Migration and Development Committee¹¹⁶, which will serve as an online platform for the committee to reach OFs and their families and inform them of programs and services once made available.

5. Service Delivery: Investment, Savings, and Entrepreneurship

“Migrants and their families are better served when programs and services are closer to home. Hence, we want the local government offices to be really involved in providing programs and services to OFs and their families (translated from Filipino),” noted Atty. Puache of PESO. Fortunately, Palayan and Atty. Puache see that member offices of the PCMD easily committed to take part in M&D activities given that it won’t be additional work for them. They understood that they just have to continue their programs, services, and activities, but now, with a conscious effort to cater to the needs of OFs, wives of OFs, and their families.

“The Tourism Office deals with the promotion of the province. We see that the existing programs of the office can be linked to GAD and migration, such as trade fairs at malls for local products and training for tour guides that can be availed by women, OFs, and their families for additional skills training (translated from Filipino),” noted John Maranan, Head of the PTO which heads the Investment and Enterprise Subcommittee of the Quezon PCMD.

Another example is the availability of skills training from the PTO that migrants and their families can avail of. More so, “the office is also considering the homestay trainings, as mentioned by Atikha. We have already attended trainings from the International School of Sustainable Tourism under Secretary Mina Gabor (translated from Filipino),” added Maranan. The concept of homestay is a tourism effort where the houses of locals are converted into accommodations available to be rented by tourists. Given Quezon’s inclination to develop its tourism industry, the Provincial Government sees that OF families who were already able to renovate their houses can further convert it into homestay accommodations. Homestays are usually managed by women and can be used as additional income for housewives and their families.

¹¹⁵ <https://www.facebook.com/Quezon-Province-Migration-and-Development-Committee-332752286933843/?fref=ts>. Currently the Facebook page has 311 likes. The last update on April 30, 2015, sharing a post from Summid CALABARZON’s Facebook page.

¹¹⁶ <https://www.facebook.com/Quezon-Province-Migration-and-Development-Committee-332752286933843/?fref=ts>. Currently the Facebook page has 311 likes. The last update on April 30, 2015, sharing a post from Summid CALABARZON’s Facebook page.

The OPA also sees that their skills trainings as program offerings for OFs and their families, noting their previous encounters with OFs. “OFs come to our office asking for assistance in farming. These are people who already owned land before they left for another country, and then were interested to continue farming when they returned (translated from Filipino),” noted Aurora Odejar of the OPA. The office is ready to provide cacao, fisheries, and other agricultural trainings. Odejar sees that their existing skills trainings, livelihood programs, and investment opportunities in the agricultural sector can benefit OFs and their families, and thus, will address both gender and migration development concerns. While it is usually the men who do the dirty work like plowing the field, women usually work on processing of raw materials and selling the final product. The training and investments will be presented during the Migrants Day and OSMRC launch in December 2015.

As of the time of writing, PTO has already started identifying business opportunities that they can present to interested OFs and families. “Most of what we identified however are based in Manila, and not Quezon-based businesses (translated from Filipino),” noted Maranan. As such, he encouraged PCMD members to submit entries that can be included in the investment portfolio of the Quezon OSMRC. “This is essential as the PTO will also be conducting needs assessment in a municipality with organized OFs to assess what they need to be capable of investing (translated from Filipino),” noted Maranan.

6. Service Delivery: *Psychosocial*

Similar to the Quezon PCMD’s approach to economic services, psychosocial services offered to OFs and their families are existing programs and services of the Committee members. “Part of the office’s existing service is case management, which will now be linked to the PCMD (translated from Filipino),” noted Labitgan of PSWDO.

As the head of Quezon PCMD’s Psychosocial Subcommittee, PSWDO is particular in determining the actual services and programs needed by OFs and their families. “We have previously encountered cases of distressed OFs, migrant families with deceased relatives abroad, and migrant families asking for financial assistance. However, there is yet to be disaggregated data on migrant-related cases (translated from Filipino),” noted Labitgan. Jocelyn Roxas, OIC of the Department of Foreign Affairs Quezon Office, also noted that OFs and their families also approached their office seeking assistance. “We have already assisted OFs from Quezon through embassy and consulates (translated from Filipino),” added Roxas of DFA Quezon.

It must also be noted that as of the writing, the PCMD and its members are still identifying services, both psychosocial and ISE, for the OFs, specifically targeting women OFs, and housewives and their families. As stated above, the finalized programs and services will be completed and presented to the community on December 18, 2015.

LESSONS LEARNED

Even though SUMMID CALABARZON was the first M&D initiative implemented in Quezon, the implementing offices, PGADO and PESO, were quick to take ownership of the initiative. With the PGAD Head as the identified co-chair of the PCMD, M&D initiatives were quick to be rolled out because she was able to identify overlapping M&D and GAD issues through gender analysis and planning and budget corresponding interventions through the GAD budget.

PGADO’s sphere of influence and capacity to convene greatly aided the institutionalization of M&D platforms such as the PCMD. Additionally, Palayan as GAD and M&D champion translated to her ability to tie up cross-cutting GAD and M&D concerns and interventions such that these initiatives were chargeable to the five percent GAD funds. As M&D is only on its first year of implementation in the Province of Quezon, and given that most activities had been TOTs, the mainstreaming effect of M&D through GAD is something worth noting in the years to come.

A notable lesson from the case is framing M&D initiatives, not as additional work to partners, but as a way to improve their current programs, plans and activities. This was Quezon’s strategy with gender mainstreaming, which ensures that all programs, plans, activities and policies are gender-responsive. Mainstreaming M&D for Quezon was about identifying overlapping gender and migration issues, then mapping out the programs and services made available by different stakeholders and linking the issue to the appropriate service provider. The mainstreaming effort did not have to duplicate or develop new programs, but focused on streamlining existing gender-responsive programs across agencies and offices to directly address M&D needs.

Governance Theme: BOTTOM-UP MAINSTREAMING OF MIGRATION AND DEVELOPMENT THROUGH MUNICIPAL AND ACADEMIC STAKEHOLDERS¹¹⁷



The experience of mainstreaming Migration and Development (M&D) in Rizal is different from that of the other provinces in the region of CALABARZON. The mainstreaming process is initiated by the Rizal Committee on Migration and Development (CMD), an ad hoc Committee composed of the University of Rizal System (URS) as the lead, the Provincial Government of Rizal, Municipal Local Government Units (MLGUs), national government agencies (NGAs), and private and other migrant organization as its members. Private and civil society groups such as the University of Rizal System (URS) are not only included in the multi-stakeholder group (MSG) but has assumed the role of a primary convener of other committee members in the newly formed Rizal CMD, which seeks to mainstream the migration initiatives in the province. The ad hoc Committee banks on the creation of demand from the needs of the municipalities, especially those that have existing and functional Overseas Filipinos (OFs) service desks/offices that provide pre-employment and pre-departure assistance to OFs. Moreover, the ad hoc Committee also serves as knowledge-sharing platform to other municipalities that do not have OF desks yet. Moreover, the demand assessment from the municipalities will create a clearer picture of services needed from the OFs and their families, instead of providing supply-driven M&D services in all the MLGUs (which the committee feels may not necessarily be what is needed). Given the functions of Rizal CMD, the engagement of the Provincial Government of Rizal in the mainstreaming process focuses on the oversight of the Committee as co-chair, and ensuring involvement of the municipal governments and their offices. The demand assessment from the municipalities will serve as evidence for the carving out strategies for mainstreaming and institutionalization of the Rizal CMD in the Provincial Development Council (PDC).

