

Joint Programme Document Template

Migration MPTF	
JOINT PROGRAMME DOCUMENT	
PROJECT INFORMATION	
Joint Programme Title:	Leveraging the positive impact of migration on Moldova's development through improved policy evidence and better engaged diaspora.
Country(ies)/ Region (or indicate if a global initiative):	Republic of Moldova
Convening UN Organization:	International Organisation for Migration (IOM), Mission to the Republic of Moldova
PUNO(s):	IOM, UNDP, UNICEF, WHO
Implementing Partners	State Chancellery, Bureau for Diaspora Relations, Statistics Office
Migration MPTF Thematic Area <i>(select one and delete others)</i>	Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility
Primary GCM objectives	<i>Objectives: 1, 3, 18, 19, 20</i>
Relevant SDG Target¹	<i>3.8, 8.5, 8.10, 10.7, 16.b, 17.3, 17.18</i>
Expected Project Commencement Date²	<i>October 2022 (TBC)</i>
Period of Implementation (in months):	<i>36 months</i>
Requested Budget	<i>TOTAL: \$2,000,000: IOM- \$800,000; UNDP- \$610,000; UNICEF- \$250,000; WHO- \$340,000</i>
Project Description	<i>The overall objective of the Programme is to leverage the positive impact of migration on Moldova's socio-economic development and minimize the negative effects of migration. The goals will be achieved by strengthening the capacities of relevant public authorities for ensuring an effective country's migration policy design and management, and through employment of innovative instruments for better engagement of the highly skilled diaspora in country's development.</i>



¹ Please refer to Annex D5: List of Global Compact Objectives per Thematic area and Key SDG Targets.





² Note: actual commencement date will be the date of first funds transfer.

Marker Questions ³	
<p>Human Rights Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following human rights marker applies to your proposal?</p> <p>A: The Human Rights Marker has largely been achieved</p> <p>B: The Human Rights Marker shows significant integration of human rights in the joint programme, but some challenges remain.</p> <p>C: The Human Rights Marker shows a very partial integration of human rights in the joint programme</p> <p><i>Please refer to the Migration MPTF Human Rights Marker Guidance Note, Annex: Self-Assessment Matrix. Please include the complete Matrix in Annex 5.</i></p>	A
<p>Gender Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following gender marker applies to your proposal?</p> <p>A: Projects that have gender equality and women’s empowerment (GEWE) as the primary objective</p> <p>B: Projects that significantly contribute to gender equality and women’s empowerment (GEWE)</p> <p>C: Projects that make a marginal contribution to gender equality and women’s empowerment (GEWE), but not significantly</p> <p>N/A: Projects that are not expected to make a noticeable contribution to advancing gender equality and/ or the women’s empowerment (GEWE)</p> <p><i>Please refer to the Migration MPTF Gender Marker Guidance Note</i></p>	B
<p>Child Sensitivity Marker Score (A, B, C or N/A if none applies)</p> <p>Which of the following child sensitivity marker applies to your proposal?</p> <p>A: Upholding the rights and addressing the needs of boys and girls under 18 is the primary or principal objective</p> <p>B: Will make a significant contribution towards upholding the rights and addressing the needs of boys and girls under 18</p> <p>C: Will contribute in some way to upholding the rights and addressing the needs of boys and girls under 18</p>	B

³ Please refer to the Migration MPTF Guidance Notes on the Human Rights Marker and Gender Marker, available in Annexes H and I, Migration MPTF Operations Manual.

SIGNATURE PAGE

UN Resident Coordinator	Diaspora Relations Bureau
<p><i>Country: Republic of Moldova</i></p> <p><i>Dima Al-Khatib, RC ai.</i></p> <p><i>Date 27-May-2022</i></p> <p><i>Signature</i> </p>	<p><i>Head of Diaspora Relations Bureau of the State Chancellery of the Republic of Moldova</i></p> <p><i>Nadejda Zubco</i></p> <p><i>Date 27-май-2022</i></p> <p><i>Signature</i> </p>

PUNOs (PUNO)	
<p><i>Convening UN Organization: IOM</i></p> <p><i>Ghenadie Cretu, OIM.</i></p> <p><i>Date 27-May-2022</i></p> <p><i>Signature</i> </p>	<p><i>UNDP</i></p> <p><i>Dima Al-Khatib, Resident Representative</i></p> <p><i>Date 27-May-2022</i></p> <p><i>Signature</i> </p>
<p><i>WHO</i></p> <p><i>Miljana Gribc, WHO Representative</i></p> <p><i>Date 27-May-2022</i></p> <p><i>Signature</i> </p>	<p><i>UNICEF</i></p> <p><i>Maha Damaj, Country Representative</i></p> <p><i>Date 27-May-2022</i></p> <p><i>Signature</i> </p>

JOINT PROGRAMME PROPOSAL NARRATIVE

1. Migration Context and Rationale

Migration waves, which started in the 1990s, have led to an outflow of Moldovan nationals, with a quarter of the population residing abroad (approx. 720,000 pers., National Bureau of Statistics; UN DESA and IOM estimate: 1 M; 2021). The resident population stood at 2.64 M persons in 2020⁴ (versus 4.4 M in 1991), decreasing by more than 10.8% in the last 8 years, while the population growth rate is negative (-1.8% p.a.) due to low fertility, rapid aging, and emigration. In the last four years, the share of migrants aged 18-29 years increased to 66% from 55%.

The “Leveraging the positive impact of migration on Moldova’s development through improved policy evidence and better engaged diaspora” (hereinafter the Programme) Programme will build upon a two key pillars approach in addressing *core problems* and development challenges related to migration:

The lack of adequate information and analysis of the actual and potential factors driving migration limit the ability of the Government to devise appropriate migration policies, including groups left behind and highly skilled migrants. The Programme will support the development of an updated analysis of profile of various categories of migrants, diaspora communities and their engagement potential, skills and needs profile, the impacts that migration and remittances have on the structure of the communities left behind, including of migrant parents’ absence on children left behind and recommendations for policy responses. *Limited opportunities for diaspora to engage locally and countrywide through return or investment in home country.* Many diaspora members are well integrated abroad, yet they yearn to re-connect with the homeland and to contribute to its prosperity with skills and resources⁵. Moldova’s diaspora engagement framework and return programming remained mostly of declarative nature, with no impact on return intentions or reintegration sustainability. The existing platforms for outreach, consultation and capitalization of diaspora’s skills, knowledge and expertise for policy making and development initiatives are not sufficient and efficient enough. The largely un-valorised potential of the diaspora to attract investments to Moldova, develop trade and business partnerships and promote tourism is coupled with shortage of financial mechanisms and innovative tools to manage remittances and investments.

Past and current actions to leverage remittances remain small-scale. Remittances stood at [\\$1.87 billion](#)⁶ in 2020 (approx. [16% of GDP](#)) vs. FDI – \$161 M and ODA – \$129 M), being a major source of income for migrants’ households and for the national economy. Most of the remittances are directed for consumption, influencing the economy to be consumption biased because of the low level of productive investment of remittances, creating dependencies in households. Returning migrants, children, adolescents, and the older persons left behind by migrating family members are facing particular vulnerability, reduced entrepreneurship propensity and low financial culture/literacy impacting initiatives for empowerment.

⁴ <https://statistica.gov.md/newsview.php?l=ro&id=6695&idc=168>

⁵ Seven editions of the [Extended Migration Profile](#) (2010-2018), three editions of Diaspora Mapping studies (2008, 2010, 2015) and a 2019 study on labour migrants established the profile of Moldovan migrants’ needs and perceptions and limited opportunities for diaspora to engage. Moldovan medical and other professionals show interest in sharing their knowledge and engaging in provision of services to homeland population; professionals who lost qualification manifest interest in re-qualifying upon return.

⁶ <https://data.worldbank.org/indicator/BX.TRF.PWKR.CD.DT?locations=MD>.

The challenges tackled in this Programme are addressed by updating the data stock on the profile of diaspora/migrants and their families including children left behind by migration, highly skilled professionals, women migrants and gender aspects of migration; designing “smart” tools for engaging heterogeneous diaspora. The Programme will engage the expatriated professionals in the design and implementation of policies in various sectors, delivery of services to Moldovan beneficiaries, supporting the development processes of local communities and implementing innovative instruments for remittances management and enhanced entrepreneurship culture and financial literacy geared at harnessing remittances and savings for productive investments.

The Programme matches the interest of the country’s new Government of Moldova (GoM) appointed in 2021, largely supported by the diaspora⁷, and with a strong agenda to engage diaspora in homeland development. The Programme will also use the momentum offered by Moldova’s renewed commitment for addressing and tackling migration as one of the main priorities of the new, pro-European Government, which has highlighted the engagement of diaspora professionals in the decision-making and governance process as a strategic priority.

Universities and other educational institutions, including medical ones face a variety of challenges in increasing their research capacity, knowledge production and preparing future generations of scholars. A part of these challenges arises from loss of human capital due to out-migration of researchers and teaching staff in the health area. The direct beneficiaries will include, under Outcome 1, the relevant GoM institutions and academia, and under Outcome 2, the diaspora members, associations and groups, academia, civil society, and private sector. The final (indirect) beneficiaries under both Outcomes are men and women migrants, innovation-oriented businesses, diaspora and foreign investors, diaspora philanthropists, returning migrants and their families, and people of Moldova benefitting from innovative policy input and better services provided by the diaspora and returnees. Their needs and engagement potential profile is described in the [Extended Migration Profile](#) and Diaspora Mapping studies (see footnote 7). A total of up to 41,690 beneficiaries will be reached out, trained and engaged under the Programme; please see the detailed breakdown of beneficiaries under the Annex 1: Results Framework, below.

The Programme was developed in consultation with the GoM, including Diaspora Relations Bureau, drawing upon the consultation workshops for planning and reviewing the implementation of Global Compact for Migration (GCM; two VNR reports by Moldova in 2020 and 2022), the resolution of the 2021 Diaspora Congress; [MGI](#) follow-up assessment 2021; all the events actively engaged diaspora representatives, incl. women diaspora leaders. In 2020, circa 2,000 households and 1,000 Moldovan labour migrants (incl. 44% women) were consulted⁸ and the challenges they were facing, mindful of their gender-related needs and perceptions, were all factored into the Programme. In June 2019, UN Country Team established a Migration Network (UNCTMN) to streamline achievement of migration-related SDG targets, the GCM, Moldova–UN Partnership Framework for Sustainable Development 2018–2022 and support the mainstreaming of migration into the new UN-Moldova Cooperation Framework 2023-2027, with which the present action is closely correlated (outcomes 1, 2 and 3). The Programme’s intervention in the area of children left behind is closely aligned with the [UN Youth Strategy](#).

⁷ The diaspora contributed with 262,739 votes, i.e. 15.2 per cent of the total number of votes.

https://a.cec.md/storage/ckfinder/files/Analiza%20de%20gen%20-%20parlamentare%202021_RO.pdf

⁸ https://moldova.iom.int/sites/g/files/tmzbdl266/files/documents/SUMAR_Migratia%20in%20scop%20de%20munca_EN_2.pdf

The Programme's implementation strategy, data and capacity building components, sustainable and innovative approaches are aligned to and supportive of the diaspora engagement priorities under the GoM's [Action Program](#) and [plan for 2021-2022](#)⁹; the [National Diaspora Strategy 2025](#); the [National Program for Return and Reintegration of Moldovan migrants 2022-2026](#); the [Health Workforce Development Strategy 2016-2025](#)¹⁰; and the [GCM objectives](#) 1, 3, 18, 19, 20, 21 and 23; the [SDG targets](#) 3.c, 3.8, 8.5, 8.10, 10.7, 17.3, 17.8.

As a result of this cooperation, and in line with the GoM priorities, and the whole-of-the-Government mechanism for policy coordination on diaspora, migration and development, the Programme seeks to create a critical mass for addressing complex policy, development, and migration issues in Moldova. The Programme will further enhance national ownership and sustainability in this area through policy input, establishment of self-sustaining long-term institutional capacity, data tools, design and integration of innovative processes and products, and transfer of advanced analytical and operational skills.

The action will complement and synergize with a number of on-going initiatives including UNDP-IOM Migration and Local Development (MiDL) project¹¹ focused on the local governance and development dimension of harnessing the migrants/diaspora resources for regional/local development; and the BRD project on strengthening institutional capacities in the area of migration and development¹². The Programme is linked with and operationalizes the *UNDP-IOM Multi-Year Roadmap for Cooperation on Migration and Sustainable Development in Moldova* launched in June 2021¹³, for enhanced coordination, cooperation and joint interventions in the migration and development field. Designed in a highly participatory manner, the Roadmap is focused on enabling migrants and diaspora to contribute to the sustainable development of the country and climate action in their communities of origin. The joint framework also facilitates the increase of opportunities of human mobility, while addressing the drivers of migration specific vulnerabilities.

2. Results Framework and Theory of Change (also see Annex 8 for the chart)

The overall objective of the Programme is to leverage the positive impact of migration on Moldova's socio-economic development and minimize the negative effects of migration. The objective will be achieved by working to address the capacity limitations of the GoM to devise appropriate migration policies targeting groups left behind and highly skilled migrants through a range of concrete outputs devised to reach the **Outcome 1: National public governance and development programs and policies effectively and efficiently facilitate diaspora engagement based on improved evidence**. The respective evidence-based change in the policy framework, will be brought about following the execution of an analysis of the profile of various categories of migrants with focus on gender aspects of migration, and of the impact of migration and remittances on groups left behind (children). The public agencies will be enabled to operate a nationally owned methodology and data collection tools for an extended, coordinated, sustainable and systematic mapping of diaspora communities. Extended mapping study of diaspora communities and their

⁹ GoM Action Plan 2021-2022 (https://www.legis.md/cautare/getResults?doc_id=128407&lang=ro) mentions work with diaspora and migration in approx. 20 actions and tasks)

¹⁰ Which prioritises the creation of favourable and transparent conditions for expatriated medical staff to return to the health system of Moldova.

¹¹ https://www.md.undp.org/content/moldova/en/home/projects/MIDL_Project_2/.

¹² "Migration and Local Development" (MIDL) SDC funded project; the BRD project "Strengthening the institutional capacities of the Republic of Moldova in the field of Migration and Development Project".

¹³ <https://www.md.undp.org/content/moldova/en/home/presscenter/pressreleases/2021/pnud-i-oim-promoveaz-oportuniti-egale-pentru-migranii-moldoveni.html>.

engagement potential, skills and needs profile will allow to unlock the potential of expatriated Moldovan professionals, such as migrant health workers to engage in areas such as telemedicine, short term assignments, and public health policy; other areas such a reformation of the justice sector, investment attraction, innovation, public finance etc. Public agencies will be enabled to operate upgraded national data systems allowing for sustainable and systematic assessment of the impact of diaspora contributions beyond remittances. The developed Diaspora Economic Contributions Data Framework (DECDF) will be operationalised via a phased implementation plan.

The overall objective of the Programme will be further achieved by addressing the limitations in terms of opportunities for the diaspora to engage locally and countrywide through return or investment in home country, by implementing a range of concrete outputs towards reaching the **Outcome 2: *Moldovan diaspora is engaged to contribute to sustainable homeland development via innovative and sustainable models.*** This impact will be attained following the implementation of a number of outputs. Following the Programme support, the GoM will engage diaspora in dialogue and participation in public governance to accelerate the national development agenda, following the design of an innovative engagement platform. The diaspora engagement platform will operate as a counselling board involving highly skilled professional diaspora members to provide policy advise, recommendations for new initiatives, and inspirational good practices in various sectoral areas of governance, both at the central and local levels. To ensure the institutionalization and sustainability of the platform, the current legal framework (including policies, regulations, institutional structures, and governmental programs) will be reviewed/enhanced, and a functional and sustainable operational mechanism of the designed diaspora engagement platform will be established.

