

## 3 Returning People to the Homeland: Tools and Methods Supporting Remigrants in a European Context

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### 3.1 Introduction

Studying and utilising the potentials of return migration in regional development has become increasingly relevant. This report highlights the results of recent best practices and formulates proposals for policy makers.

Migration flows within Europe involve hundreds of thousands of people which results in increasing number of foreigners in the receiving regions and serious demographic consequences in the sending regions. Considering the demographic effects and the impacts on local labour market we can distinguish core and crises regions. The core regions are mainly characterised by positive internal and international migration balances; they are situated in advanced countries, concentrating around capital cities and major economic regions. On the other hand, crises regions have less GDP per capita, and they are mostly peripheral, less developed regions (for more information in respect of current migration trends in Europe see chapter 1). Especially these countries and regions with significant outbound migration, high level of unemployment and serious structural problems have the necessity to prevent this so-called brain drain process. Formulation and implementation of strategies to attract returning migrants is indispensable to compensate losses caused by previous waves of out-migration.

Return migration is triggered by many economic and non-economic (e.g. family, cultural, social) factors. On the other hand, remigrants seem to have significant economic, social and political impacts on their native regions. We discuss both factors and impacts in chapter 3.2. In chapter 3.3 we present 13 national policies which focus on stimulating and generating return migration. Altogether 22 regional and local best practices are integrated and analysed in chapter 3.4. 13 of them are from the regions involved in the Re-Turn project, while other eight are from other regions of the EU and one of them is from outside the Union (Turkey). These best practices represent a wide range of actions dealing with outbound migration and aiming at brain gain. In chapter 3.5 we analyse and compare these selected initiatives according to different aspects. In this regard we take a look on the feasibility and adaptability of these best practices. At the end we formulate concrete recommendations for policy makers, who intend to elaborate local or regional policies/strategies to re-attract people (chapter 3.6).

### 3.2 Factors and Impacts of Return Migration

In the literature we can find various types of arguments for understanding the decisions of return migrants (OECD 2008). In fact, most migrants do not have definite plans they just go on a trial basis, letting their decision of whether or not to return, and when to return, be guided by the opportunities of the new society (GMELCH 1980). According to him economic factors (unfavourable economic conditions in the host society, such as recession or layoffs and unemployment within a single industry) may be one cause of return migration.

Non-economic factors may also play an important role. Among the non-economic factors most frequently mentioned are strong family ties and the wish to be in the company of one's

own kin and long-time friends. Ailing or elderly parents or other relatives may also compel some migrants to return. They come back to look after a sick relative and to run the family business or farm. The importance of family ties in return migration is particularly strong in rural communities. The feeling of loyalty to the home society is also often cited as an important motivation among many migrants. For many of them the social and cultural advantages of life in their native society compensate the economic costs – the expense of moving and the decline in earning power – of returning (GMELCH 1980; JEFFERY & MURISON 2011).

For the better understanding of the complex reality of the opportunities and obstacles to sustainable return, a holistic approach is needed. Some authors emphasises the importance of defining sustainability of return through the use of the concept of mixed embeddedness, and the different economic, psycho-social and social factors influencing this embeddedness (VAN HOUTE & DAVIDS 2008). According to CASSARINO (2004, p. 17) “the propensity of migrants to become actors of change and development at home depends on the extent to which they have provided for the preparation of their return.” Return preparation necessitates time, resources and willingness on the part of the migrant. This means that there exist various degrees of return preparation that differ regarding the resource mobilisation and preparedness (CASSARINO 2004).

Preparedness refers not only to the willingness of migrants to return home, but also to their readiness to return. The returnee’s preparedness is a voluntary act that must be supported by the “gathering of sufficient resources and information about post-return conditions at home” (CASSARINO 2004, p. 17). To fortify the link between return migration and development at home, return should not simply be considered as a voluntary act on the part of the migrant, but principally as a proof of readiness. Figure 1 demonstrates the ways in which these concepts interact with each other, while being at the same time reflective of conditions in host and home countries (CASSARINO 2004). It is evident that the length and type of migration experiences lived abroad have a definite impact on the level of preparedness of returnees and on their potential capacity to contribute to development. Again, the notions of resource mobilisation and to the returnee’s preparedness must be taken into account in order to explain why some returnees become actors of development whereas others do not. Return refers to a preparation process that can be optimally invested in development if it takes place autonomously and if the migration experience is long enough to encourage resource mobilisation.

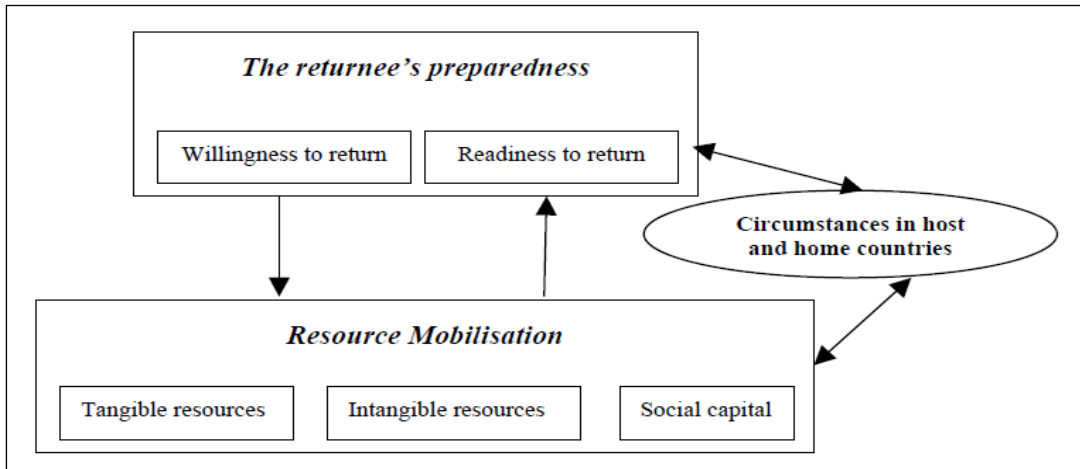


Fig. 1: Return preparation  
 Source: CASSARINO 2004, p. 17

In the last fifteen years empirical and theoretical research on return migration and its impact on development has emphasised that entrepreneurial activities and advances in personal and family situations as indices of development are more likely to take place when migrant financial capital (that is remittances or savings) is balanced by transfers of human and social capital. These three kinds of migrant capital combine “when migrants return to their origin area and directly engage in the endeavours at home” (FERRI & RAINERO 2010, p. 5).

Some factors may be influential on the innovative potential of return migration. One of them is the absolute number of returning migrants. Large numbers of returnees in a community or region may offer the critical mass needed to organise and bring about needed reforms. Smaller numbers of returnees are expected to have little influence on the mainstream society and be easily reabsorbed. The concentration of returnees in time may also have an effect. Many returning migrants about the same time will have a more significant impact than if the same number were to go home over a long period of time (GMELCH 1980).

Returnees have been shown to have important economic, social and political effects on the native country. The role of monetary remittances and return savings made by migrants to family or friends in the homeland has been emphasized by many studies focusing on returnees. The theory is that as long as migrants imagine that they may return, they will continue to participate in the daily lives of those left in the homeland. Remittances can be quite considerable to the economic health of the sending country (SILLS 2008; OECD 2008). Further economic advantages are provided by returnees to their homeland through special skills (e.g. knowledge of foreign languages) and connections to the global economy.

Among the social and political impacts the greater tolerance towards foreign cultures, and other political opinions, as well as the role of positive personal example can be mentioned. Many countries have realised by now the positive role that return migrants play in the development of their home countries and made great efforts to attract back their nationals living abroad (OECD 2008). These countries have adopted policies to promote returning migrants to remit funds, to bring their skills back, and even allow them dual citizenship and rights. The inverse brain drain of highly skilled engineers and scientists has improved China, Taiwan, India, and other rapidly developing countries (SILLS 2008).

The idea of return migration (and emigration) from developed countries causing a loss of human capital is gaining impetus. Countries such as Australia, the United States and Canada are now themselves emphasising ‘brain drain’ from their countries. Nevertheless, there has also been some increasing realisation that “return migration or the long term or permanent departure of Australia, United States or Canadian-born may actually bring benefits to these countries as well as they contribute to social and economic transformation in the countries of destination” (IREDALE & GUO 2001, p. 3).

The impact of return migrants on their home country is not always considered as positive or beneficial for further development. The most frequent arguments are: failed return migrants do not inevitably bring new skills; and remittances may not lead to essential economic changes because most foreign earnings are spent on consumable goods rather than invested in land or other businesses. Returnees may waste a lot of money on consumerism in order to raise the conditions of their lives and their social status (VAN HOUTE & DAVIDS 2008). On the negative side it is also often mentioned that returnees, either by direct encouragement or by their example, stimulate further emigration and therefore chain migration. According to some commentators,

the newly acquired wealth of remigrants served to heighten inequality and social tensions, resulting in growing antipathy towards returnees. Return migration demonstrates to young adults in the community that it is possible to go abroad, see a part of the world, find a better paying job, save, and return to the homeland, reunited with family and friends and with enough capital to realise a comfortable standard of living (GMELCH 1980; OECD 2008).

### 3.3 National Policies Aimed at Stimulating Return Migration

The main aim of this chapter is to provide an overview about macro-scale (national) policies designed to stimulate return migration and to slow down out-migration of skilled labour. A first look at the range of literature reveals that there are very few existing national policies in Europe that would directly or indirectly focus on return migration.

In our literature survey we considered only those policies that are accessible in English and are or have been implemented at the national level. Special attention was paid to the member states of the Central Europe programme and more specifically the participating countries of the Re-Turn project. The results of different national and international research projects focusing on international migration were also analysed, though we refer to them in the text only if they had practical implications (NICHOLSON 2004; VOINESCU et al. 2008; TRIANDAFYLLIDOU 2011). The analysis of literature dealing with return migration in a wider context (e.g. return migration of refugees) was also disregarded (KOSER 2001; IOM 2004). However, for the sake of comparison we introduce here a couple of examples for policies enhancing return migration from countries outside Europe (UNDP 2007).

#### *Remigration policies at the international scale*

The role of policies targeting return migration has been growing in the world. The process, which is called “brain gain” in the literature, has been on the agenda in many countries around the world (UNDP 2007). The reverse brain drain of high-skilled engineers and scientists has benefited China, Taiwan and India a lot, which is well documented in the literature (SILLS 2008). Following their example more and more countries make efforts to attract back their nationals residing abroad (e.g. Jamaica, Philippines, Tunisia, Argentina). The migration policies adopted in these countries aimed at stimulating the migrants to remit funds, to bring their skills back, and even allow them dual citizenship and rights. They may establish systems of information and cultural outreach to expatriate communities, and they may also support migrants to seek representation in institutional structures, and particularly in the parliament. They may even offer incentives to stimulate return (special access to definite social services, permission to hold convertible foreign-currency accounts or to earn premium interest rates, etc.), as well as reintegration assistance. A complete summary of these provisions would exceed the scope of this report, but some examples can illustrate the variety of approaches (OECD 2008). National return policies are sometimes based on utilising the ethnic return phenomena (TSUDA 2010).

Successful brain gain strategies may have different scopes (table 1). The level of their institutionalisation, the scale of economic and legal efforts, as well as their efficiency can be very different. Political will at the highest level and investment in tertiary education that is reactive to in-country as well as international labour market demand, coupled with a conducive policy/administrative environment and an integrated incentive package are among the key

factors that make an effective brain gain initiative possible (UNDP 2007). China, India, Taiwan, South-Africa and Ghana are the front-runners regarding brain gain policies' efficiency, the scale of instruments, and the level of institutionalisation. Partly due to return migration, these countries have achieved great success in the modernisation of their national economies.

