

Migration Multi-Partner Trust Fund

Migration MPTF JOINT PROGRAMME DOCUMENT TEMPLATE

PROJECT INFORMATION	
Joint Programme Title:	Capacity building of local governments in Santiago (Chile) and Mexico City to strengthen the socioeconomic integration of migrants and refugees through access to decent work, sustainable livelihoods, and social dialogue.
Country(ies)/Region (or indicate if a global initiative):	Chile and Mexico, Latin America
Convening UN Organization:	International Labor Organization (ILO)
Participating UN Organization(s):	United Nations High Commissioner for Refugees (UNHCR) International Organization for Migration (IOM)
Implementing Partners	Chile: Ministry of Labor and Social Protection; Municipality of Santiago; Central Unitaria de Trabajadores (Workers' Union); Confederación de la Producción y el Comercio (Production and Trade Confederation); Vicaría Pastoral Social (Vicarage of the Social Pastoral). Mexico: Mayors and municipalities of Mexico City; Secretariat of Labor and Employment Promotion (STyFE); Secretariat of Inclusion and Social Welfare (SIBISO); employer's organizations and trade unions.
Migration MPTF Thematic Area (choose one)	Thematic Area 1: Promoting fact-based and data-driven migration discourse, policy and planning Thematic Area 2: Protecting the human rights, safety and wellbeing of migrants, including through addressing drivers and mitigating situations of vulnerability in migration Thematic Area 3: Addressing irregular migration including through managing borders and combating transnational crime Thematic Area 4: Facilitating regular migration, decent work and enhancing the positive development effects of human mobility

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	<input checked="" type="checkbox"/> Thematic Area 5: Improving the social inclusion and integration of migrants
Primary GCM objectives	16. Empower migrants and societies to realize full inclusion and social cohesion
Relevant SDG Target¹	SDG 8, SDG 10, SDG 17.
Expected Project Commencement Date²	October 2020
Period of Implementation (in months):	24 months
Requested Budget: Indicate budget per PUNO and total	ILO: \$700,850 UNHCR: \$500,760 IOM: \$500,760 TOTAL: \$1,702,370
Project Description (Max 400 characters, including blank space)	<p>This joint project seeks to improve migrant workers and refugees' access to decent work and sustainable livelihoods by ensuring their employability, and access to employment opportunities and social protection programs implemented in Mexico City and Santiago. To that end, the project will design and support interventions that strengthen and articulate city services in both cities to provide an adequate response to populations on the move who are facing increased vulnerability. It will seek to create public-private synergies by engaging social actors and strengthening social dialogue. Finally, by developing city-to-city networks on migrant and refugee integration practices, a new cooperation and exchange platform on the topics will be developed.</p>
Project Gender Marker Score (1, 2, 3 or N/A):³	2

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.

³ Please score 1, 2, 3 (or N/A) as below:

Score 3 for projects that have gender equality and/or the empowerment of women and girls as the primary or principal objective;

Score 2 for projects that have gender equality and/or the empowerment of women and girls as a significant objective;

Score 1 for projects that contribute in some way to gender equality and/or the empowerment of women and girls, but not significantly (less than 15% of budget)

Score N/A for projects that do not contribute to gender equality and/or the empowerment of women and girls

Reference: United Nations Development Group: "Gender Equality Marker Guidance Note September 2013"

<https://undg.org/wp-content/uploads/2017/03/UNDG-Gender-Equality-Marker-Guidance-Note-Final-Sep-2013.pdf>

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SIGNATURE PAGE

UN Resident Coordinator ⁴	Representative of the National Authority ⁵
<p>Country: Mexico</p> <p>Name: Antonio Molpeceres</p> <p>Date: [Redacted]</p> <p>Signature: [Redacted]</p>	<p>Undersecretary of Multilateral Affairs and Human Rights – Ministry of Foreign Affairs</p> <p>Name: Martha Delgado Peralta</p> <p>Date: [Redacted]</p> <p>Signature and seal: [Redacted]</p>





UN Resident Coordinator ⁶	Representative of the National Authority ⁷
<p>Country: Chile</p> <p>Name: Silvia Rucks</p> <p>Date: 29/07/2020</p> <p>Signature: [Redacted]</p>	<p>Minister - M</p> <p>Name: Fern [Redacted]</p> <p>Date: [Redacted]</p> <p>Signature ar [Redacted]</p>



Participating UN Organizations (PUNO)	
<p>ILO Chile</p> <p>Name of Representative: Fabio Bertranou</p> <p>Date: 28 July 2020</p> <p>Signature: [Redacted]</p>	<p>ILO Mexico</p> <p>Name of Representative: Helmut Schwarzer</p> <p>Date: 28 July 2020</p> <p>Signature: [Redacted]</p>
<p>Name of Participating UN Organization UNHCR</p> <p>Name of Representative Juan Carlos MURILLO GONZÁLEZ</p> <p>Date 28 July 2020</p> <p>Signature: [Redacted]</p>	<p>UNHCR Mexico</p> <p>Name of Representative: Mark Manly</p> <p>Date: 28 July 2020</p> <p>Signature: [Redacted]</p>

⁴ Not applicable for regional or global initiatives.
⁵ Not applicable for regional or global initiatives.
⁶ Not applicable for regional or global initiatives.
⁷ Not applicable for regional or global initiatives.

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<p><i>Name of Participating UN Organization:</i> IOM Chile</p> <p><i>Name of Representative:</i> Richard Velásquez</p> <p><i>Date:</i> 29 July 2020</p> <p><i>Signature</i></p> 	<p><i>Name of Participating UN Organization:</i> IOM Mexico</p> <p><i>Name of Representative:</i> Jeremy McGillivray, OiC</p> <p><i>Date:</i> 28 July 2020</p> <p><i>Signature</i></p> 
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<p>Chair of the Migration MPTF Steering Committee</p>
<p><i>Name</i></p> <p><i>Date</i></p> <p><i>Signature</i></p>

JOINT PROGRAMME PROPOSAL NARRATIVE

1. Migration Context and Rationale

Cosmopolitan Santiago and Mexico City draw migrants and refugees from all over the world. These two important urban centers not only offer protection but also various economic opportunities attractive to migrants and refugees searching for better job prospects. Mexico City has historically represented an important labor market for internal and international migrants, while migration to Santiago has increased by 260% since 2014, partly explained by the economic development of the city.⁸ As important poles of attraction in Latin America, these two cities have developed local migration governance mechanisms, yet migrants and refugees in both cities still face many barriers to access formal employment, which in turn, affect prospects for socio-economic integration. The outbreak of the COVID-19 pandemic has exposed and exacerbated the challenges that migrant workers and refugees face in accessing health services, and those in employment, are subject to vulnerabilities in the workplace.⁹ Despite the fact that the pandemic is global in nature and affects everyone, migrant and refugee workers have not been fully included in national plans to contain its adverse impacts such as cash transfers, for example.