As part of the diaspora engagement platform, the Moldovan students abroad and recent graduates of international academic institutions will engage to contribute their intellectual potential in key development priority areas and the targets of the 2030 Agenda in Moldova. Young professionals will engage in policy-making process at the national and local levels, following capacity building, professional development, and advocacy component of the Programme. Highly qualified expatriated practitioners will engage in various priority areas of development at the national and local levels (including social and economic development, health, education, culture, digital transformation, urban planning, engineering, etc.) through short-term engagement/temporary return in Moldova. Diaspora business leaders will engage as development promoters and business envoys (in areas such as trade, tourism, and investment attraction) and strengthen their cooperation with national stakeholders. Diaspora and homeland stakeholders will engage in development opportunities (sharing of expertise/policy input, twining collaboration amongst communities/ organizations, joint research, tourism, trade and investment promotion, internships, tutoring/mentoring programs, online learning, surveys/opinion sharing/consultations, webinars, involvement in local development decision-making etc.) following the upgrade of the electronic web-portal as a multi-functional diaspora engagement platform. Young people, families left behind, women migrants and other vulnerable groups will invest more productively diaspora/migrants' remittances and savings, using the mapped, reviewed, re-designed, and digitalized instruments for remittances and investments management and monitoring and the new innovative ones developed and implemented (e.g. crowd-lending, sovereign and municipal diaspora bonds, green-business oriented component of [PARE 1+1](#), [DAR 1+3](#)), possessing an enhanced entrepreneurship culture and financial literacy, achieved following the implementation of the developed financial literacy toolkits and curricula.

The theory of change logic is based on the assumptions that **If** the policymakers and implementers have adequate data and capacity to effectively engage diaspora and formulate quality policies and deliver

services; if innovative and practical models for engaging diaspora in Moldova's development are established for sustainable operation by the national actors and diaspora **then** premises for making the most of migration for the socio-economic development of the country through an improved evidence-base policy and institutional framework will be ensured **because** GoM will have improved capacities in management of migration policies based on strong evidence, diaspora will be meaningfully engaged in policy making and homeland development, expansion of cross-border business, investment, trade and tourism, returning migrants' reintegration will be facilitated. The improved evidence stemming from in-depth analysis of the profile of migrants with focus on gender aspects of migration, impact of migration and remittances on groups left behind (incl. children), the results of the nationally-owned and -operated methodology and data collection tools for extended, coordinated, sustainable and systematic diaspora mapping, offering insights on the diaspora's engagement areas, potential, skills and needs profile, and the upgraded and operated national data frameworks and systems providing sustainable and systematic assessment of the impact of diaspora contributions beyond remittances will result in national programs and policies facilitate diaspora engagement. Diaspora will be enabled to contribute to sustainable homeland development via innovative and sustainable models, based on the established diaspora engagement platform, being involved in public governance and in development opportunities, the leveraging of expertise of highly qualified practitioners and of the intellectual potential of the Moldovan students abroad and graduates of international academic institutions in key development priority areas and policy-making process at the national and local levels, engagement of diaspora business leaders as development promoters and business envoys, and the mapped, reviewed, re-designed, and digitalized, and innovative instruments for remittances and investments management and monitoring developed and implemented, based on enhanced entrepreneurship culture and financial literacy resulting in more productive investment of diaspora/migrants' remittances and savings, incl. by vulnerable groups.

The achievement of the planned results and of the desired change could be affected by political instability *risks*, which if materialised will impact the prioritisation of diaspora engagement by the GoM, could diminish the diaspora's trust, erode the level of achieved human resources capacity, and reverse the policy and institutional reforms and diminish their sustainability. However, the chance of materialisation of these risk during the Programme implementation remains low; the PUNOs will maintain close engagement with the partner agencies to ensure continuity of policy agendas and synchronisation of institutional memories. Other risk refers to high staff turnover in the GoM resulting in transfer of project interlocutors, appointment of new untrained, inexperienced personnel, and delay in project implementation; this risk will be mitigated through conclusion of Memorandums of Understanding with the project beneficiary agencies and requests to formally assign and maintain focal points throughout the implementation of the project. One important risk factor is the military conflict, in terms of increased pressures on GoM to ensure conditions for an increased number of refugees from neighbouring Ukraine. In this regard, the GoM and international community are expected to continue to handle this aspect smoothly and efficiently and will not pose a greater risk to the project implementation. This has not, and going forward is not expected to impact the prioritisation by GoM of diaspora engagement; many diaspora members already provided support to communities in Moldova and to refugees thus pro-actively engaging in and contributing to the country's refugee's crisis response efforts. Using the diaspora engagement to be created under this action, diaspora's knowledge and expertise will be leveraged to support the continuous shaping and adjusting the national and local crisis response efforts, but also in identifying post (refugees and economic) crisis recovery solutions.

3. Project Implementation Strategy

This action builds upon a multi-tier programmatic approach, which addresses integrated and interrelated aspects of migration, socio-economic and human development in Moldova. The methodological approach is designed to match, complement, and advance the GoM's priorities (described under p. 1 above).

The Programme's intervention methodology will follow the [3 E approach on working with diaspora](#) – through further consolidating already achieved results in effectively *Engaging with, Enabling and Empowering* diaspora in the Republic of Moldova. Through the application of the approach, the GoM will profile its diaspora and its needs, identify its main countries of residence, skill levels and assess potential of engagement, and move towards more systematic engagement work on bringing tangible results. Successful diaspora engagement will involve designing “smart” and innovative tools for delivering services and programmes to a dispersed and heterogeneous group of beneficiaries and building expertise.

The Programme's core support under Outcome 1 will aim at consolidating the knowledge and capacities of all Moldovan public institutions (as direct beneficiaries) with a diaspora-related mandate and the general public / final (indirect) beneficiaries (diaspora and migrant groups), as well as creating sustainable data instruments, dialogue, and engagement platforms (both virtual and physical). Based on the specific background and requirements of stakeholders, the interventions will generate targeted and supplemental support in line with overall objective - increasing the diaspora's engagement and propensity to systematically interact and maximize their positive impact on the socio-economic development.

The Programme's strong *gender-sensitive analytical/data and evidence-building* approach will service the policy development under Outcome 1 and tailor the Programme's actions to the beneficiaries' needs and strengths. Up-dated detailed analysis (output 1.2) with focus on gender aspects of the impact of migration and remittances on groups left behind (children) will guide the development of tailored instruments for productive investments management and monitoring of diaspora/migrants' remittances and savings, including by young people, families left behind, women migrants and other vulnerable groups. The strong *policy guidance* approach under output 1.1 will ensure ongoing support to the GoM to review/enhance the current legal framework, policies, regulations, institutional and coordination structures, and governmental programs, based on the Programme's direct input, valorisation of diaspora's expertise, international best practices, lessons learned under the Programme. The developed gender-sensitive data methodologies and tools, the upgraded national data systems, IT data solutions, the electronic web portal for diaspora engagement will enhance the *migration governance* framework of the country and strengthen its cross-sectorial, whole-of-society, people-centred focus, under output 1.1, ensuring the gender-sensitive orientation. The engrained *capacity-building* interventions under outputs 1.3, 1.5, 2.1, 2.2, 2.3, 2.4 and 2.5 will ensure the sustainable operation by the direct beneficiaries – the GoM, diaspora, academia, civil society and private sectors of the developed data tools, application of the developed/amended gender-sensitive policies, deployment of services and products, continued engagement of diaspora in policy making and homeland development. The implemented outputs will be made sustainable via the utilization of the innovative and gender-sensitive instruments for remittances and investments management and monitoring, a continuation of the established networks and partnerships, sustainable incorporation of the diaspora's expertise into the operation of institutions and services, scaling up of the twining collaboration amongst communities/organizations.

Under Outcome 2, the developed support mechanisms, including the diaspora engagement platform (output 2.1), Diaspora Investment Forums in the main countries of destination (output 2.4), will enable migrants as final beneficiaries to participate and use experience and connections obtained abroad, increasing the spill over effect of know-how and financial transfers.

The *partnership-building* focus under output 2.4 will valorise the diaspora business leaders as development promoters and business envoys in trade, tourism and investment attraction and facilitate their cooperation with national stakeholders; the energy, expertise, and networks of diaspora entrepreneurs, professionals and academia will infuse the Moldovan professional sectors, catalyse business development, jobs creation, transfer practices and a more advanced governance culture. Due account will be paid to women participation and representation. The action will spur and publicise active diaspora's participation in national governance and modernisation process. The *gender-sensitive* diaspora policies and programming, innovative tools enabling women to direct and monitor the use of the remittances they send home (output 2.5), and balanced gender distribution of participants in capacity-building events will contribute to women empowerment, and gender roles transformation. Women migrants will be empowered to have a stronger say in managing the households' finances, via the implemented voucher system, which will further the empowerment role which migration started having since 2000s; in some countries of destination, incl. Italy, more than 2/3 of all Moldovan migrants are women, and such tools were long-awaited. The *leaving no one behind* principle will be applied through *empowering the vulnerable* groups impacted by migration, part of the work to boost the economic culture and financial literacy of young people, families and children left behind, migrants, vulnerable women and men returning migrants, under output 2.5; but also, though the developed data instruments under outputs 1.2 and 1.4 – ensuring relevant disaggregation, supporting the development of relevant policies, programmes and services, geared at protecting the rights of the most vulnerable.

The financial *inclusion* and literacy of remittance beneficiaries will be strengthened and financial access among “unbanked” remittance recipients expanded. *Access to better public services* will be enhanced in areas such as health, education, culture, digital transformation, urban planning, following the input/participation of the diaspora professionals and graduates under outputs 2.1, 2.2 and 2.3. Valorising migrants' material resources through the developed and promoted concepts of crowd-lending, sovereign and municipal diaspora bonds, green-business oriented component of PARE 1+1 and DAR 1+3 under output 2.5 will unlock this major pool of resources for *financing the achievement of SDG goals and targets* in Moldova. *Climate change adaptation* agenda will be promoted through integrating the migration, environment and climate change aspects when conceptualising instruments for valorising diaspora's material resources for green-business creation and sustainable agriculture under output 2.5.

The action shall support the GoM to encourage the *short-term engagement/temporary return to Moldova of highly qualified practitioners and return of students and graduates from foreign universities* (as direct beneficiaries) by facilitating their policy input, academic engagement, assignments, and job placement, under outputs 2.2 and 2.3. This approach will promote the circulation of innovative ideas and processes, expanding the social networks that can facilitate cross-border relations and capitalizing on the technical knowledge acquired within more advanced research and higher education systems, and/or work settings of the Moldovan diaspora in their destination country. It will offer information, follow-up, logistical and financial support for pursuing opportunities for policy support, academic, and professional placements in Moldova's public and private sector. The action will ensure wide outreach to the target group through the production and distribution of promotion materials, as well as the creation of professional networks and databases. Info will be spread through academic networks and the web. Selection of beneficiaries will take due account of criteria related to equal gender distribution, balanced geographical representation of countries of destination, being based on applicants' relevant proven achievements, contributions, academic records, and qualifications, needs of the local sectors and institutions. The support packages will cover the costs of temporary stay of practitioners and facilitate the social and economic (re)integration of young graduates. The outputs 2.2 and 2.3 will be implemented in close thematic and sequential coordination with the work for developing the *diaspora dialogue and engagement in public*

governance to accelerate the national development agenda, feeding its design and relying on it for operation. The wrap-up evaluations will put forward recommendations to policymakers for nationally owned mechanisms for diaspora engagement, follow-up public policy development and programming.

The Programme is instituted on UN and international human rights principles and takes a rights-based approach. It will make a significant contribution to gender equality and/or the empowerment of women and girls (2 b). The action will make a significant contribution towards upholding the rights and addressing the needs of boys and girls under 18 (2 b). The HRBA is the key normative and conceptual basis of the Programme. The action will follow the principle of leaving no-one behind and reaching the furthest first by meaningfully involving beneficiaries, and by addressing challenges of those facing multiple and intersecting forms of discrimination. In practical terms, the data will be disaggregated on vulnerability criteria, and the developed programs and services will work to protect the most vulnerable groups impacted by migration, such as children left behind by migrating parents, vulnerable women migrants, young migrants returning to rural areas.

The Programme will encourage the (direct) beneficiary GoM institutions, CSOs and private sector to employ, develop programs for and involve in their activities vulnerable groups, incl. people with disabilities, minorities, and others, as final beneficiaries. The action will include equal participation of diaspora, migrants of all gender and orientation in the project's activities, ensuring an equitable benefit of the results of the Programme, with all the produced data/reports to contain numerical indicators disaggregated by gender as well as other categories. The action will ensure that obligations outlined in the Convention on the Rights of the Child towards children impacted by migration are addressed; the analysis to be developed under output 1.1 will provide insights into the material, psycho-emotional and school performance issues faced by the children, girls and boys, impacted by migration, serving to support the development of appropriate protection services and policies.

4. Partnerships

By applying the people-centred, whole-of-the-government and whole-of-society approach, the action will engage national, local level and expatriated stakeholders. Main *partners and stakeholders* of the projects are the State Chancellery/Bureau for Diaspora Relations (BDR), line ministries – in particular Ministry of Health (MoH), Ministry of Economy (ME), Ministry of Education and Research (MER), Ministry of Labour and Social Protection (MLSP), National Bureau for Statistics (NBS), Organisation for Small Business Development (OSME), local public authorities, diaspora associations, civil society, research and academia, notably State University of Medicine and Pharmacy “Nicolae Testemitanu” (SUMP), National Agency for Research and Development (NARD), Academy of Sciences of Moldova (ASM), Academy of Public Administration (APA); private sector and employers, incl. via their associations, - Foreign Investors Associations (FIA), European Business Association (EBA). The partners will be formally engaged through the development and signing of partnerships agreements/protocols, upon the initiation of the project; in case of diaspora, the engagement is based on long standing cooperation under various past initiatives, which continues. See more details in the **Annex 6. Stakeholder mapping**.

UN Agencies will directly engage relevant stakeholders in the Programme's co-design, co-delivery, participatory dialogue, steering and implementation according to their respective interests, capacities and mandates, roles/functions, through a range of participatory *partnerships*, based on relevant and complementary expertise, and contributions to the project's objective:

Diaspora will be involved throughout the implementation, benefiting from innovative engagement tools and capacity interventions, but also contributing to the development of key deliverables, through consultations and co-design approaches, policy consultations, as well participation in the Programme's

governance structures. *Highly qualified expatriated practitioners* will provide expert input, transfer their know-how and academic knowledge, support strategic policy and institutional development in their areas of expertise, provide recommendations for new initiatives, and inspirational good practices in various sectoral areas of governance, both at central and local levels, participate in proceedings and outcomes of the diaspora engagement platform/counselling board, foster the development of cross-border professional and academic partnerships, will be involved in improving various public services and provide mentoring to Moldovan and expatriated professionals. They will be selected via a public competitive process, based on profile, experience, and relevance of the proposed input. *Moldovan students abroad and the recent graduates* of international academic institutions will contribute their intellectual potential for key development priority areas and the targets of the 2030 Agenda, engage in policy-making process at the national and local levels, bring in innovative perspectives in the operation and reformation of public institutions and services. They will be selected via a public competitive process, based on profile, experience, and relevance of the proposed input. *Diaspora associations and leaders* will coalesce larger groups of diaspora members into dialogue with the GoM, community development work, defining of diaspora's perspective on policy, programmatic and institutional development, and public services modernisation issues, engagement modalities, outreach, and communication. They will be selected via a public competitive process, based on profile, experience, and their engagement will be formalised under the diaspora engagement platform. *Diaspora business leaders* will be engaged as development promoters and business envoys in cross-border trade, tourism, and investment attraction areas, advancing cooperation with national stakeholders in Moldova, and facilitating partnerships of the Moldovan businesses with foreign counterparts from the countries of destination. They will be engaged based on profile, experience, relevance of the proposed input and quality of business partnership ideas.