Tab. 1: Possible strategies for brain gain in the world

<i>The Common Patterns in brain gain strategies</i>	<i>The Uncommon Patterns in brain gain strategies</i>
<ul style="list-style-type: none"> <li>- a reasonable levels of economic and political stability preceded successful brain gain strategies;</li> <li>- earlier investments in quality education and its linkage with the labour market needs often the case behind the success stories on brain gain;</li> <li>- governments' recognition of and commitment to the role of diasporas in the national development processes;</li> <li>- the creation of a conducive enabling environment and designing specific policy and financial incentive packages as part of the strategies;</li> <li>- Expatriate Knowledge Networks share similar organisational and administrative structures – website and databases of expertise;</li> <li>- The knowledge networks have links with governmental structures and process.</li> </ul>	<ul style="list-style-type: none"> <li>- concentration of critical mass of expatriates in a particular sector and location (Indian and Chinese communities in Silicon Valley);</li> <li>- strong transnational community living simultaneously in two countries (Taiwan)</li> <li>- promotion of university-industry collaboration in R&amp;D (China)</li> <li>- Dual citizenship rights for Diaspora (Ghana) including the right to vote and the right to return and indefinite stay for Africans (including non-Ghanaians) in the Diaspora</li> <li>- Open membership in knowledge networks for nationals other than country of origin (South Africa and Colombia)</li> <li>- Building on relative advantage (software sector in India, hardware and semiconductors in China and the shift to value added software products in Taiwan)</li> </ul>

Source: UNDP 2007, p. 3

Despite the relative success in the field of return migration there are several factors that hamper brain gain, e.g. in China corruption and political control, in India bureaucracy, in Taiwan the unbalanced structure of the economy. We can also find re-migration policies in the world with very limited success, e.g. Mexico, Columbia, and Palestine.

On the basis of successful brain gain initiatives a scheme of five major steps can be put forward (table 2). This model even though it is rather general, can be the starting point of planning and designing national remigration programmes. The process starts with identifying and engaging partners and ends with the evaluation and monitoring of the outcomes of such strategies. The role of individual elements can be very different depending on local (national) circumstances (UNDP 2007). We can conclude already at this stage that strategies and policies of return migration elaborated in European countries apply only a limited number of measures recommended by the model.

Tab. 2: Checklist for action agenda: “brain gain” initiative

Elements	Operational Checklist for Brain Gain Initiative
1. Engage Partners and Build Consensus	Identify existing formal or informal Diasporan networks/association (Hometown Associations, knowledge networks, etc.)
	Gauge the relative concentration of specialization, interest, type of diaspora (e.g., IT specialists of Indian & Chinese origin in US)
	Explore existing outreach mechanisms (e.g., the relationship between the Diaspora associations and the diplomatic mission in the host countries)
	Involve academia, think tanks, other members of the knowledge industry
2. Assess Capacity Assets and Needs	Understand the structure, skill compositions and linkage with home country institutions (both state & non-state)
	Assess the existing/planned cooperation frameworks, incentive structures and Information sharing mechanisms
3. Define Capacity Development Strategies	Define Capacity Development responses as they relate to (illustrative list):
	Quality education and linkage with labour market
	Research and Development (R&D)
	Political climate and governance system (corruption)
	Salary structure and incentive mechanism
Immigration & duty/tax related policies and regulations	
4. Implement Capacity Development Strategies	Ensure appropriate legal and institutional arrangements in place to facilitate ‘Brain Gain’
	Define the composition and mandate of coordinating bodies and other implementing bodies
	Work programme and budget for implementation body defined and approved
	Support the establishment of advisory team/committee to oversee ‘Brain Gain’ programmes
5. Monitor & Evaluate Capacity Development Strategies	Establish national monitoring mechanism to review ‘Brain Gain’ initiatives
	Conduct regular monitoring and reporting activities
	Ensure ‘Brain Gain’ initiative results fed into appropriate national bodies

Source: adopted from UNDP 2007, p. 4

### *General features of national policies in Europe*

National policies focusing explicitly on return migration are scarce in Europe, even though the continent is massively affected by brain drain, and the loss caused by international (mainly overseas) migration has a negative impact on its global competitiveness.

From the literature we could figure out and collect information about only thirteen such nation-wide policies. Astonishingly, national development policies of EU member states disregard either completely or mention just partially the possible role of “brain gain”. This implies that compared to other parts of the world European countries have not yet explored and discovered the economic potentials provided by return migration. This is especially disappointing because the implementation of such policies could be co-financed from the community budget, which would enable national governments to launch and finance such policies. From our desktop research it turned out that coordination and synergy between existing national brain gain strategies is also missing.

### *The relationship between national policies and best practices*

On the basis of our survey we can say that the objectives and spatial focus of national policies and concrete best practices often overlap. Latter are implemented most often at the regional or local level, adjusting to local conditions, but we could find a small number of best practices carried out at the national level as well. In order to make clear difference between these two categories, best practices implemented at the national level were identified as national policies.

Vice versa, national policies having only regional relevance were considered and analysed as best practices. For example the project of the Turkish National Nanotechnology Research Centre seems to be a national initiative; however, its spatial effects are limited only to the Ankara metropolitan region.

#### *Analysis of European brain gain policies*

The main objectives and results of national policies are summarised in table 3. Table 4 gives an overview on available information concerning these programmes. Considering the geographical coverage of these programmes we can distinguish two types of national policies:

- those elaborated and implemented at international level (involving more than one country),
- policies carried out within the framework of nation-states.

Only four out of thirteen brain gain policies were truly international, and only one (Marie Curie) had a full European (and beyond) coverage. A large-scale initiative covering six European countries is the “Guidance and Counselling for Migrants and Returnees”. The project involved partners from six European countries (Yeminee Ltd. – Slovakia, Regents College – UK, Masaryk Institute of Advanced Studies – Czech Republic, Stichting Vice Versa – The Netherlands, Public Employment Service – Cyprus, and Orientum – Greece) and it was carried out between 2009-2011. The main objective of the project was to disseminate experiences and to collect best practices about migrants and returnees.

In the literature we could find information about two bilateral programmes enhancing return migration and involving only the sending and receiving countries (between Austria and Ukraine, and between Czech Republic and Georgia). Both examples show that bilateral programmes are not necessarily initiated by neighbouring countries.

The remaining national brain gain policies have no geographical limitations some of them even targets overseas brain gain migration, like the Training in Portugal (focusing mostly on the former colonies, especially Brazil), and the Service for Overseas and Repatriated Cypriots (aimed at generating return migration from the United States), or the Slovakian Migration SK. National policies implemented in Central European countries have a more Western European focus.

According to the applied methods (e.g. re-attraction, re-employment, retention, re-integration) national policies show great variations. Most documents apply more than one method. Generally, re-attraction plays an important role in most policies, but it is more emphasised in re-migration policies that have clear economic objectives and in policies formulated in East Central European countries (e.g. Poland, Hungary, Albania). Latter try to heal the negative outcomes of previous migrations resulting mainly from income disparities between East and West. The role of re-employment is important in labour market interventions (Brain Gain in Albania, Lendület in Hungary, or Slovensko Calling).

Tab. 3: Main features of national brain gain policies targeting return migration in various European countries (compiled by the authors)

Name of National Policy	Country / Countries	Main Type(s)	Main Objectives	Duration	Output
<b>Brain Gain: Engaging the Diaspora in Albania's development</b>	<b>Albania</b>	re-attraction, re-employ, re-integration	Establishing the needed incentives and mechanisms for halting and reversing Albania's "brain drain."	2006 – 2011	20 professionals have been chosen to share their knowledge in teaching modules in local universities. More than 129,000 USD was paid out in early 2009.
<b>Guidance and Counselling for Migrants and Returnees</b>	<b>trans-national (institutes from six EU-countries)</b>	re-employ, re-integration	Distribute know-how and experience and build in best practices into services of guidance and counselling for migrants and returnees.	2009 – 2011	7 meetings in the partner countries between 2009-2011, a portfolio of tools and resources for working with migrants, expatriates and returnees, an online library and survey
<b>HOMING PLUS Programme</b>	<b>Poland</b>	re-attraction, re-employ, re-integration	The programme is to support young Polish scholars abroad to return to Poland and it is open to young Polish PhDs as well.	2010 –	Research grant is an amount of up to PLN 80,000/year; research stipend of PLN 5,000/month
<b>Lendület (Momentum) Programme</b>	<b>Hungary</b>	re-attraction, re-employ, retention	a program of excellence for gifted young researchers (e.g. living abroad) and to stop their emigration.	2009 – 2017	Funding several talented researchers and Lendület research teams from 2009
<b>Markusovszky Scholarship Programme</b>	<b>Hungary</b>	retention	Aiming to stop the brain drain that strikes the health sector.	2011 –	Places of the scholarship programme for trainee doctors taken by 524 candidates (date: 2011)
<b>Migrácia SK (Civic Association Migration SK)</b>	<b>Slovakia</b>	re-attraction, retention	Analysing and offering solutions to decrease the brain drain, focusing on re-emigration/repatriation issues.	2009 –	Web site, organising conference and Day of Foreign Slovaks in Slovakia, affiliate program (voting from abroad)
<b>Opening Up Opportunities for Returned Georgian Migrants</b>	<b>trans-national (Czech Republic, Georgia)</b>	reintegration, re-employ	Encouraging the returnees and potential migrants in Georgia to take part in the development of their native country.	2003 –	Establishing Job Counselling and Referral Center in Tbilisi (served 243 clients until 2007). Return and reintegration help for 160 Georgian migrants, information campaign in the Czech Republic
<b>"People" Specific Programme (Marie Curie Actions)</b>	<b>trans-national (EU, Europe)</b>	retention, re-attraction	Supporting European researchers to stay in Europe, and attracting to Europe researchers from other continents.	2007 – 2013	Website (other data: not available)
<b>"powroty.gov.pl" Program</b>	<b>Poland</b>	re-integration, re-employ	The portal informs Polish citizens who are willing to come back to their country of origin after living and working abroad.	2008 –	Online portal; suggestions and tools to reintegrate into employment and go through all difficulties;
<b>Service for Overseas and Repatriated Cypriots</b>	<b>Cyprus</b>	re-attraction, re-integration, re-employ	A registry of Overseas Cypriots, supporting Cypriots who wants to return to Cyprus.	1976 –	Website, magazine and handbook for overseas and repatriated Cypriots, several conferences
<b>Slovensko Calling (Slovakia Calling)</b>	<b>Slovakia</b>	re-attraction, re-employ, reintegration,	Connecting Slovaks living in foreign countries with the Slovakian labour market .	2009 –	Career portal, media campaign and public debate, logging companies, activation abroad, producing a book to return to Slovakia, reintegration of returnees
<b>Solidarity Net Ukraine</b>	<b>trans-national (Austria, Ukraine)</b>	re-integration	Improving reintegration assistance in Ukraine through the Focal Point Ukraine located at Caritas Austria.	2008 – 2009	In 70 % of the returnees the material support forced the remigrants to actively get initiated with Ukrainian society economically and socially. The number of returned to Ukraine through the ERSO network was 163.
<b>Training in Portugal (Estagiar em Portugal)</b>	<b>Portugal</b>	re-attraction, re-employ	Promoting and facilitating the professional integration of young Portuguese and Portuguese descent living abroad.	2000 – 2003, 2005 – 2006	Altogether 1794 selected applicants, 366 from them was effectively placed



Tab. 4: Sources of analysed National Programmes (compiled by the authors, date: 03.05.13)

