



## Table of Contents

<b>1. Introduction</b> .....	<b>4</b>
I. Global Institute For Tomorrow.....	4
II. The Global Leaders Module .....	5
<b>2. Project background</b> .....	<b>7</b>
I. Socio-economic development in China.....	7
II. Project site: Beijing.....	11
III. Migrant communities in China .....	13
IV. Migrant communities across Asia .....	16
<b>3. Project partner: Compassion for Migrant Children (CMC)</b> .....	<b>18</b>
I. Background .....	18
II. Approach.....	19
III. Programmes.....	19
IV. Migrant Resource Network .....	21
V. Communities of Promise .....	21
VI. Community Cubes™ .....	22
<b>4. Project output</b> .....	<b>23</b>
I. Executive summary .....	23
II. CMC’s five year strategic plan.....	23
III. Strategic planning framework .....	25
<b>5. Programme schedule</b> .....	<b>27</b>
<b>6. Frequently asked questions</b> .....	<b>29</b>
I. Travel, hotel, electricity.....	29
II. Travel health.....	30
III. Money and currency .....	30
IV. Field work .....	30
V. Hotel information .....	31
VI. Travel itinerary .....	31
<b>7. Participant information</b> .....	<b>32</b>
<b>8. The GIFT team for the 2011 GLM</b> .....	<b>33</b>

# 1. Introduction

Welcome to the 2011 Global Leaders Module!

The Global Leaders Module (GLM) is a component of the annual Senior Management Programme at the Lee Kuan Yew School of Public Policy, in conjunction with the School of International and Public Affairs at Columbia University.

This year participants on the Senior Management Programme will travel to Beijing, the capital of the People's Republic of China for the GLM component. The group will spend one week in Beijing and will work closely with Compassion for Migrant Children (CMC) on issues related to the wellbeing of migrant children and their families in China and across Asia. The goal for GLM participants is to produce a set of strategic recommendations that complement CMC's efforts in China and which are aligned with the organisation's latest five year expansion plan.

The GLM, now in its third year, is facilitated by the Global Institute For Tomorrow.

This briefing note contains background information on the project site and the issues facing urban migrants in the region. In addition, there is information on the project partner, CMC, the programme schedule and project output and a section that covers frequently asked questions of the programme.

## I. Global Institute For Tomorrow

The Global Institute For Tomorrow (GIFT) is an independent pan-Asian social ventures think tank based in Hong Kong. GIFT is dedicated to advancing the understanding of the impacts of globalisation through analysis, debate, dialogue and learning.

GIFT's objectives:

- Linking business, public policy and civil society issues to foster constructive dialogue and address globalisation-related challenges in Asia
- Tackling critical leadership needs of future decision makers through unique action learning programmes that offer practical and commercially viable solutions to meet regional development requirements
- Channelling management expertise and capital to implement projects designed to benefit the environment and create prosperous communities.

Expanding on the third objective - GIFT works to enable nascent social ventures in the region by taking a fresh approach to executive learning. This approach channels the acumen of participants in its programmes to develop viable solutions to pressing social, environmental and economic issues in the region.

Since its inception in 2004, GIFT has successfully completed 20 programmes in China, India, Indonesia, Cambodia, Vietnam, and Laos. Programmes have focused on areas such as water and sanitation, agribusiness, clean energy, elderly healthcare, rural development, social investments and others.

## II. The Global Leaders Module

Based on the ground-breaking content and methodology of GIFT's executive learning programmes, the GLM is an experiential leadership development programme which offers a unique opportunity for participants to tackle a development challenge in a real life setting.

- In 2009 participants worked on a model for public-private partnerships for the provision of clean water and waste water treatment in a district level public hospital in Ha Tinh province, Vietnam
- In 2010 the GLM provided strategic recommendations to an international NGO in Cambodia which offers household water purification systems to ensure safe drinking water for the rural population
- This year, participants will work closely with Compassion for Migrant Children (CMC) who seek to improve the quality of life and future prospects for the children of migrant workers, their families living in urban centres in China and ultimately throughout Asia.

### Approach

The rules of leadership are being rewritten as political and economic power shifts from West to East. Furthermore there is a growing acceptance of the need to incorporate a more sophisticated understanding of sustainability and social responsibility into public and private leadership, as well as a meaningful appraisal of the role of business and government in society.

In order to help better appreciate these significant transformations, the GLM focuses on building a broad base of knowledge and understanding of the world; developing strategies for effective communication in multi-cultural environments; and cultivating a strong sense of empathy that can be related back to effective decision-making.

The GLM equips leaders with a broad vision of how to succeed in a rapidly changing and complex world. It does so in a way that is both pragmatic and ethical, whilst being fully aware of the impacts on society of the decisions that leadership takes in both the public and private sectors.



Participants on previous GIFT programmes engage with stakeholders in the field. GIFT methodology encourages honest inquiry into the critical challenges facing Asia today.

## Programme structure

Participants will spend one week from 16 July to 23 July in Beijing. The GLM will be comprised of site visits and meetings with the project partner, affiliates and other stakeholders, as well as regular work sessions to develop the project output.

Work sessions will be facilitated by GIFT, but participants are encouraged to take ownership of the process, as ultimately this is your journey, and the output created will be done so by everyone working as a team towards a common goal.

The GLM will culminate in a forum that gives participants the opportunity to present their recommendations back to the partner and key stakeholders, as well as select members of the media and the public and private sectors in Beijing. This year's forum is called "*Asian Perspectives on the Urban Migrant Community*" and will take place from **2:30pm to 5:00pm on Friday 22 July** at the Beijing Marriot Hotel Northeast. Participants are welcome to invite their own Beijing based guests to the forum – please simply notify a member of the GIFT team in advance so the guest can be added to the guest list.

As with all of GIFT's programmes there is a commitment to the local partner to deliver a high quality output and this commitment is reflected in the number of structured work sessions in the GLM schedule. With that in mind, some time has also been set aside for recreational activities. There will be two sightseeing trips to historic cultural sites in Beijing (Tiananmen Square/Forbidden City and the Summer Palace). There will also be a few hours of free time for participants on the final morning before departing Beijing. Please refer to the programme schedule for more details.



(L) GLM participants take an in depth look into the issue at hand and (R) present their output back to stakeholders at the final forum that wraps up the programme.

## 2. Project background

### 1. Socio-economic development in China



Since opening its doors in the 1980s China has developed at an unprecedented rate. Earlier this year it overtook Japan as the world's second largest economy.

#### Changing economic landscape

Despite emerging from the economic crisis relatively unscathed, Beijing is still seeking a way to balance its rapid economic growth rate and rampant inflation, which combined together are diminishing China's competitive edge in the role it has carved out for itself as the "factory of the world."