GoM will employ the project's outputs to amend its policy framework and institutional response and guide the Programme's direction, through chairing the Programme's governance structures, participation in the development of methodologies and experts' terms of reference, provision of policy input and access to data sources and systems, benefit from policy and expert input from the hosted highly qualified expatriated practitioners/experts, the Moldovan students abroad and the recent graduates of international academic institutions. Policy makers from the line ministries (MoH, ME, MEC, MLSP) will develop the framework for the recognition of studies, certificates, diplomas, degrees, and other academic and professional qualifications to facilitate the engagement and return of diaspora. The GoM will contribute to the project through public services provision and monitoring, which are important pre-requisites for effective diaspora engagement and building trust in public governance modernisation efforts. The GoM will contribute to the Programme's implementation through assigning focal/contact points, allocation of staff time and office spaces, convening and coordination of relevant public officials, ensuring policy coherence, identification of regulatory solutions and funding for sustainable operation of Programme's outputs. NARD will facilitate the diaspora's partnerships with science, innovation and development organizations and economic agents with public or private capital, co-create and maintain the database of expatriated researchers and scientists.

Local authorities will localize national strategies and programs, and advise on needs and opportunities for targeted interventions, benefit from expertise and service input of the hosted expatriated experts/academia members and Moldovan students abroad and the graduates of international academic institutions, as well as integrate diaspora engagement perspective in the local planning and service provision. The local authorities will work to improve the local business environment, so as to harness the diaspora's contribution to local economic development of their communities through tourism, trade and investment promotion, crowd-lending, municipal diaspora bonds, green-businesses promotion.

Private sector will provide engagement opportunities and benefit from input of skills/resources channelled by diaspora, offering business model/case input and needs profiling guidance for development of crowd-lending products, sovereign and municipal diaspora bonds, green businesses, but also valorising the enhanced opportunities arising from improved financial and economic literacy of migrants and their families, and establish, maintain and expand business/trade/investment partnerships with diaspora-based business leaders and foreign counterparts. The private sector will support the policy reformation through provision of its staff's time and expertise part of the coordination processes triggered / organised by the Programme. The project will promote the integration of diaspora experts in the boards/governance structures of the private sectors enterprises. The private sectors' associations, incl. FIA (valorising a memorandum of understanding signed with IOM), EBA, NCE will be instrumental in expanding the engagement opportunities of the diaspora-based businesses and highly qualified practitioners and students/graduates of foreign universities.

Women, groups in vulnerable situations due to their migration context (returning migrants), youth and children left behind will have their specific needs and challenges assessed and approached, and their voices integrated in the implementation of the voucher scheme, mapping, redesign, and development of new instruments for remittances and investments management and monitoring. Gender specific aspects will be targeted by the innovative mechanism allowing men and women remittance senders to have a stronger say and control over the use of the remittances by the family members, the vouchers scheme allowing them to direct more significant shares to health and education needs of children, sustainable livelihood development solutions, family projects and limit the un-productive use of the remitted funds. The application of a people-centred approach by the project will ensure that the designed policies, products, services are evidence- and needs-based, gender- and child-sensitive, and have at their centre the requirements of the most vulnerable groups.

Moldovan *academia and research community* will execute important pieces of research and analysis as policy upstream input, develop and apply methodologies in close coordination with the GoM, diaspora, PUNOs, participate in the re-design of the national data frameworks and systems, establish, maintain and expand cross-border academic and research partnerships with foreign counterparts, learn/benefit from input of skills/resources channelled by the highly qualified expatriated practitioners, host expatriated experts/academia members and Moldovan students abroad and the graduates of international academic institutions. The engaged diaspora will support the universities to develop their research capacity and increase knowledge production, supporting the educational program update and alignment to the international standards. Moldovan educational institutions in the medical area (e.g. SUMP) will engage diaspora experts in innovation, higher education, and research for development programs. APA and ASM will host and engage expatriated researchers, establish, and maintain cross-border academic networks, partnerships, and joint programmes with diaspora's institutions.

The Moldovan *civil society* will support the diaspora's engagement, reintegration, cross-border partnerships, and provision of services/support, but also benefit from expertise and capacity input from the hosted expatriated experts/academia members and Moldovan students abroad and the graduates of international academic institutions. CSOs will participate in the Programme's governance structures.

UN will catalyse synergies with sectorial development policies and actions, harmonize local practices with international HRBA standards, mainstreaming gender equality and child sensitivity, approaching social exclusion and bridge the gap between SDG policy and practice. UN will ensure the alignment of the actions with the LNOB principles, PSEA, empowerment of the most vulnerable groups, the SDG agenda, the GCM objectives, implementation of ethical recruitment principles. UN will mobilise and provide international

expertise and best practices, provide normative support and guidance for the policy and institutional reformation processes.

5. Innovation and Sustainability

The transfer of new *ideas, know-how, skills, innovative practices, expertise and social trans-border ties* by highly skilled diaspora professionals, and graduates of foreign universities will have a lasting development impact on the abilities and competences of their local colleagues. The injected innovative approaches will benefit the self-starting economic actors and the Moldovan entrepreneurial sphere, which will profit from innovative ideas, increased competition, and technical preparedness for intensified economic activity. The action will support the linking of *research and innovation with business development*, which is a distinct priority set forward by the Government. In practical terms, this will work through: i) engaging the diaspora's know-how, skills and innovation potential in the research and development community in Moldova, as well as in the private and public sector enterprises; ii) building partnerships between private sector in Moldova and its counterparts in the diaspora; iii) developing and operationalising innovative market-based tools for valorising remittances (e.g. the vouchers). Encouraging entrepreneurial activity among young generation will increase national economic *competitiveness* finally leading to job creation amongst young generation and to the economic growth in general. The cross-border business ties, trade links and investments established/facilitated by the Moldovan diaspora entrepreneurs will imbue Moldova's entrepreneurial ecosystem with change, creativity, knowledge, innovation, and flexibility – factors that are important sources of competitiveness in an increasingly globalized world economy. The action will bring up-to-date evidence base, using innovative methodologies and sources of analysis, such as UN's Youth SCORE¹⁴ (Social cohesion and reconciliation index). Nationally owned methodology and upgraded data collection tools will be based on state-of-the-art methods for assessing the economic impact of diaspora beyond remittances.

Innovative ways to outreach to and engage diaspora will be employed, including the conceptualization and institutionalization of an innovative Government - diaspora engagement platform for policy making and development interventions, the use of "smart" electronic platforms for networking, mentoring, marketing of ideas/products, partnerships, sharing of expertise, know-how, financial contributions. The incorporation of *modern IT communication and visualisation* solutions in the developed electronic web-portal will enable it to function as an interactive and multi-functional Diaspora engagement platform for dialogue with homeland stakeholders on development opportunities. Its innovative (for Moldova) *participatory applications* will allow for online learning, surveys/opinion sharing/consultations, webinars, mentoring, involvement in local development decision-making, co-decision and expert input to policy-making, programme monitoring, peer-reviews, on-going diaspora mapping, on-line cross-border partnerships and twinning, visibility and online events management (joint calendar of events across the world organised by/for diaspora), formation and maintenance of data-bases of diaspora and Moldova-based contacts interested in cross-border collaboration and partnerships across various thematic sectors, crowd-sourcing of information and contacts useful for diaspora engagement and establishment and operation of mutual support groups, thematic on-line forums, consultations of diaspora-focused/sensitive policies/programs, marketing of ideas and promotion of crowd-lending business opportunities. The development of the concept and the implementation of a national twinning centre on human resources in the health sector with diaspora involvement will allow for the transfer of *innovative/advanced medical*

14 <https://www.unicef.org/moldova/en/reports/youth-score-index-republic-moldova>

teaching and clinical practices. Design thinking will ensure the application of a *people-centred approach* for developing/modernising policies, programs, the diaspora engagement platform, services, and products, by working to understand users, challenge assumptions/stereotypes, redefine problems and create innovative solutions to prototype and test.

The project will have a *multiplier effect* due to its integrated cross-sectorial, cross-fertilisation and going-to-scale approach, whereby the action will share knowledge and skills with wider number of diaspora and national stakeholders who wish to diversify, undertake innovative approaches, and achieve organizational sustainability. At the individual-level and household-level, the financial literacy component will generate greater impact due to the increased skills of community members in managing their finances. A greater number of people would be involved in securing livelihoods and in terms of higher incomes and better capabilities to take up income-generation activities. The project will work to generate replicable solutions, for going-to-scale and sharing, in particular the modalities for engagement of Moldovan migrant health workers and other professionals in provision of input/contribution/sharing of practices. The assessment of the impact of diaspora contributions beyond remittances and the sustainable mechanism established to regularly collect such data, will input the business planning by private sector, development of new services and products, hone the marketing strategies and guide the development of relevant public policies.

Better data, and investment into conceptualisation of new/modernisation of programs/products for fostering productive use of remittances, will *leverage financing* for business start-ups and local development (under the PARE 1+1 the achieved multiplier ratio was 3 to \$ 1 invested by the program). The investment in the organisation of Diaspora Investment/Business forums will result in new cross-border partnerships, enhanced business and trade opportunities and links, more investment and tourism to Moldova – by / driven via the diaspora, job creation and establishment of new services. The lessons learnt / good practices from the project will be used for scaling-up the developed concepts/prototypes, informing new/reformed policies/programs/services, feeding business strategies and planning of the private sector, integrating the needs of the most vulnerable by addressing the last mile delivery issue, building arguments for sustainable integration of the new programs/services into Government plans and public budgets.

Innovative instruments for remittances and investments management and monitoring will be developed and implemented, such as the vouchers for remittances recipients. The online *voucher system* will allow migrants and their families in Moldova to better use remittances by buying access to specific services (health consultation, training courses, among others) and products (medicine, food, and equipment). The conceptualisation and implementation of the vouchers will enhance the development outcomes of migration and remittances, ensuring that a higher share reaches children. The voucher system will feature a *gendered approach* to remittance management, as Moldovan women migrants who tend to save and remit a higher proportion of income destined for health, education, and sustainable livelihood purposes, will be enabled to practically direct and monitor the use of remittances.

The Programme will expand the model of engaging migrants in local development tested under the MiDL project. The Programme will build upon the results of IOM-BRD project “Consolidating Moldova’s Migration and Development Institutional Framework”, to enhance the institutional framework for Diaspora, Migration and Development (DMD) at the national and local level and empowering and engage diaspora. The action will advance the work and results achieved under the IOM-UNDP Global

Mainstreaming Programme¹⁵, which contributed to the adopted the whole-of-Government approach on DMD.

The Programme will consolidate the capacities of public institutions with a diaspora-related mandate and the diaspora beneficiaries and create a sustainable diaspora engagement platform. Cooperation with GoM will ensure sustainability at the policy level and ownership of the intervention's outputs. The investment through this project will be sustained through the continued use of human resources and infrastructure and policy adjustment as a result of lessons learned through pilot interventions (online voucher system; diaspora engagement platform).

The recommendations and conclusions of project partners and beneficiaries shall be analysed and integrated into the UN work, allowing for the sustainable incorporation and operation of outputs. The Programme will scale up on the results of WHO initiatives, addressing the issue of the health workforce¹⁶, contributing to the [Health Workforce Development Strategy 2016-2025](#).

The project's *exit strategy* is based on: a) transfer of ownership of the developed tools to the Government and private sector and their incorporation into the daily business; ii) up-graded national data systems will continue operating based on the developed Diaspora Economic Contributions Data Framework and a phased implementation plan; iii) partnerships, links, and databases of interested partners and contacts will operate and generate benefits beyond the project's duration; iv) institutionalized, operationalized and functional diaspora engagement platform, and the developed policies and programs that will provide for allocation of public funding for the provision of services and operation of developed tools and services; v) follow-up funding will be sought for few selected actions (incentives for return of graduates/students), part of skills partnerships dialogue with EU.

6. Project Management and Coordination

The action will be implemented as a One UN programme using the pass-through pooled funding modality, with IOM, UNDP, UNICEF and WHO as Participating UN Organizations (PUNOs). The RC/O will participate in the programme as a member of the Steering Committee, at policy and advocacy avenues at higher political levels in the country and abroad where appropriate. PUNOs designated IOM as the "convening UN organization". **IOM** will ensure the overall coordination and reporting, given its mandate, long-standing presence in Moldova, expertise, experience and wide network of partners, IOM will offer to the project's stakeholders its wide network of offices (incl. in the main countries of destination of Moldovan migrants), which will support with outreach to diaspora, but also drawing from the international best practices, and facilitate participation in global dialogue forums (GCM, [UN Migration Network](#), [Global Forum for Migration and Development](#), [IDM](#), a range of RCPs). **IOM** in its quality of holder of secretariat and co-chair, together with two other PUNOs – the **UNDP** and **UNICEF** of the UNCT **Migration Network in Moldova**, are best poised to act as the convenors and policy drivers in the migration and development area. IOM maintains a dedicated team of in-house experts of migration and development and financial, administrative, and operational support staff in the Mission in Moldova. The IOM headquarters in Geneva and in the Vienna Regional Office respectively maintain a team of specialists to engage, as required, in a monitoring of all procedures and decisions, financial and programmatic, taken in executing projects in the

15 The SDC-funded "[Mainstreaming of Migration into National Development Strategies](#)"

16 EU-funded projects "Better managing the mobility of health professionals in the Republic of Moldova" and "Technical assistance and capacity building activities in the health sector between both banks of the Nistru river".

field; the Vienna office will also provide thematic backstopping and quality assurance for the project development, implementation, and reporting. IOM carried out extensive research on diaspora and migrants' profile which fed into national policies. IOM's previous engagement in data area includes: i) establishment of a nationally owned and regularly updated [Extended Migration Profile Report](#); ii) diaspora mapping studies, covering several of the main countries of destination; iii) country's [Migration Governance Profile](#) and migration data system assessments; iv) estimation of the socio-economic impact of COVID-19; vi) piloting the methodology for assessing the economic contribution of diaspora beyond remittances. IOM has previously implemented projects geared towards leveraging remittances into the national economy (conceptualising and piloting the PARE 1+1) and supported the creation of the [OSME](#). IOM supported the creation of the strategic, institutional, policy and programmatic framework for engaging the Moldovan diaspora. IOM worked in Moldova and globally to develop and implement models for [temporary return of qualified nationals](#).