¹¹⁷ This case is developed by the Union of Local Authorities of the Philippines (ULAP) for the project "Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON" supported by the European Union and the Swiss Agency for Development and Cooperation through the Joint Migration and Development Initiative (JMDI) of the United Nations Development Programme (UNDP). The project is a joint partnership of the National Economic Development Authority (NEDA) Region 4A, Atikha Overseas Workers and Communities Initiatives, Inc., ULAP, Commission for Filipino Overseas, and the Department of Interior and Local Government – Local Government Academy.

The ULAP research team is led by Czarina Medina-Guce, MA (Executive Director), Genixon David (Director, Plans Programs & Policy [PPP] Unit), Crystal Eunice dela Cruz (Manager, PPP Unit), Peter Indunan (Technical Officer), Leolaida Aragon (Technical Associate), and Pauline Delgado (Project Officer). Data gathering and research methods were conducted from January 2015 to July 2015.

ULAP is the umbrella organization of all leagues of local government units and locally elected officials in the Philippines. For any questions or clarifications regarding this write-up, contact the ULAP Secretariat at ulapnatsec@gmail.com, (+632) 5346787, 5346789, or visit the ULAP website at www.ulap.net.ph.

I. PROVINCE PROFILE

The province of Rizal is politically subdivided into 13 municipalities and one component city, and has 172 *barangays* (villages). As of the 2007 Census, Rizal Province has a total population of 2,284,046 and population density of 1,942 persons per square kilometers. Rizal comes third in the region in terms of population size, accounting for 19.85 percent of the 11,506,720 regional total¹¹⁸.

Economic profile of the province reflects that Rizal is very affable for agricultural development in consideration of climatic condition, soil fertility and proximity to markets. There are 32,276 hectares devoted to agriculture where 5,805 hectares are intended for Rice Production, yielding an average annual production of 26,894 cavans or 1,344.7 metric tons per year.¹¹⁹

About 6,019.58 hectares are planted with diversified or high value crops like vegetables, fruits and root crops. Among the High Value Crops that can be that can be potentially produced in the province are Baguio vegetables like cucumber, cabbage, lettuce, ampalaya, beans, okra, among others. For the fruits are mango, cashew, citrus, rambutan, avocado, santol, atis, jackfruit, among other similar produce. Among these, Mango is the major product in the province with an average yield of 35,000 metric tons per year, supplying almost three fourths of the annual local market demand of the province¹²⁰.

Based on the Provincial Development and Physical Framework Plan for 2013-2016, which was developed under her leadership, Governor Rebecca Ynares has identified tourism as a priority development area in Rizal given its proximity to Metro Manila and the abundance of potential local tourist attractions. Governor Rebecca Ynares has been elected as the local chief executive (LCE) twice-- first in 2001 after the three-term run of her husband Casimiro Ynares Jr. as provincial governor, and again in 2013 after the two-term run of her son Casimiro Ynares III for the same position.

Governor Rebecca Ynares observed that Rizal is becoming a “dormitory” for Metro Manila, meaning that residents hailing from other provinces resettle to Rizal as their permanent address, yet earn a living in the nearby

National Capital Region. The governor aims to change this notion and has thus taken measures to start the rehabilitation of Hinulugang Taktak and the promotion of Wawa Dam and Pamitinan Cave, among others, to cultivate the tourism industry in the province and provide work for locals.

Apart from the tourism industry, another dimension of development that warrants attention from local officials is international migration. Rizal is among the Top 10 Overseas Filipino Worker (OFW) Sending Provinces in the country and ranks 4th in the region of CALABARZON, with 70,426 OFWs as of 2015, based from Overseas Workers Welfare Administration¹²¹ (OWWA) data. Although the Overseas Filipino (OF) population of the province is not as large as that of most provinces in the region, the economic potential of the OFs is not to be overlooked. According to the data from the Commission of Filipinos Overseas (CFO), Rizal receives the highest amount of remittances among all provinces in the region, with approximately PhP 30 Million for 2015. Initial profile of Rizal OFs from the Philippine Overseas Employment Authority¹²² (POEA) shows that 43.35 percent of the OFs from Rizal can be characterized as professional and skilled workers (e.g. bookkeepers, medical practitioners, managers, teachers, and the like).¹²³ As such, the size of remittances received by Rizal can be attributed not in the size of the OF population from the province but in their nature of work and the corresponding salary that comes with it.

In 2014, upon the project “Strengthening, Upscaling, and Mainstreaming International Migration and Development in CALABARZON” (SUMMID CALABARZON), Rizal has been identified as one of the implementing partner provinces. The implementation of the project is led by the Regional Office of the National Economic and Development Authority¹²⁴ (NEDA 4A), together with the Union of the Local Authorities of the Philippines (ULAP), Atikha Overseas Workers and Communities Initiative, Inc. (Atikha), CFO, and the Department of Interior and Local Government - Local Government Academy¹²⁵ (LGA). The project is supported by the European Union and the Swiss Agency for Development and Cooperation through the United Nations Development Program’s Joint Migration and Development Initiative (UNDP JMDI).

¹¹⁸ Data from the Official Website of the Provincial Government of Rizal, <http://rizalprovince.ph/factsandfigures.html>.

¹¹⁹ Data from the Official Website of the Provincial Government of Rizal, <http://rizalprovince.ph/factsandfigures.html>.

¹²⁰ Data from the Official Website of the Provincial Government of Rizal, <http://rizalprovince.ph/factsandfigures.html>.

¹²¹ Overseas Workers Welfare Administration (OWWA), an attached agency of the Department of Labor and Employment, is the lead government agency tasked to protect and promote the welfare and well-being of Overseas Filipino Workers (OFWs) and their dependents. (<http://www.owwa.gov.ph>)

¹²² Philippine Overseas Employment Administration (POEA) is the agency responsible for opening the benefits of the overseas employment program of the Philippines. It is the main government agency assigned to monitor and supervise recruitment agencies in the Philippines. (<http://www.poea.gov.ph>)

¹²³ From POEA’s 2009 to 2014 Data on Overseas Filipinos from CALABARZON.