The evolving governance of migration requires complementing work at the 'national level' with engagement with local actors at the municipal spheres of policymaking because it is at the 'local level' that manifests the potentials of migration. In this light, Mexico City and Santiago are recognizing their roles in shaping public policies to address mobility, as migrants and refugees are becoming willing partners in local governance and contributors to the destiny of the two cities.¹⁰ This project will contribute to strengthening frameworks by building more inclusive cities towards safe, orderly and regular migration at the local level, which is even more needed in post-recovery efforts after COVID-19.

Furthermore, although both cities have strong worker's and employments organizations, tripartite social dialogue that addresses socioeconomic integration challenges faced by migrants has not been developed enough at the local level. This makes it difficult to advance joint actions for effective integration, weakens the implementation of public policy, and is a loss of synergy in public-private action. Therefore, this project also seeks to strengthen social dialogue at the local level to facilitate the economic and cultural inclusion of target populations.

Migrants and refugees face challenges in labor market integration and access to social protection.

Migrant populations in Santiago and Mexico City face several obstacles to social integration and economic opportunity. In Mexico, despite a very favorable legal framework for integration that guarantees civil, cultural, social and economic rights to migrant and refugee populations at equal conditions as the local population, refugees continue to have less possibilities than Mexican populations to access stable and formal employment¹¹. The ILO has systematically shown that most migrant workers and refugees are concentrated in sectors of the economy with high levels of temporary, informal, or unprotected work,

⁸ INE-DEM (National Statistics Institute-Department of Foreigners and Immigration), Report, 2020. <https://bit.ly/30IsO5E>

⁹ See ILO (2020) Protecting migrant workers during the COVID-19 pandemic, https://www.ilo.org/global/topics/labour-migration/publications/WCMS_743268/lang--en/index.htm

¹⁰ See UN (2018) Sustainable cities, human mobility and international migration, Report of the Secretary General, Commission on Population and Development, Fifty-first session, E/CN.9/2018/2.

¹¹ See UNHCR (2018), Integración socioeconómica de refugiados en México.

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characterized by low wages and lack of social protection.¹² Regarding the latter, the coverage inequality gap between low-income and high-income groups in Mexico has significantly increased over the last ten years¹³. More recently, the ILO rapid impact assessment to identify COVID-19 impacts on labor migration in Mexico, has preliminarily concluded that the social programs and strategies that were launched in the context of the pandemic, including those oriented to employment and income protection, have not sought to guarantee the inclusion of migrant populations, refugees and asylum seekers.

Also in Chile, the migrant and refugee population show significant vulnerabilities, especially due to their concentration in the informal sector. The Central Bank of Chile estimates that the unemployment rate will be around 10% in the first half of 2020, which would affect 56.8% of the migrant population¹⁴. The main causes of economic instability for the target population include: (i) long waiting times to receive a visa and permanent residence; (ii) difficulties relating to the recognition and revalidation of skill certificates; (iii) lack of awareness among employers regarding recruitment, specifically which documents authorize a migrant person to work; and (iv) lack of access to and awareness of the financial market. In March 2020, UNHCR also identified the lack of access to state social benefits as a pressing issue, both for those of a regular nature and those that have emerged in the COVID-19 context, including, for instance, not having the Rol Único Nacional (RUN — National Identification Number) needed to access benefits.

Institutional challenges to address socioeconomic integration needs

Mexico City and Santiago have developed inclusive frameworks and programs for migrants, refugees, asylum-seekers, and other forcibly displaced persons. Both cities are part of the "Cities of Solidarity" program, led by UNHCR, in which cities commit to promote inclusion, support refugees and bring communities together seeking the integration of refugees and migrants. In Mexico City, the municipal government has the *Interculturality, Attention to Migrants, and Human Mobility Law*, which provides the basis for migrant populations to access programs and services that enhance their economic opportunities based on the principles of non-discrimination, hospitality and dignified treatment. In Santiago, the municipal government has significant institutional experience working with migrant populations through the implementation of various programs and initiatives, which led them to earn the Migrants Seal. The Chilean government awards this seal of distinction to municipal institutions that execute plans, programs, and projects aimed at caring for and including refugees and migrant populations, which not only promote cultural diversity but recognize the contribution of these populations to the city and host communities.

Despite both cities having put in place favorable practices, they still face significant challenges in ensuring that migrant workers, refugees and asylum seekers participate and benefit from these programs. Recent studies show that out of 38 social programs in Mexico City, only 8% are inclusive of migrants, 47% are partially inclusive, and 45% are not inclusive at all¹⁵. In turn, the local government of Santiago has a wide range of programs and initiatives, guidelines or procedures that facilitate access to migrant and refugees but they do not reach these populations because they are limited in scope or there is little knowledge and

¹² ILO (2016) Labor migration in Latin America and the Caribbean: Diagnosis, strategy and ILO's work in the Region. ILO Americas Technical Report 2. <https://bit.ly/3jA9PTj> See also the ILO Policy Brief (2020) "Protecting migrant workers during the COVID-19 pandemic". <https://bit.ly/2WTVbwn>

¹³ The ILO Migration Note for Mexico and Central America (2020)

¹⁴ According to official figures from the National Institute of Statistics, Nov-Jan 2020 quarter. <https://bit.ly/2WTSUGo>

¹⁵ ILO (2016) Labor migration in Latin America and the Caribbean: Diagnosis, strategy and ILO's work in the Region. ILO Americas Technical Report 2. <https://bit.ly/3jA9PTj>

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resources to execute them. In addition, the local authorities lack articulation and coordination when it comes to providing services and responding to the target population.