<i>National Policy</i>	<i>Sources of Analysed National Programmes</i>
Brain Gain: Engaging the Diaspora in Albania's development	<a href="http://www.undp.org.al/index.php?page=projects/project&amp;id=101">http://www.undp.org.al/index.php?page=projects/project&amp;id=101</a> <a href="http://www.undp.org.al/content/FastFacts/Brain_Gain_Fast_Facts_low.pdf">http://www.undp.org.al/content/FastFacts/Brain_Gain_Fast_Facts_low.pdf</a>
Guidance and Counselling for Migrants and Returnees	<a href="https://sites.google.com/site/onlinelibraryformigrants/">https://sites.google.com/site/onlinelibraryformigrants/</a> <a href="http://www.karierabezhranic.sk/firmy/English/GDV-questionnaire/">http://www.karierabezhranic.sk/firmy/English/GDV-questionnaire/</a>
HOMING PLUS Programme	<a href="http://www.fnp.org.pl/en/oferta/homing-plus-2/">http://www.fnp.org.pl/en/oferta/homing-plus-2/</a>
Lendület (Momentum) Programme	<a href="http://mta.hu/news_and_views/momentum-program-2011-huf-600-million-for-new-academy-and-university-research-groups-126819/">http://mta.hu/news_and_views/momentum-program-2011-huf-600-million-for-new-academy-and-university-research-groups-126819/</a> <a href="http://mta.hu/data/cikk/12/90/56/cikk_129056/LENDULET_2012_CALL_EN_28dec.pdf">http://mta.hu/data/cikk/12/90/56/cikk_129056/LENDULET_2012_CALL_EN_28dec.pdf</a> <a href="http://mta.hu/news_and_views/gifted-hungarian-researchers-competing-96451/">http://mta.hu/news_and_views/gifted-hungarian-researchers-competing-96451/</a>
Markusovszky Scholarship Programme	<a href="http://humanos.org.uk/Images/Newsletters/Budapest%20Times%2047%2018%20Nov%202011.pdf">http://humanos.org.uk/Images/Newsletters/Budapest%20Times%2047%2018%20Nov%202011.pdf</a>
Migrácia SK - Civic Association Migration SK	<a href="http://slovenskamigracia.sk/sk">http://slovenskamigracia.sk/sk</a> (Slovakian)
Opening Up Opportunities for Returned Georgian Migrants	<a href="http://www.iom.int/cms/en/sites/iom/home/what-we-do/assisted-voluntary-return-and-re/opening-up-opportunities-for-returned-ge.html">http://www.iom.int/cms/en/sites/iom/home/what-we-do/assisted-voluntary-return-and-re/opening-up-opportunities-for-returned-ge.html</a>
“People” Specific Programme (Marie Curie Actions)	<a href="http://cordis.europa.eu/fp7/people/">http://cordis.europa.eu/fp7/people/</a> <a href="http://ec.europa.eu/research/mariecurieactions/">http://ec.europa.eu/research/mariecurieactions/</a>
“powroty.gov.pl” Programme	<a href="http://www.x-expats.com/interviews/114-returning-to-poland-powroty-a-governmental-initiative-aims-at-facilitating-the-return-of-its-citizens.html">http://www.x-expats.com/interviews/114-returning-to-poland-powroty-a-governmental-initiative-aims-at-facilitating-the-return-of-its-citizens.html</a>
Service for Overseas and Repatriated Cypriots	<a href="http://www.mfa.gov.cy/mfa/mfa2006.nsf/overseas01_en/overseas01_en?OpenDocument">http://www.mfa.gov.cy/mfa/mfa2006.nsf/overseas01_en/overseas01_en?OpenDocument</a>
Slovensko Calling	<a href="http://www.karierabezhranic.sk/firmy/English/projects-on-migration/466/">http://www.karierabezhranic.sk/firmy/English/projects-on-migration/466/</a>
Solidarity Net Ukraine	<a href="http://www.reintegrationcaritas.be/fileadmin/user_upload/Fichiers/CS/Ukraine/Survey%20Ukraine.pdf">http://www.reintegrationcaritas.be/fileadmin/user_upload/Fichiers/CS/Ukraine/Survey%20Ukraine.pdf</a>
Training in Portugal	<a href="http://www.sedi.oas.org/ddse/documentos/mide/Memoria_PrimerSeminarioTecnico.pdf">http://www.sedi.oas.org/ddse/documentos/mide/Memoria_PrimerSeminarioTecnico.pdf</a>

Re-integration is applied mainly in those policies that try to bridge countries with significant social, political and cultural differences (Solidarity Net, Opening Up Opportunities, Brain Gain). Retention appears very rarely in national policies (e.g. Hungary), despite its growing importance.

The main objectives and the expected results of national policies can be very different. According to the objectives we can distinguish policies aiming at:

- economic development,
- social re-integration
- both of these.

Most policy documents (e.g. Brain Gain, Lendület, Slovensko calling) put the emphasis on the possible economic advantages of return migration i.e. growing competitiveness. Social re-integration is more emphasised in policies targeting – at least partially – refugees (e.g. Solidarity Net) and policies implemented in Mediterranean countries (e.g. Portugal, Cyprus).

According to the target groups, most policies are intended to re-attract highly skilled people (intellectuals, researchers, university lecturers). Re-attraction of leading academics is the main scope of ‘People’ (EU), Lendület (Hungary) and Brain Gain (Albania). The policies of Slovensko Calling, Migration SK and Guidance and Counselling are targeted to other intellectuals and vocational professionals. Economic and social aspects are mixed in Training in Portugal programme, which tries to facilitate the re-integration of young unemployed Portuguese living abroad. Programmes putting the emphasis on social and cultural objectives (e.g. Solidarity Net, Opening Up Opportunities, or Service for Overseas) do not specify the educational level of the target group. In terms of the communication with the target groups, policies can apply either direct methods (e.g. green line, website) like Slovensko Calling or indirect and multi-level marketing (e.g. Lendület).

Regarding the duration most national policies are very young (implemented only after 2000) which shows that return migration became a hot issue in Europe only recently. Only the re-attraction policy of Cyprus goes back to the 1970s, due to the special political circumstances on the island. Most national policies have several stages (e.g. Training in Portugal), but they are rarely coinciding with the EU programming periods (e.g. “People”).

With regards to their outputs, most national programmes are so new that there is hardly any reliable information about their efficiency, or the financial returns they may have generated. As a possible tool for assessment we can measure the number of institutions, the amount of financial resources spent or the number of re-migrants involved in the programmes, but these indicators can often be misleading. Funding of re-attraction programmes can derive exclusively from national budgets (Training in Portugal, Lendület, Markusovszky) or from international grants (e.g. UNDP in Albania).

There is a clear linkage between the amount of money spent for a programme and the number of returnees (e.g. mobilised re-migrants). In this respect the most outstanding programme in Europe has been so far the transnational and EU funded “People” Marie Curie Programme. The number of people involved is relatively high in the programmes of Training in Portugal, Markusovszky and Opening Up Opportunities.

### *National policies aimed at retention*

A possible alternative for national brain gain policies is to prevent the emigration of highly skilled labour (retention) since in this cost- and time-sparing way there is no need to re-attract the emigrated workforce. National retention policies, however, require significant financial and institutional resources. In addition, their implementation depends very much on national or supra-national conditions (e.g. political or economic factors such as stability or wage-level) which are hard to be altered quickly. Furthermore, retention policies slightly contradict the newest interpretation of remigration claiming that return migrants contribute to the performance of national economy through skills and knowledge that are not available in their country of origin and that they collected abroad. Returning migrants benefit their home countries with the mentioned skills and knowledge, this way compensating the effects triggered by their previous absence. Therefore, retention plays altogether only a complementary role in the analysed national policies. The only exception are national policies addressing to remedy very intensive emigration and/or related danger affecting negatively the whole society within a short period of time. This may result in that the group selected to be retained gets benefits which may heighten tensions between the targeted people and other members of their home country (UNDP 2007).

The Hungarian Lendület (Momentum) and especially Markusovszky programmes demonstrate well the scopes and mechanisms of national retention policies. Markusovszky programme has been started to stem the brain drain that afflicts the Hungarian health sector (trainee doctors) by financial subsidy (increased amount of scholarships). Applicants are e.g. required to practise in Hungary for at least ten years after entering the programme. According to its opponents, the subsidised wages for a minority of medical doctors with scholarship are not enough to compensate the effects of low wages across the sector. Summing up, national retention policies address only a smaller part of the society interested in emigration. The implementation of these kinds of national policies often produces conflicts within the society due to their exclusionary objectives.

### **3.4 Local and Regional Best Practices to Generate Return Migration**

The main aim of this chapter is to introduce a set of best practices applied in Central European countries and elsewhere in Europe to foster return migration, and to provide an analysis about their scope, actors and mechanisms.

The search for best practices supporting return migration across Europe was based on two methods. Firstly, a best practice worksheet was developed and sent to all Re-Turn project partners in September 2011, asking information about existing projects and initiatives which are available only in national language. The worksheet asked information about the main characteristics of projects i.e. name, geographical location, leader of the project, time span, general objectives, major outputs and other available information. Secondly, a desk research was performed, where details of programmes documented in English were recorded in the worksheet. In the following, first best practices elaborated in regions participating in Re-Turn project will be introduced, and then we briefly discuss best practices in other parts of Europe.

(1) Best practices from regions involved in Re-Turn project

*Youth entrepreneurship project*

Country/Region/City	Italy/Piedmont/province of Verbano-Cusio-Ossola
Responsibility	Verbania Province
Time span	2009 –
General objectives	<p>Mountain region of Italy are also suffering from out-migration. Mainly young labour force decides to move away because of the lack of possibilities. For this reason, some projects have been implemented by local Labour Associations and Local Authorities to stop this harmful process and provide new perspectives for youth.</p> <p>The union of mountain municipalities of Ossola area has targeted youth in their age of 18 to 26 to promote the acquisition of knowledge and expertise to develop young people's activity in research and manufacturing jobs, stimulating the desire to get involved in the first person to become 'entrepreneurs' of themselves. The main aim of the project is the retention of young new-graduated people within the region and to support them by provide:</p> <ul style="list-style-type: none"> <li>• access facilitations in the labour market;</li> <li>• grants;</li> <li>• scholarships.</li> </ul> <p>One of these initiatives is 'Youth entrepreneurship project' ('Imprenditoria Giovanile'), which aims to connect young people with companies in order to do an internship and develop their entrepreneurial ideas to face employment crisis problem.</p> <p>Main objectives of the project:</p> <ul style="list-style-type: none"> <li>• Cooperation with local municipalities – there were 19 involved municipalities in 2011 – and companies.</li> <li>• There are organized meetings to establish strong ties and personal contacts between enterprises and applicants.</li> <li>• Companies welcome selected trainees in specific profiles.</li> <li>• In average, four-month internship is available within a company.</li> <li>• Trainees are paid a contribution of EUR 400 net per month.</li> </ul>
Aim(s)	retention
Major outputs	<ul style="list-style-type: none"> <li>• Growing in number of applicants. 36 participants in the project in 2009.</li> <li>• The total amount of the project is about 100,000 € annually.</li> </ul>
Available information	<p><a href="http://www.verbaniamilleventi.org/tag/imprenditoria-giovanile/?lang=en">http://www.verbaniamilleventi.org/tag/imprenditoria-giovanile/?lang=en</a></p> <p><a href="http://www.confindustria.piemonte.it/giovani-imprenditori">http://www.confindustria.piemonte.it/giovani-imprenditori</a> (Italian)</p>

*Young Businessman Group*

Country/Region/City	Italy/Piedmont/Verbania
Responsibility	Businessman Union of Verbania
Time span	1974 –
General objectives	<p>Businessman Union of Verbania has a group called 'Young Businessman' ('Gruppo Giovani Imprenditori') – funded in 1974 – that intends to support new businessmen generations addressing common issues, promoting the initiative and dynamism that characterise young entrepreneurs, developing both the knowledge and depth of topics of interest for the Group, and finally, stimulating the aggregation of future generations of entrepreneurs.</p>

	<p>Young Businessman Group is working in a network with 8 other groups within the region and involves people until 40 years old and it is directly linked to the school system in order to develop a corporate culture and let the students know what it means managing or opening a new company. Furthermore this association creates a project in which the students try to administrate an enterprise from a hypothetical point of view.</p> <p>Main objectives:</p> <ul style="list-style-type: none"> <li>• organizing conference, meetings, debates and other initiatives;</li> <li>• providing information about vocational trainings and cultural associations;</li> <li>• developing knowledge as part of activities of the Group and benchmarking them in regional laws;</li> <li>• promoting activities and entrepreneurship in schools and universities;</li> <li>• fostering close links to regional, national and international units.</li> </ul>
Aim(s)	retention
Major outputs	<ul style="list-style-type: none"> <li>• Scholarships for youth;</li> <li>• Cooperation among schools, companies and youth;</li> <li>• Networking with companies;</li> <li>• Personal contacts with enterprises.</li> </ul>
Available information	<p><a href="http://www.uivco.vb.it/Uivco/Pubblico/Home.aspx?PG=HOME">http://www.uivco.vb.it/Uivco/Pubblico/Home.aspx?PG=HOME</a> (Italian)</p> <p><a href="http://www.confindustria.piemonte.it/giovani-imprenditori">http://www.confindustria.piemonte.it/giovani-imprenditori</a> (Italian)</p>