¹²⁴ National Economic and Development Authority (NEDA) Region 4A Serves as the technical staff of the CALABARZON RDC is the lead government agency in CALABARZON region, which primarily coordinates, evaluates, reviews, monitors and assesses plan formulation and implementation at the regional level. (<http://nro4a.neda.gov.ph>)

¹²⁵ Department of Interior and Local Government - Local Government Academy (LGA) is the country’s leading provider of capacity building services to local government units (LGUs) and to the DILG personnel. (<http://lga.dilg.gov.ph>)

SUMMID CALABARZON aims to minimize the social cost of migration and maximize gains for local development by institutionalizing a mainstreaming framework for migration and development (M&D). The project also aims to reinforce convergence initiatives in sites that have had prior engagement in M&D in order to continue engaging migrants and migrant families to mobilize their resources for local economic development.

II. BOTTOM-UP MAINSTREAMING OF MIGRATION AND DEVELOPMENT THROUGH MUNICIPAL AND ACADEME STAKEHOLDERS: The Rizal experience and history in mainstreaming M&D

In the years prior to the implementation of the SUMMID CALABARZON project, the province of Rizal already had initiatives related to M&D. In 2011, a Memorandum of Agreement (MOA) between the regional office of the Overseas Workers Welfare Administration (OWWA 4A) and then Governor Casimiro “Jun” Ynares III¹²⁶ was signed for the creation of two key entities:

1. OFW helpdesk in the Provincial Capitol that will provide appropriate assistance to the OFW and their families; and,
2. A Joint Coordinating Committee composed of OWWA and the LGU officers and staff for the development and implementation of the M&D strategy and action plans.

“Mayors and even former mayors would be the ideal collaborators for these M&D mainstreaming initiatives as they tend to know more about the concerns of their constituent”

-Governor Rebecca Ynares, Province of Rizal

Since then, an OFW Helpdesk has been established. Its operations are overseen by the provincial Public Employment Service Office (PESO), an office that at the time was lodged under the Provincial Planning and Development Office (PPDO) before PESO became an institutionalized¹²⁷ office. The Provincial Planning and Development Coordinator (PPDC), Milagros Trias, oversaw the operation on the helpdesk. The services of the OFW helpdesk back then included the OWWA-mandated programs such as guiding constituents who are interested to work abroad to prepare the necessary application requirements for overseas employment. As the Provincial PESO was institutionalized under Cecile Diaz, Supervising Labor and Employment Officer, the oversight of the OFW helpdesk was transferred to them. Upon the implementation of the SUMMID CALABARZON project in 2014, the PPDO was initially eyed as the focal office of M&D initiatives in the provincial government given its previous involvement in the operations of the Provincial OFW helpdesk. Through a preliminary

consultation with Governor Rebecca Ynares in February 2015, NEDA 4A and ULAP were able to explain how the governor’s priority programs can be aligned with maximizing the potential of M&D in local economic development. In this regard, the governor felt that it is important to involve the cities and municipalities of the province in M&D mainstreaming initiatives since the local government units are more aware of the needs of the OFs and their families, which can help assess the demand and needs for M&D services. “Mayors and even former mayors would be the ideal collaborators for these initiatives as they tend to know more about the concerns of their constituent (translated from Filipino),” she said. Hence, in the provincial Migration and Development forum held on June 29, 2015 through the SUMMID CALABARZON project, various offices (such as the city and municipal planning offices, PESO, social welfare and development office, budget office, among others) from all city and municipal governments of Rizal attended.

The M&D Forum introduced the participants to the migration situation of the province, including the social costs that take a toll on the OFs and their families, as well as, the gains that can come when M&D is channeled properly to local economic development. The M&D Forum also introduced the practice of other provinces and project sites of Atikha wherein a M&D MSG, and Migration Resource Center (MRC) were set up to harmonize the psychosocial and economic programs that can be offered to OFs and their families.

At the end of the forum, the Provincial Government opted that an ad hoc committee be created for the implementation of the project, which will identify demand from the municipalities, thus, creating a bottom-up approach on mainstreaming M&D initiatives from the municipalities to the Provincial Government. The Office of the Provincial Governor (OPG) signified its commitment to elevate the policy recommendations, which the Rizal CMD can create based on its implementation of programs, to the Provincial Development Council. “As co-chair to the CMD, I am willing to inform the PDC about the Rizal CMD and advocate the inclusion of M&D in provincial plans (translated from Filipino),” noted PPDC Trias.

Thus, by the end of the same M&D forum, NEDA 4A Regional Director, Luis Banua, initiated the creation of the Rizal Inter-agency Migrant Coordinating Office (RIAMCO). Included in RIAMCO are representatives from

¹²⁶ Casimiro “Jun” Ynares III is the son of Rebecca Ynares. He became the Governor of Rizal from 2007-2013. He is currently on his first term as the Mayor of Antipolo City.

¹²⁷ Institutionalized means existence of local legislation creating the office.

the provincial and municipal governments, private sector, civil society groups, and the University of Rizal System¹²⁸ (URS), which has been assigned as the temporary chair of the coordinating office. URS decided to take on the role of being the lead convener of RIAMCO for its prior work in research and extension activities that also partner with different local government and civil society organizations. URS is a member of the Philippine Association of Extension Program Implementers, Inc., which has awarded the university in 2015 as the “Most Innovative Extension Program in the Philippines” for its eco-related project in the municipality of Piliia.

Dr. Marita R. Canapi, URS President, explains the alignment of the M&D initiatives with the University's thrusts as URS accepted membership in the RIAMCO when it was created in June 2015. “The University is one with the community, and we see this M&D initiative as an extension project. Extension services in the university is already a way of life, and this is a further opportunity to show the community that we are here to serve them,” noted Canapi in the Strategic Planning seminar of the RIAMCO conducted on June 29, 2015 at the URS Morong Campus. In the same strategic planning, RIAMCO was renamed as the Rizal Committee on Migration and Development (CMD).

URS, thus, started the M&D work as envisioned to create traction among municipal government units and build enough demand to be aligned with the plans and priorities of the Provincial Government. Donald James Gawe of NEDA 4A acknowledges the championing role of URS, noting that, “URS lit the provincial CMD torch, so to speak, as a fuel of the interagency group that the Regional Development Council (RDC) envisions to eventually be a part of the regular provincial government structure, possibly as a subcommittee of the Provincial Development Council (PDC)”.