IOM and **UNDP** supported the establishment of the mainstreaming, policy coherence and coordination mechanism in the DMD area, applying the whole-of-government approach, under the global SDC-funded [Joint IOM-UNDP Global Programme on Making Migration Work for Sustainable Development](#). Jointly with **UNDP**, **IOM** worked to enhance participation of citizens abroad in the homeland political processes and to empower and foster diaspora's engagement for homeland development activities. IOM's implementing partners include: BRD, MoH, ME, MER, MLSP, OSME, NARD, local public authorities, diaspora associations, civil society, research, and academia, NBS, BMA, SUMP, ASM; private sector and employers, incl. FIA, EBA and NCE.

In coordination with **UNICEF**, **IOM** established in 2011 the comprehensive [profile of the specific needs of the children left behind](#) by migrating parents; this topic was addressed by **UNICEF** in its study of [2008](#), which resulted in a range of policy recommendations, while its [2021](#) study assessed the coping mechanism of families with children from the Republic of Moldova in the context of the COVID-19 Impact on the Remittances. Other areas where **UNICEF**'s mandate and strong expertise complements **IOM**'s outreach and operational programming in the countries of destination is the protection and return of unaccompanied minors. **UNICEF**'s implementing partners include: BRD, MoH, MER, MLSP, OSME, research and academia, private sector.

WHO, under the project "[Better Managing the Mobility of Health Professionals in the Republic of Moldova](#)", worked to identify issues concerning the migration and mobility of health workers and in developing mechanisms for the motivation and retention of health personnel at the national level, which have been instrumental in strengthening the Republic of Moldova's health systems. **WHO** and **IOM** worked to establish and expand the [knowledge base](#) on the migration of Moldovan health professionals, analyse the push, pull, stay and return factors, develop sustainable data tools ([Automated Human Resources Information System](#)), for ensuring greater use of evidence in policy decisions, concerning health personnel management by the Moldovan authorities. **WHO** initiated the development of an e-learning platform for migrant health professionals who intend to return to the Republic of Moldova. **WHO**'s implementing partners include: BRD, MoH, MER, MLSP, NBS, NARD, diaspora associations, civil society, research and academia, SUMP and ASM.

UNDP worked to apply in Moldova the concept of the hometown associations, under the [MIDL](#) project, implementing initiatives looking to contribute to local development and to provide income generating opportunities at local level. Currently, hometown associations from 97 localities implement community projects in partnership with local public authorities and the active participation of the diaspora. Under the same project, **IOM** and **UNDP** successfully piloted a mechanism for informal and non-formal skills

recognition. **UNDP** promoted the local entrepreneurial culture in partner localities through advancement of the pro-community attitude of local entrepreneurs, internal study visits, capacity building and peer-to-peer trainings. With the support the MIDL project, the Governmental programme "Diaspora Succeeds at Home" (DAR 1+3) was launched following the successful partnership established with the Diaspora Relations Bureau. UNDP's implementing partners include: BRD, ME, MER, MLSP, NBS, OSME, local public authorities, diaspora associations, civil society, research and academia, private sector and employers, incl. FIA, EBA and NCE.

The Implementing Partners will be responsible and accountable for managing the Programme as per their mandates and dedicated budgets. The main Programme's authority will be the **Programme Steering Committee (PSC)** that will make all decisions on resources and amendments to the Activity Plan. PSC will be responsible for providing strategic guidance to the project, overseeing the progress, reviewing, and approving the Annual Reports, Work Plans, as well as the Final Report. The PSC will be convened at least twice per year and will comprise representatives of the NBS, MoH, MLSP, BRD, ME, MER, UNDP, NARD, APA, ASM, SUMP, IOM, UNICEF, WHO, UNRCO, CSOs, diaspora associations. The PCS will be co-chaired by a representative of the State Chancellery and the UN Resident Coordinator. To ensure ownership, UN will work in close partnership with central and local authorities, diaspora/migrant associations and groups, youth, employers, professionals in various sectors, civil society, research, and academia sector etc. The PSC will work in close coordination with the UNCT Migration Network (UNCT MN) in Moldova, which brings together all the UN agencies working in Moldova. The Programme's progress and milestones will be regularly featuring in the UNCT MN meetings and reported to the UNCT MN. The PSC will regularly consult civil society, local authorities, diaspora/migrant associations and groups, youth, employers, professionals in various sectors, to ensure that its decisions are relevant and informed through the needs assessments/discussions/consultations of the stakeholders.

As an application of the *whole-of-the-Government approach*, the Government established the Inter-Ministerial Committee on Diaspora, Migration and Development (DMD), which coordinates the development and implementation of vision and policies on DMD and will ensure the proper coordination of Programme interventions among all Governmental institutions. It is comprised of focal points representatives of all ministries, at state-secretary level, and at head of departments level. PSC will work in close coordination with the Inter-Ministerial Committee on DMD, seeking strategic and policy guidance, direction on the main milestones of the Programme and regularly reporting progress at its meetings. *National ownership* will be ensured through coordination, co-creation and co-decision on all important milestones and deliverables under the Programme with the national public institutions; the same will be ensured through keeping the activities and outputs in line with the strategic and sectorial policies. All products and tools will be developed with the view to subsequent integration into the daily routine of the public agencies' operation.

See the Risk Management Plan in Annex D2, for the risk identification, assessment, and mitigation planning.

The PUNOs will coordinate the internal *monitoring* of the project focusing on the following areas of program implementation: (a) relevance and quality of design, (b) efficiency and implementation of project outputs and activities, (c) effectiveness (d) program sustainability and (e) impact. These shall be achieved through program process and outcome monitoring allowing for the timely modification, discontinuation, or continuation of various program components. *Risks will be monitored* based on the Annex D2, and a log will be kept on the risk occurrence and mitigation actions. *Budget monitoring* will be ensured by each PUNO, while IOM will ensure an overall monitoring of the delivery rate, sound, and prudent budget

management, using the specific reporting and tracking applications. A set of objectively verifiable indicators is designed and will be tracked systematically to evaluate project results. The IOM' headquarters in Geneva (IOM) and PUNOs respectively maintain teams of specialists to engage, as required, in a full audit of all procedures and decisions, financial and programmatic, taken in executing projects. Ongoing monitoring will ensure that the project meets its internal deadlines, and that report recommendations and implementation is consistent with project objectives and meets the needs of the target groups. Under the coordination of the PSC, and based on the PUNOs input, IOM will submit to the MPTF secretariat scheduled progress reports consisting of a narrative and a financial report following the Donor's guidelines and structure. The reports will also include an overview of the deployment of the Programme's resources, a work programme for the subsequent period, indications on likely financial savings or proposals for relocations.

An external ex-post *evaluation* of the project will be conducted 6-12 months after the completion of the project. 3% of the budget will be set aside for joint programme monitoring and evaluation. IOM will take the lead in contracting the consultant/company that will carry out the evaluation. While the budget provides for the pro-rata sharing of costs for evaluation amongst the PUNOs, IOM will administer the contract on behalf of the PUNOs, in close coordination with the other agencies. The ex-post evaluation will follow the established [UNEG](#) evaluation methodology: it will consider the relevance, efficiency, effectiveness, impact and sustainability of project activities, and coherence of project interventions with other interventions. This will be relevant for organizational learning, knowledge development and capacity building, and future programming. The gender perspective will be duly reflected during the development of all methodological tools for the evaluation. Results of the evaluation will be communicated to key project partners and beneficiaries, as well as will be publicly available.

7. Project Budget and Workplan

The project proposes a total budget of 2,000,000 USD. Detailed budget breakdowns are provided in Annex D3. The total budget breakdown per PUNO is as follows:

- IOM: USD 800,000
- UNDP: USD 610,000
- WHO: USD 340,000
- UNICEF: USD 250,000

As the convening organization, **IOM** will take the primary role to coordinate and manage the design, implementation, monitoring, and evaluation of the joint programme. The IOM Chief of Mission is thus budgeted to support the PUNOs by undertaking the overall project coordination and maintaining partnerships with the key government and non-government project stakeholders. The IOM Chief of Mission will be responsible for the overall implementation of the project, supervision of the IOM project implementation team, high-level project-related communication with internal and external partners and high-level advocacy with national decision-makers. This is a senior international staff and it is expected that he will spend 6 % of his time on this Programme. In order to facilitate the project coordination, IOM will assign a dedicated Programme coordinator who will be responsible for day-to-day coordination of the IOM Programme activities and monitoring and evaluation (M&E), coordinating the PSC meetings, collating data for the narrative report and initiating a project final evaluation through the PSC and together with different stakeholders. This is a senior national IOM staff, and it is expected that the staff will spend 50% of time on this project. IOM will assign a Programme assistant to provide organisational/logistics support,

coordinating and backing the work of contracted experts and service providers; it is expected that the staff will spend 50% of time on this project. IOM will assign Finance & Administrative staff, responsible for Procurement/Finance/IT/ HR, part of IOM Moldova's Resources Management Unit, which will provide support with project financial matters (accounting & payments, financial monitoring & reporting), procurements & logistics, contracting & other legal aspects, HR administration, IT matters, etc. This is a unit of 10 national staff, and it is expected that they will spend 7% of their time on this project.

UNDP will assign a Programme Manager, who is a senior national staff, responsible for day-to-day coordination of the UNDP Programme activities, supported by an experienced Project Associate; both will be budgeted at a 50% ratio; the assigned staff will draw from UNDP's vast experience and expertise in implementing MIDL project. **Note: The estimated personnel costs for the UNDP component of the proposal amounts to \$92,243 (as indicated in the Annex 3a). The total amount per category (Staff and other personnel, under Annex 3b) is indicated as \$213,743 and includes UNDP/project staff (\$92,243), as well as consultants (\$121,500).* **WHO** will assign a National Professional officer and administrative staff, responsible for day-to-day coordination of the UNDP Programme activities; both will be budgeted at a 50% ratio; the assigned staff will input the project with state-of-the art in-house expertise on health policies, access to relevant networks and counterparts for engaging expatriated diaspora health personnel. **UNICEF** will not be drawing funds to cover its related personnel and office costs (only indirect support costs), this representing a significant contribution to the Programme's pool of resources; UNICEF will input the Programme with expertise on child protection. PUNO's will contribute to the present Programme with additional (un-budgeted) personnel-time, networks of offices and experts, in-house expertise, outreach, access to best practices. The project team will get full support, backstopping and quality assurance from PUNOs regional offices in Vienna, Istanbul, Geneva and Copenhagen; the respective personnel time will be covered under the indirect support costs budget line.

PUNOs will contract best available international and national expertise, for the highly-specific areas, ensuring the transfer to the Moldovan national context of the most advanced practices. Contracting / procurement of supplies, commodities, materials, equipment, vehicles, and furniture will be guided by the best value for money principle.

Budgets for duty travel are included to support the project implementation: a) supporting the engagement activities and research in the countries of destination of Moldovan diaspora; b) supporting the travel of diaspora to Moldova for engagement activities; travel would be carried out by strictly ensuring COVID-19 protocols. Each PUNO has allocated budget for the project final evaluation, totalling 3% out of the total budget. To enhance project visibility, PUNOs have integrated budget components for communications and visibility of the project.

Out of the total joint programme budget, 27 % will be channelled to contribute to gender equality and women empowerment. All the research studies/reports will include analysis on the interconnectedness between gender norms and migration processes, as to address specific vulnerabilities, gaps, and inequalities experienced by women and men. The gender analysis will be used to contribute to the subsequent processes and activities. In addition, activities under the joint Programme supporting the government to enhance the accessibility and quality of services, will specifically include diaspora and women migrant workers, especially those who require tailored supports due to the violence, abuse, and/or exploitation they have experienced during the migration processes. The joint Programme will also

ensure that gender considerations are underpinned throughout the related capacity building initiatives and migration policies planning endeavoured through the programme. Technical capacities will be included to support gender mainstreaming in the policies formulation. Furthermore, under the work to co-design the pilot initiatives at the sub-national level, participating stakeholders will be sensitized on the importance to incorporate gender-sensitive lens and results in their initiatives. Pilot initiatives to be supported through the project will be oriented to include direct contributions towards gender equality as integral aspects within their design, implementation, and monitoring.

See Annex D4, for the Programme workplan.

Annex 1: Results Framework

RESULTS	INDICATORS	Data Source and Collection Method	Baseline	Targets	ASSUMPTIONS
Overall Objective Statement: To leverage the positive impact of migration on Moldova's socio-economic development and minimize the negative effects of migration					
Outcome 1 National public governance and development programs and policies effectively and efficiently facilitate diaspora engagement based on improved evidence.	<p>Outcome Indicator 1a</p> <p><i>The country governance framework integrates migration policies that facilitate orderly, safe, regular, and responsible migration and mobility of people</i></p> <p>(Global SDG indicator 10.7.2)</p>	<p>Calculated based on the Migration Governance Indicators country reports for Moldova.</p> <p>https://unstats.un.org/sdgs/metadata/files/Metadata-10-07-02.pdf</p> <p>https://www.migrationdataportal.org/overviews/mgi/republic-moldova#0</p>	2021: 86.7	2025: 91.7	<ol style="list-style-type: none"> 1. Diaspora Engagement remains an important priority for the Government, pursuing the modernisation/ creation of institutions/ policies/programs/services integrating migrants' needs. 2. Moldovan Government remains committed to advancing its migration governance framework. 3. The Moldovan Government remains committed to make its public services more accessible to the diaspora through digitalisation. 4. The Moldovan migration data stakeholders, producers and users remain committed to improve the migration data system, exchange, and use human mobility data, for policy making 5. There is continuous national level commitment to mainstream migration in policy making
	<p>Outcome Indicator 1b</p> <p><i>Number of institutional, policy and legal/ regulatory amendments, programmes, coordination mechanisms, services, and data instruments for an efficient engagement of diaspora in homeland development, incl. In climate change action, developed in a participatory manner and submitted for</i></p>	<p>To be calculated by the project team, based on the policy development progress</p>	2023: 0	2025: 15	

	<p><i>endorsement by the Government</i></p>				
	<p>Outcome Indicator 1c</p> <p><i>Proportion of public services made accessible through digitalisation to the diaspora/expatriated Moldovans, %</i></p>	<p>Moldovan Agency for Public Services</p> <p>https://asp.gov.md/en/servicii/servicii-electronice</p>	<p>TBD</p> <p>(in the initial phase of the project)</p>	<p>TBD</p> <p>(in the initial phase of the project)</p>	

