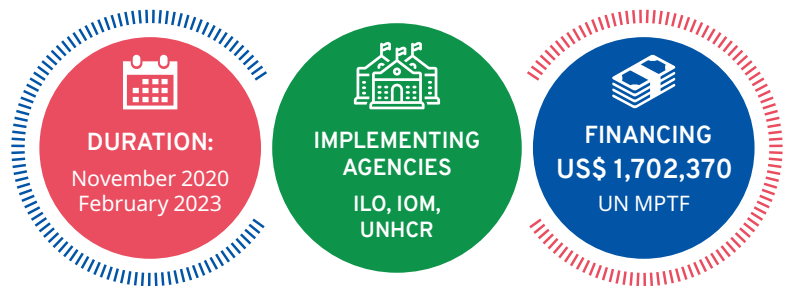


Quick Facts

► Final independent evaluation of the Ciudades Joint Program

► About the Program

The Joint Program "Capacity building of local governments in Santiago de Chile and Mexico City to strengthen socioeconomic integration of migrants, refugees, and forcibly displaced persons through access to decent work, sustainable livelihoods, and social dialogue" aims to enhance labor and social programs in Mexico City and Santiago de Chile for increased accessibility in the context of human mobility.



► Evaluation methodology

Adheres to ILO standard policies and procedures; UNEG standards; and OECD/DAC evaluation quality standards.

Evaluation criteria: Relevance, coherence, effectiveness, management efficiency and effectiveness, impact orientation and sustainability orientation.

Techniques used: interviews, focus groups and surveys.

► Findings by evaluation criteria

1. Relevance of the Program:



The program is relevant to enhancing the array of programs and services in both cities and making them more accessible to people in situations of human mobility



Moreover, it is aligned with international human rights standards, the 2030 Agenda, UNSDCF, ILO, IOM, and UNHCR Strategic Results Framework/Programs regarding the socioeconomic and labor insertion of people in situations of human mobility and migration, and the employment policies of Chile and Mexico and both cities.

2. Validity of the Program design:



Coherent design between objectives, outcomes and outputs.

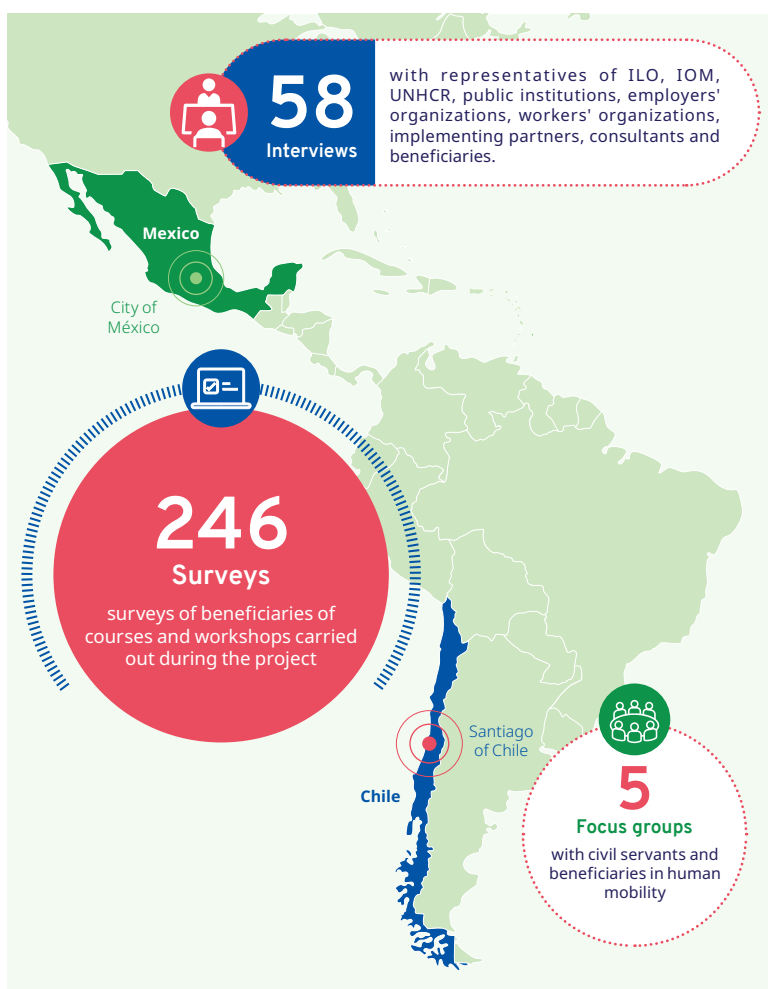


It identifies assumptions and appropriate mitigation measures.