III. GOVERNANCE APPROACH IN MAINSTREAMING MIGRATION AND DEVELOPMENT

This section discusses the strategies employed by the Provincial Government of Rizal with its partners to mainstream M&D in local governance. The discussion is divided according to the “Roadmap on Mainstreaming M&D in Local Governance¹²⁹”, a framework developed by ULAP through its experiences and observations in facilitating M&D mainstreaming in LGUs. The pillars of the roadmap are: Leadership; Financing; Human Resources; Data and Communications; and Service Delivery (divided into: Investments, Savings, and Entrepreneurship and Psycho-Social Services).

¹²⁸ University of Rizal System is a system of colleges located in the Rizal province, Philippines. It operates multiple campuses, with the main campus being in Tanay, Rizal. It is committed to produce graduates in agriculture, engineering, science and technology, culture and arts, teacher and business education through instruction, research, extension and production services in Region 4. (<http://www.urs.edu.ph/>)

¹²⁹ The framework is discussed in Chapter 3B of this report.

¹³⁰ From POEA's 2009 to 2014 Data on Overseas Filipinos from CALABARZON

¹³¹ Founding offices include the Rizal Provincial Government through PPDO, PEDO, PSWDO; DepEd Division of Antipolo; Rizal OFW Federation; URS; Local Government of Angono through the MSWDO, Budget Office, and MPDC; Local Government of Antipolo through CPDO and PESO; Local Government of Piliia through the Agriculture Office; Local Government of Tanay through the MSWDO and PESO; PSA Rizal, Department of Agriculture Rizal; and the Rural Bankers Association - Rizal

1. Leadership

Through the consultations with SUMMID CALABARZON partners, the Provincial Government of Rizal, municipal government offices, and representatives of the academe in Rizal discussed the economic potential that M&D holds for the province. CFO estimates that in 2013 alone, OFs from Rizal sent more than PhP 30 Million to their families back home, which places them on top, among all CALABARZON provinces, in terms of remittances. Initial profile of Rizal OFs from the POEA¹³⁰ shows that 43.35 percent of the OFs from Rizal can be characterized as professional and skilled workers (e.g. bookkeepers, medical practitioners, managers, teachers, and the like). As such, as a point for further data analysis, the significant amount of remittances received by Rizal may be attributed not to the size of the OF population from the province but to the nature of work and the salaries received.

Furthermore, the OFs from the province have organized hometown associations (HTAs) and are even federated in several states in the United States of America (USA). Building the potential of these OFs to be further engaged in local economic development is the possibility for technology and skills transfer, on top of their ongoing engagement in diaspora philanthropy. Despite the assessed potential of migration to contribute to the OFs' province of origin, it still stands that there are social costs that come with migration. Members of the Rizal CMD observed through anecdotes that OFs and their families have psycho-social needs that remain to be addressed.

a. Structure and Functions of an M&D MSG

To this extent, the creation of a multi-stakeholder body that can formulate programs for OFs and their families was deemed necessary. As such, the Rizal CMD (formerly briefly known as RIAMCO) was created as an ad hoc committee that will serve as a consortium at the provincial level which, with the oversight of PPDO, can serve as an advisory body to the Provincial Development Council in mainstreaming M&D in the provincial plans and strategies.

The Rizal CMD is to be headed by a Governing Body, equivalent to the Executive Committee of other province's M&D MSG. The Governing Body shall be composed of the head of the founding offices¹³¹, provincial office of the Department of Trade and Industry (DTI), and the Municipal Planning and Development Coordinator (MPDC) of the member

municipalities. Though the roles and functions of the Governing Body is yet to be formally discussed, one of its clear tasks is to oversee and provide direction for the activities of the CMD’s four subcommittees.

The four subcommittees of the Rizal CMD are the *Planning and Policymaking Group, Finance and Investment, Information and Research (including monitoring and evaluation), and Programs and Services*. Upon the creation of the subcommittees, the Rizal CMD identified the Planning and Policymaking group and the Programs and Services as the current priority subcommittees whose activities will be crucial in providing clarity to the operation and activities of the MSG. Linking the Governing Body and the subcommittees is the CMD Director and Secretariat, led by the URS. The diagram as follows shows an overview of the Rizal CMD’s organizational structure.

Upon the identification of the Rizal CMD’s structure, Dr. Canapi was elected as the CMD Chair, with PPDC Trias as the co-chair. “As co-chair to the CMD, I am willing to inform the PDC about the Rizal CMD, engage the Provincial Government through the PESO and the Provincial Social Welfare and Development Office (PSWDO), and advocate the inclusion of M&D in provincial plans (translated from Filipino),” Trias ensured the Rizal CMD.

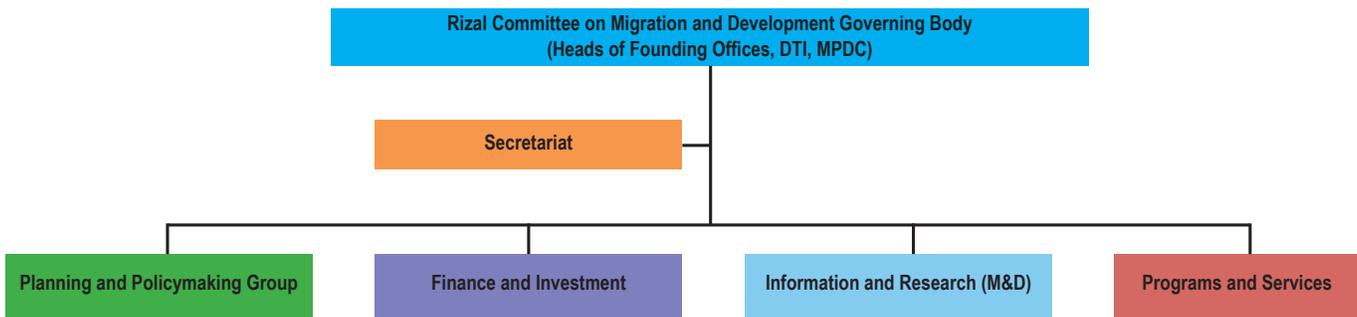
As of writing of this case, the Rizal CMD is composed of the Rizal Provincial Government through the PPDO, PESO, and PSWDO; the Department of Education Division of Antipolo; Rizal OFW Federation; URS, the local government unit (LGU) of Angono through the Municipal Social Welfare and Development Office (MSWDO), Budget Office, and Municipal Planning and Development Office (MPDO); LGU Antipolo through City Planning and Development Office (CPDO) and PESO. The founding members of the Rizal CMD are encouraged

to continue engaging other stakeholders that they deem relevant in implementing M&D programs and services. “Everyone who is a part of the Rizal CMD has to continue tapping other entities and municipalities to be engaged in the M&D initiatives of the committee. This will help us ensure that we do not miss out relevant perspectives needed to get a clearer picture of the services needed from us by OFs and their families,” said Canapi.