In this regard, designing and supporting interventions that strengthen and articulate city services is particularly urgent in both cities given the need to provide adequate response to populations on the move facing increased vulnerabilities. Local governments need to ensure accessibility and augment inclusivity within programs. It is also necessary for both cities to develop a coordinated system of services that already serve and are available to such groups. By doing so, they make all programs more effective for migrants and refugees and guarantee equality and equity in access to the satisfaction of basic needs and to the exercise of rights for these populations.

Despite their differences, similarities in flows make Santiago and Mexico City an interesting setting to draw lessons on city migration governance, exchanging knowledge and practices that without this project would be difficult. Through this project, it is also expected that international cooperation experiences on migration can be transferred from one city to the other, but also from country to country.

The ILO, UNHCR, and IOM offices in Mexico and Chile have been in dialogue with migrants, refugee and asylum-seeking populations and civil society organizations (CSOs) in Mexico City and Santiago about the issues and barriers faced by these groups. A Technical Committee was created for the elaboration of this proposal with representatives of local governments, the central government, unions, and CSOs. Furthermore, upon being informed that this project was selected as Tier 2, we have continued to work closely with the Technical Committee on this proposal.

The response: Accelerating impact through complementing and articulating existing work with an inclusive approach

In Mexico City, many governmental agencies already provide a range of services that this project will tap into. These include the Secretariat of Labor and Employment Promotion (STYFE) and the Secretariat of Inclusion and Social Welfare (SIBISO), which support labor and social service integration respectively. This project will map existing services, increasing entry points for migrants, refugees and asylum seekers and to improve their impact on these populations. In addition, in recent years labor unions and employer associations in Mexico have also increasingly sought to support labor migration standards, including the UNT (National Union of Workers), CROC (Revolutionary Confederation of Workers), COPARMEX (Mexican Republic Employers Confederation, and CONCAMIN (Confederation of Industry Chambers). The project will work to coordinate their efforts with government partners and to support increased formal work opportunities for migrants. Finally, despite the economic slowdown during the COVID-19 and halt of recruitment processes in many companies, CSOs have continued to channel refugees and asylum seekers into formal employment.

In Santiago, the experience of supporting and providing guidance to migrants is well developed through “Santiago Emprende” (employment support), “Santiago Impulsa” (small business support), and the “Santiago Cuida” (social service provider) programs. This project will elaborate a ‘Migrant and Refugee Route intervention’ model centered on the coordination and strengthening of these existing programs. Thus, this model will be based on the assessment of the institutional capacities of the Municipality, including trainings in cross-cultural communication and gender mainstreaming, and the needs of migrant populations, such as guidance and information, training, certification of competencies, awareness raising and sources of funding, among others. At the national level, the project will also focus on creating linkages with the Ministry of Labor and Social Welfare (MINTRAB), Labor Inspection (DT), and Department of

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Foreigners and Immigration (DEM). These efforts will be complemented by engagement of labor and employer groups, including the Workers' Union (CUT), Intercompany Committee on Migration, and the Production and Trade Confederation (CPC), in order to formalize additional routes for socioeconomic integration. Finally, the project will also benefit from CSOs' participation, most prominently the Vicarage of the Social Pastoral, which has extensive experience working with refugee and migrant people and organizations, as well as the Response for Venezuelans (R4V) - Chile Chapter Platform, a cross-sector collaboration focused on including and integrating migrants into the labor market.

Overall, this joint project is focused on strengthening existing labor and social programs in Mexico City and Santiago to make them more accessible to migrants, refugees and asylum seekers. It will do so through the articulation of institutions and programs, the creation of new entry points for our target populations, by increasing outreach to local communities, by engaging social actors, including employers organizations and trade unions, and by developing south-south city to city networks. Thanks to a partnership with the Mayors' Migration Council (MMC), good practices from other Cities, in the LAC region and beyond, will also serve as inspiration for the work to be carried out in Mexico City and Santiago. Likewise, the experience of these two cities will be leveraged for the benefit of other cities in the MMC network.

Links to the United Nations Sustainable Development Cooperation Framework (UNSDCF):

Regarding the **UNSDCF for Mexico (2020-2025)**, the joint program will help to achieve the following UNSDCF's Outcomes and strategic lines of action:

- **Outcome 1:** By 2025, the Mexican State has a comprehensive strategy for social development, reduce multidimensional poverty and inequality, with an integrated approach to human rights, gender, interculturality, life cycle and territory, which incorporates redistributive mechanisms without leaving anyone behind. - **Outcome 2:** By 2025, the population in conditions of greatest vulnerability fully exercises their rights to health, education, culture, housing, food, social protection and care, and access to quality universal services. **Outcome 3:** By 2025, the Mexican State plans and implements, with territorial, population and human rights and gender perspectives, inclusive strategies to generate shared prosperity that reduce inequality and poverty. **Outcome 5:** By 2025, the Mexican State has decent work programs to address the labor market needs, including institutional strengthening, job training, formalization, women's economic participation, protection of rights, social mobility and labor justice.

This proposal is linked to the *Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible en Chile 2019-2022*. The Framework was signed between the Government and the United Nations System on August 1st, 2019. The project is linked to the Strategic Priority 2 - Economic Development: Chile has a diversified productive matrix, with institutions, rules and policies that promote sustainable and inclusive development, based on innovation and intersectoral coordination, with an emphasis on the educational and productive system; and to the Direct effect No. 3 on Economic Development: "By 2022, reduce economic integration gaps, particularly those affecting women, youth, the elderly, indigenous peoples, rural population, persons with disabilities, and migrants".

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Regarding the Agenda 2030, the joint program will increase the coverage of employment and social protection services for migrants, refugees and asylum seekers, promote their incorporation to the labor market and benefit women and their dependents (such as children, elderly, and people with a disability), thus, effectively contributing to achievement the SDGs 1 (end poverty in all its forms) and 5 (achieve gender equality and empower all women and girls).

Additionally, the program will contribute to SDGs 4 (target 4.4), 8 (targets 8.5 and 8.8.), 10 (target 10.2) and 17 (target 17.9).

In terms of the National Strategy for the 2030 Agenda, Mexico prioritizes actions to be an inclusive country with social cohesion, and envisages a solid and well-articulated universal social protection system that will allow all people to effectively exercise their rights and develop on equal terms in their personal, community and work spheres.