It implements strategies to strengthen both institutional capacities and the capacities of individuals in situations of human mobility.

Suggestion for future projects: Incorporate skill-building for individuals responsible for programs and services targeted towards populations experiencing human mobility in order to effectively manage funding and political influence. Additionally, identify and address factors that may cause concern or rejection among the host population.



3. Program Effectiveness:

The evaluation scores very positively:

a. The development and approval of tools that aim to improve assistance and services for people in human mobility



Migrant and Refugee Route in Santiago.



Migrant and Refugee Resource Center, Protocol for the Integration and Protection of Persons in the Context of Mobility, Standard Operating Procedures in Mexico City.



Migration Governance Indicators in both cities.

b. Training local government officials and public servants in these tools: 73% of respondents rated the courses/workshops as useful or very useful; they provided insights about migrants and refugees' reality and improved their treatment and empathy towards them, as well as taught them principles of assistance by civil servants.

c. Services provided to populations in a state of human mobility:



Certification of job skills by city in specific areas: In Santiago, these skills include caregiving, gastronomy, and commerce, whereas in Mexico City, they pertain to the construction, restaurant, and hotel industries.



Specialized job fairs tailored to women and migrant and refugee women (in Santiago); and with a focus on people in human mobility and/or with diverse sexual orientations (in Mexico City).



Programs and support for entrepreneurship and business. Santiago offered an entrepreneurship and social mobility program, with financial support and technical assistance available to help start-ups. In Mexico City, there was training available in digital marketing.



Fairs were organized to enable enterprising individuals in human mobility to offer their services and products: Santiago hosted a "Fair of Services and Enterprises" along with the virtual platform "Mercado Inclusivo". Mexico City offered the program "Mercaditos de Personas en Movilidad" (Little Markets of Persons in Mobility).

d. Mainstreaming of the Gender Approach:



Gender Mainstreaming Across Multiple Products (Migrant Route in Santiago, Assistance Protocol in Mexico City, Migration Governance Indicators (MGI) Methodology, Systematization Report on Social Programs, Systematization Report on Best Practices in Public Policies and Civil Society Initiatives, and Interculturality Training for Civil Servants.



The activities carried out with the population in human mobility (certification of work skills, job fairs, training for starting a business) saw a vast majority of women participants.



Collaboration with institutions focused on gender and diversity: Santiago has worked with the Sub-Directorate of Gender Equality, Sexual Diversity and Inclusion and the Department of Women and Gender Equality; Mexico City saw the involvement of civil society organizations (CSOs) with experience in implementing the age, gender and diversity approach, as well as of the Secretariat of Women and the Government Commission for Assistance to Victims.

e. Multi-stakeholder partnerships as a factor facilitating program implementation



Multi-stakeholder partnerships included public institutions, such as the City Council of Santiago in Chile; and the Secretariat for Labor and Employment Promotion and the Secretariat for Inclusion and Social Welfare in Mexico; workers' organizations, such as the National Workers Union (Central Unitaria de Trabajadores) in Chile; employers' organizations, and civil society organizations, such as the Vicaría in Chile; and Iniciativa Ciudadana, Programa Casa Refugiados, Sin Fronteras, and the Work Incubator for Refugees and Returnees in Mexico.

Challenges and areas for improvement:



Improve the training of public officials by offering guidance and follow-up support to trainers.



Improve services for people in human mobility by supplying technical assistance to public institutions that provide these services, including guidance and follow-up support to their beneficiaries after they leave the country.



Improve certification services by connecting certified individuals with employment services.



Enhance start-up training by forging stronger connections with institutions that aid in the growth of start-up ecosystems.