Much of China's economic development in the past three decades can be attributed to the personal sacrifices of millions of its migrant workers from the countryside – the "underprivileged and exploited floating population"<sup>1</sup> – many of whom are denied access to social security, healthcare and the nine years free compulsory education in urban areas because of the current household registration (*hukou*) system.

Striving to transform its labour intensive economy into an innovation based and environmentally sustainable one, China has invested heavily in fields such as renewable energy and clean technology as well as in the service industry. This transformation could bring about a significant change in the constitution of China's labour force: from the unskilled workers in low-end manufacturing and construction who make up the majority of migrant workers, to more highly educated and qualified technology-savvy workers.



A recent shift away from a reliance on manufacturing is changing China's labour force.

<sup>1</sup> Isabel Hilton, "China may grow old before it grows rich," guardian.co.uk, 28 April 2011.

## Rural-urban divide

China's industrialisation and rapid economic development has created growing disparities between rural and urban areas that have been flagged by the central government as a major concern for the future. The annual per-capita disposable income for urban residents in 2010 was RMB 19,109 (US\$2,937), compared to RMB 5,919 (US\$910) for rural residents, although a recent trend indicates that rural dwellers outpace their city counterparts in their per capita income growth.<sup>2</sup>

Many rural residents migrate to the more developed coastal provinces and industrial cities to look for employment. At the last count, there were over 261 million people living outside their registered townships.<sup>3</sup> However, the two-pronged urban-rural *hukou* system, established in 1958 to stem the flow of China's rural population into cities,<sup>4</sup> makes the life of migrant workers significantly more difficult than their counter-parts with urban *hukous*. While China's wealthiest cities rely on migrant labour, many are reluctant to shoulder the additional costs of providing migrants with health, housing or welfare. It is an issue that has exacerbated social divisions in recent years.

## Demographic changes

During China's march towards modernisation and industrialisation, the country has been undergoing drastic demographic transformations; this is illustrated in the recently released results of the 2010 census. The results reveal a rapidly ageing and gender skewed population – the outcome of profound social and economic change of three decades and also shaped in part by China's one-child policy.

China is still the world's most populous nation with a population of 1.339 billion – up 5.84 per cent from 1990 – although the annual growth rate has slowed from 1.07 per cent to 0.57 per cent since the last census in 2000. China is at the very brink of becoming a modern urbanised country, with 49.68 per cent of its population now living in cities. The number of China's youth fell sharply since the last



The proportion of the elderly in China's population is growing every year.

census, with just 16.6 per cent of the population who are under 14 years old, 6.3 percentage points below the 2000 figure; whereas the number of people over 60 years old rose by nearly three percentage points, to 13.3 per cent of the total population.<sup>5</sup> 118.06 baby boys were born to every 100 baby girls,<sup>6</sup> pointing to a problematic trend of excess male births, with unpredictable social consequences.

Large scale urbanisation and a rapidly ageing male-dominated population have led the government to revisit some of its national policies, among which the *hukou* system, one-child policy and school enrolment regulations are the most salient.

<sup>2</sup> "Chinese rural residents outpace urban citizens in per capita income growth in 2010," gov.cn, January 2011.

<sup>3</sup> "Press release on major figures of the 2010 national population census," National Bureau of Statistics of China, April 2011.

<sup>4</sup> Jian Dai, "The forming and influence of the household registration system," *Journal of Tianshui Administration Academy*, vol.3, 2008.

<sup>5</sup> See footnote 3.

<sup>6</sup> Tania Branigan, "China census figures reveal ageing and urbanised country," guardian.co.uk, 28 April 2011.

## The emergence of civil society

In recent years, Non-Governmental Organisations (NGOs) and other grassroots initiatives have become new forces for social development in China, usually with the endorsement of the government.

NGOs are mostly active and vocal where environmental issues, charitable activities and disaster relief efforts are concerned. These groups often take their cues from official statements from the highest levels to ensure they are working on issues which the government deems helpful to maintain social stability. All of these areas were formerly reserved for official government agencies and Government-Organised Non-Government Organisations (GONGO). Lately, NGOs and other civil organisations have been encouraged to assist the government in dealing with pressing socio-economic issues such as elderly care, urban migration, rural development and others.

Still in its infancy, China's NGO landscape faces many uncertainties. In the last few years the central government has sought to both formalise and stabilise the NGO sector by relaxing many old restrictions. At the same time new restrictions have been implemented in an effort to regulate this nascent sector as the roles and responsibilities of many public and NGO players are still being defined.

The restrictive environment within which NGOs and grassroots organisations once operated has started to ease significantly. According to the 2011 Annual Report on China's Philanthropy Development,<sup>7</sup> private foundations in China have grown to almost 1,000 since the issuance of Administrative Regulations on Foundations in 2004. Almost on a par with government-affiliated foundations, these newly formed organisations are pushing for more transparency and credibility.<sup>8</sup>

In one example of changes in the NGO environment, popular martial arts actor Jet Li's One Foundation recently acquired the right to independently raise funds from the public, one of the first high profile NGOs in China to achieve this status.<sup>9</sup> GLM partner CMC has also recently acquired approval to raise their own funds in China in close co-operation with the China Social Welfare Education Foundation (CSWEF). More details on this arrangement will be available during the programme itself.



Jet Li (centre) and volunteers during the 2008 Sichuan earthquake effort relief.

## China's 12th Five Year Plan

The newly drafted 12<sup>th</sup> Five Year Plan serves to shed some light on the direction China is moving. Traditionally the five year plan, issued after the national congress in March in Beijing, provides guidelines and strategies for economic growth, sets growth targets and launches reforms. The latest plan seeks to address rising inequalities and to create an environment for more sustainable growth by prioritising a more equitable distribution of wealth, increased domestic consumption and improved social infrastructure and social safety nets.

Economic development remains the foremost goal for Beijing; the administration has also set its sights on battling the widening rural-urban divide by "advanc[ing] the integration between regions and encourag[ing] stable urbanisation" as well as "establish[ing] a comprehensive public welfare

<sup>7</sup> "Charity bluebook: annual report on China's philanthropy development (2011)," Tuan Yang (ed), Social Sciences Academic Press, April 2011.

<sup>8</sup> Rao Jinxing, "2010 staged the story of the foundation," *Social Entrepreneurs*, 21 January 2011.

<sup>9</sup> "Donation methods of Shenzhen One Foundation," [onefoundation.cn](http://onefoundation.cn).

system.”<sup>10</sup> How these guidelines will translate into real policy changes is still unclear. It can be inferred that the more developed cities will receive incentives (and pressure) from Beijing to take the lead in addressing migration-engendered issues.

GLM participants should be aware of how shifting government policies at the national, provincial, and municipal level will affect CMC and the organisation’s ability to reach the goals set out in their 2011-2014 expansion plans. The team may wish to refer to the 12<sup>th</sup> Five Year Plan in greater detail when developing the output over the course of the programme.