*PFIFF - Portal for interested and flexible professionals Saxony-Anhalt*

Country/Region	Germany/Saxony-Anhalt
Responsibility	Ministry of Labour and Social Affairs Saxony-Anhalt, Principal BWSA (Educational Institute of Industry and Commerce Saxony-Anhalt) in cooperation with the isw-GmbH (Association of Scientific Consultation and Service)
Time span	April 2008 – March 2012
General objectives	<p>PFIFF is an information platform and market place for companies and skilled workers. It is funded from the European Funds (75 %) and other federal financial sources.</p> <ul style="list-style-type: none"> <li>• PFIFF regional consultants act as personal contact persons for companies and professionals.</li> <li>• The internet portal offers company profiles, job offers, application advices, news, events and others.</li> <li>• Network partners or employer and inter trade organisations, the federal employment agency, cities and communal business development and universities.</li> <li>• The main function is to secure and recruit professionals in the federal state of Saxony-Anhalt.</li> </ul> <p>PFIFF aims to:</p> <ul style="list-style-type: none"> <li>• long-term binding professionals in the business and residential location Saxony-Anhalt to assure the current and prospective demand of professionals in Saxony-Anhalt;</li> <li>• avoidance of brain drain of professionals;</li> <li>• forward immigration of professionals.</li> </ul> <p>Target groups:</p> <ul style="list-style-type: none"> <li>• companies, looking for professionals and management</li> </ul>

	<p>executives on the short, medium and long-term;</p> <ul style="list-style-type: none"> <li>• employees with vocational training or graduation;</li> <li>• all (labour market) actors from business communities, science, politics and society who wants to support this topic.</li> </ul> <p>Available services for job seekers:</p> <ul style="list-style-type: none"> <li>• PFIFF Regional consultants as personal contact persons for companies and professionals (consulting and pilot function);</li> <li>• PFIFF Hotline for quick contacting;</li> <li>• networking in terms of the pilot function (these pieces of service are free of charge);</li> <li>• information about companies;</li> <li>• newsletter.</li> </ul> <p>Available services for enterprises:</p> <ul style="list-style-type: none"> <li>• assisting the potential employee searching process;</li> <li>• database of job seekers;</li> <li>• proper job vacancies;</li> <li>• labour cooperation.</li> </ul>
Aim(s)	re-employ
Major outputs	<ul style="list-style-type: none"> <li>• The number of job profiles –placed into the portal since 2008– is 4,525;</li> <li>• 1,346 positions (jobs) were announced as occupied by the companies;</li> <li>• Since the beginning there are 2,748 professional profiles (applicants), including 450 commuters, on the platform.</li> <li>• Number of registered companies in the portal: 1,011;</li> <li>• 680 job vacancies and 6 trainings;</li> <li>• 2,543 profiles of job seekers and 24 profiles for trainings (data from 30th December 2011).</li> </ul>
Available information	<p><a href="http://www.pfiff-sachsen-anhalt.de/photos/Presse/PFIFF_2010_english.pdf">http://www.pfiff-sachsen-anhalt.de/photos/Presse/PFIFF_2010_english.pdf</a>  <a href="http://www.pfiff-sachsen-anhalt.de">www.pfiff-sachsen-anhalt.de</a> (German)  REIM, D. &amp; A. DÜBEN (2010): Optimierung der Rückkehrförderung in Ostdeutschland: Aktuelle Bestandsaufnahme und Analyse von Weiterentwicklungspotenzialen der ostdeutschen Rückkehrinitiativen. nexus Institut für Kooperationsmanagement und interdisziplinäre Forschung GmbH. (German)</p>

*Agreement to assure the current and prospective stock of professionals Saxony-Anhalt*

Country/Region	Germany/Saxony-Anhalt
Responsibility	Saxony-Anhalt State chancellery Saxony-Anhalt
Time span	June 2010 –
General objectives	<p>The “Fachkräftesicherungspakt”, the agreement to assure the current and prospective stock of skilled workers, is a cooperation of the government of Saxony-Anhalt and different stakeholders, organisations and institutions of the federal state of Saxony-Anhalt. The agreement has the aim to support and strengthen the business location Saxony-Anhalt. The members of the agreement cooperate in different fields and networks to assure the current and prospective stock of skilled worker. The agreement covers different goals in the field of education, the labour market and the demographic change with its consequences. There are a number of skilled workers (unemployed people, commuters and migrants) who are actually not</p>

	integrated in the regional labour markets. One of the spheres of action is the improved integration of those persons into the regional labour market. The members of the agreement declare to cooperate in different fields to reach these goals.
Aim(s)	re-employ
Major outputs	<ul style="list-style-type: none"> <li>• Network of different relevant stakeholders in Saxony-Anhalt</li> <li>• Regional initiatives and projects</li> <li>• Changes in the framework conditions (e.g. improvements in the child care, raise of employment rate)</li> </ul>
Available information	<a href="http://www.sachsen-anhalt.de/fileadmin/Elementbibliothek/Bibliothek_Politik_und_Verwaltung/Bibliothek_Wirtschaftsministerium/Dokumente_MW/arbeiten_und_ausbilden/Publikationen/Fachkraftsicherungspakt_Juni_2010.pdf">http://www.sachsen-anhalt.de/fileadmin/Elementbibliothek/Bibliothek_Politik_und_Verwaltung/Bibliothek_Wirtschaftsministerium/Dokumente_MW/arbeiten_und_ausbilden/Publikationen/Fachkraftsicherungspakt_Juni_2010.pdf</a> (German)

#### *Pößneck returns*

Country/Region/City	Germany/Thüringen/Pößneck
Responsibility	Mayor of Pößneck
Time span	August 2010 –
General objectives	<p>Local government acts in order to retain their residents, re-attract emigrated ones back to Pößneck, and make the city a destination of German internal migration. Main objectives of the local government are the followings:</p> <ul style="list-style-type: none"> <li>• prevention of emigration;</li> <li>• source of information about Pößneck (city branding);</li> <li>• assessment of brown fields of the town and change their land use (i.e. building rows of houses);</li> <li>• rehabilitation of the city centre;</li> <li>• establishment of building adjustments and consultation with individuals;</li> <li>• categorisation of buildings for sale in city centre and elaboration of their utilisation;</li> <li>• 'Studying in Jena – Living in Pößneck' campaign (providing a source of information about apartments for students of the University of Jena);</li> <li>• Posters.</li> </ul>
Aim(s)	re-attraction
Major outputs	<ul style="list-style-type: none"> <li>• students, who are studying in Jena, have settled down successfully at free apartments in Pößneck;</li> <li>• expansion of interest on free apartments in Pößneck.</li> </ul>
Available information	<p><a href="http://www.poessneck-kommt-zurueck.de">www.poessneck-kommt-zurueck.de</a> (German)</p> <p><a href="http://www.demographiekonkret.de/Poessneck.858.0.html">www.demographiekonkret.de/Poessneck.858.0.html</a> (German)</p> <p><a href="http://stiftung-etttersburg.de/aktivitaeten/projekte/poessneck/">http://stiftung-etttersburg.de/aktivitaeten/projekte/poessneck/</a> (German)</p> <p><a href="http://www.thueringer-allgemeine.de/startseite/detail/-/specific/Poessneck-kommt-zurueck-Thueringen-bis-2020-auf-Westniveau-1680902215">http://www.thueringer-allgemeine.de/startseite/detail/-/specific/Poessneck-kommt-zurueck-Thueringen-bis-2020-auf-Westniveau-1680902215</a> (German)</p>

#### *revenio*

Country/Region	Germany/Saxony-Anhalt - economic region of Harz
Leader of the Project	City Quedlinburg
Time span	2006 –
General objectives	It is a private – partly honorary – financed project.

	<p>Main objectives:</p> <ul style="list-style-type: none"> <li>• demand for labour;</li> <li>• between the economic region of Harz and high skilled potential remigrants.</li> </ul> <p>Target groups:</p> <ul style="list-style-type: none"> <li>• emigrants from the region.</li> </ul> <p>Available services for job seekers:</p> <ul style="list-style-type: none"> <li>• access to job vacancies up to top-management ones;</li> <li>• labour office with professional headhunter agencies;</li> <li>• up-to-date information about job vacancies;</li> <li>• help to secure position within a company;</li> <li>• assure access to economic and entrepreneur networks.</li> </ul> <p>Available services for enterprises:</p> <ul style="list-style-type: none"> <li>• access for high skilled workers;</li> <li>• hire headhunter agencies in the process of labour recruitment and selection;</li> <li>• promoting enterprises among target groups;</li> <li>• assure the inter-generational management succession process within the company;</li> <li>• assure access to economic and entrepreneur networks.</li> </ul>
Aim(s)	re-attraction
Major outputs	<ul style="list-style-type: none"> <li>• up-to-date job offers;</li> <li>• cooperation with companies;</li> <li>• different services for job seekers and enterprises.</li> </ul>
Available information	<p>www.revenio.de (German)</p> <p>REIM, D. &amp; A. DÜBEN (2010): Optimierung der Rückkehrförderung in Ostdeutschland: Aktuelle Bestandsaufnahme und Analyse von Weiterentwicklungspotenzialen der ostdeutschen Rückkehrinitiativen. nexus Institut für Kooperationsmanagement und interdisziplinäre Forschung GmbH. (German)</p>

*ThaFF - Thuringian Agency for Specialist Recruitment*

Country/Region	Germany/Thuringia
Responsibility	Regional development company of Thuringia
Time span	2008 – 2013
General objectives	<p>It was previously named Agency for Entrepreneurs and Labour Force (UFaS) from 2008 to March 2011.</p> <p>Main objectives:</p> <ul style="list-style-type: none"> <li>• labour force for Thuringia;</li> <li>• retention of students and applicants of trainings;</li> <li>• foundation of entrepreneurship for youth;</li> <li>• establishing networks between youth and enterprises in time;</li> <li>• promoting economy of Thuringia across its regional borders.</li> </ul> <p>Main target groups:</p> <ul style="list-style-type: none"> <li>• enterprises looking for skilled labour force;</li> <li>• commuters who live in the region, though work somewhere else;</li> <li>• potential returning migrants and immigrants willing to live and work in Thuringia;</li> <li>• soldiers who leave the army and start their civil life;</li> <li>• students and school graduates looking for jobs;</li> <li>• labour force who return to their profession from nursing their children and relatives.</li> </ul>



	<p>Available services for job seekers:</p> <ul style="list-style-type: none"> <li>• providing information about job vacancies and the regional development of Thuringia;</li> <li>• establishing personal profiles and informing targeted companies;</li> <li>• invitation to job fairs, employment and career counselling;</li> <li>• supporting job seekers in housing, preparation of official documents, searching for crèche and kindergarten.</li> </ul> <p>Available services for enterprises:</p> <ul style="list-style-type: none"> <li>• analysing demand for labour, establishment of job profiles, labour recruitment;</li> <li>• counselling in personal marketing and management;</li> <li>• information about possible financial allowances and trainings;</li> <li>• access to the succession process within companies.</li> </ul> <p>Further services:</p> <ul style="list-style-type: none"> <li>• commuter and return days in regional offices;</li> <li>• information desks at railway stations in West-German regions (mainly providing information about labour market of Thuringia and services of UfAS).</li> </ul>
Aim(s)	re-attraction; reintegration
Major outputs	1,306 job profiles (latest data on 30 <sup>th</sup> December 2011)
Available information	<a href="http://www.thaff-thueringen.de/">http://www.thaff-thueringen.de/</a> (German) REIM, D. & A. DÜBEN (2010): Optimierung der Rückkehrförderung in Ostdeutschland: Aktuelle Bestandsaufnahme und Analyse von Weiterentwicklungspotenzialen der ostdeutschen Rückkehrinitiativen. nexus Institut für Kooperationsmanagement und interdisziplinäre Forschung GmbH. (German)