2. Results Framework and Theory of Change

Previous consultations in Santiago and current rapid impact assessments in Mexico City reveal many challenges experienced by migrant workers and refugees in their socio-economic integration paths, and these are mainly linked to barriers in access to formal employment. These barriers can be summarized as: i) challenges in access to regularization services; ii) lack of access to and information on services that could lead to formal employment; iii) high presence of work in the informal economy; and iv) the rise of xenophobia which exacerbates risks of marginalization leaving migrants and refugees in precarious jobs.

Many advances have been made in both Mexico and Santiago in terms of commitments to address the needs of migrants and refugees. Still, recent institutional changes in Mexico have given way to setting migrants and refugees apart from existing programs that had an inclusive approach in the past. These changes could potentially affect these populations negatively by segregating them from specific services. In Santiago, many programs co-exist but lack institutional articulation, affecting the success of delivery and reach.

In response to the barriers identified and capitalizing on the potential of both cities, and the wide experience of the three agencies involved, the objectives of this project are:

- **Overall objective:**
Promoting the socioeconomic integration of migrants and refugees in Mexico City and Santiago de Chile, through decent work and a sustainable livelihoods approach.
- **Specific objectives:**
 1. Strengthen (a) public policies and programmes and (b) services offered by governmental and non-governmental actors at the city level in the areas of access to employment, entrepreneurship and social protection, (including recognition and certification of skills).
 2. Promote social dialogue among governmental -including local authorities- and social partners in order to facilitate migrants' integration in the labour market.
 3. Facilitate South-South and City-to-City exchange of practices on successful public policies and programmes, and on services offered by governmental and non-governmental actors at the city level, that contribute to socio-economic integration of migrants and refugees.

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Outcome 1: *Santiago and Mexico City enhance employment and social protection programs and services as well as develop livelihood approaches which are inclusive of migrant workers, refugees, and asylum seekers, and particularly of women, the youth, and persons with disabilities.*

Outcome 2: *Enhanced social dialogue to improve stakeholders' awareness to guarantee adequate service delivery.*

Outcome 3: *Santiago and Mexico City engage in strengthened bilateral South-South cooperation.*

Articulation of outcomes

The main result of this project posits that migrants, refugees and asylum seekers are economically and socially integrated in the cities of Santiago and Mexico City through the implementation of activities organized in these three interrelated outcomes.

Outcome 1 aims to reinforce existing institutional capacities in both cities and bring coherence in existing programs and services that might be currently disconnected from each other.

It will develop and provide a mapping of city services and service providers in order to articulate such services and to generate a unified view of the cities response capacities. This mapping of existing services will identify gaps and key actors in the local institutional landscape and will suggest activities to create synergies between programs. It will also provide a detailed analysis of barriers to service delivery with local institutions and develop activities to address them. In this way, local public policies are strengthened to cater for the specific needs of the two cities. This will allow enhanced services' delivery as they become tailored to the needs of host communities and migrants and refugees.

Formal employment is one of the key solutions to problems of inequality, exclusion, and potential conflicts that might arise when migrants and refugees are in the informal economy and are not able to exercise their rights, and negative perceptions by host communities could be exacerbated. Therefore, by enhancing employability, which includes the recognition and certification of skills and prior learning and developing entrepreneurship routes for migrants and refugees, societies benefit overall. In the case of Chile, this process will be undertaken under the 'Migrant and Refugee Route' model, which establishes a path for the migrant worker and refugee to access employment and other services, and will include an analysis of the employability profile to determine either independent or dependent employment. This route will be designed in a way that responds to the needs and characteristics of the territory, considering, for example, the territorial distribution of the Municipality which focuses on generating autonomous territorial centers where communities can accommodate their socio-economic needs. In the case of Mexico, the project proposes the establishment and consolidation of the Migrant and Refugee Resource Centers (MRRC) in strategic geographic areas where target populations concentrate. MRRC's will provide a space where potential migrants, returned migrants, migrants' families, asylum seekers, refugees and other community members can access a diversity of services that support their economic and social integration. The consolidation and operation of the MRRC will imply the organization (sometimes sequential) of various types of support and measures to help target populations who face complex barriers in the labor market, including low job and employability skills, irregular migration status, and job opportunities. The MRRC staff will also conduct outreach activities. In this vein, the MRRC model shares with the 'Migrant and Refugee Route Approach' that it is based on a 'joined-up services' model, which

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relies heavily on cooperation between city institutions to provide information and efficiently channel visitors to relevant public services for integration. This represents a shift from stand-alone services, thus, taking into account institutional developments in Santiago and Mexico City, both approaches aim to strengthen articulation in service delivery to migrants and refugees. Also, in the case of Mexico, the project is building on previous efforts to streamline access to social protection for target populations and will take advantage of the current traction the topic has in Mexico to strengthen referral mechanisms to social protection (see Output 1.3 Annex D1).

Furthermore, the project strategy includes an important novel aspect of this outcome, which is that migrant workers and refugees will receive guidance from ‘incubators’ to develop and consolidate innovative social and solidarity businesses in existing market niches to develop innovative products but also contribute to the ‘sharing economy’. In addition, migrant workers who are already in innovative projects addressing the demands of the city will be supported with a special focus on diversification. Finally, migrant and refugee women and persons with specific needs will be at the center of intervention.

Outcome 2 on ‘Enhanced social dialogue to improve stakeholders’ awareness to guarantee adequate service delivery’ aims to capitalize from the experience of employer and workers’ organizations in migration issues to improve service delivery at the local level. The inclusion of workers and employers’ organizations as well as other civil society actors from the inception of programs through monitoring and evaluation in a context of social dialogue guarantees the sustainability of activities aimed at socio-economic integration.

The reality on the ground shows that migrants and refugees lack access to basic social services and their skills are not fully recognized. Therefore, through the involvement of social actors and other civil society organizations, migrants and refugees have the potential to positively contribute to social cohesion between newcomers and hosting communities, and reduce tensions that might lead to xenophobia. In the case of Mexico, awareness raising and trainings will be embedded in the Decent Work Program of Mexico City (Output 2.1) as decent work is a key component of the national development strategy and it will be addressed at the city level in this context. For Chile, unions (CUT), employers (through the Confederation of Production and Trade, CPC in Spanish) and the Labor Directorate will design and implement awareness-raising and tools (Output 2.2) to address migrant and refugee socio-economic inclusion and promote social dialogue. These activities are targeted at securing a ‘whole-of-society approach’ towards sustainability.