The 12<sup>th</sup> Five Year Plan was unveiled at the Fourth Session of the Eleventh National People's Congress, held in Beijing in March 2011

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<sup>10</sup> Dan Harris, “China’s 12<sup>th</sup> five year plan: a preliminary look,” [www.chinalawblog.com](http://www.chinalawblog.com), 3 March 2011.

## II. Project site: Beijing

Beijing is the capital of the People's Republic of China. Divided into 14 districts and two counties, the municipality houses a population of 19.61 million. It is the fourth most densely-populated city in China, after Macau, Hong Kong, and Shanghai.

Recognised as China's political, educational, and cultural centre, Beijing is renowned for its cultural heritage sites, art treasures, and elite universities.



The UN ranks Beijing as the 13<sup>th</sup> most populous city on earth.

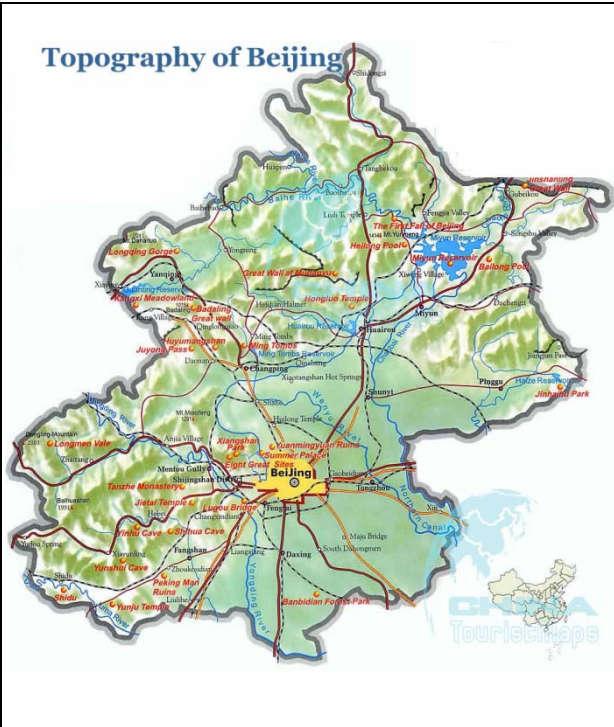
Beijing is a major transportation hub, with dozens of railways, roads and motorways passing through the city. It is also the destination of many international flights arriving in China. Ever since the metropolis won the bid to host the 2008 Olympic Games, the Beijing government has overseen waves of construction projects, which draw in an influx of migrant workers, whose current number stands at 7.05 million, comprising 35.9 per cent of Beijing's population.<sup>11</sup>



A boom in construction in recent years has transformed the cityscape in Beijing.

<sup>11</sup> ["Statistical communiqué of Beijing's 2010 population census,"](#) Beijing Bureau of Statistics, May 2011

## Facts and figures: Beijing and China

	2010 Snapshot	Beijing City <sup>12</sup>	PRC Overall <sup>13</sup>
	Land Area, km <sup>2</sup>	16,801.25	9,597,000 <sup>14</sup>
	Population, million	19.61 <sup>15</sup>	1,339 <sup>16</sup>
	GDP RMB billion	1,370	39,798.3
	GDP Per Capita, RMB	68,788	29,748
	GDP Growth, %	10.2	10.3
	Annual disposable Income Per Capita, RMB real year on year (YOY) growth	Urban: 29,073 (6.2%) Rural: 13,262 (8.1%)	Urban: 19,109 (7.8%) Rural: 5,919 (10.9%)
	Real GDP, % YOY growth	10.1	12.8
	Inflation, % YOY (March 2011)	-	5.4 <sup>17</sup>



The main entrance to the Forbidden City on Tiananmen Square in Beijing

<sup>12</sup> [“Statistical communiqué of Beijing on the 2010 economic and social development,”](#) Beijing Statistical Information Net, February 2011.

<sup>13</sup> [“Statistical communiqué of the People’s Republic of China on the 2010 national economic and social development,”](#) National Bureau of Statistics of China, February 2011.

<sup>14</sup> Disputable territory excluded.

<sup>15</sup> See footnote 13

<sup>16</sup> See footnote 3

<sup>17</sup> [“China inflation rate,”](#) Trading Economics, April 2011

### III. Migrant communities in China

China is on the verge of becoming an urbanised society. As the country moves towards middle income status – a target set to be reached by 2020 – another 300 million people<sup>18</sup> will have moved from their rural homes to urban hubs, joining the 261 million migrant workers who have already made the transition into city life. Migrants provide a constant and cheap influx of labour for China’s booming cities, and thriving economies are often built on the backs of these hardworking men and women.

In contrast to the first generation of migrant workers in the 1990s – who came to the cities alone and sent money back home to support their left-behind families – the newer generations of migrant workers are prone to moving their entire families with them in the hope that these urban hubs will provide a better future for their families.<sup>19</sup>

The large influx of migrant families presents a challenge to China’s two-tier urban-rural *hukou* system, which links social services to the place of permanent residency, creating a disconnect between migrant origins and destinations.

Beijing has yet to work out a set of unified national policies on migrant issues and leaves it largely to the discretion and care of authorities in destination cities. These burgeoning cities, although urgently in need of cheap labour, are not ready to integrate migrants into their social welfare system and often impose tough barriers to deter settlement of migrant families.

#### The forgotten children of China



Many young migrant children spend their days unattended. Photo courtesy of Fu Jian Yong

<sup>18</sup> See footnote 1

<sup>19</sup> Zai Liang & Yiu Por Chen, “The educational consequences of migration for children in China,” *Social Science Research*, 14 November 2005.

More and more migrant children now reside in cities with their parents; both of whom usually work full time. Among these children many are born in cities and have never spent a day in the “hometowns” where their *hukous* are registered.

Children of migrant workers face great challenges and obstacles in their family’s new environment. With no support network in the city, and parents working long hours every day, they are at risk of becoming the “forgotten” children of China. They are not only forgotten by society but also by their own parents, many of whom have a difficult time balancing communication with (and personal development of) their children with the amount of work required to feed, house, and clothe their families.<sup>20</sup> Given the large number of migrant children in China – an estimated 25 million<sup>21</sup> or 13.9 per cent of all children in the country – this could pose a serious societal problem as these youngsters come of age.

Another problem facing migrant youth lies in their unrealistic employment expectations. Unlike their parents they have had little or no exposure to life in the countryside and all the hardships it entails. Many are unwilling to take on the physically demanding and often monotonous work on assembly lines or construction sites. They aspire to the same white collar jobs that they see all around them in the cities, but without the necessary qualifications and opportunities for education these jobs remain out of reach. The huge gap between their expectations and reality compound the many other obstacles they face and contribute to the depression and anger towards society felt by much of the migrant youth population.