#### *Scholarship in Usti region*

Country/Region	Czech Republic/Usti Region
Responsibility	Regional Authority of the Usti Region
Time span	2004/2005 –
General objectives	<p>It is an initiative of the Usti Region, funded by the Regional Authority of the Usti Region. Main goal is to achieve economic growth, growth of human resources, better social care, health care, to achieve more positive situation on labour market, further to develop agriculture on countryside and develop infrastructure in the region. The real changes can only be realised by people with sufficient experience and education, which is the cause why the growth of human resources is so important issue in priorities of Usti Region. To dismantle the weaknesses in human resources, education and qualification structure of inhabitants, also the low percentage of college educated people, the Usti Region emits scholarship for college students.</p> <p>The scholarship is provided for academic year to chosen full-time students on the colleges in the Czech Republic. The attendants have to have their domicile within the Usti Region. The scholarship can be provided one year longer than the duration of the standard length of the chosen study programme is. Further requirements for students are very good results in study rating (the average of their study rating have to be lower than 1.8). The amount of scholarship is 20,000 CZK for one academic year. The number of scholarship receivers will be approved by a board of Usti Region. The graduates have to work in Usti Region as long as their full-time study duration lasted.</p> <p>It is a continuous programme which started for academic year</p>

	<p>2004/2005. The number of possible scholarships number for the academic year is given by Council of the Usti Region for each year. The new applicants are chosen in public draw. The student which gets the scholarship can apply each year if he/she meets all requirements of the scholarship and he/she gets the scholarship without the draw automatically.</p> <p>Student obligates he/she will start after the study end immediately with work as employee or to start own business in Usti Region so many years as the scholarship of 20,000 CZK was provided.</p> <p>In period 2004/2005 to 2009/2010 (6 years of the programme) was ratified 917 applications and paid 18,340,000 CZK.</p>
Aim(s)	retention
Major outputs	The outcome of the initiative is that the students which do not have sufficient funds for further study can help themselves by the scholarship. So there is the wider range of potential students that will be able to study even if they are in the difficult financial situation. The problem is that even if the students finish the study it is often difficult for them to find a job because of low labour demand.
Available information	<a href="http://www.kr-ustecky.cz/vismo/dokumenty2.asp?id_org=450018&amp;id=1661253&amp;p1=101901">http://www.kr-ustecky.cz/vismo/dokumenty2.asp?id_org=450018&amp;id=1661253&amp;p1=101901</a> (Czech)

#### *Perspectives for youth*

Country/Region	Germany/east regions
Responsibility	Foundation for Democratic Youth (Berlin)
Time span	2004 - 2011
General objectives	<p>'Perspectives for youth' is a project of the Foundation for Democratic Youth and composites several sub-projects. It lasted until the end of 2011.</p> <p>Its main objectives are the followings:</p> <ul style="list-style-type: none"> <li>• make the option for young people to stay or return a worthwhile prospect, by initiating and assisting support programs and competitions;</li> <li>• prospects for Young People coordination centre deliberately encourages youngsters and young adults to become involved in actual projects as a way of doing something to help their local region and the people living there;</li> <li>• therefore a key part of the coordination centre's work is supporting and publicly acknowledging this involvement, as well as gathering and passing on information on topics such as migration, demographic change and the situation in eastern Germany;</li> <li>• the experience of self-actualisation and a sense of community helps make young people more interested in actively shaping their own present and future lives, heightens a sense of shared social responsibility and motivates them to strengthen their social commitment;</li> <li>• the other main task of the Prospects for young people coordination centre is to raise public perception of these issues as the responsibility of Germany as a whole.</li> <li>• Available services: newsletter.</li> </ul>
Aim(s)	retention

Major outputs	<ul style="list-style-type: none"> <li>Several sub-projects, which provided several outputs in 30 sites, such as establishing new networks and communities, or organization conferences.</li> </ul>
Available information	<a href="http://www.jugendstiftung-perspektiven.org/koordinierungsstelle/english_version/index.html">http://www.jugendstiftung-perspektiven.org/koordinierungsstelle/english_version/index.html</a> <a href="http://www.jugendstiftung-perspektiven.org/">http://www.jugendstiftung-perspektiven.org/</a> (German) <a href="http://www2.jugendstiftung-perspektiven.org/uploads/bilanz.pdf">http://www2.jugendstiftung-perspektiven.org/uploads/bilanz.pdf</a> (German) <a href="http://www.perspektive-ost.de/mitglieder/stiftung_demokr._jugend/index.html">http://www.perspektive-ost.de/mitglieder/stiftung_demokr._jugend/index.html</a> (German)

### *Return and Immigration Federation*

Country/Region	Germany/east regions ( in Mecklenburg-Western Pomerania, Saxony-Anhalt, Brandenburg and Thuringia)
Responsibility	Thuringian Agency for Specialist Recruitment (ThAFF)
Time span	2006 –
General objectives	<p>Return and Immigration Federation ('Verbund Rück- und Zuwanderung') composites return initiatives in East Germany into a joint venture. It was established and coordinated by the Foundation for Demographic Youth and the mv4you Agency in 2006.</p> <p>The network provides information for migrants on cultural, political and social developments in their home region and strengthens ties with the homeland. Agencies will therefore return to an increasingly important focal point within the region.</p> <p>The network aims to exchange views about soft and hard factors of retention, and interacts among members of economic, youth work and education in order to provide a livable, secure East Germany with positive visions to stay.</p> <p>Main objectives:</p> <ul style="list-style-type: none"> <li>promote returning to and immigration into eastern regions of Germany;</li> <li>assisting high skilled workers by intercession between regional employers;</li> <li>keep in contact with migrants and potential migrants;</li> <li>improve local conditions of site selection;</li> <li>support the demand for labour;</li> <li>offer jobs and internships, training and entrepreneurship opportunities;</li> <li>cooperation with concerned municipalities, regions and federal states in PR activity, operation of programs and conferences.</li> </ul> <p>Services:</p> <ul style="list-style-type: none"> <li>operate the website.</li> </ul>
Aim(s)	retention; re-attraction; re-employ
Major outputs	<p>7 members and 2 partners (in December 2011):</p> <p>Members:</p> <ul style="list-style-type: none"> <li>Foundation for Democratic Youth, Berlin</li> <li>Home in Brandenburg (ZiBeV), Brandenburg</li> <li>mV4you Agency, Mecklenburg-Western Pomerania</li> <li>Thuringian Agency for Specialist Recruitment (ThAFF)</li> <li>nexus Institute for Cooperation Management and Interdisciplinary Research, Berlin</li> </ul>

	<ul style="list-style-type: none"> <li>• PFIFF – Portal for interested and flexible professionals Saxony-Anhalt</li> <li>• Job Center Lausitz – Private Recruitment Agency</li> </ul> Partners: <ul style="list-style-type: none"> <li>• State Agency for Structure and Labour (LSA)</li> <li>• Thuringian Ministry of Economy, Labour and Technology</li> </ul> Initiators: <ul style="list-style-type: none"> <li>• the Foundation for Demographic Youth</li> <li>• mv4you Agency</li> </ul> Outputs: <ul style="list-style-type: none"> <li>• Several programs.</li> <li>• Press conference (Berlin 2011).</li> </ul>
Available information	<a href="http://www.perspektive-ost.de/">http://www.perspektive-ost.de/</a> (German)

*Labour force for Saxony. Migrants from Saxony, come back*

Country/Region	Germany/Saxony
Responsibility	Chamber of Industry and Commerce, Dresden
Time span	2007 –
General objectives	<p>The initiative, further, involves Landkreis Bautzen, Landkreis Meisen, Landkreis Görlitz and the Training Company in Oberland.</p> <p>Main objectives:</p> <ul style="list-style-type: none"> <li>• operating online job fair;</li> <li>• establish and operate website of labour exchange;</li> <li>• accessibility for companies to promote themselves in online job fair;</li> <li>• provide up-to-date information for migrants willing to return and potential immigrants about Saxony;</li> <li>• support enterprises by searching for the proper labour force in order to make the region more prosperous;</li> <li>• provide essential information about the quality of life, economic, housing, social life or even opportunities to do sports in Saxony.</li> </ul>
Aim(s)	re-attraction; re-employ
Major outputs	<ul style="list-style-type: none"> <li>• Website of labour exchange.</li> <li>• Online questionnaire for returned migrants.</li> <li>• 232 job vacancies (latest data on 30th December 2011).</li> </ul>
Available information	<a href="http://www.sachsekommzurueck.de/servlet/portal?knoten_id=9320&amp;sprache=deu">http://www.sachsekommzurueck.de/servlet/portal?knoten_id=9320&amp;sprache=deu</a> (German)

*JuKaM - The Central German Carrier Network*

Country/Region	Germany/Central Eastern Germany (Saxony-Anhalt, Saxony and Thuringia)
Responsibility	Training Centre Energy (BZE)
Time span	2004 – 2008
General objectives	<p>JuKaM is a project, funded by the Training Centre Energy (BZE) with a total of 1.4 million € amount from the federal state of Saxony-Anhalt and the European Social Funds, which aims at the medium- and long-term retention of young professionals in “Central Germany”. In this way, the economy and innovation of the region is strengthened. Its target groups are mainly young professionals, 18 to 28 years, who have completed their training under the dual system or are school graduates and stayed or previously lived in Central Germany.</p>

	<p>Major objectives of JuKaM:</p> <ul style="list-style-type: none"> <li>• promote the region with attractive jobs and opportunities targeting migrants;</li> <li>• support skilled workers who enter to labour market; retain high skilled workers in the region;</li> <li>• captivate potential returners;</li> <li>• operate database which contains profiles of job seekers and available for companies;</li> <li>• attractive job promotion;</li> <li>• support trainees;</li> <li>• outlook for job vacancies;</li> <li>• provide available network co-operations within Central Germany;</li> <li>• counselling in career possibilities;</li> <li>• social ability survey;</li> </ul> <p>Available services:</p> <ul style="list-style-type: none"> <li>• database of several scholarships in the region;</li> <li>• hotline for job seekers.</li> </ul>
Aim(s)	retention; re-attraction
Major outputs	During the project, more than 1,000 young job seeker sent their personal details and uploaded CVs to the project website.
Available information	<a href="http://www.jukam.de">www.jukam.de</a> (German) <a href="http://www.bze-halle.de/ebene_e/360.html">http://www.bze-halle.de/ebene_e/360.html</a> (German) <a href="http://www.csrgermany.de/www/csr/cms_relaunch.nsf/id/8EBJRE-encia-mitteldeutsche-energie-ag-de">http://www.csrgermany.de/www/csr/cms_relaunch.nsf/id/8EBJRE-encia-mitteldeutsche-energie-ag-de</a> (German) <a href="http://www.focus.de/finanzen/karriere/management/ostdeutschland_aid_68291.html">http://www.focus.de/finanzen/karriere/management/ostdeutschland_aid_68291.html</a> (German)

### *Youth in Lodz*

Country/Region/City	Poland/Lodz Region/Lodz
Responsibility	Enterprise Development Office; Employment Office of the City of Lodz
Time span	2008 –
General objectives	<p>It is a programme of human resources development in Lodz which was created by the Enterprise Development Office and the Employment Office of the City of Lodz in 2008. “Youth in Lodz” aims to decrease professional mobility of young inhabitants of Lodz by supporting students of higher education institutions, as well as vocational schools in acquiring additional skills and professional experience.</p> <p>Some universities and leading employers are involved and implement together initiatives such as internships portal, scholarship program, free professional trainings and competition for young entrepreneurs. In the particular activities of the project there are nearly 60 companies involved along with three largest public universities: University of Lodz, Technical University of Lodz and Medical University of Lodz.</p> <p>One of the major initiatives of the project is extensive and unique at the national level scholarship program. The City of Lodz has funded scholarships for the best students of the three universities, financed dormitories and additional language courses.</p> <p>Another enormous initiative of the program is Internship Portal (<a href="http://www.praktyki.lodz.pl">www.praktyki.lodz.pl</a>) on which young people can obtain work experience during internships and on-the-job training in the best companies in Lodz.</p>