Outcome 3 on ‘South-South cooperation strengthened by fostering a bilateral city-to-city cooperation initiative between Santiago and Mexico City’ aims to bring both cities together during and after the implementation of activities to exchange good practices and lessons learned from the different contexts. In this way, horizontal cooperation will be strengthened paving the way for a bilateral cooperation initiative in achieving objectives of the GCM and SDGs 4, 8, 10, 16 and 17, and providing good practices which could be replicated in other cities of the region as Global South cities have been largely underrepresented in international migration policy efforts¹⁶. In addition and most significantly, the JP is looking to create a multi-stakeholder south-south city to city network on labor migration and refugees as a way to ensure sectorial and tripartite technical exchanges on the subject and the participation of cities in the international debate; it will also promote the establishment of alliances and associations between

¹⁶ See Mayors Migration Council Website, available at : <https://www.mayorsmigrationcouncil.org/>

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cities and their communities, as well as the permanent exchange of practices and knowledge. The project will receive the support from the Mayors Migration Council in the implementation of these efforts.

This project operates under the assumptions that both cities are committed to strengthening its solidarity statuses towards migrants and refugees. The Municipality of Santiago obtained the "Migrant Seal" in 2018, a recognition given by the Government of Chile to municipalities committed to the inclusion and non-discrimination of migrants. The city has an Office of Migrant Affairs that provides psychosocial and legal assistance which is supported by UNHCR since 2019. In Mexico, the implementation of the Decent Work Agenda and exchanges of good practices will continue. Mexico's City Secretariat of Employment and Labor has adopted its own Decent Work City Program, where labor migration is a cross-cutting issue. Furthermore, IOM Mexico has recently signed a collaboration agreement with the Secretariat of Inclusion and Social Welfare to promote the inclusion of migrants to social programs. The project emerges from the consultations and the demands from constituents and local actors regarding their needs, and the PUNOS are well placed to deliver and cooperate effectively on the implementation of the project. The project brings together ILO's experience on fostering decent work, UNHCR's expertise in developing self-reliance models for refugees, and IOM's framework of Migration Governance Indicators adapted to the local context (from pilot experiences in Sao Paulo, Montreal and Accra). Under national support in both countries and the understanding that sustainable COVID-19 responses require inclusivity, the project rests under the premise that socio-economic integration of migrants and refugees enhances and contributes to social cohesion at local levels.

3. Project Implementation Strategy

The overall purpose of the joint program is to increase migrant workers and refugees' access to decent work and sustainable livelihoods by ensuring they benefit from employability, employment and social protection programs.

The target groups are migrant workers, asylum seekers and refugees, and the project will pay special attention to women and persons with specific needs in each of these target groups. Characterized by high rates of informal and unprotected employment and experiencing deepening inequality as a result of COVID-19 pandemic, these vulnerable groups require targeted support and provision of mechanisms allowing them to overcome the current precarious livelihoods. To such purpose, the proposal identifies policy and programmatic levers to accelerate transformations and improve access, coverage and adequacy of social protection and care for marginalized women and persons with specific needs.

The JP will be implemented in Mexico City and Santiago in Chile. The experiences and best practices will be regularly shared between the two targeted cities and beyond to allow mutual learning and replication of successful socio-economic integration mechanisms.

To fulfill its overall objective, the program will carry out the following activities:

1. Strengthening of local capacities through the generation of entry points to programs and services for the target population, as well as fostering alliances and networks with actors that provide employment, welfare and care services to vulnerable populations:

- Local actors will be acquainted with inter-institutional coordination tools and an expanded articulation system (Urban Infrastructure Map for Service Provision/ Migrant and Refugee Resource Centre/ Migrant and Refugee Route intervention) including non-governmental and non-

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profit organizations that serve target populations. This ensures a better response capacity and attention to these populations.

- Promote the access of target populations to solidarity economy programs and provide technical assistance to institutions and beneficiaries in the development of cooperative models. This will allow supporting local labor and welfare institutions to close the gap in the implementation of available programs and the expected impacts for those programs.

2. Promotion of social dialogue that generates tripartite strategies for the inclusion of migrants, refugees and asylum seekers. The project aims to take advantage of the platform that the Decent Work Country Program -CDMX provides as well as replicate the exercise of a local Decent Work Agenda in the City of Santiago.

3. Promotion of south-south, city-city cooperation on labor migration:

- Sectorial and tripartite technical exchanges on the subject will be promoted with the aim of expanding knowledge on the subject and ensuring the participation of cities in the international debate, including through partnership with the Mayors' Migration Council;
- Platforms will be formed that will allow the establishment of alliances and associations between cities and their communities, as well as the permanent exchange of practices and knowledge

Based upon the PUNOs' expertise and experience, the main strategies for project implementation include also: 1) Drafting of evidence based analysis and proposals directed at improving policies and programs to increase inclusivity; 2) Assessment based dialogue with authorities and actors regarding the barriers that migrant workers, refugees and asylum seekers in accessing the labor market and social protection, taking account of best international practices to improve the existent model; 3) Comprehensive capacity building of strategic public, private and social actors to increase awareness and promote project's goals; 4) establishing joint services for migrant, refugees and asylum seekers in the cities participating in the project.

From their respective mandates, the ILO, UNHCR and IOM recognize the importance of emphasizing the promotion of migrants, refugees and asylum seekers' dignity and well-being, and respect for their rights, going beyond their physical and material needs. This involves supporting States and other Partners in their respective direct and indirect responsibilities. Thus, this project is aligned at every level with the international agreements ratified by Chile and Mexico on Human Rights, Refugees and Labor, protecting the rights enshrined in these instruments at the regional and global levels.

The program is framed around a rights-based approach and includes age, gender and diversity (AGD) perspective in all its components and strategies, i.e. at design, implementation and monitoring of this project. PUNOs will ensure that there is gender balance amongst the refugees and migrants who become involved in various activities pursued in the framework of this project. The result indicators and technical reports will be gender disaggregated, whenever data is available. Through AGD policy, PUNOs aims to ensure that all persons of concern can enjoy their rights on an equal footing and participate meaningfully in the decisions that affect their lives, families and communities. Lessons from the migrant workers, refugees and asylum seekers inclusion model can be useful for designing future coverage extension strategies for other occupational groups.