The nature of reporting of the Rizal CMD was a point of clarification to the members when it was just being formed. Some members inquired whether the ad hoc committee is currently under a particular council to which it should align its programs and vision with. “Provincial CMDs in the rest of the CALABARZON provinces operate under the Provincial Development Council (PDC),” noted Gawe of NEDA Region 4A. “The structure of the Rizal CMD as an ad hoc committee is a breakthrough of the SUMMID CALABARZON project as the same structure has not been the same with the provincial MSGs of the rest of CALABARZON, whose structure came from Atikha’s suggestions (translated from Filipino),” added Aileen Constantino-Peñas, Deputy Executive Director of Atikha. In other provinces where the M&D MSG is led by the provincial government, the body is chaired by the Provincial Governor, with either PESO or PSWDO functioning as secretariat. Moreover, the M&D MSGs in other CALABARZON provinces are typically composed of three sub-committees: Information and Advocacy, Psychosocial Services, and Economic Services.

Though Rizal CMD is currently university-led, Gawe states that NEDA envisions it to eventually become a part of the PDC. That way, the MSG can have a formal link to the regional level (particularly to NEDA) where policies are shaped through the inputs from the local levels.

Diagram 2: Rizal CMD Organization Structure



While the specific roles of each subcommittee of the Rizal CMD is yet to be deliberated through further consultations with the members, Canapi envisions the group to be a consortium that will harmonize the existing activities of its members, given that the some municipal governments represented in the committee have experiences in dealing with OFs and their families. As the CMD will be composed of different municipalities that will provide a wide and varied perspective in implementing M&D services, the body will harmonize the inputs into an integrated approach for a unified direction of the municipal efforts. “As a consortium, we will harmonize the activities of the members. The purpose of the committee is to integrate the different units, NGO, private sector, and LGUs,” noted Canapi.

“The Provincial CMD can become a knowledge-sharing platform where local M&D MSGs can learn from each other.”

- Jaeson Cruz, URS Planning Office Head

“Not all LGUs have functional Overseas Filipino Worker (OFW) help desks, not all have ideas of what programs and services can be offered to OFs and their families. But all LGUs are members of the Rizal CMD. Hence, the Provincial CMD can become a knowledge-sharing platform where local M&D MSGs can learn from each other (translated from Filipino),” said Jaeson Cruz, URS Planning Office Head. Thus, current members of the Rizal CMD have a responsibility to conduct needs assessment and situational analysis of their localities, which will feed into the formulation of the function of the provincial MSG. “One of our priorities as an ad hoc committee is, thus, to make a resolution to write the LCE of the municipalities and cities in the province for the inclusion of CMD Activities in their respective Annual Investment Plans (AIP) to fund CMD priority activities for 2016,” Canapi said.

In the first CMD Organizational meeting on August 26, 2015, the body accepted the suggestion for the CMD to be eventually absorbed as a subcommittee of the Provincial Development Council. “With URS as the lead who convenes the members of the Rizal CMD, PPDO as the co-chair and representative of the Provincial Government will always be available to support the CMD through informing the PDC about the CMD, engaging PESO and PSWDO, and advocating for the inclusion of M&D programs in the provincial plans (translated from Filipino),” assured Trias of PPDC. “The involvement of PPDO is important in the Rizal CMD to make sure that the PDC knows about the activities of the CMD, and in return, that the initiatives of the CMD is aligned with

the plans for local economic development of the province (translated from Filipino),” affirmed Gawe of NEDA 4A.

b. Involvement of Department of Education Division Offices in Rizal

Department of Education (DepEd) Division of Antipolo and DepEd Division of Rizal are among the members of the Rizal CMD. “DepEd and URS provide a specific insight in the M&D activities of the Rizal CMD, as these entities have access to specific migration stakeholders—children of OFs (translated from Filipino),” noted Cruz of URS. “We deemed M&D as a relevant issue for school-aged children because our records from our schools on guidance counseling cases show that children coming from OF families comprise a significant number of the cases (translated from Filipino),” noted Buddy Chester Repia from the DepEd Division of Rizal.

As such, the DepEd Division Office has already expressed interest to organize a Training of Trainers (TOT) for school-based M&D programs for teachers and guidance counselors in secondary education, after the TOT for school-based M&D programs conducted last April 7-10, 2015 in Taytay, Rizal was attended by 53 elementary teachers from different districts. “The TOT conducted in April 2015 was the first migration related training for all participants, and it made us realize that the social costs of migration is something that our students experience (translated from Filipino),” noted Zaldy Pineda of the DepEd Division Office of Antipolo.

c. Role of Regional Actors

Although the URS is already a part of the Regional Development Council under the social development subcommittee, Rizal’s involvement in SUMMID CALABARZON helped them in getting a bigger picture of the M&D context in which their province is situated. “The SUMMID CALABARZON partners brought to the forefront the importance of M&D and the potential it holds for community development given the size of remittance that OFs send their families residing here in Rizal (translated from Filipino),” noted Cruz of URS.

Balancing the inclination and rootedness of the Rizal CMD to programs, services, and information from the municipal level is the involvement of regional actors, through the SUMMID CALABARZON project, in the creation of the Rizal CMD. Participation in SUMMID

CALABARZON activities has linked members of the Rizal CMD to regional line agencies such as POEA, Department of Foreign Affairs (DFA), DILG, and the Philippine Statistics Authority (PSA). Some contributions from the line agencies include DILG's Memorandum Circular¹³² endorsing the use of the M&D Mainstreaming Guide¹³³, which was developed by CFO under the SUMMID CALABARZON project, and PSA's development of rider questions for the CBMS to build on the OF database down to the barangay level.¹³⁴

While being a partner province of SUMMID CALABARZON opened the Rizal CMD to various stakeholders, programs, and capacity from the regional level, the newly formed group wishes to focus first on building its identity in the provincial level. "Eventually, harmonization with regional activities will be pursued especially that there is a lot to learn from other regional actors and other provinces in terms of programs that can be offered to OFs and their families. But right now, our focus is on the local. It will be a waste of funds if we impose programs that we can and want to offer but turn out to be not needed by the community (translated from Filipino)," noted Cruz. "At this stage of the CMD, it will be better if we first consult our LGUs and learn from their experiences."