	<p>Students are also allowed to participate in free professional trainings for the sake of broadening their knowledge. The partners of the project have organised the “Your career in your hand” trainings. Training topics include: communication, motivating and achievement of objectives, project management and introduction to software testing.</p> <p>A competition was also organised for young entrepreneurs, "Youth in Lodz - I have an idea for a business". Its aim is to grant and support launching the best business plans. Competition is oriented to future and currently operating young entrepreneurs in Lodz. The best ideas got financial awards. In 2011, the award was 100,000 PLN.</p> <p>For those, who want to broaden their language competencies “Jezykowziedi” competition has been also organised by the partners. Students and graduates working or planning career in the booming BPO sector in Lodz can apply for funding language courses including the most sought by employers: Croatian, Czech, Danish, Finnish, Dutch, Norwegian, Portuguese.</p> <p>Beside this programme, several other initiatives are also lunched in Lodz, such as City Scholarship Programme, “Youth in Lodz – Meet Local Employers!” and “Freedom for Students”.</p>
Aim(s)	retention; re-attraction
Major outputs	<p>60 involved companies;</p> <p>67 university students for scholarships;</p> <p>600 university students for internships;</p> <p>1,600 university students participating in free professional trainings;</p> <p>156 entrepreneurs applied for the competition;</p> <p>120 people applied for language courses;</p> <p>4,000 newsletter subscribers and more than 4,000 website visitors per week.</p>
Available information	<p><a href="http://mlodziwlodzi.pl/o-programie/opis-programu/">http://mlodziwlodzi.pl/o-programie/opis-programu/</a> (Polish)</p> <p><a href="https://www.facebook.com/Mlodzi.w.Lodz">https://www.facebook.com/Mlodzi.w.Lodz</a> (Polish)</p>

*(2) Best practices from regions outside the Re-Turn project*

*New Nanotechnology Centre*

Country/Region	Turkey/Ankara
Responsibility	Turkish National Nanotechnology Research Centre (UNAM)
Time span	July 2007 -
General objectives	<p>The new six-storey building has been built in association with the Bilkent University in the city of Ankara. The project was co-financed by the Turkish State Planning Organisation (6,100,000 €) and the university (2,300,000 €).</p> <p>The Centre's initial staff involves 25 scientists and 40 student assistants, the most of whom have come from abroad. For instance, Assistant Professor Mehmet Bayindir has been performing research on laser fibres at the Massachusetts Institute of Technology (MIT), but has returned and joined to UNAM. Since then, returners' experience and knowledge has been benefitting in Turkey.</p> <p>They suggested the idea of a hub research centre rather than a separate one at each university, and each city and set their investment goal at over \$100 million per year.</p> <p>Periodical calls for proposals has been put out, and international participation in the resulting projects will be urged on. Moreover, the Centre's role will also extend beyond research and development to</p>

	the education of students in nanoscience and nanotechnology. It is hoped that the spillover of technologies and know-how will facilitate local entrepreneurship and start-up companies.
Aim(s)	re-attraction
Major outputs	<ul style="list-style-type: none"> <li>• Re-attracted Turkish scientists from abroad.</li> <li>• Retained scientist and young PhDs.</li> </ul>
Available information	<a href="http://cordis.europa.eu/fetch?CALLER=EN_NEWS&amp;ACTION=D&amp;SESSION=&amp;RCN=27144">http://cordis.europa.eu/fetch?CALLER=EN_NEWS&amp;ACTION=D&amp;SESSION=&amp;RCN=27144</a> <a href="http://www.todayszaman.com/newsDetail_getNewsById.action?load=detay&amp;link=102916&amp;bolum=101">http://www.todayszaman.com/newsDetail_getNewsById.action?load=detay&amp;link=102916&amp;bolum=101</a> <a href="http://www.nano.org.tr/UNAM%20History.html">http://www.nano.org.tr/UNAM%20History.html</a>

#### *Municipal Retention Policy – Alsómocsolád*

Country/Region/City	Hungary/South-Pannonian Region/Alsómocsolád
Responsibility	local municipal government (László Dicső)
Time span	1990 –
General objectives	<p>The local government of Alsómocsolád managed to retain inhabitants that wanted to out-migrate through successful local policy, project applications, and lobby for new jobs.</p> <p>Alsómocsolád is a small village in the South-Pannonian Region in Hungary. The village suffered from out-migration and ageing of population during communism. One of the main factors of out-migration was the lack of jobs. Since 1990, a new local policy was launched and the economy of the settlement started to consolidate. The main objective of the mayor was to retain population in Alsómocsolád.</p> <p>Inhabitants received low interest loans and grants in order to stay in the settlement. A new profile of the settlement was gradually evolved; this small village with 360 inhabitants became more liveable. According to several researches, citizens of Alsómocsolád are much happier and satisfied than citizens living in the surrounding settlements.</p> <p>In order to encourage citizens to stay or even settle down in the village, financial allowances were provided by the municipality. A municipal decree has supported inhabitants in several ways in 2009:</p> <ul style="list-style-type: none"> <li>• Inhabitants – Hungarian citizens and also foreigners – who live in the settlement for at least ten years, are allowed to apply for loan in amount up to 4,000,000 HUF (about 13,000 €) and grant in amount up to 300,000 HUF (about 1,000 €).</li> <li>• Inhabitants –Hungarian citizens and also foreigners – who live in the settlement less than ten years, or return to Alsómocsolád, are allowed to apply for loan in amount up to 2,000,000 HUF (about 6,500 €) and grant in amount up to 300,000 HUF (about 1,000 €).</li> <li>• Moreover, inhabitants might receive further financial allowances from the municipality to buy a house, enlarge, renovate or modernise the old one.</li> </ul> <p>Due to the ‘lobby for jobs’ activity of local government a meat plant settled down in the village. It was a key factor in retention of people. New jobs were created that absorbed local labour.</p>
Aim(s)	retention

Major outputs	<ul style="list-style-type: none"> <li>• Growing population;</li> <li>• Immigration;</li> <li>• Retention;</li> <li>• Liveable settlement;</li> <li>• Successful municipality.</li> </ul>
Available information	<a href="http://www.alsomocsolad.hu">http://www.alsomocsolad.hu</a>

#### *Business Angel*

Country/Region	Lithuania/Alytus county
Responsibility	Business Angel public organisation
Time span	2002
General objectives	<p>This public organization which aims firstly to improve the business environment in Alytus city and district and secondly to induct a new generation of active business people. It focuses on youth who have left the region or the country and those who still live there. Business Angel's mission is to re-attract Lithuanian youth living abroad and retain youth within the region offering them liveable future. Moreover, it aims to create business and job places and to facilitate to regional development.</p> <p>Business Angel consultants offer confidential advice to youth who have ideas and want to start their own companies, and also try to stimulate youth initiatives and entrepreneurship.</p> <p>They give assistance by education about business, leadership, teamwork, planning and project administration skills, and launch trainings about business basics. Participants acquire also knowledge about the region's opportunities and constraints, and searches for creative problem solutions.</p> <p>The organisation cooperates among youth, local businessmen, politicians and institutions from different levels for the implementation of innovative ideas.</p>
Aim(s)	re-attraction; retention
Major outputs	<ul style="list-style-type: none"> <li>• New perspectives for youth to stay;</li> <li>• Cooperation;</li> <li>• "Business Map" webpage</li> <li>• Network of organizations in Dzukija and Baltic Sea Region;</li> <li>• Database of students from Dzukija Region;</li> <li>• 'We Know the Way' Project.</li> </ul>
Available information	<a href="http://www.derreg.eu/content/best-practices/business-angel">http://www.derreg.eu/content/best-practices/business-angel</a> <a href="http://www.versloangelas.lt/en/about.php">http://www.versloangelas.lt/en/about.php</a>

#### *Development Strategy for Opole Voivodship*

Country/Region	Poland/Opolskie Region
Responsibility	The Opole Voivodeship Marshal's Office
Time span	2005 – 2015
General objectives	<p>Opolskie Region has set essential principles in 'The Development Strategy for the Opole Voivodeship (2005)' in order to re-attract migrants from the region. Mainly, 'Objective VII. Development of multicultural identity and the international and national regional co-operation' part and its sub-objective 'VII.3. The reversal of migration tendencies and creation of conditions for re-emigration' plays role in this conception.</p> <p>Opolskie Region is developing initiatives to encourage return migration to the region (in this case as part of the regional sub-</p>



	<p>programme of the Human Capital OP, co-financed under Cohesion Policy). This includes targeting members of the region's German minority. One option being considered is to offer dual citizenship and limit the need for a transition period for attaining citizenship. For communities which are currently in the migration process, it is especially important to promote enterprise and work at ones place of residence.</p> <p>The specific nature of these communities results in the fact that support must be given to enterprise incubation system, which emphasises, in particular, consulting, legal representation, organisational assistance and support services. As regards this promotion, the self-governments in the region should co-operate with migration communities, social associations, churches and business environment institutions.</p> <p>Re-emigration will be assisted by the creation of the image of the Opolskie Region as one which is interested in ensuring the return of its former residents at any stage of their life.</p> <p>This requires the enactment of legal regulations facilitating such returns, but also the establishment in the region of high and competitive living standards (infrastructure, natural environment, transport, houses and apartments, etc.), health and security promotion. Support given in the region to investments related to the establishment of care and medical institutions, with services provided in the German language, will facilitate re-emigration of elderly persons.</p> <p>In parallel with the strategy, in 2010 the "Opolskie. I'm staying here" project was also carried out to encourage return migration to the region and to promote tourist, cultural and economic attractions of the region. Therefore, enterprises, entrepreneurs, labour offices, universities and schools within the region were activated by giving financial support for young entrepreneurs, organizing competitions for companies, supporting and promoting of entrepreneurship, promotion of regional economic potential or providing information on investment possibility and enterprise development via leaflets and billboards. Returners were supported mainly by labour offices. In 2009 Local Labour Offices and Voivodship Labour Office took targeted actions to activate unemployed returners in the region.</p>
Aim(s)	re-integration; retention
Major outputs	<ul style="list-style-type: none"> <li>• dual citizenship;</li> <li>• promotion of enterprises and work;</li> <li>• providing more livable picture of settlements in Opolskie Region;</li> <li>• supporting local services;</li> <li>• assisting investments.</li> </ul>
Available information	<a href="http://www.eprc.strath.ac.uk/eprc/documents/PDF_files/EPRP_72_DealingwithDemographicChange-RegionalPolicyResponses.pdf">http://www.eprc.strath.ac.uk/eprc/documents/PDF_files/EPRP_72_DealingwithDemographicChange-RegionalPolicyResponses.pdf</a> <a href="http://umwo.opole.pl/docs/others/strategiawjezykuangielskim.pdf">http://umwo.opole.pl/docs/others/strategiawjezykuangielskim.pdf</a> <a href="http://www.paiz.gov.pl/files/?id_plik=10394">http://www.paiz.gov.pl/files/?id_plik=10394</a> <a href="http://coie.gov.pl/en/pobierz/f,122,plik.html">http://coie.gov.pl/en/pobierz/f,122,plik.html</a>

mv4you Agency

Country/Region	Germany/Mecklenburg-Western Pomerania Region (federal state of Mecklenburg-Vorpommern)
Responsibility	UdW - limited company
Time span	2001 – 2010
General objectives	<p>It is funded by the region, and partly privately by joined enterprises. Main objectives of mv4you agency are the followings:</p> <ul style="list-style-type: none"> <li>• communication with migrants and immigrants;</li> <li>• encouraging linkages between migrants and their region of origin;</li> <li>• supporting their return to the region;</li> <li>• contribution to labour satiation of Mecklenburg-Vorpommern;</li> <li>• increasing number of applicants;</li> <li>• establishing labour intercession service.</li> </ul> <p>Its main target groups:</p> <ul style="list-style-type: none"> <li>• migrants from Mecklenburg-Vorpommern Region, potential returning migrants and immigrants;</li> <li>• commuters;</li> <li>• students, school leavers, graduates;</li> <li>• young women;</li> <li>• young families.</li> </ul> <p>Available services for job seekers:</p> <ul style="list-style-type: none"> <li>• information about job vacancies, training possibilities;</li> <li>• personal contact with entrepreneurs;</li> <li>• providing enterprise contacts and relevant jobs due to their profile;</li> <li>• several personal services (i.e. child care, culture possibilities);</li> </ul> <p>Available services for enterprises:</p> <ul style="list-style-type: none"> <li>• searching for proper employees in the website of mv4you Agency;</li> <li>• continuous marketing services;</li> <li>• communication between employer and employee and organizing meetings;</li> <li>• providing complementary services for potential employees of enterprises, such as advising kindergartens and schools for their children;</li> <li>• further services such as professional dinners, commuter days or recruitment tours.</li> </ul>
Aim(s)	re-attraction
Major outputs	79 available jobs (including trainee jobs) – (latest data on 30 <sup>th</sup> December 2011)
Available information	<p><a href="http://www.mv4you.de/index.php/en">http://www.mv4you.de/index.php/en</a>  <a href="http://www.mv4you.de/index.php/de/">http://www.mv4you.de/index.php/de/</a> (German)            REIM, D. &amp; A. DÜBEN (2010): Optimierung der Rückkehrförderung in Ostdeutschland: Aktuelle Bestandsaufnahme und Analyse von Weiterentwicklungspotenzialen der ostdeutschen Rückkehrinitiativen. nexus Institut für Kooperationsmanagement und interdisziplinäre Forschung GmbH. (German)</p>