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Gender-responsive: this principle is addressed from the analysis that, from a cultural perspective, both societies present differences and inequalities between men and women. This is particularly true with regard to the responsibilities of each gender, which assign to women the work of home care, and limit their control of resources, thereby directly affecting their access to rights and opportunities.

Child sensitive approach: this approach will be tackled through the development of services that will be provided to families with children and adolescents, to facilitate the participation of family leaders (and especially mothers) and will aim to reduce child poverty and vulnerability, through in-kind transfers; training mechanisms for parents addressing children and adolescents' access to basic social services (in activities linked to social dialogue); strengthening children and adolescents' care alternatives outside the family circle; and promoting policies and regulations that secure maternity and paternity leave rights for women and men. Specifically, through the enhancement of the program "Santiago Cuida". In addition, child labor prevention protocols and reporting mechanisms for domestic violence will be delivered at all levels of training throughout the project.

At the level of South-South cooperation, actions will consider awareness-raising and capacity building at the local level in cities; strengthening cross-sectoral coordination; and the exchange of good practices for the best design and effective implementation of programs with maximum positive impact on children.

4. Partnerships

This project considers a people-centered, whole-of-government and whole-of-society approach. The implementation of this project requires the coordination of various institutions, both at the level of central and local government, and other social actors. Since the intervention model is based on existing programs in both the Municipality of Santiago and Mexico City, the local government is contributing strategically to the achievement of the objectives.

In addition, the project contributes to **the National Platform for Venezuelan Refugees and Migrants**, co-led by UNHCR and IOM in Chile, with the aim to support and implement a coherent regional response. ILO Chile is one of its 18 members. While local authorities are not directly included as a member of the platform, different sectors have already established close relationships and are - indirectly - reflecting work done at municipal level through their own engagement.

Table 4.1 presents the main JP stakeholders for Mexico and Chile.

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Table 4.1. Main Stakeholders

Level/Country	CHILE	MEXICO
National/Federal Government	<p>Ministerio del Trabajo y Previsión Social (Ministry of Labor and Social Welfare, MINTRAB): It has worked with the ILO on a continuous basis since 2007 through a Technical Assistance Convention which remains in force to date and geared towards the inclusion of migrants and refugees in the labor market.</p>	<p>Ministry of Labor and Social Protection (STPS): Responsible for labor migration governance including implementation of the Integral Development Plan; Public employment services and coordination, and it is the leading institution for social dialogue.</p>
	<p>Dirección del Trabajo (Labor Directorate, DT): Its main objective is to promote and ensure efficient compliance with labor, social security and occupational health and safety legislation; the full exercise of freedom of association, and social dialogue, promoting fair, equitable and modern labor relations. It will provide training on national labor law.</p>	<p>Secretariat of Social Welfare (SIBISO): is the Ministry responsible for implementing the bulk of the government's social programs. Through its agreements with PUNO's it will support the implementation of Outcome 1.</p>
	<p>Departamento de Extranjería y Migración (Department of Foreigners and Immigration, DEM): This department's mission is to ensure compliance with the legislation in force for migrants and refugees. In this sense, it will be involved in training on the rights of the migrant population.</p>	<p>Mexican Commission for Refugees (COMAR): its remit includes refugee status determination and supporting integration of refugees in Mexico. In close coordination with UNHCR, COMAR channel asylum seekers and refugees to other specific services.</p>
	<p>Servicio Nacional de Capacitación y Empleo (National Training and Employment Service, SENCE): This State agency implements and manages training activities and programs with a focus on the employability of people and the productivity of companies. It will work in coordination with other actors to address training needs.</p>	<p>National Migration Institute (INM): is the administrative authority on migration in charge of implementing the Migration Law. It supports regularization and humanitarian permits, as well as work permits, thus being crucial in ensuring safe and regular migration and stay. It works closely with COMAR to ensure asylum seekers transition to permanent residents, thus have access to work.</p>
	<p>Chile Valora. Comisión of the Sistema Nacional de Certificación de Competencias Laborales (National Labor Skills Certification System): whose key remit is to formally recognize the labor skills of individuals through certification. It will contribute to the project in the fellowship program for certification of competences with PUNO's.</p>	<p>Ministry of Foreign Affairs (SRE): It will help the project in coordinating south-south city to city cooperation.</p> <p>Mexican Institute for Social Security (IMSS): is the institution responsible for the design and operation of the social security regime of workers.</p>
Local Government	<p>The Municipality of Santiago has several offices that provide support and guidance in economic,</p>	<p>Government of Mexico City: Through existing and new agreements with the Government of Mexico City</p>

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	<p>social and migration issues, to foreigners and locals residing in its municipality. It will play a key role in implementing the project.</p> <p>“Santiago Emprende” Office focuses on people (who reside in the municipality) who are looking for the opportunity to improve their quality of life through work, providing job opportunities and tools that improve their technical and interpersonal skills. The “Santiago Emprende” Office has the “Santiago Impulsa” initiative program that seeks to enhance the competitiveness of smaller companies.</p> <p>“Santiago Cuida” Programme. A national-level initiative that is implemented in various municipalities, including Santiago, and focuses on the care of older adults and their families through the delivery of various services such as caregiving and medical care, among others.</p> <p>Migrant Office: as part of the Municipality, provides support and guidance in social and migration issues, to foreigners and nationals. They link with municipal programs and external institutions in order to guide and channel all kinds of consultations.</p>	<p>PUNO’s will look to ensure sustainability and ownership of JP.</p> <p>Secretariat of Labor and Employment Promotion (STYFE): Mexico’s City labor secretariat and key ILO partner. There are multiple programs that the project is considering for collaboration with STYFE: Skills accreditation and labor competencies certification and labor intermediation and job placement services. The project is looking to support migrant workers, refugees and asylum seekers with accreditation and certification of their skills and competencies. Promotion of Decent Work Program: (aimed at populations facing challenges to access jobs in the formal economy or conduct self-employment activities) which includes three subprograms: a. self-employment program and a skills development program b. Promotion and constitution of social and solidarity businesses program; c. Unemployment insurance program.</p> <p>Alcaldías are the administrative representations of boroughs or municipalities. Alcaldías can support community outreach as well as ensuring services reach most marginal communities within their demarcations.</p>
Worker’s Organizations	<p>Central Unitaria de Trabajadores (Workers’ Union, CUT): This is the largest union federation in the country. It has implemented various measures relating to migration. For example, it promoted the 2015-2018 Work Plan of the <i>Mesa Intersindical de Migraciones</i>, in conjunction with the ILO-IOM.</p>	<p>National Union of Workers (UNT): UNT requested capacity building by ILO to support the migrant workers’ agenda on fair recruitment.</p> <p>Revolutionary Confederation of Workers (CROC): is the union that has a more developed agenda on labor migration and in supporting migrant workers inclusion on the labor movement. CROC has requested capacity building from ILO for the constitution of a union-managed Migrant Resource Center.</p>
Employer’s Organizations	<p>Confederación de la Producción y del Comercio (CPC): This Chilean business guild brings together Chile’s main productive sectors. They collaborate with the Government and United Nations Agencies on migration. In the context of COVID-19, the CPC formed the humanitarian alliance between the <i>Instituto Chileno Católico</i></p>	<p>PUNOs also have developed a stable relationship with the national employer organizations, as Mexican Republic Employers Confederation (COPARMEX), the Confederation of Industry Chambers (CONCAMIN) and other services employer confederations in Mexico City such as commerce and services chambers (CONCANACO-SERVYTUR).</p>