	<p>Outcome Indicator 1d</p> <p><i>National statistical system produces regular estimates of number of diaspora and circular migrants, based on usual residence definition</i></p>	<p>National Bureau for Statistics estimations, published on yearly basis.</p> <p>https://statistica.gov.md/newsview.php?l=en&id=6695&idc=168</p> <p>Currently, only estimates of number of Moldovan international migrants is produced, based on the 12-months absence from Moldova. The current data does not allow to capture diaspora with more permanent stay abroad, nor circular migrants with stays abroad longer than 3 months but shorter than 12 months. The present project will provide methodological support for regular production of such estimates.</p>	<p>No</p>	<p>Yes</p>	
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	<p>Outcome Indicator 1e</p> <p><i>National institutional, coordination, policy mechanisms, programmes, tools, and services enhanced, and capacities strengthened to assume an enhanced and sustainable role of coordination of Diaspora, Migration and Development areas, for elaborating and implementing diaspora-engagement policies and services following training and exposure to international expertise, improving the access and exchange of information for engagement in homeland development.</i></p>	<p>To be calculated by the project team, based on the capacity development progress</p>	<p>Baseline: 0</p>	<p>Target: 80 % of the participants in the capacity building actions use the acquired capacities for applying evidence, developing, and providing diaspora-engagement policies and services</p>	
<p>Output 1.1 Analysis of the profile of various categories of migrants available, in support to policymaking, with focus on gender aspects of migration, impact of</p>	<p>Output Indicator 1.1a</p> <p>Comprehensive sociological analysis in Moldova of the various categories of migrants and their families, gender, profiling of needs of children left behind (UNICEF), other vulnerable groups impacted by migration, and the mobility of health personnel (WHO).</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: No</p>	<p>2025: Yes Sociological report</p>	<p>1. Local expertise available. 2. Respondents are willing to cooperate and share their experience/perspective</p>

migration and remittances on groups left behind (children)	Output Indicator 1.1b Number of policymakers involved in policy dialogue on diaspora engagement, incl. in health sector (WHO) and specific needs of children left behind (UNICEF), disaggregated by sex, (IOM)	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: 100	1. Policymakers are willing to be involved in policy dialogue on diaspora engagement
	Output Indicator 1.1c Number of public officials and diaspora reached out, enhanced awareness on mutual engagement, disaggregated by sex (WHO and IOM).	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: 25,000	1. Diaspora manifests interest for engagement
	Output Indicator 1.1d Number of institutional, coordination, policy and legal/regulatory amendments, programmes, tools, and services for an efficient diaspora engagement developed in a participatory manner and submitted for endorsement by the Government (WHO 1.7, IOM)	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: 6	1. Policymakers are willing to promote policy reform on diaspora engagement

List of activities under Output 1.1

1.1.1 Execution of comprehensive sociological analysis in Moldova for profiling migrants (incl. families, persons in vulnerable situations, children left behind and mobility of health personnel) WHO 1.3.2, IOM, UNICEF

1.1.2 Organising evidence-focused policy dialogue events on diaspora engagement, incl. in health sector (WHO 1.4) and on specific needs of children left behind (UNICEF)

1.1.3 Organising outreach, promotion and information campaigns spurring Government/country-diaspora engagement (WHO 1.9, IOM)

1.1.4 Supporting the development of institutional, coordination, policy and legal/regulatory amendments, programmes, tools, and services for an efficient diaspora engagement (IOM, UNDP, WHO 1.7, 1.8, UNICEF)

Output 1.2 Nationally owned methodology and data collection tools for an extended, coordinated, sustainable and systematic mapping of diaspora communities developed and piloted	Output Indicator 1.2a National data systems for measuring the number and profile of diaspora assessed and recommendations for upgrading made available	To be calculated by the project team, based on the capacity development progress supported by the project	2023: No	2025: Yes Assessment report	1. Local expertise available 2. Relevant institutions/organisations make the information available for NBS in a manner that allow to calculate accurate data
	Output Indicator 1.2b Current information system for health workforce management assessed and recommendations for upgrading made available (WHO 1.3.1)	To be calculated by the project team, based on the capacity development progress supported by the project	2023: No	2025: Yes Assessment report	
	Output Indicator 1.2c Number of statistical and administrative data and statistical tools (methodologies, questionnaires, surveys, intake forms) developed/ amended to enable the production of data, including disaggregated by gender, migration status, as well as forecasting migration, estimating economic impact of diaspora, assessing the	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: 5 1. Up-graded methodology, template, indicators of the Extended Migration Profile report and IT solutions, integrating in-depth aspects related to gender, profiling of needs	1. Local expertise available. 2. Diaspora respondents are willing to cooperate and share their experience/ perspective 3. The national IT framework is compatible and can incorporate the proposed modules/amendments. 4. Relevant institutions/organisations make the information available for NBS

	<p>impact of migration and remittances on groups left behind, required for developing, monitoring, and evaluating national and sectoral policies</p>		<p>of children left behind (UNICEF) and other vulnerable groups, monitoring and mapping the migrant health related variables and mobility of health personnel in Moldova (WHO 1.3.2).</p> <p>2. Statistical methodology for estimating the number of diaspora and circular migrants using the usual residence definition.</p> <p>3. Methodology for extended diaspora mapping, including migrant children (UNICEF), integrating gender, skills, needs, engagement propensity and plans profiling aspects, based on</p>	<p>in a manner that allow to calculate accurate data</p>
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				<p>a range of statistical and administrative sources of data, and for monitoring and mapping the diaspora health related variables (WHO 1.3.2).</p> <p>4. Extended survey on diaspora mapping, including migrant children (UNICEF), conducted <u>in countries of destination</u>, incl. on aspects of gender, assessing diaspora's health related variables and engagement of expatriated professionals, in health area in particular (WHO 1.3.2).</p> <p>5. Up-graded IT data solution and Automated Human Resources Information System for the</p>	
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				Ministry of Health, allowing to track the mobility of health personnel (WHO 1.3.2 and IOM).	
<p><i>List of activities under Output 1.2</i></p> <p><i>1.2.1 Assessing the statistical and administrative migration data systems, incl. health-related (IOM, WHO 1.3.1)</i></p> <p><i>1.2.2 Upgrading the Extended Migration Profile to integrate in-depth aspects related to gender, children left behind (UNICEF) and other vulnerable groups, migrant health, and mobility of health personnel (WHO 1.3.2)</i></p> <p><i>1.2.3. Developing a nationally owned statistical methodology for estimating the number of diaspora and circular migrants using the usual residence definition (IOM)</i></p> <p><i>1.2.4 Developing a methodology for extended diaspora mapping, including migrant children (UNICEF), integrating skills, needs, engagement propensity and plans, diaspora health related variables profiling (WHO 1.5, 1.6, IOM).</i></p> <p><i>1.2.5. Conducting extended diaspora mapping, incl. of migrant children (UNICEF), assessing diaspora’s health variables and engagement of expatriated professionals, in health area in particular (WHO 1.5, 1.6, IOM).</i></p> <p><i>1.2.6 Up-grading IT data solution and the Automated Human Resources Information System for the Ministry of Health (WHO 1.3.3, IOM)</i></p>					
<p>Output 1.3 The public agencies enabled to operate the developed methodology and data collection tools for an extended, coordinated, sustainable and systematic mapping of diaspora communities</p>	<p>Output Indicator 1.3 a Number of public officials and national experts made aware of and enabled to deploy, implement and use the new statistical and administrative data and statistical tools, disaggregated by sex (WHO, IOM and UNICEF).</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: 0</p>	<p>2025: 100, of which 40 women.</p>	<p>1. Local expertise is available. 2. Trainees remain in jobs to apply the acquired knowledge</p>

*List of activities under Output 1.3**1.3.1 Enhancing the capacity of public officials to deploy, implement and use the new statistical and administrative data and statistical tools (IOM, WHO, 1.3.3, UNICEF)*

Output 1.4 National data systems upgraded to allow for sustainable and systematic assessment of the impact of diaspora	Output Indicator 1.4a National data systems measuring diaspora's economic contribution assessed and recommendations made available for their up-grading	To be calculated by the project team, based on the capacity development progress supported by the project	2023: No	2025: Yes Assessment report.	1. International and local expertise available.
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<p>contributions beyond remittances</p>	<p>Output Indicator 1.4b</p> <p>Number of data strategies, amendments, improved data tools allowing for sustainable and systematic assessment of the impact of diaspora contributions beyond remittances and public agencies</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: 0</p>	<p>2025: 3</p> <p>1. Methodology for migration forecasting between Moldova and countries of destination and measuring the impact of migration on economic and development variables and vice versa.</p> <p>2. Methodology for estimating diaspora's economic impact beyond remittances, incl. incl. amendments proposed to the currently used forms/templates</p> <p>3. Diaspora Economic Contributions Data Framework (DECDF) and phased implementation plan, providing a roadmap for</p>	<p>1. International and local expertise available.</p> <p>2. Policy makers, data producers and users remain interested to cooperate and adopt the proposed tools/amendments.</p> <p>3. The proposed tools/amendments are compatible with the local data systems.</p>
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				sustainable assessment of economic impact of diaspora	
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List of activities under Output 1.4

1.4.1 Assessing the national data systems measuring diaspora's economic contribution (IOM)

<p>1.4.2 Developing a nationally owned sustainable methodology for migration forecasting and measuring the impact of migration on economic and development variables, incl. a roadmap for sustainable assessment of economic impact of diaspora (IOM)</p> <p>1.4.3 Upgrading the IT data solutions for sustainable assessment of economic impact of diaspora (IOM)</p>					
<p>Output 1.5 Public agencies enabled to operate the upgraded national data systems allowing for sustainable and systematic assessment of the impact of diaspora contributions beyond remittances</p>	<p>Output Indicator 1.5a Number of public officials and national experts made aware of and enabled to deploy, implement, and use the data tools for assessment of economic impact of diaspora, disaggregated by sex.</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: 0</p>	<p>2025: 100, of which 40 women.</p>	<p>1. Local expertise is available. 2. Trainees remain in jobs to apply the acquired knowledge</p>
<p>List of activities under Output 1.5</p> <p>1.5.1 Enhancing the capacity of public officials to deploy, implement and use the new data tools (IOM)</p>					
<p>Outcome 2 Moldovan diaspora is engaged to contribute to sustainable homeland development via innovative</p>	<p>Outcome Indicator 2a <i>Percentage of people who trust governance institutions (Parliament, Government, justice) by sex, migration status</i> (Indicator under the UN SDGCF 2018-2022)</p>	<p>Public Opinion Barometer, conducted twice per year. http://bop.ipp.md/en The migration disaggregation will be implemented starting with 2022.</p>	<p>TBD (in the initial phase of the project)</p>	<p>TBD (in the initial phase of the project)</p>	<p>1. Diaspora Engagement remains an important priority for the Government, pursuing the modernisation/ creation of institutions/ policies/programs/services integrating migrants' needs. 2. Diaspora is willing to engage in various development initiatives</p>

and sustainable models	Outcome Indicator 2b <i>Remittance costs as a proportion of the amount remitted (%), (SDG indicator 10.c.1)</i>	Remittance Prices Worldwide - World Bank Group	2018: 5,8%	2025: 4.9%	3. Diaspora maintains a high degree of interest for participating in democratic and policy-making processes in the homeland
					4. Bank regulator and private banking system remain committed to promoting competition on the remittances payment market.
	Outcome Indicator 2d <i>Share of population (15+) that has a bank account (Nationalised SDG indicator 8.10.2), disaggregated by sex and migration status</i>	World Bank Account ownership at a financial institution or with a mobile-money-service provider (% of population ages 15+)	2017: 43.79% Disaggregation by migration status to be worked on, TBD	2025: 48% By migration status: TBD.	5. The labour markets in destination countries remain open and robust, allowing the Moldovan labour migrants to earn and remit funds to their families. 6. The public, business, academic, research sectors of Moldova are willing to engage, cooperate with and host

	<p>Outcome Indicator 2e</p> <p><i>Diaspora funds/migrants' resources channelled for productive investment into the Moldovan economy and local development, per program (incl. new ones) Total USD.</i></p>	<p>ODIMM statistics on PARE 1+1; data on the economic contribution of the diaspora beyond remittances to be collected under activity 1.3.2 above; data on the DAR 1+3 program; data collected under the instruments to be established.</p>	<p>2023: TBD in the outset of the project</p>	<p>2025: TBD in the outset of the project</p>	<p>qualified diaspora members, graduates, and students.</p>
	<p>Outcome Indicator 2d</p> <p><i>Number of new partnerships, business, trade and academic links, initiatives and development projects created/ implemented/ established at national and local level following/with diaspora engagement, Total</i></p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: TBD in the outset of the project</p>	<p>2025: TBD in the outset of the project</p>	
<p>Output 2.1</p> <p>A nationally owned and sustainable platform is available and operational for</p>	<p>Output Indicator 2.1a</p> <p>Sustainable and regular dialogue and engagement of Diaspora in development action and expertise sharing (UNDP, WHO, IOM)</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: No</p>	<p>2025: Yes</p>	<p>1. Local expertise is available.</p> <p>2. Policymakers are willing to promote policy reform on diaspora engagement</p> <p>3. Policy makers, diaspora and other and users remain interested to use the proposed diaspora engagement platform.</p>

<p>diaspora dialogue and engagement in public governance and development opportunities to support acceleration of the national development agenda.</p>	<p>Output Indicator 2.1b</p> <p>Diaspora engagement is performed via innovative online/digital means (IOM)</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: No</p>	<p>2025: Yes</p>	<ol style="list-style-type: none"> 1. International and local expertise available. 2. Policy makers, diaspora and other users remain interested to use the proposed digital tools 3. The proposed digital tools are compatible with the local data systems.
<p><i>List of activities under Output 2.1</i></p> <p><i>2.1.1 Facilitate, through expertise and thematic support, the establishment of a sustainable platform for diaspora dialogue and engagement in public governance (UNDP)</i></p> <p><i>2.1.2 Designing, launching, and promoting the up-graded multi-functional electronic web-portal for operationalisation of the platform for dialogue and engagement of Diaspora (IOM)</i></p>					
<p>Output 2.2 Mechanism for leveraging intellectual potential of Moldovan graduates and students at foreign universities in key development areas in</p>	<p>Output Indicator 2.2a</p> <p>Intellectual potential of Moldovan graduates and students at foreign universities leveraged in key development areas.</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: No</p>	<p>2025: Yes</p>	<ol style="list-style-type: none"> 1. Local expertise is available. 2. Policymakers are willing to promote policy reform on diaspora engagement 3. The public, academic, research sectors of Moldova are willing to engage, cooperate with and host graduates and students. 4. Graduates and students manifest interest in sufficient numbers
<p>Output Indicator 2.2b</p> <p>Government, officials, graduates, and students improved knowledge, and engaged in development action and professional/academic</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: 0</p>	<p>2025: 100 Government, officials, graduates, and students improved knowledge and engaged in</p>		

Moldova, operationalised	cooperation (IOM), by sex			development action and professional/academic cooperation, of which women 50. <u>Of which:</u> 50 returned graduates and students, of which 25 women 50 public officials, of which 25 women	
	Output Indicator 2.2c The diaspora and Moldovan public made aware of the opportunities for leveraging intellectual potential of Moldovan graduates and students at foreign universities, number of reached persons (via internet & promotional materials)	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: 5,000 persons	1. Local expertise is available. 2. Moldovan graduates and students at foreign universities manifest interest for the information campaign.
<p><i>List of activities under Output 2.2</i></p> <p><i>2.2.1 Developing the concept and its operational mechanism and cooperation framework for leveraging intellectual potential of Moldovan graduates and students at foreign universities (IOM)</i></p> <p><i>2.2.2 Providing professional development and capacity building to the participants in the program/mechanism and the Government officials involved in its operation (IOM)</i></p> <p><i>2.2.3 Supporting the operationalisation of the program through counselling, facilitation of professional/academic placement, case-management, coverage of travel costs and an indemnity incentive (IOM)</i></p>					