### **Geographical segregation and social exclusion**

A 2006 survey by the China Youth Research Centre<sup>22</sup> showed that 69 per cent of migrant children lived in migrant enclaves (many of which are essentially slums) usually located on the outskirts of the city. These migrant slums are generally in an unsanitary and deteriorating condition and usually lack the proper facilities and services enjoyed by the majority of urban residents.

As well as geographical segregation migrants are often marginalised and deprived of equal access to education, social and medical welfare and the right to participate in urban life. Treated as secondary, peripheral, or of minor significance, migrants face the following challenges in their day-to-day lives: intense poverty, unstable employment, societal conflict, social exclusion, sub-standard education, inadequate healthcare, and unstable residences. All of these factors contribute to the low self-esteem and depression that many migrant workers and their children feel. The children are particularly susceptible to illness due to unsanitary conditions in the slums combined with inadequate access to quality healthcare.

### **Educational barriers**

Despite the central government mandated nine years of free education, it is still incredibly difficult and prohibitively expensive for migrant workers to find decent schools for their children. Part of the reason resides in the fact that migrant children are not included in the local educational expenditure budgets.

Even though nine years’ compulsory education is supposed to be free, schools are allowed to collect various fees including school selection fees, education compensation payment, temporary student fees, costs for learning materials and school uniforms. A national survey found that the average annual educational expenditure for migrant children was RMB 2,450 (US\$377) per head, accounting for about 20 per cent of total family income.<sup>23</sup>

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<sup>20</sup> “The children of migrant workers in China,” China Labour Bulletin, May 2009.

<sup>21</sup> “UNICEF global report highlights the importance of investing in adolescents,” unicef.org, 18 May 2011.

<sup>22</sup> “The adaptability of migrant children to urban life,” quoted in China’s Children and Juveniles Statistical Handbook, 2006.

<sup>23</sup> “Average annual school fees for the children of migrant workers in the city is 2,450 yuan,” PRC Central Government Website, 24 October 2006.

Furthermore, senior high schools in the city are still out of reach for migrant youth, although it is almost the only way in China to work towards a college education. In addition, regulations stipulate that students can only take national college entrance examination in the same place as their household registration. As a result, migrant youth who want to go to college – a precursor to social mobility in China – have to return to the countryside to study and prepare for the exams.

### Changes on the way

“Government at all levels must safeguard the migrant workers’ legitimate rights, including getting payments on time, work safety, and the schooling of their children.”

--- Wang Zhaoguo, Politburo member of CPC Central Committee

The rapidly converging forces of a migrant population that will soon reach half a billion people, tens of millions of children and wives left behind in the countryside, the one-child policy, and competition for resources are creating an environment that is exciting but fraught with challenges that call for bold, consistent, and effective responses.

China’s drastic demographic changes will play an important role in affecting policy changes on migrant issues. The one-child policy has resulted in a shrinking labour pool that must sustain the nation’s current economic development pattern. Reading carefully between the lines of President Hu Jintao’s comments on the census, the *Economist* newspaper concluded that a switch to a two-child policy could be in the offing.<sup>24</sup> Furthermore, one op-ed published in the *China Daily* argued that it would be “important” to grant migrant workers equal rights with urban residents and that this should be listed as “one of the binding objectives” of the 12<sup>th</sup> Five Year Plan.<sup>25</sup>

In big cities the one-child policy has also led to dwindling school attendance of local, non-migrant children. Many of these schools were built at a time when urban families were larger. As a result, many schools in the cities face a shortage of students and would be more willing to receive migrant children as long as government were to endorse this shift in policy.

Recently, a number of China’s developed coastal cities have stepped up their efforts to address the most pressing of migrant issues.

The Beijing municipal government is among the few local governments that have reacted to the education needs of migrant children and youth. In March this year the *Global Times* – a government affiliated daily newspaper with a circulation of two million copies – reported that vocational schools in Beijing would soon be open to migrant youth, according to one official with the Ministry of Education.<sup>26</sup> In May the *China Daily* announced that rules on middle school admissions in Beijing had been “streamlined to allow more children of migrant workers access to free compulsory education,”<sup>27</sup> – a policy expected to benefit more than 30,000 migrant youths in Beijing.

In 2009 the Shanghai municipal government released a new household registration policy, offering some hope for migrants to attain certain rights enjoyed by their urban counterparts, and improved social welfare.<sup>28</sup>

<sup>24</sup> “The most surprising demographic crisis,” the *Economist*, 7 to 13 May 2011.

<sup>25</sup> “Migrants deserve equal rights,” *China Daily*, 12 March 2011. The unnamed contributor is a member of the National Committee of the Chinese People’s Political Consultative Conference and director of Hainan-based China Institute for Reform and Development.

<sup>26</sup> “Vocational schools for migrant kids pushed,” *Global Times*, 2 March 2011.

<sup>27</sup> Wei Wang, “School Policy a Boon for Migrants’ Kids,” *China Daily*, 9 May 2011.

<sup>28</sup> Anqi Liu “New hukou policy for migrants,” published on CMC’s migrant resource network, 23 June 2009.

Recently Shanghai also started pilot “education integration projects”.<sup>29</sup> The *Sydney Morning Herald* observed that city primary school places were “opening up for migrant workers” because the country’s school-age population was “shrinking.” However, the vast majority of high schools in big cities are still beyond migrants’ reach due to a lack of “money and connections.”<sup>30</sup>

#### IV. Migrant communities across Asia



“Migrant slums are THE global issue of this century.”

--- Jonathan Hursh, Founder and Executive Director, CMC

#### An issue that is changing the world

A recent UN-HABITAT survey shows that one in six people in the world today live in a migrant slum. Within a few decades, that number will grow to one in three. Between 2000 and 2030, the urban areas of developing countries will absorb 95 per cent of world’s population growth.

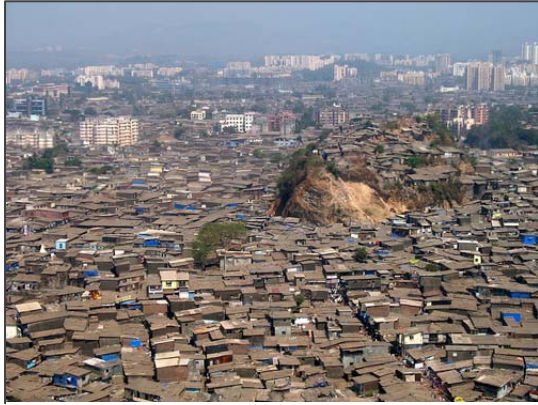
Excessive levels of urbanisation in relation to economic growth have resulted in high levels of urban poverty and rapid expansion of unplanned urban settlements and slums, which are characterised by a lack of basic infrastructure and municipal services, overcrowding and substandard housing conditions. Slums have wide adverse impacts on people and the society at large.<sup>31</sup>

Sixty per cent of the slum dwellers in the world are in Asia. In addition to China, many Asian countries such as Bangladesh, India, Indonesia, Nepal and Philippines are confronted with similarly acute migrant situations. Differing political systems aside, at the heart of the migrant issue is the scourge of social exclusion.