"But right now, our focus is on the local. It will be a waste of funds if we impose programs that we can and want to offer but turn out to be not needed by the community"

- Jaeson Cruz, URS Planning Office Head

2. Financing

The Financing strategies of mainstreaming M&D into local governance is closely tied with the Leadership strategies of the province. The actual "buy-in" for all key stakeholders belonging to the executive and legislative departments of LGUs facilitates the accessibility of funding for M&D, once the LCEs and the *Sangguniang Panlalawigan* (Provincial Legislative Council) realize the potential and significance of M&D in their localities. The experience of Rizal in finding financial resources for its M&D programs show that new policies to create more funding resources and options for M&D are not always necessary, as existing funding resources can be streamlined to fund future M&D initiatives and programs.

As per the 2011 MOA between Rizal PLGU and OWWA, expenses for migration-related activities shall be shouldered on a cost-sharing basis. However, in the absence of an operational unified committee that

focuses on providing services to migrants, several offices in the provincial government use their office budget to provide the services for OFs and their families. Under the 2015 AIP, Scholarships for OFW Dependents are appropriated with a budget of PhP 1.4 Million, charged under the OPG and the Scholarship office. The 2015 AIP also appropriates PhP 500,000 for the establishment of the One-Stop Resource Center for Youth and Migrants, charged under PPDO and PESO.

Rizal CMD being an ad hoc committee that is currently not part of the PDC has implications in the source of financing for the programs and services of the Rizal CMD. As the Rizal CMD is currently not a part of the operations of the Provincial Government, it does not have ready access to financial resources for the implementation of its future programs. Hence, it does not only have to be creative in finding a source of fund for its future programs, but also has to dedicate a separate subcommittee whose main focus and function is to look for financing options.

Canapi acknowledged that, "as an ad hoc committee, the Rizal CMD has to find ways to finance and implement the programs and activities that will be included in its plans." Tentatively, URS Extension Office considers the Rizal CMD as part of the university's extension programs to access the office's budget as preliminary resources for the Rizal CMD's activities.

Projects and source of funds for the activities, programs, and services of the Rizal Migration Resource Center will be deliberated on the 2nd Organizational Meeting on December 11, 2015. With URS as the committee chair, expenses for the activities of the CMD (which at this point are mostly meetings and capacity development) are lodged through the university's Office for Extension Programs as an extension service/ extension project to access the budget of the office.

As the Rizal OFW Federation is also a part of the CMD, another identified option aside from coordinating with LGUs is establishing partnerships with OF groups who are willing to share costs for projects that the Rizal CMD will propose. "The CMD simply needs to identify projects and services, and they can tap one of the many organized OF groups based in Rizal that may be willing to co-implement the programs with them (translated from Filipino)," noted Necita Obillo of the Rizal OFW Federation.

¹³² The ULAP team requested to have a copy of the said memorandum circular but was not able to procure a copy as of the time of writing.

¹³³ http://www.migration4development.org/sites/default/files/the_lgus_guide_in_mainstreaming_final_sept3.pdf.

¹³⁴ <http://nro4a.neda.gov.ph/summids-project-capacitates-lgus-on-survey-of-overseas-filipinos/>.

3. Human Resources

The Human Resources Pillar identifies the need to institutionalize a focal person or agency for the implementation of M&D initiatives and programs. As for the case of Rizal, URS served as the focal office of the province's M&D initiatives given the ownership of the university towards M&D programs. Nonetheless, the focal office for M&D, as well as other implementing offices, must be capacitated according to its mandate. As such, capacity-building is essential for the Human Resources Pillar. Policies for capacity-building in relation to M&D initiatives and programs must also be established and developed.

Prior to the creation of the Rizal CMD, PPDO served as the focal office in the provincial government for the implementation of the SUMMID CALABARZON project, and PESO as an institutionalized office, based on the MOA signed between the Provincial Government and OWWA 4A. An OFW helpdesk is set up under PESO, which provides assistance to constituents who are interested in becoming OFs. The OF help desk is run by two OWWA-trained staff of PESO, which offers services such as guiding constituents who are interested to work abroad to prepare the necessary application requirements for overseas employment.

Through the SUMMID CALABARZON project, the PSWDO was also engaged in the migration initiatives of the province. Henceforth, staff from PESO and PSWDO have attended capacity development on case management (held in February 2015) and pre-migration orientation seminar (held in May 2015), conducted by Atikha.

Upon the creation of the Rizal CMD, more offices from all over the province became involved in capacity building activities implemented through SUMMID CALABARZON. Twenty participants completed the TOT for Family and Income Management Training and continued with the TOT for Reintegration Planning and Counseling in July 2015. One of the commitments of the TOT graduates is to reiterate the trainings in their respective offices and localities¹³⁵.

The Rizal CMD envisions their programs and services to be needs-based and demand-driven rather than supply-driven. "We will wait for the feedback and situational analysis of planning officers, social workers, and PESO manager of the municipalities with existing OFW help desks and are already providing services to OFs and their families because they have a better gauge of the actual interventions needed by the community (translated from Filipino)," clarified Cruz.

4. Data and Communication

The Data and Communications Pillar identifies the need to institutionalize an information hub for M&D through appropriate legislative action. Data gathering, consolidation, and generation mechanisms reflect social, political, and economic milieu of each province/municipality involved and tell the story of the migrants' situation, whether in the Philippines or abroad. It depicts migrants' lives, the lives of their families, as well as, the community wherein they belong. Therefore, it is important that such data is always up-to-date and relevant for policy and decision-making for decision-making. Rizal CMD's current priorities include the generation of migrant needs assessment and situational analysis from the cities

"We will wait for the feedback and situational analysis of planning officers, social workers, and PESO manager of the municipalities with existing OFW help desks and are already providing services to OFs and their families because they have a better gauge of the actual interventions needed by the community"

- Jaeson Cruz, URS Planning Office Head

and municipalities in order to inform the committee's deliberation of programs and services that will be implemented for the benefit of the OFs and their families.

As per the 2011 MOA between the Provincial Government of Rizal and OWWA, the two agencies

shall undertake joint information dissemination and education activities on migration issues and concerns. Currently, the provincial website¹³⁶, which provides the public access to information about the government's programs and activities, is a ready platform for provincial government to inform migrants and their families of programs and services that they can avail.¹³⁷

A comprehensive profile at the provincial level on the characteristics of OFs from Rizal is yet to be compiled. Atikha's M&D Forum initially showed that the province has a significant number of seafarers and professional or skilled workers; however, there has yet to be a consolidated migrant database to confirm the information. As a start, the Rizal CMD will bank on the feedback of the municipalities on the profile of OFs in their municipalities

¹³⁵ As of writing of this case, the Rizal CMD is yet to conduct monitoring and evaluation inquiries on the impact of the capacity building activities undertaken by its members.

¹³⁶ The official website of the Provincial Government of Rizal features information on the different priority programs of the government such as the initiative to Save Hinulugang Taktak, Religious Rours, and Full Disclosure Reports. Refer to <http://rizalprovince.ph/>.