2.2.4 Promoting the program and its results to the diaspora and the Moldovan public (IOM)					
Output 2.3 Mechanism for short-term engagement/ temporary return to Moldova of highly qualified practitioners in priority areas for development, at the national and local levels operationalised	Output Indicator 2.3a				
	Highly qualified diaspora practitioners involved in priority areas for development, through short-term engagement missions/ temporary return to Moldova at the national and local levels.	To be calculated by the project team, based on the capacity development progress supported by the project	2023: No	2025: Yes	
	Output Indicator 2.3b				
	Number of diaspora professionals and governmental stakeholders engaged in development cooperation and expertise sharing (IOM, UNDP, WHO 2.3.1)	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: 120 diaspora professionals and governmental stakeholders, of which at least 50 women of which: 80 highly qualified diaspora professionals (at least 35 women): 40 (IOM), 10 in health sector; WHO), 30 (UNDP) 40 central and local government stakeholders (at least 15 women)	1. Local expertise is available. 2. Policymakers are willing to promote policy reform on diaspora engagement 3. The public, business, academic, research sectors of Moldova are willing to engage, cooperate with and host qualified diaspora members. 4. Diaspora professionals manifest interest in sufficient numbers

<p>Output Indicator 2.3c</p> <p>National health policy, institutional, governance, coordination, academic and research framework integrate health workforce mobility, engagement of expatriated health personnel and retention incentives aspects (WHO 2.3.2, 2.3.3, 2.3.4)</p>	<p>To be calculated by the project team, based on the policy and development progress supported by the project</p>	<p>2023: No</p>	<p>2025: Yes</p>	<p>1. Local expertise is available.</p> <p>2. Policymakers are willing to promote reform of health policy, institutional, governance, coordination, academic and research framework to integrate health workforce mobility, engagement of expatriated health personnel and retention incentives aspects</p>
<p>Output Indicator 2.3d</p> <p>Highly qualified diaspora practitioners and Moldovan public made aware of opportunities for , short-term engagement missions/ temporary return to Moldova, number of reached persons (via internet & promotional materials) and engaged</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: 0</p>	<p>2025: 1,000</p>	<p>1. Local expertise is available.</p> <p>2. Diaspora professionals manifest interest for the information campaign.</p>

List of activities under Output 2.3

2.3.1 Developing the concept and its operational mechanism and cooperation framework for short-term engagement/temporary return to Moldova of highly qualified practitioners (IOM, WHO 2.3.1)

2.3.2 Strengthen health workforce coordination and institutional governance, incl. on management of health workforce mobility, comprehensive retention strategies, migrants' health and social inclusion and integration and mainstreaming of health in all policies (WHO 2.3.2, 2.3.3)

2.3.3 Supporting the operationalisation of the mechanism through counselling, facilitation of professional/academic placement, case-management, coverage of travel and per-diem costs (WHO, IOM, UNDP)

2.3.4 Developing the concept and supporting the implementation of a national twinning centre on human resources in health with diaspora involvement (WHO)

2.3.5 Promoting the mechanism and its results to the diaspora and the Moldovan public (IOM, WHO 1.4.1, 1.4.2)

Output 2.4					1. Local expertise is available.	
	Diaspora business leaders engaged as development promoters and business envoys (in trade, tourism, and investment attraction) and cooperate with national stakeholders	Output Indicator 2.4b Number of partnerships/ initiatives established at national and local level between diaspora business leaders and national stakeholders (UNDP)	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: - At least 10 partnerships/ initiatives established at national and local levels.	2. Diaspora entrepreneurs and Moldovan stakeholders are willing to engage and cooperate with each other 3. National economic opportunities and business climate are suitable for diaspora investments
		Output Indicator 2.4c Number of business leaders who promote development and/ or serve as business envoys and/ or cooperate with national stakeholders	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: - At least 10 business leaders promote development and/ or serve as business envoys and/ or cooperate with national stakeholders	
<p><i>List of activities under Output 2.4</i></p> <p><i>2.4.1 Organization of thematic events for diaspora and Moldova-based business leaders on partnerships building, investment opportunities and local economic development (UNDP, IOM)</i></p> <p><i>2.4.2 Facilitation of business partnerships between diaspora and Moldovan entrepreneurs, with support mechanisms for joint initiatives dedicated to local economic development (UNDP)</i></p>						
Output 2.5	Output Indicator 2.5a					
Instruments and services for productive investment of	Number of governmental programmatic instruments for productive diaspora contributions, remittance management and	To be calculated by the project team, based on the capacity development progress supported by the project	2023: 0	2025: 3	1. International and local expertise is available. 2. Policymakers remain interested in diaspora engagement priority and in	

<p>remittances in the Moldovan economy operationalised</p>	<p>investment attraction reviewed, re-designed and/or developed (UNDP, UNICEF)</p>			<p>ODIMM elaborated 2. Concept for the enhancement of the DAR 1+3 governmental programme elaborated 3. Concept of an online voucher system developed (distinct from the diaspora engagement platform), tested, and deployed to support migrants to manage and monitor the remittances sent to the households in Moldova, allowing the households access to adapted goods and services, facilitating trade within the community, matching the characteristics of the beneficiaries' living conditions (UNICEF)</p>	<p>promoting a policy and programmatic reform in the area.</p>
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<p>Output Indicator 2.5b</p> <p>Financial literacy toolkit and training curricula developed for more productive investment of diaspora/migrants' remittances and savings, including by young people, families left behind, women migrants and other vulnerable groups (IOM)</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023: 0</p>	<p>2025: 2</p> <p>Toolkit; training curricula</p>	<p>1. International and local expertise available</p> <p>2. Financial sector of Moldova remains interested to cooperate in development of financial literacy program.</p> <p>3. Migrants, young people, families left behind, women migrants and other vulnerable groups in Moldova are interested to enhance their entrepreneurship culture and financial literacy, as well as access financial / banking services</p>
<p>Output Indicator 2.5c</p> <p>Number of migrants, young people, families left behind, women migrants and other vulnerable groups in Moldova who enhanced their entrepreneurship culture and financial literacy, and were enabled to access financial / banking services, by gender (IOM).</p>	<p>To be calculated by the project team, based on the capacity development progress supported by the project</p>	<p>2023:0</p>	<p>2025: 10,000, of which women 5,000</p>	

List of activities under Output 2.5

2.5.1 Evaluating the current national programmatic framework for the engagement of migrants' economic resources and providing recommendations to the stakeholders for its modernisation (UNDP)

2.5.2 Establishing a digital platform to support migrants to manage and monitor the remittances sent to the households in Moldova through an online voucher system, allowing the households access to adapted goods and services, facilitating trade within the community, matching the characteristics of the beneficiaries' living conditions (UNICEF)

2.5.3. Developing the concept of the financial literacy pilot program, mechanism of implementation and sustainability options, financial literacy toolkit, training curricula, promotion materials, monitoring mechanism and in-take forms, training program and calendar (IOM)

2.5.4 Operationalising the financial literacy pilot program through workshops for stakeholders, training of financial literacy consultants, organisation of the information campaign (leaflets, posters, on-line, business/investment guides), deployment of the consultants and of the monitoring mechanism, regular de-briefings, mid-term and final evaluations of the pilot and provision of lessons learnt and recommendations on the sustainable operation (IOM)

Annex 2: Risk Management Plan

Risks	Risk Level (Number: Likelihood times Impact)	Likelihood Certain: 5 Likely: 4 Possible: 3 Unlikely: 2 Rare: 1	Impact Essential: 5 Major: 4 Moderate: 3 Minor: 2 Insignificant: 1	Mitigation measures	Responsible PUNO
i) Regional security and increased inflow of refugees and/or migrants due to protracted crisis in Ukraine	12	3	3	The Programme will ensure the engagement of diaspora also in the possible provision of humanitarian and capacity support to refugees and concerned national institutions. The PUNOs will advocate with the GoM to maintain the positive development angle of the public policy interventions on migration.	IOM, UNDP, UNICEF, WHO
ii) Lack of political will on the part decision-makers to implement proposed policy proposals developed within the Programme.	12	3	4	The Programme will propose various policy options that are linked to fiscal space of the authorities. A <i>do-nothing</i> policy option will emphasise the impact and the costs of inactions in a mid-term perspective.	IOM, UNDP, UNICEF, WHO
iii) Local public authorities may not be willing to have a long-term commitment in	9	3	3	The partners will work in MIDL communities,	IOM, UNDP, UNICEF, WHO

terms of sustaining and strengthening social security schemes at community level.				emphasising and building upon previous results achieved in diaspora engagement for local development. Ex-ante feasibility assessments will be part of the selection process.	
iv) The economic slowdown in Moldova may have a negative effect on budget revenues, decreasing the available resources for ensuring the takeover and sustainable operation of the developed tools/programs/services	9	3	3	<p>The PUNOs will focus on better redistribution of available resources, not on additional resources that shall be allocated.</p> <p>The PUNOs will fundraise with donors to provide for the bridging funds necessary for the temporary operation of deliverables until the public fund become available.</p>	IOM, UNDP, UNICEF, WHO
v) The relevant institutions may not be willing to cooperate to share migration data.	9	3	3	<p>Conduct coordination events, emphasising the need for multi-lateral cooperation. Engage the highest level of Government in the process. Strengthen capacity of the</p>	IOM, UNDP, WHO

				relevant institutions in the areas of data sharing and usage of data for more inclusive policy making.	
vi) Diaspora organizations / members may be reluctant to engage in development actions/communication	6	2	3	Stress and disseminate the successful examples achieved by diaspora in MIDL project. Support trust-building, networking, and communication.	IOM, UNDP, WHO
vii) Investors, diaspora business community and other private sector institutions may be reluctant cooperate and coordinate their efforts throughout the project.	6	2	3	PUNOs will engage in extensive outreach, organising events, and facilitating direct business-to-business contacts. The up-graded analysis of the potential to further engage migrants' material resources will be made very practical, so as to feed into the business strategies and plans of the private sector, - so as to make it relevant and interesting.	UNDP, IOM

LIKELIHOOD	Occurrence	Frequency
5: Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently

4: Likely	The event will probably occur in most circumstances	Once every two months or more frequently
3: Possibly	The event might occur at some time	Once a year or more frequently
2: Unlikely	The event could occur at some time	Once every three years or more frequently
1: Rare	The event may occur in exceptional circumstances	Over every seven years or more frequently

IMPACT	Result
5: Essential	An event leading to massive or irreparable damage or disruption
4: Major	An event leading to critical damage or disruption
3: Moderate	An event leading to serious damage or disruption
2: Minor	An event leading to some degree of damage or disruption
1: Insignificant	An event leading to limited damage or disruption

	IMPACT				
LIKELIHOOD	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very Likely ((5)	Medium (5)	High (19)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

Level of Risk	Results
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or impact. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or impact. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/treatment options are undertaken to reduce likelihood and/or impact. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Mitigation activities/treatment options are recommended to reduce likelihood and/or impact. Implementation of monitoring strategy by risk owner is recommended.

Annex 3a: Budget – Results Based Budget

Migration MPTF: Joint Programme Budget (Results-Based Budget)

	Outcome/ output/ activity formulation:	IOM Budget by recipient organization	UNDP Budget by recipient organization	WHO Budget by recipient organization	UNICEF Budget by recipient organization	TOTAL (all PUNOs)	Amount reserved for direct action on gender equality (if any):
PROGRAMMATIC BUDGET		\$ 800,000.00	\$ 610,000.00	\$ 340,000.00	\$ 250,000.00	\$ 2,000,000.00	
OUTCOME 1: National public governance and development programs and policies effectively and efficiently facilitate diaspora engagement based on improved evidence							
Output 1.1:	Analysis of the profile of various categories of migrants available, in support to policymaking, with focus on gender aspects of migration, impact of migration and remittances on groups left behind (children)	\$ 32,000.00	\$ -	\$ 58,000.00	\$ 40,000.00	\$ 130,000.00	\$ 56,000.00
Activity 1.1.1:	Execution of comprehensive sociological analysis in Moldova for profiling migrants	\$ 22,000.00	\$ -	\$ 15,000.00	\$ 30,000.00	\$ 67,000.00	\$ 30,000.00
Activity 1.1.2:	Organising evidence-focused policy dialogue events on diaspora engagement, incl. in health sector and on specific needs of children left behind	\$ -	\$ -	\$ 10,000.00	\$ -	\$ 10,000.00	\$ 4,000.00
Activity 1.1.3:	Organising outreach, promotion and information campaigns spurring Government/country-diaspora engagement	\$ 3,000.00	\$ -	\$ 21,000.00	\$ -	\$ 24,000.00	\$ 10,000.00

Activity 1.1.4:	Supporting the development of institutional, coordination, policy and legal/regulatory amendments, programmes, tools and services for an efficient diaspora engagement	\$ 7,000.00	\$ -	\$ 12,000.00	\$ 10,000.00	\$ 29,000.00	\$ 12,000.00
Output 1.2:	Nationally owned methodology and data collection tools for an extended, coordinated, sustainable and systematic mapping of diaspora communities developed and piloted	\$ 74,000.00	\$ -	\$ 64,000.00	\$ 30,000.00	\$ 168,000.00	\$ 62,000.00
Activity 1.2.1:	Assessing the statistical and administrative migration data systems, incl. health-related	\$ 8,000.00	\$ -	\$ 14,000.00	\$ -	\$ 22,000.00	\$ 10,000.00
Activity 1.2.2:	Upgrading the Extended Migration Profile to integrate in-depth aspects related to gender, children left behind and other vulnerable groups, migrant health and mobility of health personnel	\$ 8,000.00	\$ -	\$ 10,000.00	\$ -	\$ 18,000.00	\$ 8,000.00
Activity 1.2.3:	Developing a nationally owned statistical methodology for estimating the number of diaspora and circular migrants using the usual residence definition	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 4,000.00
Activity 1.2.4:	Developing a methodology for extended diaspora mapping, including migrant children (UNICEF), integrating skills, needs, engagement propensity and plans, diaspora health related variables profiling	\$ 9,000.00	\$ -	\$ 10,000.00	\$ 5,000.00	\$ 24,000.00	\$ 10,000.00
Activity 1.2.5:	Conducting extended diaspora mapping, incl. of migrant children (UNICEF), assessing diaspora's health variables and engagement of expatriated professionals, in health area in particular	\$ 30,000.00	\$ -	\$ 20,000.00	\$ 25,000.00	\$ 75,000.00	\$ 30,000.00

Activity 1.2.6:	Up-grading IT data solution and the Automated Human Resources Information System for the Ministry of Health	\$ 9,000.00	\$ -	\$ 10,000.00	\$ -	\$ 19,000.00	
Output 1.3:	The public agencies enabled to operate the developed methodology and data collection tools for an extended, coordinated, sustainable and systematic mapping of diaspora communities	\$ 5,000.00	\$ -	\$ 3,000.00	\$ -	\$ 8,000.00	\$ 3,500.00
Activity 1.3.1:	Enhancing the capacity of public officials to deploy, implement and use the new statistical and administrative data and statistical tools	\$ 5,000.00	\$ -	\$ 3,000.00	\$ -	\$ 8,000.00	\$ 3,500.00
Output 1.4:	National data systems upgraded to allow for sustainable and systematic assessment of the impact of diaspora contributions beyond remittances	\$ 23,000.00	\$ 33,000.00	\$ -	\$ -	\$ 56,000.00	\$ 4,000.00
Activity 1.4.1:	Assessing the national data systems measuring diaspora's economic contribution	\$ 8,000.00	\$ -	\$ -	\$ -	\$ 8,000.00	
Activity 1.4.2:	Developing a nationally owned sustainable methodology for migration forecasting and measuring the impact of migration on economic and development variables, incl. a road-map for sustainable assessment of economic impact of diaspora	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 4,000.00
Activity 1.4.3:	Upgrading the IT data solutions for sustainable assessment of economic impact of diaspora	\$ 5,000.00	\$ 33,000.00	\$ -	\$ -	\$ 38,000.00	
Output 1.5	Public agencies enabled to operate the upgraded national data systems allowing for sustainable and systematic assessment of the impact of diaspora contributions beyond remittances	\$ 3,000.00	\$ -	\$ -	\$ -	\$ 3,000.00	\$ 1,500.00