<sup>29</sup> Jonathan Hursh, “Main idea: migrants slums are THE global issue of this century,” *Global Charity Article*, November 2010. Jonathan Hursh is the founder and director of *CMC and MRN*, both based in China.

<sup>30</sup> John Garnaut, “Daring to dream of a better life,” *Sydney Morning Herald*, 7 May 2011.

<sup>31</sup> China’s National Bureau of Statistics & Xinhua News Agency, quoted in CMC materials.

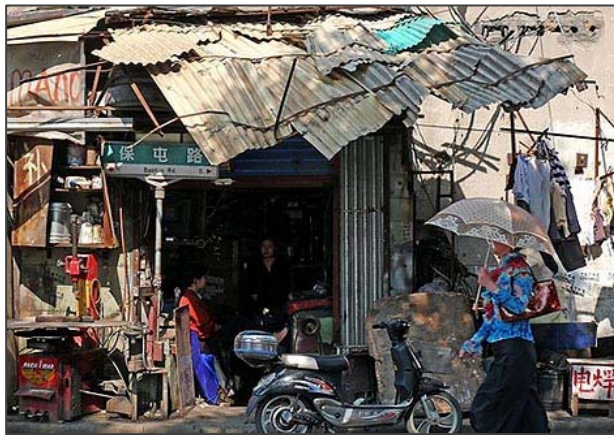


One of the biggest slums on earth in Mumbai, India

To address these problems, government, the public sector, and the business sector must pool their resources together to create vibrant migrant communities and then integrate those communities into society at large. A joint force of “the government, business, and [non-profit] sectors would accurately reflect the responsibilities held by each to care for the vulnerable in its society.”<sup>32</sup>

China, as the country hosting “the largest population living in informal dwellings,” can take the lead by “sharing its experiences and challenges along the way with other countries.”<sup>33</sup> With over 260 million migrants and 25 million migrant children, China is in a

strategically advantageous position to align government, business, and non-profit efforts to design genuine solutions to this pressing issue.<sup>34</sup> A successful capacity-building model for migrant communities can have the potential to be replicated elsewhere in developing Asia and in the rest of the world.



Slum dwellings that largely house migrants in Shanghai, China (L) and Manila, Philippines(R)

The positive impact of empowered migrant communities on society, economies, and the environment in emerging nations globally could be very significant.

<sup>32</sup> Jonathan Hursh, Migrant Journal Article, 2008.

<sup>33</sup> See footnote 29

<sup>34</sup> See footnote 29

### 3. Project partner: Compassion for Migrant Children (CMC)

#### The CMC vision – A future and a hope for every migrant child

Much information on CMC is taken from the CMC website ([www.cmc-china.org](http://www.cmc-china.org)) and other materials that CMC kindly shared with GIFT in preparation for the GLM.

CMC leadership will be present throughout the GLM and will be a valuable source of information for participants.

#### I. Background

Compassion for Migrant Children (CMC) is a non-profit organisation founded in early 2006 to help China's urban migrant children, primarily through offering social and educational programmes. It also seeks to be a 'think tank' for all things related to migrants and migrant issues in China and the wider region. CMC collaborates with organisations and individuals who share the common vision of giving every migrant child a future and a hope.

More than 260 million migrants have come to China's cities seeking a better life for their children. There are about 500,000 migrant children in Beijing and 25 million throughout China, and the number of migrants is expected to grow significantly in the coming decade. These children face great challenges because they often live on the fringes of society, in extreme poverty, and lack access to quality education and healthcare.

At a broad level, CMC partners with government charities and organisations such as Beijing Chaoyang Charity Association, the Shanghai Jing Guang NPO Development Centre and the Shanghai Charity Foundation's Education and Training Centre on its projects. On the ground level CMC works with village, township and district level governments in China.

CMC relies on the kind generosity of its donors to be able to operate its programmes and community centres, though is also planning to open a social enterprise this year.



CMC has been serving the migrant community in Beijing and Shanghai since 2006  
Photo courtesy of Jeremiah Kidwell

## II. Approach

CMC establishes community centres in migrant communities, offering holistic programmes to migrant children, their teachers and their families that broadly fall under the areas of education, health, personal development, and vocational skills training. CMC believes in the community-based approach because it provides stability in an otherwise fractured population and provides a hub of change and hope in migrant neighbourhoods.

CMC currently operates five community centres in Beijing and Shanghai and serves over 7,000 children and the wider migrant community members annually. Expansion into Nepal and Bangladesh is already underway through strategic partnerships and there are plans to work with partners and affiliates to support the opening of additional community centres throughout Asia in the coming five years.

## III. Programmes

### Education

CMC provides a range of programmes that aim to support, nurture, and develop traditional education in schools for migrant children.



Improving education for migrant children is key focus for CMC

**After School Programmes** offer migrant children a safe and structured environment in which to develop both academic and social skills. The ultimate goal here is to increase middle school enrolment by ensuring the academic success of children in primary school. Two hour sessions run almost every evening at CMC community centres during which children first receive tutoring to help them complete their homework. Homework is followed by something educational and fun for the kids. In addition to partnering with companies such as Nike to offer sports activities, CMC also offers sessions in music, arts & crafts, computers, and reading.

**English Classes** are run weekly on what has been dubbed “Super Saturdays” at CMC. One of the key goals here is to further develop positive relationships with migrant schools in the cities where CMC operates and to complement the memorisation based English classes that are currently offered to children. By taking an interactive approach to learning and by incorporating important themes such as teamwork and creativity CMC seeks to increase children’s interest and excitement in their education. Today, 650-700 children participate in CMC Super Saturdays on a weekly basis.



Both children (L) and teachers (R) benefit from CMCs education programmes

**Teacher Training** programmes provide much needed skills training and capacity building for teachers in migrant schools, very few of whom have any prior teaching experience. The average teacher in an unlicensed school for migrant children is underpaid due to low purchasing power of parents, and undertrained due to a lack of resources. CMC Teacher Training has two goals – 1) to help teachers learn to create interactive learning environments in their classrooms, and 2) to improve teacher-student communication and relationships. Eight half day sessions are conducted by professional teacher trainers for groups of 30 teachers during the semester.