### Boomerang-Lausitz

Country/Region	Germany/Brandenburg - Spreewald-Lausitz Region
Responsibility	Agency for private job service – limited company
Time span	2008 –
General objectives	<p>Boomerang-Lausitz is a regional recruitment portal which aims to provide career opportunities – mainly – for returned expatriate workers in Spreewald-Lausitz Region. It is a private – partly honorary – financed project.</p> <p>Main objectives of the portal:</p> <ul style="list-style-type: none"> <li>• entice people to Spreewald-Lausitz Region;</li> <li>• reduce the unemployment rate by accumulating potential labour force for vacant jobs in the region;</li> <li>• operate and popularise this initiative in the region;</li> <li>• join with existing networks.</li> </ul> <p>Target groups:</p> <ul style="list-style-type: none"> <li>• skilled workers, college graduates and school leavers;</li> <li>• enterprises, who are focusing into skilled labour.</li> </ul> <p>Services:</p> <ul style="list-style-type: none"> <li>• hotline for job seekers;</li> <li>• provide a source of information about job vacancies and counselling;</li> <li>• placement.</li> </ul> <p>Further planned services for employees:</p> <ul style="list-style-type: none"> <li>• help to secure position and in the succession process within a company;</li> <li>• aid in housing and child care;</li> <li>• provide up-to-date information about Lausitz-Spreewald Region and Cottbus;</li> <li>• assure access for networks of entrepreneurs.</li> </ul> <p>Future planned services for enterprises:</p> <ul style="list-style-type: none"> <li>• labour intercession;</li> <li>• referral of skilled workers, graduates and trainees.</li> </ul>
Aim(s)	re-attraction; retention
Major outputs	25 employer and 16 job seekers (latest data on 30 <sup>th</sup> December 2011)
Available information	<p>www.boomerang-lausitz.de (German)</p> <p>REIM, D. &amp; A. DÜBEN (2010): Optimierung der Rückkehrförderung in Ostdeutschland: Aktuelle Bestandsaufnahme und Analyse von Weiterentwicklungspotenzialen der ostdeutschen Rückkehrinitiativen. nexus Institut für Kooperationsmanagement und interdisziplinäre Forschung GmbH. (German)</p>

### Lucani Abroad

Name of the Project	Lucani Abroad
Country/Region	Italy/Basilicata Region
Responsibility	Regional Committee of Lucani Abroad
Time span	1990 –
General objectives	<p>Lucani Abroad ('Commissione dei Lucani nel Mondo') is a collective noun of some initiatives in Basilicata Region and has several smaller sub-projects. Here, we describe only Lucani Abroad Project as a whole.</p> <p>Its main objectives are the followings:</p> <ul style="list-style-type: none"> <li>• getting in contact with migrants abroad;</li> <li>• helping their returns by regional development and labour</li> </ul>

	<p>policy (social life, productivity);</p> <ul style="list-style-type: none"> <li>• payment of contributions, anticipated by the municipalities, the costs incurred for the return of remains of deceased migrants and their families abroad;</li> <li>• offering programs for social reintegration of returning workers to be achieved through incentives and support measures and activities in a single or associated in crafts, commerce, agriculture, tourism and any other regional area of responsibility.</li> </ul> <p>The region:</p> <ul style="list-style-type: none"> <li>• conduct studies, investigations and surveys on migratory movements affecting the region, as well as any useful initiative to promote the study of problems related to migration and the return;</li> <li>• take part in the areas of housing, employment, training and retraining, education and cultural activities to remove barriers related to the condition of emigrants to encourage the return;</li> <li>• promote the social reintegration of repatriated workers, especially young people, through incentives and support measures for the implementation of activities, individually, or associated cooperative, in agriculture, handicrafts, trade, tourism and each production sector.</li> </ul> <p>Regional interventions in support of migrants and their families are to:</p> <ul style="list-style-type: none"> <li>• encourage, including through the provision of contributions for the payment of interest on loans, or contributions of capital, the reintegration of repatriated workers in the agricultural, artisan, commercial, tourist and fishing and any other productive sector, with priority cooperative initiatives;</li> <li>• promote the reintegration of returnees facilitating the acquisition or development of suitable accommodation in the region, including through the grant, with the emphasis on cooperative initiatives, contributions of capital, or encouraging the type of housing, economic and popular;</li> <li>• encourage the training, retraining and hiring of workers returnees and their families and descendants of young people who wish to return, making it easier to attend courses or with specific training initiatives and employment, through no less than 3 % a minimum of at least one for each module.</li> </ul>
Aim(s)	re-attraction; re-integration
Major outputs	<ul style="list-style-type: none"> <li>• direct contact with migrants from Basilicata Region;</li> <li>• assisting return to the region;</li> <li>• offering programs for returning migrants;</li> <li>• promote reintegration;</li> <li>• encourage growing application for trainings.</li> </ul>
Available information	<a href="http://www.consiglio.basilicata.it/consiglioweb/site/consiglio/section.jsp?sec=101865">http://www.consiglio.basilicata.it/consiglioweb/site/consiglio/section.jsp?sec=101865</a> (Italian)

*ZiBeV - 'At home in Brandenburg'*

Country/Region	Germany/Brandenburg Region and Uckermark in Mecklenburg-Western Pomerania Region
Responsibility	'Zuhause in Brandenburg e.V.' – At home in Brandenburg (public utility)
Time span	2008 - 2012
General objectives	<p>Main objectives:</p> <ul style="list-style-type: none"> <li>• reduce migration and support returning;</li> <li>• local treatment of demographic change;</li> <li>• provide positive vision about the home region for youth;</li> <li>• marketing and PR activity for the region.</li> </ul> <p>Main services:</p> <ul style="list-style-type: none"> <li>• operate the 'Migration and returning to Uckermark' anti-migration project (which is a research among returned migrants);</li> <li>• online information service for migrants from Brandenburg and Uckermark;</li> <li>• newsletter;</li> <li>• operate Facebook profile in order to exchange of views and networking;</li> <li>• organise programmes according to land of origin, i.e. targeting migrants;</li> <li>• establish alumni programs working with local schools;</li> <li>• network and intercession work supporting return migration;</li> <li>• PR activity according to return migration and demographic change;</li> <li>• establishing a calendar in order to promote the region of origin;</li> <li>• contribution in the implementation of a movie of ZDF TV channel.</li> </ul>
Aim(s)	retention; re-attraction
Major outputs	<ul style="list-style-type: none"> <li>• Alliance for Democracy and Tolerance – Against Extremism and Violence (BfDT) Award in 2011;</li> <li>• 'At home in Uckermark' Facebook profile has 1200 attenders and approximately 90 000 interaction per month.</li> </ul>
Available information	<p><a href="http://www.zuhause-in-brandenburg.de/blog/kontakt">http://www.zuhause-in-brandenburg.de/blog/kontakt</a> (German)</p> <p><a href="http://www.perspektive-ost.de/mitglieder/zuhause_in_brandenburg_e.v./index.html">http://www.perspektive-ost.de/mitglieder/zuhause_in_brandenburg_e.v./index.html</a> (German)</p>

*Return Information Desk (RID)*

Country/Region	Italy/Veneto region
Leader of the Project	Veneto region
Time span	2008 –
General objectives	<p>The Return Information Desk (RID) was realised by Veneto region in co-operation with the Labour Agency Veneto Lavoro in 2008, but became fully operative in 2009. It has been established in the framework of the multi-annual "Immigration Policy Plan – 2007-2009" of the Veneto Region.</p> <p>It is a counselling and informative service for regular migrants residing in Veneto Region and also having nationality outside the EU territory.</p> <p>Its main objective is to offer beneficiaries support by way identifying and planning a productive return path towards their country of origin.</p>

	<p>The Return Information Desk, together with the Veneto Immigration network (<a href="http://www.venetoimmigrazione.it">www.venetoimmigrazione.it</a>), has united and operated a number of public and private organisations operating in the field of migration, in order to update all the potential stakeholders and to be updated with reference to the more recent trends in migratory flows. One of the basic ideas of the service was the existence of a strong bilateral relation with countries of origin with which efficient support to potential returnees might be implemented. Networks of stakeholders could not necessary be recognised only in host countries, but also where migrants propose to return.</p> <p>RID has aims in two levels:</p> <ul style="list-style-type: none"> <li>• Information on entering “legal circular migration channels” for potential returnees;</li> <li>• Support for Returnees on three levels: professional competences recognition, socio / occupational reinsertion and access to credit.</li> </ul> <p>RID has developed different ways to assemble and present opportunities supporting the returned migrant and the potential returnee. These are the followings: assessing competences; social relations in host and with origin country; private-individual or collective-financial resources at disposal for the return project.</p> <p>RID:</p> <ul style="list-style-type: none"> <li>• provides information concerning the opportunities for return and circular migration;</li> <li>• organises counselling meetings with beneficiaries for the sake of guiding and supporting eventual return paths;</li> <li>• establishes and operates the stakeholders network and its “information flows” and monitor them.</li> </ul> <p>In addition to information services, the Return Information Desk is designed to organise “counselling individual meetings” with the beneficiaries with the aim of supporting and guiding their choices towards the return path creation.</p>
Aim(s)	re-integration
Major outputs	<ul style="list-style-type: none"> <li>• providing information about opportunities;</li> <li>• counselling;</li> <li>• cooperate between stakeholders and returning migrants.</li> </ul>
Available information	<p><a href="http://supaproject.files.wordpress.com/2010/02/the-case-of-the-return-information-desk-in-veneto_wp3-1.pdf">http://supaproject.files.wordpress.com/2010/02/the-case-of-the-return-information-desk-in-veneto_wp3-1.pdf</a></p> <p><a href="http://www.sportellorientro.veneto.it/joomla/attachments/article/66/SME_IFAD_3.1%20survey.pdf">http://www.sportellorientro.veneto.it/joomla/attachments/article/66/SME_IFAD_3.1%20survey.pdf</a></p>

### 3.5 Types of Best Practices, their Feasibility and Adaptability

Altogether 22 regional and local best practices were presented in the previous chapter. The spatial focuses of these initiatives are mainly crisis-ridden regions with significant outbound migration, high levels of unemployment and serious structural problems in local economy. The objectives of the selected best practices are the following:

- re-attraction of out-migrants;
- re-integrate returning migrants;
- retention of local human capital;
- re-employment of unemployed workers.

Next we analysed and compared the selected initiatives according to the following aspects:

- targeted age groups;
- types of measures applied in the project;
- level of education of targeted groups;
- type of approach (concentrated or integrated).

Unfortunately, due to missing or sometimes incomplete data it was not possible to analyse these projects according to their budgets or the costs per capita values.