4. Efficiency and Effectiveness of Program Management



Interagency Collaboration:

- Collaborative product development.
- Hold meetings to collectively make decisions.
- Recognition and utilization of the strengths of UNHCR, ILO and IOM.



Binational Character:

- Exchange events between both countries.
- IGM serves as a connection point between Santiago and Mexico City.

Challenge: The lack of intensive collaboration between agencies and other stakeholders in both countries has hindered the implementation of the Program's products as well as the ability to carry out technical, strategic, or political follow-up and monitoring.

5. Program impact orientation:



Positive Effects

- Positioning of the topic on the institutional agenda.
- Constant dialogue among key stakeholders.
- Improved understanding and knowledge on the part of officials.
- Institutionalizing processes to provide services for populations in human mobility.



Major Contributions

- Improved migration governance framework in Santiago and Mexico City.
- Between **60% to 70%** percent of respondents perceive improvements in policies and services for migrant and refugee populations. These improvements manifest in policy, plan, program, and protocol adjustments, strengthened job training and public employment services, certification of job skills, and facilitation of entrepreneurship opportunities for this demographic.
- **75%-85%** believe that the Program has had a significant impact on improvements.



Impact on Population in Human Mobility

- Increased knowledge of legislation and services.
- **71%** believe that obtaining training and certification in their field of work is helpful. They feel more confident at work and have identified their strengths and weaknesses in their job profile through a job skills certification. However, no positive effects have been observed in their employment situation or working conditions as of the evaluation date.
- **85%** find entrepreneurship training helpful as it has helped them identify their potential and limitations for starting a business. It has also improved their ability to recognize business opportunities, and enhance their business through social media presence and product or service innovations. Nonetheless, the restricted access to marketing spaces and financial services creates barriers to achieve even better results.

6. Program sustainability orientation:

Products and Tools:



- Partners using and adapting products, including courses and tools.
- Service protocols already institutionalized.

Challenges:



- Clarity in regulatory aspects, particularly regarding the lack of a Migration Policy in Chile.
- Another area that requires attention is financing and budgeting in municipalities.



▶ Lessons learned



Success Factors in Interagency Work:

- Supplementary mandates.
- Designation of agency responsible for each activity.
- Willingness to work collaboratively.
- Support from the Office of the Resident Coordinator facilitates interagency cooperation.



Factors that Complexify Interagency Work:

- Program design with numerous activities and atomized budget.
- Delays in the agencies' understanding of each other's mandates and regulations.
- Differences in programming and resources among agencies.



Scalable Products:

- Scalable products can serve as models for other municipalities that meet the following criteria: (i) have a population in need of support services for labor insertion due to human mobility, (ii) possess the political will to address issues concerning human mobility, (iii) have a dedicated work team capable of committing time and resources to the project or program, and (iv) engage partner institutions.

▶ Good practices



Innovations:

- Interagency nature.
- Tripartism at the local level.
- Work directly with the population.



Interagency Collaborative Works:

- Preparation of the Manual "Migrant and Refugee Route".
- Development of materials for disseminating information to the population in human mobility.
- Systematization of best practices.



Role of the ILO, IOM, and UNHCR in facilitating collaboration between local and central actors and creating networks. The implementing partners appreciate that these agencies:

- Have top-level actors with knowledge of the territory and reach of the target population.
- Are open and flexible in managing the coordination of the program.
- Are referential institutions in their cities and have credibility.
- Partnering with these UN agencies makes it easier for them to build relationships with other institutions.



▶ Main recommendations



Migrant and Refugee Route: Define update and follow-up protocols.



Advocacy actions: Conduct advocacy actions to engage key institutions in migration issues.



Sensitization: Conduct evidence-based sensitization campaigns aimed at host communities.



Services to Population in Human Mobility: Provide technical assistance to local public institutions that offer services to populations in human mobility to enable them to follow up and support their beneficiaries after they leave the country.



Entrepreneurship: Strengthen connections with institutions that have supported the program, as well as establish new links with institutions in the public, private, and financial sectors.



Certification of Job Skills: Ensure that all certified individuals are promptly integrated into a network of job placement services; develop employment plans for those who do not successfully complete the certification process.

▶ Our projects



▶ ILO Mexico

▶ ILO Chile

▶ UNHCR

▶ IOM