Activity 1.5.1:	Enhancing the capacity of public officials to deploy, implement and use the new data tools	\$ 3,000.00	\$ -	\$ -	\$ -	\$ 3,000.00	\$ 1,500.00
Total for Outcome 1 (Outputs 1.1 + 1.2 + 1.3)		\$ 137,000.00	\$ 33,000.00	\$ 125,000.00	\$ 70,000.00	\$ 365,000.00	\$ 127,000.00
OUTCOME 2: Moldovan diaspora is engaged to contribute to sustainable homeland development via innovative and sustainable models							
Output 2.1:	A nationally owned and sustainable platform is available and operational for diaspora dialogue and engagement in public governance and development opportunities to support acceleration of the national development agenda	\$ 13,000.00	\$ 86,000.00	\$ -	\$ -	\$ 99,000.00	\$ -
Activity 2.1.1:	Facilitate, through expertise and thematic support, the establishment of a sustainable platform for diaspora dialogue and engagement in public governance	\$ -	\$ 86,000.00	\$ -	\$ -	\$ 86,000.00	
Activity 2.1.2:	Designing, launching and promoting the up-graded multi-functional electronic web-portal for operationalisation of the platform for dialogue and engagement of Diaspora	\$ 13,000.00	\$ -	\$ -	\$ -	\$ 13,000.00	
Output 2.2:	Mechanism for leveraging intellectual potential of Moldovan graduates and students at foreign universities in key development areas in Moldova operationalised	\$ 122,500.00	\$ -	\$ -	\$ -	\$ 122,500.00	\$ 59,250.00
Activity 2.2.1:	Developing the concept and its operational mechanism and cooperation framework for leveraging intellectual potential of Moldovan graduates and students of foreign universities	\$ 2,000.00	\$ -	\$ -	\$ -	\$ 2,000.00	

Activity 2.2.2:	Providing professional development and capacity building to the participants in the program/mechanism and the Government officials involved in its operation	\$ 2,000.00	\$ -	\$ -	\$ -	\$ 2,000.00	
Activity 2.2.3:	Supporting the operationalisation of the program through counselling, facilitation of professional/academic placement, case-management, coverage of travel costs and an indemnity incentive	\$ 117,000.00	\$ -	\$ -	\$ -	\$ 117,000.00	\$ 58,500.00
Activity 2.2.4:	Promoting the program and its results to the diaspora and the Moldovan public	\$ 1,500.00	\$ -	\$ -	\$ -	\$ 1,500.00	\$ 750.00
Output 2.3:	Mechanism for short-term engagement/ temporary return to Moldova of highly qualified practitioners in priority areas for development, at the national and local levels operationalised	\$ 111,636.00	\$ 105,340.00	\$ 112,069.01	\$ -	\$ 329,045.01	\$ 96,000.00
Activity 2.3.1:	Expertise for developing the mechanism for short-term engagement/temporary return to Moldova of highly qualified practitioners	\$ 2,000.00	\$ -	\$ 7,000.00	\$ -	\$ 9,000.00	
Activity 2.3.2:	Strengthen health workforce coordination and institutional governance, incl. on management of health workforce mobility, comprehensive retention strategies, migrants' health and social inclusion and integration and mainstreaming of health in all policies	\$ -	\$ -	\$ 15,000.00	\$ -	\$ 15,000.00	
Activity 2.3.3:	Supporting the operationalization of the mechanism through counselling, facilitation of professional/academic placement, case-management, coverage of travel and per-diem costs	\$ 108,136.00	\$ 105,340.00	\$ 38,280.00		\$ 251,756.00	\$ 96,000.00

Activity 2.3.4:	Developing the concept and supporting the implementation of a national twinning centre on human resources in health with diaspora involvement	\$ -	\$ -	\$ 20,000.00	\$ -	\$ 20,000.00	
Activity 2.3.5:	Promoting the mechanism and its results to the diaspora and the Moldovan public	\$ 1,500.00	\$ -	\$ 31,789.01	\$ -	\$ 33,289.01	
Output 2.4:	Diaspora business leaders engaged as development promoters and business envoys (in trade, tourism and investment attraction) and cooperate with national stakeholders	\$ 10,328.00	\$ 157,000.00	\$ -	\$ -	\$ 167,328.00	\$ 50,000.00
Activity 2.4.1:	Organization of thematic events for diaspora and Moldova-based business leaders on partnerships building, investment opportunities and local economic development	\$ 10,328.00	\$ 135,000.00	\$ -	\$ -	\$ 145,328.00	\$ 50,000.00
Activity 2.4.2:	Facilitation of business partnerships between diaspora and Moldovan entrepreneurs, with support mechanisms for joint initiatives dedicated to local economic development	\$ -	\$ 22,000.00	\$ -	\$ -	\$ 22,000.00	
Output 2.5:	Instruments and services for productive investment of remittances in the Moldovan economy operationalised	\$ 69,000.00	\$ 37,510.00	\$ -	\$ 156,144.86	\$ 262,654.86	\$ 30,000.00
Activity 2.5.1:	Evaluating the current national programmatic framework for the engagement of migrants' economic resources and providing recommendations to the stakeholders for its modernisation	\$ -	\$ 37,510.00	\$ -	\$ -	\$ 37,510.00	

Activity 2.5.2:	Establishing an online voucher system to support migrants to manage and monitor the remittances sent to the households in Moldova	\$ -	\$ -	\$ -	\$ 156,144.86	\$ 156,144.86	
Activity 2.5.3:	Developing the financial literacy pilot program	\$ 9,000.00	\$ -	\$ -	\$ -	\$ 9,000.00	
Activity 2.5.4:	Operationalizing the financial literacy pilot program	\$ 60,000.00	\$ -	\$ -	\$ -	\$ 60,000.00	\$ 30,000.00
Total for Outcome 2 (Outputs 2.1 + 2.2 + 2.3 + 2.4 + 2.5)		\$ 326,464.00	\$ 385,850.00	\$ 112,069.01	\$ 156,144.86	\$ 980,527.87	\$ 235,250.00
TOTAL PROGRAMMATIC BUDGET: (Outcomes 1 + 2)		\$ 463,464.00	\$ 418,850.00	\$ 237,069.01	\$ 226,144.86	\$ 1,345,527.87	\$ 362,250.00

PERSONNEL, OPERATIONAL, M&E BUDGET					
Personnel costs if not included in activities above	\$ 235,260.00	\$ 92,243.25	\$ 70,488.00	\$ -	\$ 397,991.25
Operational costs if not included in activities above	\$ 24,939.55	\$ 40,700.21	\$ -	\$ -	\$ 65,639.76
Monitoring and evaluation (must include provision for final independent evaluation) - minimum 3% of total budget	\$ 24,000.00	\$ 18,300.00	\$ 10,200.00	\$ 7,500.00	\$ 60,000.00
TOTAL PERSONNEL, OPERATIONAL, M&E BUDGET:	\$ 284,199.55	\$ 151,243.46	\$ 80,688.00	\$ 7,500.00	\$ 523,631.01

SUB-TOTAL PROJECT BUDGET: (Programmatic + Personnel, Operational and M&E)	\$ 747,663.55	\$ 570,093.46	\$ 317,757.01	\$ 233,644.86	\$ 1,869,158.88
Indirect support costs (7%):	\$ 52,336.45	\$ 39,906.54	\$ 22,242.99	\$ 16,355.14	\$ 130,841.12
TOTAL PROJECT BUDGET:	\$ 800,000.00	\$ 610,000.00	\$ 340,000.00	\$ 250,000.00	\$ 2,000,000.00

Migration MPTF Personnel Cost Indicative Budget

Personnel costs (from Results Based Budget template row 56)	Unit	Unit cost (USD)	Total # of Units for duration of JP	% charged to JP	Total (USD)	Notes
IOM						
Title / Function (grade)						
Chief of Mission (P5)	months	\$ 23,000.00	36	6%	\$ 49,680.00	
Programme Coordinator (NO-C)	months	\$ 5,200.00	36	50%	\$ 93,600.00	
Programme assistant (G6)	months	\$ 2,100.00	36	50%	\$ 37,800.00	
Finance/Administrative staff (Procurement/Finance/IT/HR/etc.) (G3 - NO-A)	months	\$ 21,500.00	36	7%	\$ 54,180.00	10 RM/support staff

Sub-Total					\$ 235,260.00	
UNDP						
Title / Function (grade)						
Project Manager (NPSA 10)	months	\$ 3,058.00	36	50%	\$ 55,044.00	
Project Associate (NPSA 8)	months	\$ 2,066.63	36	50%	\$ 37,199.25	
Sub-Total					92,243.25	
WHO						
Title / Function (grade)						
National Professional officer	months	\$ 1,388.67	36	50%	\$ 49,992.12	
Administrative staff	months	\$ 569.33	36	50%	\$ 20,495.88	
Sub-Total					70,488.00	
UNICEF						
Title / Function (grade)						
Sub-Total					-	
GRAND TOTAL					397,991.25	

Annex 3b: Budget – UNDG Budget Categories

Migration MPTF: Joint Programme Budget (by UNDG budget categories)

CATEGORIES	IOM	UNDP	WHO	UNICEF	JOINT PROGRAMME TOTAL
1. Staff and other personnel	\$235,260.00	\$213,743.25	\$70,488.00		\$519,491.25
2. Supplies, Commodities, Materials	\$1,800.00	\$21,628.50	\$25,000.00	\$9,969.66	\$58,398.16
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$0.00	\$3,000.00	\$0.00		\$3,000.00
4. Contractual services	\$369,200.00	\$85,510.00	\$222,269.01	\$223,675.20	\$900,654.21
5. Travel	\$118,264.00	\$58,000.00	\$0.00		\$176,264.00
6. Transfers and Grants to Counterparts	\$0.00	\$153,840.00	\$0.00		\$153,840.00
7. General Operating and other Direct Costs	\$23,139.55	\$34,371.71	\$0.00		\$57,511.26
Sub-Total Project Costs	\$747,663.55	\$570,093.46	\$317,757.01	\$233,644.86	\$1,869,158.88
8. Indirect Support Costs (must be 7%)	\$52,336.45	\$39,906.54	\$22,242.99	\$16,355.14	\$130,841.12
TOTAL	\$800,000.00	\$610,000.00	\$340,000.00	\$250,000.00	\$2,000,000.00

Annex 4: Workplan

Activities	Responsible Party	Timeframe											
		Year 1				Year 2				Year 3			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Activity 1.1.1: Execution of comprehensive sociological analysis in Moldova for profiling migrants	IOM, WHO, UNICEF	X	X	X	X								
Activity 1.1.2: Organising evidence-focused policy dialogue events on diaspora engagement, incl. in health sector and on specific needs of children left behind	WHO	X	X	X	X	X	X	X	X	X	X	X	
Activity 1.1.3: Organising outreach, promotion and information campaigns spurring Government/country-diaspora engagement	IOM, WHO			X	X	X	X	X					
Activity 1.1.4: Supporting the development of institutional, coordination, policy and legal/regulatory amendments, programmes, tools, and services for an efficient diaspora engagement	IOM, WHO, UNICEF			X	X	X	X	X	X	X			
Activity 1.2.1: Assessing the statistical and administrative migration data systems, incl. health-related	IOM, WHO	X	X	X									
Activity 1.2.2: Upgrading the Extended Migration Profile to integrate in-depth aspects related to gender, children left behind and other vulnerable groups, migrant health and mobility of health personnel	IOM, WHO			X	X	X	X	X	X	X	X	X	X
Activity 1.2.3: Developing a nationally owned statistical methodology for estimating the number of diaspora and circular migrants using the usual residence definition	IOM	X	X	X	X	X							

Activity 1.2.4: Developing a methodology for extended diaspora mapping, including migrant children (UNICEF), integrating skills, needs, engagement propensity and plans, diaspora health related variables profiling	IOM, WHO, UNICEF			X	X	X								
Activity 1.2.5: Conducting extended diaspora mapping, incl. of migrant children, assessing diaspora's health variables and engagement of expatriated professionals, in health area in particular	IOM, WHO, UNICEF					X	X	X	X	X				
Activity 1.2.6: Up-grading IT data solution and the Automated Human Resources Information System for the Ministry of Health	IOM, WHO			X	X	X	X							
Activity 1.2.7: Enhancing the capacity of public officials to deploy, implement and use the new statistical and administrative data and statistical tools	IOM, WHO						X	X	X	X	X	X		
Activity 1.3.1: Assessing the national data systems measuring diaspora's economic contribution	IOM		X	X	X									
Activity 1.3.2: Developing a nationally owned sustainable methodology for migration forecasting and measuring the impact of migration on economic and development variables, incl. a roadmap for sustainable assessment of economic impact of diaspora	IOM		X	X	X	X	X	X						
Activity 1.3.3: Upgrading the IT data solutions for sustainable assessment of economic impact of diaspora	IOM, UNDP				X	X	X	X	X	X	X			
Activity 1.3.4: Enhancing the capacity of public officials to deploy, implement and use the new data tools	IOM								X	X	X	X	X	
Activity 2.1.1:	UNDP			X	X	X	X	X	X	X				

Facilitate, through expertise and thematic support, the establishment of a sustainable platform for diaspora dialogue and engagement in public governance														
Activity 2.1.2: Designing, launching, and promoting the up-graded multi-functional electronic web-portal for operationalisation of the platform for dialogue and engagement of Diaspora	IOM							X	X	X	X	X	X	
Activity 2.2.1: Developing the concept and its operational mechanism and cooperation framework for leveraging intellectual potential of Moldovan graduates and students at foreign universities	IOM	X	X	X										
Activity 2.2.2: Providing professional development and capacity building to the participants in the program/mechanism and the Government officials involved in its operation	IOM			X	X	X	X	X	X	X	X	X	X	
Activity 2.2.3: Supporting the operationalisation of the program through counselling, facilitation of professional/academic placement, case-management, coverage of travel costs and an indemnity incentive	IOM			X	X	X	X	X	X	X	X	X	X	X
Activity 2.2.4: Promoting the program and its results to the diaspora and the Moldovan public	IOM			X	X	X	X	X	X	X	X	X	X	X
Activity 2.3.1: Developing the concept and its operational mechanism and cooperation framework for short-term engagement/temporary return to Moldova of highly qualified practitioners	IOM, WHO	X	X	X										
Activity 2.3.2: Strengthen health workforce coordination and institutional governance, incl. on management of health workforce mobility, comprehensive retention strategies, migrants' health and social inclusion and integration and mainstreaming of health in all policies	WHO		X	X	X	X	X	X	X					

Activity 2.3.3: Supporting the operationalisation of the mechanism through counselling, facilitation of professional/academic placement, case-management, coverage of travel and per-diem costs	IOM, UNDP, WHO				X	X	X	X	X	X	X	X	X	X
Activity 2.3.4: Developing the concept and supporting the implementation of a national twinning centre on human resources in health with diaspora involvement	WHO					X	X	X	X	X	X	X		
Activity 2.3.5: Promoting the mechanism and its results to the diaspora and the Moldovan public	IOM, WHO				x	x	x	x	x	x	x	x	x	x
Activity 2.4.1: Organization of thematic events for diaspora and Moldova-based business leaders on partnerships building, investment opportunities and local economic development	IOM, UNDP		x	x	x	x	x	x	x	x	x	x		
Activity 2.4.2: Facilitation of business partnerships between diaspora and Moldovan entrepreneurs, with support mechanisms for joint initiatives dedicated to local economic development	UNDP		x	x	x	x	x	x	x	x	x	x		
Activity 2.5.1: Evaluating the current national programmatic framework for the engagement of migrants' economic resources and providing recommendations to the stakeholders for its modernisation	UNDP	x	x	x										
Activity 2.5.2: Establishing an online voucher system to support migrants to manage and monitor the remittances sent to the households in Moldova	UNICEF		x	x	x	x	x	x	x	x	x	x	x	x
Activity 2.5.3: Developing the concept of the financial literacy pilot program	IOM		x	x	x									
Activity 2.5.4: Operationalising the financial literacy pilot program	IOM					x	x	x	x	x	x	x		

Annex 5: Human Rights Marker Self-Assessment Matrix

To support participating UN organizations (PUNOs) in assessing their compliance with the Human Rights marker, the following Self-Assessment Matrix has been designed to be completed **at the joint programme submission phase**. This self-assessment should be completed by PUNOs together with implementing partners. The reason for the choice of yes, no, or not applicable should be briefly explained in the final column of the matrix.