### Health

Strong believers that a life without health is no life at all, CMC offers an array of health related programmes ranging from regular sports activities for children who otherwise have very little opportunity to exercise to basic health seminars and workshops for parents and children.

Health awareness workshops on road safety, pre- and post-natal care, fire safety, HIV prevention and personal hygiene are offered to the migrant families and schools.

### Personal development

In line with its holistic approach to improving the wellbeing of migrant communities, CMC offers a range of personal development activities for families and children.

Professional social workers run workshops focusing on parenting, marriage, and the family. These workshops seek to empower parents to assist their children to reach their full potential in life.

The You Are Special (YAS) programme (based on the award-winning book by the same name) focuses on emotional awareness and self-worth development, primarily for migrant children. The curriculum comprises interactive lessons taught by trained volunteers at participating migrant schools.



There is much more to children's wellbeing than a good education

Photo courtesy of Sean Gallagher

### **Life Vocational Skills (LVS) Training**

LVS, for older migrant youth aged 16 - 22, is a six month residential programme which seeks to improve the prospects of participants by equipping them with relevant job related and social skills. These valuable skill sets will help them make the transition from their status as migrants on the edges of urban society to assimilate as integrated, stable members of a local community.

After conducting research as to why migrant youth have a difficult time holding down a job in urban hubs, CMC found that the lack of the necessary technical and “soft” skills, a sense of inadequacy, and the lack of a social support group were the main obstacles to be overcome.

The residential nature of the programme, combined with the six month duration and an integrated internship period helps migrant youth develop self discipline, gain valuable experience, and build a healthy social support group. These factors all increase the chances of youth finding stable work and income upon completion of the programme.

## **IV. Migrant Resource Network**

In addition to the wide range of programmes offered by CMC at their community centres and in migrant schools, in 2008 CMC launched a sister organisation called the Migrant Resource Network (MRN). The MRN exists to support, strengthen, and build the capacity of migrant non-governmental organisations (MNGOs) who serve, empower, and advocate for the needs of migrants in China and beyond.

The MRN ([www.mrn-china.org](http://www.mrn-china.org)) serves as a linking force that brings together migrant service organisations to learn together, share resources and experiences, and support each other to achieve a greater level of impact and sustainability in their work. It fosters collaboration and mutual learning which enables MNGOs to share experiences and knowledge while supporting each other in delivering sustainable high-impact programmes to migrant populations.

Current and future MRN initiatives include:

- Collaborative services such as workshops, annual forums, working groups that focus on skill and knowledge development, and capacity building training
- Sharing information and data through an online knowledge platform website and Migrant NGO Directory
- Sharing infrastructure and resources (office space) to encourage fresh ideas, mutual exchange of information, and the opportunity to collaborate together.

## **V. Communities of Promise**

CMC's Communities of Promise Network (ComProm) aims to stimulate and nurture a movement of community centres in migrant slums across Asia. Its end goal is to see a vibrant community centre in every migrant neighborhood in which its residents are in the lowest 10th percentile of wealth and social status.

These community centres bring the community together, building the intangibles of a genuine community. The community centres strengthen and support the community's migrant schools and

highlight the issues and needs of the entire community, championing its goals. The Communities of Promise Network headquarters serves the network by offering guidance on implementing the programmes, connecting peers for moral support and shared learnings, and contributing to the overall development of the NGO sector serving migrants.

ComProm connects, equips, and provides resources to groups and individuals who are operating community centres for migrants in China. CMC leverages its own experience running successful community centres to help groups open up community centres from the beginning stages.

Some of the resources available through ComProm are:

- One-on-one consultation from ComProm staff and committed members
- Access to the Migrant Resource Network's online directory ([www.mrn-china.org](http://www.mrn-china.org)) which provides a database of other organisations serving migrants in China, as well as a general knowledge database speaking to the issues of migrants
- The ComProm Forum connects potential affiliates with experienced professionals to ask their most critical questions
- Online ComProm Resource Centre enables potential affiliates to find models, programme manuals, research, sample documents, and case studies
- Publications offer in-depth how-to guides based on innovative models of migrant community centres.

GLM participants should note that ComProm has been playing, and will continue to play, an increasingly important role in CMCs expansion, especially as it begins to work with overseas affiliates in countries such as Nepal and Bangladesh.

## VI. Community Cubes™

CMC has recently pioneered a new model for community centres that utilises used shipping containers to build modular centres housing classrooms, administrative offices, and other multipurpose spaces.

This innovative approach which is both cost effective and replicable in new cities and countries is intended to provide a blueprint for future centres in China and across Asia.

While in Beijing GLM participants will visit the first community centre built using the Community Cubes™ model – the **Heiqiao Community Centre** was officially opened in May 2011 and has already begun serving the local migrant community.

## 4. Project output

### I. Executive summary

Every year GLM participants produce a specific output for the project partner. This output is then handed over free of charge by GIFT after the GLM and may be used at the partner's discretion. This output generally takes the form of a business plan, investment proposal, or strategic recommendations.

This year the GLM group will work to produce a set of strategic recommendations designed to help CMC achieve the goals set out in the latest five year expansion plan. Participants will need to bear the five year plan in mind at all times. Highlights of the plan are presented in the following section.

All recommendations should be aligned with CMC's mission and values and should be mutually beneficial for all stakeholders.

Recommendations will be developed by participants themselves, with guidance and facilitation from GIFT. CMC leadership will be present throughout the GLM and should be seen as a valuable resource for information and input.

Participants will be placed into smaller teams of four or five people and each team will be responsible for one component of the overall recommendations. Suggested tasks to consider are listed below.

### II. CMC's five year strategic plan

The 2011 - 2015 strategic plan developed by CMC leadership will guide the organisation's activities for the next five years. Highlights of the plan are presented below and should be used for reference during the GLM.

#### 4 Strategic goals to achieve before 2015:

- Expand to 100 - 250 two-classroom community centres in China through affiliate partnerships (see ComProm network in section 3-V)
- Open regional support offices in five to seven tier two and tier three cities in China
- Establish an ongoing presence in three to five other Asian countries outside of China
- Establish a financially viable sister social enterprise to generate additional income for the organisation.