¹³⁷ Other offline options for information dissemination are yet to be discussed. While online platforms are ideal in terms of making information readily available, internet infrastructure in the Philippines, especially in rural areas, are underdeveloped.

that they can deduce based on various records from different offices. “Upon the Organizational Meeting set in December 2015, the Rizal CMD member municipalities will provide their feedback regarding their findings in their own communities through records from PESO and MSWDO on the frequency of migrant families seeking assistance, type of assistance sought, and similar information—hoping that this can paint them a picture of the OF profile of each locality (translated from Filipino),” noted Canapi.

At the time of writing, the Community-Based Monitoring System (CBMS) of municipalities cannot be used yet to derive local profile of OFs as rider questions that can capture the characteristics of the migrants are not yet included in the CBMS data-gathering tools. In this light, included in the expected results of the SUMMID CALABARZON is the creation of 10 rider questions for M&D in the CBMS, developed in cooperation with PSA.

Additional information dissemination mechanisms that allow OFs and their families to know about the programs and services for them are also currently yet to be discussed on the 2nd Organizational Meeting of the Rizal CMD in December.

5. Service Delivery: Investment, Savings, and Entrepreneurship

The ability to provide services to migrants is a translation of the response to the needs or demands of OFs and their families and an alignment with the plans and priorities of the local government. This is an acknowledgement as well that migration holds inherent gains that can be channeled for local economic development. With the help of Atikha, Rizal-based investments, savings, and business opportunities were presented to Rizal CMD members through the Reintegration Planning and Counseling Seminar in August 2015 to provide options for OFs and their families.

Upon the initial consultation with Governor Ynares in February 2015, NEDA 4A and ULAP explored how the governor’s priority programs can be aligned with maximizing the potential of migration in local economic development. As of this writing, there is no available investment menu for the OFs and their families. Reneecelia Paz De Leon, URS Director and resident of Piliilia, noted that she has observed in their municipality that there are OFs who are interested to invest. “They want their hard-earned money to be productive but they are unable to identify investment opportunities until their

savings eventually run out (translated from Filipino),” noted De Leon.

“They want their hard-earned money to be productive but they are unable to identify investment opportunities until their savings eventually run out”

- Reneecelia Paz De Leon, URS Director

The situation faced by OFs and their families in Rizal surfaces the need to link them to possible investment opportunities through information dissemination, and to capacitate migrants to properly choose investments.

Peñas of Atikha thus noted that the Reintegration Planning and Counseling TOT of SUMMID CALABARZON, conducted on August 26-28, 2015 at URS should then be helpful for the OFs and migrant families who are interested to invest. “Atikha has tapped many organizations in Rizal and found out that there is no shortage in investment packages available for residents (translated from Filipino),” noted Peñas. Engaged agencies in the TOT include the regional offices of Department of Agriculture who presented identified agri-business opportunities available in the province, Department of Trade and Industry who presented business and investment opportunities in the province, and Landbank of the Philippines who presented about mutual funds, and insurances. Additional identified options for OFs are offerings of the Rural Bank Association of Rizal and investing in milk products in Jalajala. The TOT attendees have yet to cascade the Reintegration Planning and Counseling training to their localities, thus OFs are yet to know about these opportunities, let alone seize them. Moreover, locally generated data monitoring the improvement of TOT attendees with regard to their own savings and entrepreneurship activities are not yet available.

6. Service Delivery: Psychosocial

Although an OFW helpdesk is set up in the provincial capitol and operates under PESO to provide pre-employment assistance to those interested in working overseas, Trias noted that on a monthly basis, no more than 10 Rizaleños¹³⁸ go to the OFW desk. The reason behind this, according to Trias, is the possible lack of information dissemination from and about the helpdesk. Moreover, the helpdesk does not target clients on time increments due to the lack of demographic numbers, which is evident with the lack of comprehensive profile of OFs at the provincial level.

As for the newly created Rizal CMD, programs are set to be discussed on the 2nd organizational meeting, where municipalities will present their existing psychosocial programs that they offer OFs and their families, such

¹³⁸ What constituents of Rizal are commonly called.

as counseling which is a part of the regular services of all social welfare offices. “LGUs will assess the issues raised in their communities and elevate it to the provincial CMD for us to deliberate on what programs we can mainstream to all municipalities (translated from Filipino),” noted Canapi.

Among the initial programs that URS is planning to provide for the Rizal CMD is counseling for children of OFs and students, given their access to this demographic. “With regard to reaching the non-student demographic that need to avail M&D programs and services, that’s where municipal offices offering their regular services to OFs and their families can come in, (translated from Filipino),” noted Fercina Doros, Administrative Officer from the Municipal Budget Office of Angono whose municipality has an OFW desk already providing assistance to OFs in the pre-departure stage of migration. In addition, Governor Ynares noted that, “M&D initiatives are a welcome program in the province because we want to ensure the psychosocial well-being of our OFs and their families (translated from Filipino)”.

LESSONS LEARNED

The story so far of M&D mainstreaming in the Provincial Government of Rizal shows that momentum for the mainstreaming process can be initiated through active participation of the civil society organizations such as the URS, who can convene the two types of LGUs — those with already extensive experiences on M&D and partnership with migrant organizations, and those who are not as advanced. But realizing the potential of this initial momentum has to take into account the strong support and partnership with the LGUs at the provincial and municipal level where gradual absorption of the M&D initiatives are also strategically planned and carefully considered.

Despite receiving the highest number of remittances among the CALABARZON provinces, Rizal province has yet to tap on these remittances as potential investments aligned with the priority industries and economic development agenda of the province. While there has yet to be a comprehensive list of savings, investment, and entrepreneurial activities in the province, there are preliminary directions seen such as Governor Rebecca Ynares’ prioritization of the tourism industry. Moreover, through SUMMID CALABARZON’s Reintegration Planning and Counseling TOT, Rizal CMD members were also informed of the agri-business and investment opportunities available in the province, as identified by the regional offices of DTI and DA. This can also be a guide for Rizal in creating the comprehensive investment

packages for OFs.

Additionally, the use of evidence-informed policy making and planning needs to be strengthened not only for the Provincial Government to appreciate the connection between the facts on remittances and its existing economic development plans, but also for the current CMD lead, URS, to properly identify the types of programs that it will provide as a provincial consortium. The initial partnership between OWWA and the PLGU to undertake joint initiatives on information and education activities for M&D has a potential to fuel evidence-informed policy making for M&D.

Finally, greater buy-in from the PLGU is being created through the Rizal CMD’s bottom-up approach of implementing M&D initiatives. Creating demand needs and situational analysis from the municipalities and their OFs and the families will provide a targeted strategy for M&D activities and services through the approach currently being undertaken by Rizal CMD.