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	<p><i>de Migración, Núcleo Humanitario</i> (Chilean Catholic Migration Institute, Humanitarian Core) and <i>Servicio Jesuita a Migrantes</i> (Jesuit Service for Migrants) to deliver direct assistance to the migrant population.</p>	
	<p>Mesa Interempresarial sobre Migraciones: multisectoral network group, created by IOM that develop activities to promote the socio-economic integration of migrants and refugees.</p>	
Civil Society	<p>Vicaría Pastoral Social: This organization has extensive experience working with refugee and migrant individuals and organizations. The Vicarage will play an important role in implementing and supporting the various activities. It will also take part in the Steering Committee.</p>	<p>Programa Casa de Refugiados, A.C. and Sin Fronteras IAP: these two organizations have extensive experience in managing specific protection needs of migrants refugees and asylum seekers as well as carrying out advocacy work with Mexico City government and relevant public authorities. They will support various activities of the project, notably related to the expanding of inclusivity of the public programs and establishing referral mechanisms, and contributing to the strengthening of the advocacy role of CSO organizations.</p>
Academic partners	<p>In order to implement components within outcome 2 (incubators) agreements with academia are crucial. Academic institutions will be mostly of national coverage including the Universidad de Chile (U. de Chile), Pontificia Universidad Católica de Chile (PUC), INACAP, Universidad del Desarrollo (UDD), Universidad Diego Portales (UDP), among others.</p>	<p>In order to implement components within outcome 2 (incubators) agreements with academia are crucial. Academic institutions will be mostly of national coverage including the National Autonomous University of Mexico (UNAM), College of the Northern Border (El Colef), Iberoamerican University (IBERO), Center for Research and Teaching of Economics (CIDE) as well as other research and policy centers.</p>
Mayors Migration Council (MMC)	<p>It empowers and enables cities with access, capacity, knowledge, and connections to engage in migration diplomacy and policymaking at the international, regional, and national level. It will collaborate in the international exchange of good practices and local governance.</p>	

The stakeholders involved will provide an strategic contribution and participate at the various stages of the implementation of the project.

In the case of Chile, the intervention model based on the territory (outcome 1) will be through the coordination and strengthening of the existing programs of the Municipality of Santiago, “*Santiago Emprende*”, “*Santiago Impulsa*” and “*Santiago Cuida*”. These programs will establish a route that considers the various dimensions identified as necessary for building independent livelihoods and decent work, such as guidance and information, training, certification of competencies, awareness raising and sources of funding, among others. These local programs will work closely with central (MINTRAB, DT and DEM) and social actors (Vicaría Pastoral Social, CPC, CUT and Mesa Interempresarial de Migraciones), to shape the Migrant Route.

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Accordingly, MINTRAB will jointly lead program-based initiatives, in conjunction with the Municipality of Santiago and United Nations Agencies. For their part, both the DT and the DEM will contribute their expertise in labor rights information workshops, the legal environment necessary to form an enterprise, and training on labor and migration regulations, respectively.

At the same time, social actors -including the *Central Unitaria de Trabajadores, Confederación de la Producción y del Comercio and Vicaría de la Pastoral Social-*, will use their expertise to provide support, guidance and trainings to beneficiaries. They will also participate in the Steering Committee as observers, delivering inputs from civil society and migrants organizations. The aim of the this will be to promote social dialogue between the actors participating in this program (outcome 2).

Note that the CUT, CPC and Vicaría Pastoral Social are involved in the Response for Venezuelans (R4V) - Chile Chapter Platform.

The project intends to promote this initiative to implement efforts, together with its members (government institutions, companies, guilds and United Nations System Agencies in Chile), to include and integrate migrants in the labor market.

For its part, the *Mesa Interempresarial de Migraciones* will support the development of the project, taking advantage of its multisectoral composition (which includes representatives of the Government, Municipalities, the United Nations System, Embassies, Guilds and Business) to build a medium- and long-term working agenda to strengthen the link between central and local government, the management of labor migration, the intercultural approach and the management of knowledge around migration.

For the implementation of the south-south cooperation component (outcome 3), the PUNO's will coordinate the technical cooperation, including sectorial meetings, tripartite dialogue and promoting the exchanges of good practices between the stakeholders involved.

For Mexico the two main implementing partners will be the Secretariat of Welfare (SIBISO) and the Secretariat of Labor and Employment Promotion (STYFE). Both for the consolidation of the Migrant and Refugee Resource Center (MRRC) and establishing of joined-up services (outcome 1) these two institutions are indispensable. The coordination will be ensured with COMAR INM and the Public Employment Service (SNE) at the federal level for intermediation services, with the Institute for Employment Training (ICAT) for certification and accreditation of skills (both through the agreements SNE and ICAT have with STYFE) and with the Secretariat of Women. For the implementation of the entrepreneurship component (development of migrant and refugee cooperatives, outcome 2) STYFE and ILO will sign an implementation agreement that will include academic institutions. For the implementation of the south-south cooperation component (outcome 3), the JP will coordinate with the Ministry of Foreign Affairs (MoFA). The above represents an unique coordination between local and national governments.