#### 4 Core strategies:

1. **Set the standard** - CMC aims to set a high quality standard for community centres across China and Asia.
  - Standardise the philosophy, values, and core elements of the community centres along with all CMC facilities and hardware
  - Improve on CMC training systems and form a professional teachers group
  - Develop stronger partnerships with academia
  - Work with professional curriculum developers to produce CMC-branded products.
2. **Partnerships** - CMC intends to increasingly leverage partners and affiliates to open new community centres.
  - Focus resources on developing ComProm and supporting ComProm partners to open new centres
  - Play primarily a facilitation role in the opening and operating of new centres, but maintain a strong anchor by continuing to operate some flagship centres
  - Launch Community Cubes™ campaign
  - Place increased emphasis on community engagement and participation; always consider the true needs of the community, and work hard to integrate into the communities in which CMC operates.
  - Further grow the MRN.
3. **Expand** - CMC plans on expanding to tier two & three cities in China as well as internationally.
  - Expand ComProm to support affiliates in China and Asia and prioritise Community Cubes™ in expansion activities
  - Formalise CMC headquarters and set up small support offices in several Chinese cities
  - Conduct exploratory activities (already underway) in Nepal and Bangladesh leading to expansion in-country
  - Establish an expansion committee to develop and evaluate CMC's expansion strategies.
4. **Income generation** – the goal here is to engage in income generating activities aligned with CMC vision and mission that will contribute towards financial sustainability in the long run.
  - Establish a sister social enterprise that utilises strong business principles
  - Develop a five year business plan and secure funding to initiate the proposed social enterprise
  - Integrate income generating models with Community Cubes™ initiative by sharing resources
  - Tap into local entrepreneurial talent.

### III. Strategic planning framework

Key area	Suggested questions and tasks
Organisational structure & governance	<ul style="list-style-type: none"> <li>• How will CMC's organisational structure and governance need to evolve in the coming five years?</li> <li>• How will Monitoring &amp; Evaluation (M&amp;E) initiatives need to change in order to ensure programme quality, financial controls, good governance, etc are not compromised during expansion?</li> <li>• Where should headquarters be based and what function should HQ play within the context of a Pan-Asian CMC?</li> <li>• How can CMC achieve its stated goal of being the best NPO to work for in China and beyond as a phase of rapid expansion commences?</li> <li>• In light of recent high profile misconduct in the NPO sector, how will CMC ensure accountability at all levels keeps pace with expanding operations?</li> </ul>
Community centre management	<ul style="list-style-type: none"> <li>• What are the core strengths of CMC's community centre model and can it be leveraged further?</li> <li>• Comment on the proposed roll out plan for new centres, what are the merits and drawbacks of a franchise model?</li> <li>• What are the core elements of the community centres? How to ensure these elements are aligned with the overall CMC mission and five year plan?</li> <li>• Review current programme offerings, using Life Vocational Skills (LVS) as a case study, and suggest a platform/process for future programme design, one that includes goals, target demographic, staffing, KPIs, etc.</li> <li>• What role will the Communities of Promise (Comprom) network play in CMC's future?</li> </ul>
Strategic partnerships	<ul style="list-style-type: none"> <li>• Review current criteria for partnerships within               <ul style="list-style-type: none"> <li>○ The private sector</li> <li>○ The public sector</li> <li>○ Civil society</li> </ul> </li> <li>• What does the public sector look for in a long term strategic partner? How can CMC increase its attractiveness to desired public sector partners?</li> <li>• Provide recommendations for CMC to engage in meaningful dialogue that seeks to affect changes in policy that will have a positive impact on migrant communities throughout Asia</li> <li>• What opportunities might the central Chinese government's new five year plan bring to CMC?</li> </ul>

Fundraising and PR	<ul style="list-style-type: none"> <li>• Review current fundraising activities and provide a framework for the future which takes into consideration: <ul style="list-style-type: none"> <li>○ Corporate donors</li> <li>○ Individual donors</li> <li>○ Government subsidies and support</li> </ul> </li> <li>• Explore the possibility of starting a social enterprise (a “sister company”) which spreads awareness, channels additional funding back into CMC’s core activities, and ideally provides some value to the community being served</li> <li>• Are community centres capable of developing their own revenue streams to subsidise activities going forward?</li> <li>• Offer recommendations for CMC to build and protect its brand throughout the expansion period (especially in the case of a "franchise" partnership model for future community centres)</li> </ul>
International expansion	<ul style="list-style-type: none"> <li>• What are the different roles Headquarters and ComProm will play in expansion?</li> <li>• How can the Migrant Resource Network (MRN) be scaled up within international expansion?</li> <li>• What are the key considerations that must be taken into account ahead of entry into a new country? (using Nepal and Bangladesh as examples)</li> <li>• From a policy perspective - review the current international expansion plan and offer feedback to CMC based on your knowledge of the countries / region in question</li> </ul>

## 5. Programme schedule

Participants should note that the schedule below may be subject to slight changes as the GLM progresses.

Day	Time	Activity
<b>Sat 16</b>	1455	Arrive at Beijing Capital Airport: flight SQ 802
	1545-1630	Coach to Marriott Northeast
	1645-1715	Check into Marriott Hotel Northeast & freshen up
	1730-1900	Opening work session: GLM and project introduction
	1900-1930	Coach to dinner
	1930-2100	Welcome dinner
<b>Sun 17</b>	0700-0800	Breakfast
	0830-0900	Coach to CMCs Beijing office
	0900-1100	Introduction to CMC: the last five years & the next five years, Q&A
	1130-1300	Lunch with CMC leadership
	1300-1345	Coach to Zhu Fang community centre
	1345-1515	Zhu Fang Visit: Meet with centre staff and kids, local stakeholders
	1515-1615	Coach to hotel
	1615-1645	Tea Break
	1700-1900	Work session: develop outline of strategic recommendations
	1900-1930	Coach to dinner
1930-2100	Dinner	
<b>Mon 18</b>	0645-0745	Breakfast
	0745-0815	Coach to Hei Qiao community cubes
	0815-0900	A tour of community cubes, the future of migrant community centres
	0900-0915	Coach to Dong Ba community centre
	0915-1100	Dong Ba Visit: Centre tour, meet with LVS students and teachers
	1115-1230	Lunch at Dong Ba with centre staff
	1230-1330	Coach to Summer Palace
	1330-1630	Sightseeing
	1630-1730	Coach back to hotel
	1730-1745	Tea break
	1745-1930	Work session: develop strategic plan for CMC
	1930-2000	Coach to dinner
1930-2100	Dinner	
<b>Tues 19</b>	0645-0745	Breakfast
	0800-1000	Work session
	1000-1015	Tea break
	1000-1200	Group splits into three for meetings Group A: Chinese Social Welfare & Education Fund (CSWEF) Group B: CMC local partner Group C: CMC corporate donor
	1230-1400	Lunch at hotel
	1400-1630	Work session: develop strategic plan for CMC
	1630-1645	Tea break
	1645-1900	Work session: develop strategic plan for CMC
	1900-1930	Coach to dinner
	1930-2100	Dinner