“As a link between the PDC and the migrants, the Rizal CMD will bank on the feedback and situational analysis of planning officers, social workers, and PESO manager of the municipalities with existing OF help desks and are already providing services to OFs and their families because they have a better gauge of the actual interventions needed by the community—interventions that we plan to implement given the demand for it (translated from Filipino),” clarified Cruz.

Moving forward, the innovation seen in the Rizal mainstreaming M&D case will be assessed on the roles that URS and its NGO partners will play in the policy and programs development, and the level of government response the approach will trigger. The Rizal case shows potential in a civil society-led MSG approach to M&D, and if successful, can be a basis for replication in areas where NGOs are advanced in ownership and/or capacity than their local government counterparts.

APPENDIX A

GUIDE QUESTIONS TO MAINSTREAMING M&D THROUGH THE LOCAL GOVERNANCE ROADMAP FOR LOCAL CHIEF EXECUTIVES AND LEGISLATIVE OFFICERS

The table below summarizes the guide questions for mainstreaming migration and development in local governance, which may serve as briefer reference or thinking guide for local chief executives and local legislators. These guide questions may be used by the different actors, both from government and non-government, to help the local actors realize the potentials of migration and development in their locality and possibly align their current local development projects and programs.

The suggested guide questions are discussed and organized based on the elements of M&D Governance Framework and areas/pillars of local governance, namely: (1) *Leadership*, (2) *Financing*, (3) *Human Resource*, (4) *Data and Communications*, (5) *Social Service Delivery (Investments/Savings/Entrepreneurship)* and (6) *Social Service Delivery (Psychosocial Services)*. With the suggested guide questions per governance pillar, the briefing kit hopes to provide inputs on developing and strategizing how to concretely mainstream migration and development and successfully tap migrants' potential contribution to local development.

LEADERSHIP	FINANCING	HUMAN RESOURCE	DATA AND COMMUNICATIONS	SERVICE DELIVERY (ISE/PSYCHOSOCIAL)
<ul style="list-style-type: none"> • Do your local plans include projects/programs specifically catered to OFs, OFWs, or OF families? • Is there a Migrant Representation in the Local Development Council? <ul style="list-style-type: none"> ◦ Who are these representatives? ◦ What is their advocacy? • Do you have existing partnerships with national government agencies in implementing projects/programs for OFs, OFWs, or OF families? <ul style="list-style-type: none"> ◦ DOLE ◦ OWWA ◦ POEA • Does the local government unit have a legislated Migrant Resource Center? • What is the multistakeholder platform that can effectively address migrant issues in the locality? <ul style="list-style-type: none"> ◦ What will be its roles and functions? ◦ Who will be the members, participants, contributors, actors? • How can you engage migrant groups to participate and contribute to M&D programs? <ul style="list-style-type: none"> ◦ Who are the established migrant groups in the locality? 	<ul style="list-style-type: none"> • Are there funds appropriated for M&D activities through legislation? <ul style="list-style-type: none"> ◦ Actual budget ◦ Supplemental budget ◦ GAD Funds, etc. • If there are funds appropriated for M&D activities, then is there an equivalent procurement plan? cost-sharing mechanisms? • What projects/grants does the local government have that include a migrant dimension which can be a source of funding? • What are the other funding options for M&D programs in the local government unit? <ul style="list-style-type: none"> ◦ BUB ◦ BLGF, etc. 	<ul style="list-style-type: none"> • Does the local government unit have an instituted focal office/person for M&D? <ul style="list-style-type: none"> ◦ Are there personnel/offices assigned to address M&D issues? ◦ What personnel/office has the most experience with dealing migrant concerns/projects? (even if in partnership with NGAs) • Does the local government unit have OFW Desk/s? • Does national government agencies having partnerships with local government have planning/strategic guides for M&D programs? • Does the local government conduct trainings for Trainers/Service Providers regarding migrant-related services? <ul style="list-style-type: none"> ◦ Reintegration ◦ Counselling ◦ Financial Lit ◦ Case Management ◦ Crisis Intervention ◦ Gender in M&D 	<ul style="list-style-type: none"> • Does the local government unit have a consolidated profile of migrants in your locality? <ul style="list-style-type: none"> ◦ What kind of platform/system is it consolidated? ◦ Is it a unified database of migrant-related information? ◦ How is data gathered? ◦ How is data processed? ◦ Who processes it? • Do you have existing rider question/s in your CBMS database in relation to OFs? • How are data communicated internally? <ul style="list-style-type: none"> ◦ What are the specific info-sharing mechanism/s being utilized? • What are the most common modes of communication that can be used to inform the public about migrant related programs/projects, or call for migrant involvement? 	<ul style="list-style-type: none"> • What are potential investments that can be developed in the locality that could cater to OFs, OFWs, or OF families? • What are the main industries in the locality? main products? <ul style="list-style-type: none"> ◦ Which among those industries/products have huge demand from OFs, OFWs, or caters to OF families? • Does the local government unit have existing services specifically catered to OFs, OFWs, or OF families? <ul style="list-style-type: none"> ◦ Migrants <ul style="list-style-type: none"> ▪ Reintegration ▪ Counselling ▪ Crisis Intervention ◦ Families <ul style="list-style-type: none"> ▪ Reintegration ▪ Responsible Parenthood ▪ Counselling/ Personality Dev't ◦ Migrant Organizations <ul style="list-style-type: none"> ▪ Reintegration ▪ Counselling ▪ Crisis Intervention ◦ Communities <ul style="list-style-type: none"> ◦ School-based programs ◦ Other support programs for migrants • Are there local cooperatives catering to OFs, OFWs, or OF families? • Which organizations in the locality are capable of giving the necessary trainings/seminars for OFs, OFWs, or OF families?

APPENDIX B



ULAP met with Gov. Vilma Santos-Recto of the Provincial Government of Batangas to discuss various projects on migration and development, education, and land titling and property rights, on February 2, 2015.



The Union of Local Authorities of the Philippines (ULAP) met with Gov. Ramil Hernandez of the Provincial Government of Laguna to discuss various projects on migration and development, education, and land titling and property rights, on February 9, 2015.

APPENDIX B



The Union of Local Authorities of the Philippines served as one of the resource speakers at the Training of Trainers on the Use of Migration and Development Guide. The training ran from July 1-3 2015 in Citylight Hotel, Baguio City as part of the SUMMID CALABARZON, project under the Joint Migration and Development Initiative, for which ULAP is one of the main project partners.

APPENDIX B



The Union of Local Authorities of the Philippines took part as one of the resource persons and stakeholders in the recently concluded "Global Forum on Remittances and Development" conducted last July 16-22 in Milan, Italy.

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