Element of an HRBA	Yes/ No/ Not Applicable	Justification
<p>1. A human rights-based situational analysis has been conducted to identify:</p> <ul style="list-style-type: none"> a) the key human rights obligations of the State(s) in which you work/whose government's) you are supporting; and b) the key human rights issues of relevance to your intended target group, including a particular attention to migrants most vulnerable to human rights violations and abuses and/or most at risk of being left behind. 	Yes	<p>The human rights-based situational analysis was conducted by each of the PUNOs, based on its mandate and area of work. The respective analysis is regularly conducted and available, informing the agencies' programming, but also for regular monitoring purposes – applying the leaving no one behind principle.</p>
<p>2. Staff are aware of the human rights obligations of the government they are supporting.</p>	Yes	<p>PUNOs staff is regularly trained and briefed on the application of the HRBA, but also of the human rights obligations of the GoM.</p> <p>All the policy development work under the project will be guided by the HRBA, being geared at empowerment of the most vulnerable, expansion of their protection, better access to services, and enhancement of available opportunities.</p>
<p>3. Measures have been identified to mitigate any unintended negative human rights impacts identified in the situational analysis and their monitoring has been integrated in the project's Monitoring and Evaluation processes.</p>	Not applicable	<p>No unintended negative human rights impacts were identified in the situational analysis. Close monitoring of the possible negative human rights impacts will be ensured throughout the monitoring and evaluation processes. All the research, assessments, evaluations, policy development, will integrate a review of the HRBA implications, impacts and risks. The data collection, in particular under activities 1.1.1, 1.2.2 and 1.2.5 will respect the personal data protection legislation and</p>

		procedures and will be disaggregated by vulnerable groups (where relevant) and gender.
4. Monitoring processes are in place and evaluation processes are contemplated that make specific reference to relevant human rights and other relevant standards.	Yes	Each PUNO maintains monitoring and evaluation processes, which integrate the HRBA,
5. Migrants, civil society, national human rights institutions, and other stakeholders have been meaningfully engaged in the design and development of the Joint Programme.	Yes	The Programme was developed using a wide participatory process, which integrated desk review of recent analysis, resolutions, statements, focus groups and in-depth interviews carried out in 2020-2021. Direct consultations were held with diaspora experts and stakeholders on the content of the concept and the full application.
6. A plan to ensure a meaningful consultation process with all relevant stakeholders is in place and will be maintained throughout the duration of the Joint Programme and in the evaluation phase.	Yes	All the data collection under the project, in particular under activities 1.1.1, 1.2.2 and 1.2.5 will integrate consultation processes, with HRBA to be mainstreamed across indicators and analysis.
7. Appropriate due diligence will be exercised throughout the duration of the joint programme, regarding partnerships with or support to State, non-State, civil society, employers' and workers' organizations and corporate actors.	Yes	Vetting of all the prospective partners will be organised, prior to entering the partnerships, to ensure their adherence to UN's HRBA standards. The terms of all agreements, contracts, memoranda of understanding will provide for the application of HRBA and PSEA terms.
8. A plan is in place to ensure that Joint Programme staffing is gender-balanced and staff are equipped to respond effectively to stakeholder and target group needs.	Yes	Already at this stage, the prospective staff to be delegated by the PUNOs, features gender-balance, and the experienced staff is equipped to respond effectively to stakeholder and target group needs

9. Transparency and access to information by the intended target group and relevant stakeholders, including cultural, linguistic, and age-appropriate access, will be maintained throughout the duration of the joint Programme.	Yes	PUNOs will ensure high standards of transparency and access to information by the intended target group and relevant stakeholders, through regular reporting, briefings, coordination, focus groups and interviews.
10. Measures, including an effective complaint and remedy mechanism, will be put in place in order to provide redress for negative human rights impacts.	Not applicable	No unintended negative human rights impacts were identified in the situational analysis. PUNOs maintain complaint and remedy mechanism part of their regular operation, - which will be extended to the beneficiaries/other stakeholders/persons affected by un-intended negative human rights impacts.

Note: Migration MPTF Scoring: A “yes” response should be given a score of 1. A “no” response or a “not applicable” responses should be given a score of 0.

A	8-10	The Human Rights Marker has largely been achieved.
B	4-7	The Human Rights Marker shows significant integration of human rights in the joint programme, but some challenges remain.
C	1-3	The Human Rights Marker shows a very partial integration of human rights in the joint programme.

Annex 6: Stakeholder Mapping

Stakeholder	Stake in the Project	Impact / Interest	Power/ Influence	What do we need from them?	Perceived attitudes/risks	Stakeholder Engagement Strategy
State Chancellery/Bureau	Lead executive agency on diaspora	High	High			

for Diaspora Relations (BDR)	<p>engagement, policy coordination and for mainstreaming diaspora, migration and development into national strategies and policies.</p> <p>Policy and National Diaspora Strategy owner that coordinates, reviews and facilitates interventions including administrative and technical aspects.</p> <p>Key stakeholder in the implementation of the Programme.</p>			<p>Policy guidance/input and inter-institutional coordination.</p> <p>Facilitation of activities.</p> <p>Technical support from experienced staff.</p> <p>Commitment to support the implementation of project activities.</p> <p>Sustaining the project's activities.</p>	<p>Limited financial and human resources to ensure the sustainability of work beyond the Programme.</p> <p>High staff turnover.</p> <p>Limited staff capacity and awareness of diaspora engagement mandates.</p> <p>Perception that diaspora engagement is the mandate of just BRD.</p>	<p>Active engagement on the status of project implementation and project activities.</p> <p>Sharing of project activities and plans before the intervention.</p> <p>Active engagement within the project's activities through the Project Steering Committee.</p> <p>Regular meetings to ensure that they are updated and well informed of the project's activities.</p>
Ministry of Health (MoH)	Policy owner that coordinates, reviews and facilitates interventions including	High	High	Policy/political support at national and local level.		

	administrative and technical aspects. Key stakeholder in the implementation of the Programme.			Take-over of deliverables for sustainable operation.	Private sector's limited understanding of the opportunities to engage the diaspora in practical partnerships.	Appointing community focal points and leadership to coordinate and facilitate the implementation of activities.
Ministry of Economy (ME)	Key sectoral policy owners that coordinate, review and facilitate interventions including administrative and technical aspects. Key stakeholders in the implementation of the Programme.	High	High	Provision and sharing of data.		Conclusion of formal partnership agreements/MoUs.
Ministry of Education and Research (MER)		High	High	Hosting the diaspora experts, graduates and students.		
Ministry of Labour and Social Protection (MLSP)		High	High	Offering access to their networks and partners.		
National Bureau for Statistics (NBS)		High	High	Collaboration to ensure synergies between the Programme and the existing work. Collaboration and partnerships to mobilize resources		

	<p>the project, responsible for take-over of produced / amended data tools.</p> <p>Key stakeholder in the implementation of the Programme.</p>			to sustain project activities.		
<p>Organisation for Small Business Development (OSME)</p>	<p>Lead executive agency on small business sector support.</p> <p>Operator of the remittances-engagement programmes.</p>	High	High			
<p>Local public authorities (in 35 districts of Moldova, as well as Municipalities of Chisinau and Balti; "CALM" – Council of Local Public</p>	<p>Implementer of central level policies on a range of areas, incl. diaspora engagement.</p>	High	Low			






Authorities from Moldova)	Provider of key services to the returning migrants. Partner with the diaspora under the home-town associations model.					
State University of Medicine and Pharmacy “Nicolae Testemitanu” (SUMP)	Lead higher-education and research institution in the medical field.	High	Low			
National Agency for Research and Development (NARD)	Lead public agency responsible for coordinating the implementation of the national policies in the areas of research and development.	High	Low			
Academy of Sciences of Moldova (ASM)	Lead research hub, responsible for research and development.	High	Low			

Foreign Investors Associations (FIA), European Business Association (EBA)	Main associations representing the foreign investors and Moldovan business sectors	High	Low			
Diaspora associations, civil society (non-Governmental organisations, e.g. "AssoMoldave", "MAD-Aid", "ACUM" association, Moldova-Institut Leipzig, „A.M.I.C.I.", „Baștina", „Moldbrixia" etc.)	<p>Pivotal beneficiaries with the capacity and capability to set in motion the project's activities on the field.</p> <p>Key stakeholder in the implementation of the Programme.</p> <p>Representing vast groups of migrants.</p> <p>Provides alternative perspective on the progress and quality of public policies and services and progress of interventions.</p>	High	High	<p>Facilitation of activities.</p> <p>Commitment to support the implementation of project activities.</p> <p>Sustaining the project's activities.</p> <p>Input to the policy dialogue at the national and local level.</p> <p>Participating in the programs for engaging diaspora</p>	<p>Limited trust in the public institutions and policies.</p> <p>Limited interest in engaging in government-led programs.</p> <p>Limited capacities for organisational and program management and fundraising.</p>	<p>Active participation within the diaspora engagement platform.</p> <p>Active engagement on the status of project implementation and project activities.</p> <p>Sharing of project activities and plans before the intervention.</p> <p>Regular meetings to ensure that they are updated and well</p>



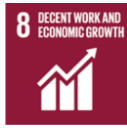


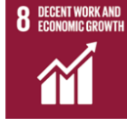

				<p>experts, graduates and students.</p> <p>Offering access to their networks and partners.</p> <p>Collaboration and partnerships to direct resources to sustain project activities.</p>		<p>informed of the project's activities.</p>
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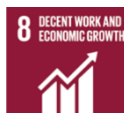

Annex 7: List of Global Compact Objectives per Thematic area and Key SDG Targets

Global Compact Objective	Linkages to Key Sustainable Development Goals and Targets
Cross-Cutting – Applicable to all Thematic Areas:	
<p>Obj 23: Strengthen international cooperation and global partnerships for safe, orderly and regular migration</p> <p><i>Note: Objective 23 on international cooperation is incorporated in each thematic area to signify that all thematic areas can also support regional and global projects.</i></p>	<p>10 REDUCED INEQUALITIES</p>  <p>10.7: Facilitate orderly, safe, regular, and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p>17 PARTNERSHIPS FOR THE GOALS</p>  <p>17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>
Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy, and planning	
<p>Obj 1: Collect and utilize accurate and disaggregated data as a basis for evidence-based policies</p> <p>Obj 3: Provide adequate and timely information at all stages of migration</p> <p>Obj 17: Eliminate all forms of discrimination and promote evidence-based public discourse to shape perceptions of migration</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>  <p>16.B: Promote and enforce non-discriminatory laws and policies for sustainable development</p> <p>17 PARTNERSHIPS FOR THE GOALS</p>  <p>17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location, and other characteristics relevant in national contexts</p>
Thematic Area 2: Protecting the human rights, safety, and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration	
<p>Obj 2: Minimize the adverse drivers and structural factors that compel people to leave their country of origin</p> <p>Obj 7: Address and reduce vulnerabilities in migration</p>	<p>1 NO POVERTY</p>  <p>1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters</p> <p>3.D: Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p>





<p>Obj 8: Save lives and establish coordinated international efforts on missing migrants</p> <p>Obj 12: Strengthen certainty and predictability in migration procedures for appropriate screening, assessment, and referral</p> <p>Obj 13: Use migration detention only as a measure of last resort and work towards alternatives</p>	   	<p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p> <p>16.1: Significantly reduce all forms of violence and related death rates everywhere</p> <p>16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all.</p>
<p>Thematic Area 3: Addressing irregular migration including through managing borders and combatting transnational crime</p>		
<p>Obj 9: Strengthen the transnational response to smuggling of migrants</p> <p>Obj 10: Prevent, combat, and eradicate trafficking in persons in the context of international migration</p> <p>Obj 11: Manage borders in an integrated, secure, and coordinated manner</p> <p>Obj 14: Enhance consular protection, assistance, and cooperation throughout the migration cycle</p>	  	<p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p>16.4: By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime</p>



<p>Obj 21: Cooperate in facilitating safe and dignified return and readmission, as well as sustainable reintegration</p>		<p>16.6: Develop effective, accountable, and transparent institutions at all levels</p>
<p>Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility</p>		
<p>Obj 5: Enhance availability and flexibility of pathways for regular migration</p>		<p>1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>
<p>Obj 6: Facilitate fair and ethical recruitment and safeguard conditions that ensure decent work</p>		<p>3.C: Substantially increase health financing and the recruitment, development, training, and retention of the health workforce in developing countries, especially in least developed countries and small island developing States</p>
<p>Obj 18: Invest in skills development and facilitate mutual recognition of skills, qualifications, and competences</p>		<p>4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship</p>
<p>Obj 19: Create conditions for migrants and diasporas to fully contribute to sustainable development in all countries</p>		<p>5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate</p>
<p>Obj 20: Promote faster, safer, and cheaper transfer of remittances and foster financial inclusion of migrants</p>		<p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6: By 2020, substantially reduce the proportion of youth not in employment, education, or training</p> <p>8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>
		<p>10.C: By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent</p>

		<p>17.3: Mobilize additional financial resources for developing countries from multiple sources</p>
<p>Thematic Area 5: Improving the social inclusion and integration of migrants</p>		
<p>Obj 4: Ensure that all migrants have proof of legal identity and adequate documentation</p> <p>Obj 15: Provide access to basic services for migrants</p> <p>Obj 16: Empower migrants and societies to realize full inclusion and social cohesion</p> <p>Obj 22: Establish mechanisms for the portability of social security entitlements and earned benefits</p>	    	<p>1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>3.7: By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality, and affordable essential medicines and vaccines for all</p> <p>4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p> <p>8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6: By 2020, substantially reduce the proportion of youth not in employment, education, or training</p> <p>10.2: By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p>



	 	<p>11.1: By 2030, ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums</p> <p>16.7: Ensure responsive, inclusive, participatory, and representative decision-making at all levels</p> <p>16.9: By 2030, provide legal identity for all, including birth registration</p> <p>16.B: Promote and enforce non-discriminatory laws and policies for sustainable development</p>
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Annex 8. Theory of change