Day	Time	Activity
<b>Wed 20</b>	0700-0800	Breakfast
	0815-1015	Work session: develop strategic plan for CMC
	0900-1030	Meeting with CSWEF (10 pax)
	1015-1030	Tea break
	1030-1230	Work session: develop strategic plan for CMC
	1230-1245	Coach to lunch
	1245-1400	Lunch
	1400-1430	Coach to Tiananmen Square
	1430-1830	Tiananmen Square & Forbidden city
	1830-1930	Coach to dinner
	1930-2100	Dinner
<b>Thurs 21</b>	0700-0800	Breakfast
	0815-1015	Work session: develop strategic plan for CMC
	1015-1030	Tea Break
	1030-1230	Work session: develop strategic plan for CMC
	1230-1245	Walk to lunch
	1245-1400	Lunch
	1400-1415	Walk back to hotel
	1430-1630	Work session: prepare final presentation
	1630-1645	Tea break
	1645-1900	Work session: prepare final presentation
	1900-1915	Walk to dinner
	1915-2100	Dinner
	2100-2115	Walk back to hotel
<b>Fri 22</b>	0700-0800	Breakfast
	0815-1015	Work session: prepare final presentation
	1015-1030	Tea Break
	1030-1230	Work session: run through final presentation
	1230-1330	Lunch at hotel
	1330-1415	Prepare for final forum
	1430-1700	Final Forum: Asian Perspectives on the Urban Migrant Community
	1730-1930	Final reflections
	1930-2000	Coach to dinner
	2000-2200	Celebration dinner
<b>Sat 23</b>	0700-1100	Breakfast, recreation time, and check out
	1100-1200	Luggage onto coach and coach to lunch
	1200-1300	Lunch
	1300-1400	Coach to Beijing Capital Airport
	1600-2220	Return to Singapore: flight SQ 805

## 6. Frequently asked questions

### I. Travel, hotel, electricity

#### ***Do I need to arrange my own insurance?***

GIFT provides travel insurance for participants that will cover any accidents or emergencies. It is recommended that in addition to this participants also carry their own personal health insurance.

#### ***What travel document is required? Where can I get my visa for China?***

Travel visas are required for individuals of all nationalities unless exempted by the Chinese Government (see below). GIFT recommends that participants apply for single entry tourist visas for the purpose of the GLM. Visas for China can be processed at the Chinese embassy in your country of residence or in Singapore.

Ordinary passport holders from Singapore, Brunei and Japan enjoy visa- free access to China for up to 15 days for business, sightseeing, visiting relatives and friends or transit purposes. They can enter and exit from Chinese ports that are open to foreigners. The duration of 15 days will be counted from the date of entry.

Visas are required for ordinary passport holders who plan to stay in China for more than 15 days. Those who come to China for education, employment, permanent residence, news coverage purposes or diplomatic/official passport holders still need to apply for visas at the nearest Chinese diplomatic and consular missions before entry.

#### ***What is the time difference between Singapore and China?***

There is no time difference between Singapore and China, which is GMT +8.

#### ***What will the weather be like?***

The climate in Beijing in July is hot, with average temperatures ranging from 25-30 degrees Celsius. Although mostly dry, July is known to have occasional rain showers.

#### ***What kind of food will be available? Should I bring my own food?***

Breakfast will be served at the hotel every day. Lunches and dinners will be taken at various Chinese and Western restaurants around the city. If participants have special diets or do not like Chinese food in general, they may want to bring along their own food that requires minimal preparation. Food is generally prepared hygienically, but participants are recommended to stay away from street vendors.

#### ***What are the facilities available in the hotels?***

Standard facilities and amenities are available in the hotel – please refer to the hotel website below for more details. Internet access will be available at the hotel.

#### ***What kind of electrical adaptor should I bring?***

Electricity in China is 220V, 50 cycles, AC. China accepts Type A, C two-pin and Type I three-pin sockets. On site, most hotels have a socket for shavers and hairdryers in the bathroom for both 110V and 220V.

## II. Travel health

Participants are advised not to drink tap water and to avoid purchasing food and drinks from street vendors.

## III. Money and currency

### ***How much local currency should I take?***

Transportation, accommodation and food are included in the GLM. Participants only need to bring cash (Renminbi / Yuan) for personal expenses and hotel extras (laundry, and phone calls etc.). The hotel will accept VISA, Mastercard and Union Pay payments.

Please note that while alcoholic drinks will be served at the celebration dinner on the last night of the GLM, participants will be responsible for purchasing their own alcoholic drinks at all other meals throughout the week.

### ***Will I be able to change money there? Are credit cards accepted?***

Participants can change their money into Renminbi at banks in urban China, but it is advised that participants do so before leaving Singapore. ATM machines are available, but withdrawing cash with a non local Chinese bank account will also be charged at both ATMs and counters.

## IV. Field work

### ***What should I wear?***

Comfortable smart casual summer wear is advised for site visits. Long trousers and sweaters are advised for the work sessions as the meeting room at the hotel will be air conditioned. Please also bring business attire for the forum at the end of the GLM.

### ***Will I be able to use my laptop computer there? Is it required?***

A computer is not mandatory but suggested for the GLM for use to prepare the project output. There is 24-hour broadband internet connection in the hotel rooms where laptops can be used.

### ***What essential items should I bring for field work?***

- Notepad and pen
- Umbrella or raincoat
- A small water container to hold drinking water
- Medication for personal use (eg. for colds or allergies)
- Factor 30+ or higher sunscreen

### ***Will there be interpreters?***

There will be mandarin-speaking staff from GIFT and the project partner that can help with simultaneous interpretation. A number of GLM participants are mandarin speakers and these individuals will be expected to assist their non-mandarin speaking colleagues during interactions in the field.

***Will we be out of communication during the field work? How will we be able to contact people or be contacted if necessary?***

Mobile phones, Blackberries, etc can be used in Beijing. Stored value SIM cards can be purchased in the city.

***Can I take photos during site visits to CMC community centres?***

Photos are permitted during site visits but please use your discretion and be respectful, especially if you are taking photos of children and their families or of people in and around their homes.

## V. Hotel information

### **Beijing Marriott Hotel Northeast**

26A Xiao Yun Road, Chao Yang District

Beijing, 100125, China

86-10-5927-8888

<http://www.marriott.com/hotels/travel/bjses-beijing-marriott-hotel-northeast>

## VI. Travel itinerary

Date	Transportation	Description	Departure	Arrival
Jul 16	SQ 802	SGP – BJ	0845	1455
Jul 23	SQ 805	BJ – SGP	1600	2220

## 8. The GIFT team for the 2011 GLM



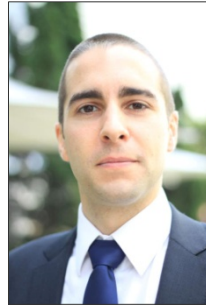
**Chandran Nair**

Founder & Chief  
Executive



**Eric Stryson**

Director



**Karim Rushdy**

Business  
Development  
Manager



**Yuyun Chen**

Programme  
Associate

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