#### *Targeted age groups*

In most cases the initiatives do not differentiate their target groups by age. But when they do the main focus is on young people (table 5). For example in Piedmont region one part of Youth Entrepreneurship Project intends to involve people between 18 and 26 years, while the other part supports businessmen under 40. The project called “Perspectives for youth” in the eastern regions of Germany focuses exclusively on youngsters and young adults. In other cases entrants on labour market are specified without age restrictions.

Tab. 5: Initiatives with any kind of age group specification (based on the best practice worksheets and publicly available information)

Initiative	Age group
Youth entrepreneurship project	18-26 years
Young businessman	under 40
ThAFF	young entrepreneurs, students
Scholarship in Usti region	students
Youth in Lodz	youth
ZiBeV	youth
Perspectives for youth	youngsters and young adults
JUKAM	entrants on labour market

*Source: own editing*

#### *Measures applied*

Based on their specific problems regions use different types of measures to intervene in migration processes. The main types of interventions are: job creation, place marketing, scholarships and grants, financial aid for returnees, scientific research, recruitment, and development of public relations (table 6).

*Job creation* seems to be one of the most important among the interventions since one of the main reasons for out-migration in a region is the lack of job opportunities. However, in most cases there are no direct measures to create new jobs – presumably it is mainly due to the lack of financial resources.

*Training and education* actions usually target the local labour force as they aim to help them to adapt to the new challenges of labour market. In some cases (e.g. Youth entrepreneurship project) this is realised through the active involvement of the private sector. Activities most often used here are: retraining, consultation, internships etc.

*Place marketing* interventions normally intend to enhance the image of the region or their localities. Most often they emphasise existing local opportunities; at the same time they also try to strengthen local and regional identity. Targets of such interventions are firms inside and outside the region or the city, as well as local and out-migrated population. The tools most often used here are: events, festivals, conferences, community-building, newsfeeds, brochures, marketing campaigns, improvement of infrastructure and business climate etc.

*The scholarship and grant programmes* are usually applied both to retain and to re-attract highly skilled labour (e.g. R&D personnel, other academics, students, workers of the creative economy etc.) for enhancing the economic competitiveness of the region or locality.

*Financial aid* for returnees means contribution for the expenses related to re-migration (e.g. travel, subsidised loan for purchasing apartment etc.).

*Scientific research* in this case means the research of migration and labour market for the assessment of trends and problems. Direct scientific research is a rarely used tool in the analysed projects and interventions. However, some parts of other interventions also aim at data collection and analysis (e.g. survey of brownfields in Pößneck).

As part of *recruitment* strategies job centres were set up to inform job seekers about their possibilities and job openings. In the ‘revenio’ project it is realised with the co-operation with head-hunter companies. In several cases telephone hotlines and webpages were created fostering the information flow.

Development of *public relations* refers to spreading information and raising public awareness in relation to migration, labour market and local identity. Alumni programmes and network-creation of expatriates are also a common tool used here. These measures are often strongly related to the place marketing actions.

*Supporting and promoting entrepreneurship* means organisation of business trainings, encouraging people for starting their own enterprise, facilitating start up businesses etc.

The projects introduced and analysed in this report generally use multiple measures. The challenges and responses to them are strongly interconnected and sometimes there are overlaps among them, too (e.g. job creation).



Tab. 6: Types of measures in the analysed initiatives (based on the best practice worksheets and publicly available information)

	job creation	training and education	place marketing	scholarships and grants	financial aid for returnees	scientific research	recruitment	public relations	supporting and promoting entrepreneurship
Youth entrepreneurship project									
Youth Businessmen Group									
PFIFF									
Agreement to assure the current and prospective stock of professionals Saxony-Anhalt									
Pößneck returns									
revenio									
ThAFF									
Scholarship in Usti region									
Perspectives for youth									
Returning and Immigration Federation									
Labour force for Saxony-Anhalt									
JuKaM									
Youth in Lodz									
New Nanotechnology Centre									
Municipal Retention Policy									
Business Angel									
Development Strategy for Opole Voivodship									
mv4you Agency									
Boomerang-Lausitz									
Lucani Abroad									
ZiBeV									
Return Information Desk									

#### *Level of education of targeted groups*

According to the level of education of targeted groups there are two main approaches: the “catch all” approach does not set educational standards in the project, while “differentiated” approaches focus mainly on highly educated, highly skilled labour (but not exclusively: e.g. Boomerang-Lausitz targets medium skilled workers, too).

- Catch all approach (no clear or explicit indication of educational level): Return Information Desk, Youth entrepreneurship project, Agreement to assure the current and prospective stock of professionals Saxony-Anhalt, Municipal Retention Policy, Business Angel, Development Strategy for Opole Voivodship, Pößneck returns, Lucani Abroad, Perspectives for youth, Returning and Immigration Federation, ZiBeV.
- Differentiated approach (emphasises educational level in some form): Youth Businessmen Group, PFIFF, New Nanotechnology Centre, mv4you, Boomerang-Lausitz, revenio, ThAFF, Scholarship in Usti region, RID, JuKaM, Youth in Lodz.

### *Type of approach*

Analysing the types of approaches we can distinguish two major groups of best practices. The first group (concentrated approach) focuses only on migration-related and labour market issues (e.g. re-attracting people, preventing brain drain etc.). The second group (integrated approach) connects migration issues with wider range of social and economic processes, urban and regional development, education, information society etc.

- Concentrated approach: RID, Youth entrepreneurship project, Youth Businessmen Group, PFIFF, Agreement to assure the current and prospective stock of professionals Saxony-Anhalt, New Nanotechnology Centre, Business Angel. mv4you, Boomerang-Lausitz, revenio, ThAFF, Lucani Abroad, Scholarship in Usti region, ZiBeV, Returning and Immigration Federation, Labour force for Saxony-Anhalt, JUKAM, Youth in Lodz.
- Integrated approach: Municipal Retention Policy – Alcsomocsolád, Development Strategy for Opole Voivodship, Pößneck returns, Perspectives for youth.

### *Feasibility of regional best practices*

The feasibility and adaptability of these projects depends mainly on two factors: the level of decentralization of political systems in the different countries; and financial conditions (e.g. financial resources available in the region/community, available state and/or EU funding, available private resources etc.).

The level of decentralisation refers to the legal and financial frameworks for the interventions. For example, since Hungary is a strongly unitary state, its regions have very little independence and political power. Hence, there are no initiatives at this level. Therefore, instead of the regional level, national and local policies provide possible platforms for interventions. It is also very likely that recent re-centralisation policies would further enhance this system. On the other hand, in Germany and Italy, where regions have solid historical roots, their inhabitants preserve strong regional identity. Consequently, regions are also stronger actors in social and spatial policy, they have initiated a lot of projects to retain or re-attract people. An interesting case is provided by Poland, once a communist unitary state similar to Hungary. In Poland the successful creation of new voivodships after EU accession led to a decentralization process. Therefore, Polish regions have become in the meantime active and initiative actors in regional economic development programmes as well.

With regards to the financial background, it is important to emphasise, that there are substantial differences among the European countries, regions and localities considering their possibilities to re-attract, re-integrate, re-employ and retain people. In this respect better off regions within Central Europe (e.g. Northern Italy, Eastern Germany) are in a more favourable position. We can also presume that the recent crisis affects both the success of re-migration projects and the available financial resources. Because of shrinking economic performance, the potential partners from the private sector have less financial and human resources to participate in such initiatives.

The analysed projects were started in the last few years; therefore it is a little bit early to evaluate the results. But the multi-focal, integrated initiatives which deal with out-migrated and local labour force simultaneously seem to be more promising than the concentrated approach. It is important to emphasise that in some cases the expected outputs and their indicators are not well defined which makes it hard (or even impossible) to assess those initiatives.

### 3.6 Conclusions and Recommendations

The previous chapters worked through a very wide agenda about the issue of return migration. The report has drawn on a wide range of sources from scientific literature to publicly available information about policies and strategies focusing on re-attraction and retention of people.

There are very few existing national policies in Europe and in the member states of Central Europe programme that would directly or indirectly focus on return migration. Strategies and policies of remigration elaborated in European countries apply only a limited number of measures recommended by the UNDP model due to the lack of transnational cooperation and considerable European Union funding. We have registered only 13 nation-wide policies. Regarding their geographical coverage there are only three completely international policies. One of them has a full European and beyond coverage and two of them are bilateral ones involving only the sending and receiving countries. Most policy documents put the emphasis on the possible economic advantages of return migration, and social reintegration is emphasised only in three of them. According to the applied methods, six out of 13 national policies aim to re-attract people while re-employment, re-integration and retention seem to have less importance. Regarding target groups most policies are intended to re-attract highly skilled people (e.g. intellectuals, researchers, university lecturers). Programmes putting the emphasis on social and cultural objectives do not specify the education level of target group. In terms of the communication with the target groups policies can apply either direct methods (e.g. Green Line in Poland) or indirect and multi-level marketing. According to the duration all but one national policies are very young (implemented after 2000) which shows that return migration became a hot issue in Europe only recently. There is a clear linkage between the amount of money spent for a programme and the number of returnees (e.g. mobilised re-migrants). According to our research we also referred to international experiences outside Europe. Some non-European countries (e.g. China, India, Taiwan, South-Africa) have been the most successful in implementing of complex policies.

On the regional and local level we analysed altogether 22 best practices. These best practices represent a wide range of actions dealing with outbound migration and aiming at brain gain. The spatial focus of these projects lies mainly on crisis-ridden regions with significant outbound migration, high level of unemployment and serious structural problems. Based on our results, four types of aims can be identified in the presented initiatives: re-attraction of out-migrants; re-integration of returning migrants; retention of local human capital; re-employment of unemployed workers. We analysed the projects based on their objectives, the targeted age groups, the types of interventions, the level of education of the target groups and the type of approach. According to the analysis, the feasibility and adaptability of these projects depends mainly on two factors: the level of decentralisation of political system in the different countries; and the financial conditions (e.g. financial resources available in the region/community, available at national level, and/or EU funding, available private resources etc.). In addition, it is important to emphasise, that the global crisis affects the success of brain gain and retention initiatives. At the same time the recent economic processes make those initiatives more important in the crisis hit regions.

The great variety of policies and best practices analysed in this report confirmed that re-attracting migrants is not an activity that can be carried out by applying recipes developed elsewhere. The individual character of each region and city matters and presents a challenge to

such policies. As in many other cases the 'one size fits all' concept is misleading here. Therefore, we believe that, during the elaboration of re-attraction and/or retention policies, local conditions should increasingly be taken into account. There is path dependency and successful interventions can generally be linked to local contexts, traditions and networks. This also implies that there are strict limitations to holistic and integrated approaches in the field.

The experiences outlined in this report point to the need for policy makers to pay attention to the following aspects when formulating local strategies to re-attract or retain people:

- First of all, policy makers should know the assets of their region or city they can draw upon. This may seem trivial, but what we mean is that strategies and policies must be connected with local legacies, strengths and resources. Before formulating policy goals the group of potential re-migrants and their motivations should be investigated. Policy makers should know what the relevant factors are for potential returnees if they think of returning to their home country or region. This can be done by surveys, in-depth interviews and other qualitative research methods.
- At the same time the needs of local companies should also be analysed. This can be done by a labour market survey, detecting all those sectors of local economy, where shortage of labour is already present, or can be foreseen in the near future.
- Local policies related to re-migration should be harmonised with regional and national policies that influence migration in one way or another (e.g. taxation, immigration). This is important because local policies could be easily undermined by other spheres and at other levels of governance.
- Policy makers should consider the possibilities to rely upon 'classic' economic factors as part of their remigration strategies, such as tax incentives, development of local infrastructure, job creation, provision of housing and business space for start-ups, etc.
- Policy makers should increasingly use the potentials provided by personal networks when formulating and implementing local remigration and retention policies. The primary goal here is to facilitate and enable these (professional, cultural, business etc.) networks, and to use them as catalysts for return migration.
- Policy makers should rely upon multi-level communication strategy using the opportunities provided by internet portals, media, information brochures, leaflets, hotlines, online communities (e.g. Facebook), or local contact points. Delivery agencies, institutions involved in an initiative should be made visible locally.

### 3.7 References

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