In addition, as the project is incorporating other social actors including employers organizations, unions and civil society, these actors will also play a following a strategic role in the following way:

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- a. Employers organizations: their involvement includes active offering of labor opportunities through available intermediation services; becoming “champions” in the process of integrating migrant workers and refugees into the labor market; engaging in social dialogue that integrates TP in strategies designed; sharing and exchanging best practices through south-south cooperation.
- b. Workers organizations: through the MRRC unions will provide trainings and through them community outreach will be carried out. However, the project will also engage in sensitizing some unions that still have not built relationships around migrant workers and refugees, especially around topics of ensuring and supporting access to complaint mechanisms. Workers organizations will also take part in south-south cooperation and social dialogue.
- c. Civil society organizations: will be key in offering services through the MRRC but also in supporting community outreach and effective referral mechanisms. They will also play a key role in supporting and generating entrepreneurship networks to which project beneficiaries can join. They will also engage in south-south cooperation activities.

Lastly, for both cities regarding the implementation of the south-south cooperation component (outcome 3) the Mayors Migration Council (MMC) will be an important counterpart in the relatively new area of city network engagement, and has provided key insights into (1) **city-level needs** when it comes to welcoming and supporting arriving refugees and migrants and (2) **opportunities for collaboration with cities and city networks** on better addressing displacement. The MMC is actively supporting the implementation of the GCR, UNHCR’s guiding policy and strategic blueprint for response and has identified the need for **greater sharing of good practices** when it comes to addressing the **urgent needs arising from the rapid spread of COVID-19. As one of the world’s most heavily COVID-19 impacted regions, good practices developed in this time of crisis will be of benefit to other cities elsewhere and could be amplified by the MMC and its network.**

5. Innovation and Sustainability

This JP is innovative in the following ways:

By **empowering cities** to help migrants realize their **socioeconomic potential**, it contributes to **safe, orderly and regular migration at the local level**. This project represents the first effort in Latin America to leverage cross-sector citywide capacities in an integrated framework to support migrant integration. By tapping into usually unseen city-systems - mostly organizations and actors that work with and deliver to the most vulnerable populations - and through inter-institutional articulation, the project shapes migration policy and outcomes.

By building partnerships, the project creates an enabling environment to generate connections between local city institutions and non-governmental organizations and agencies that already provide services to target populations (for example non-profits or faith-based organizations). Inter-institutional and inter-sectoral collaboration will be based on public, private and non-profit cooperation through the development of network systems between different actors. This cooperation is expected to outlast this project, providing a sustainable path for cooperation and exchanges of best practices.

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By developing a **systems-approach** which **closes gaps in programs**. Rather than focusing only on isolated areas of need for migrant populations, such as re-certification or access to social benefits, this project takes a comprehensive approach to ensure that a range of interconnected services are more accessible for these groups, having an exponentially greater impact.

The project is building sustainable and resilient cities by taking a unique approach to support the development of migrant and refugee entrepreneurship proposals that are responsive to city needs.

South-south and city-city cooperation on socioeconomic integration of refugees and migrants will be boosted. The strengthening of ties between migrant and refugees communities will challenge traditional national and municipal approaches, as it will ensure bringing them together, as well as employers, unions and civil society organizations into developing inter-city partnerships and alliances. Given the transnational context of migration, these linkages will be reinforced by existing connections, such as the Regional Inter-Agency Coordination Platform, which will only further strengthen outcomes.

Facilitating access of cities to regional and international experiences, including tripartite debates, incorporating civil society organizations. Inter-city tripartite dialogues on migration and refugees are an innovative exercise by themselves that enable multi-actor engagement and south-south cooperation.

The projects sustainability is based on:

UNHCR will work through its sustainable livelihoods approach, ILO will incorporate its tripartite approach to promote decent work and IOM will contribute its Migration Governance Framework (MiGOF) developed to help define what “well-managed migration policy” might look like at the local level. In this sense, the IOM Toolkit for Strengthening Engagement with Local Actors and the Guidelines on integrating migration into decentralized cooperation, among other tools developed by IOM, will be relevant to enhance migration governance at the local level.

The project seeks to promote people's self-reliance to meet their basic needs and exercise their social and economic rights in a sustainable and dignified manner in the formal sector. The Sustainable Livelihoods approach is widely used as it integrates contexts of vulnerability, resources, transformation of structures and processes, generation of new strategies and specific results. The ILO will include the participation of employers' and workers' organizations, key actors in the labor market, and will add aspects of its decent work approach, which includes, among others, protection under social protection schemes, respect for labor rights, and protection against occupational hazards. Participation in the design, implementation and evaluation of the project by workers 'and employers' organizations contributes to its success and guarantees its sustainability, because it becomes parts of the institutional work done by these organizations at the local level.

Furthermore, IOM will provide its comprehensive approach to migration and development through its Strategy on Migration and Sustainable Development. In this sense, it will contribute by ‘mainstreaming’ migration into local and national policy planning. This means coordinating the existent services offered for migrants by governmental and non-governmental actors at different policy levels.

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Against this background, the interventions will be rooted in existing institutions, and it is expected that: (1) the new entry points eventually resulting from the JP does not harm the financial long term sustainability of the aforementioned institutions and (2) with a sound basis of inclusive policies and programs, governments will sustain these efforts in the medium term, continue advancing its national targets and ensuring the sustainability of the program's results in the long term.

Additionally, PUNOs will actively look for complementary funding besides in kind contributions based on resource mobilization arguments based on the first successful milestones produced by the joint program, with pre-identified potential donors. The components of the joint program are conceived to be replicable, therefore these first results are key to launching cost-sharing arrangements.

The aforementioned institutions have a permanent core of staff that will be targeted for training and participation in the activities, with the goal that knowledge is institutionally appropriated by national stakeholders and can be replicated afterwards, regardless of the long term continuity of PUNOs' technical support.

As previously mentioned, the JP does not propose new priority areas to the government, its approach rather builds upon existing programs and initiatives prioritized by the authorities, seeking alliances with stable and permanent national institutions -such as the Office of the Presidency for the 2030 Agenda, the Federal and State Secretaries, the Federal Institutes for Social Security, Women and Indigenous People, which have their own regular sources of funding. The program will support these institutions to develop inclusion paths on social protection that respect their actuarial and financial soundness.

6. Project Management and Coordination

The RCO in Mexico and in Chile will offer advice regarding the implementation of the project and contribute to the efforts of facilitating knowledge management and guaranteeing coherence in the communication strategies.

The PUNOs will provide specialized expertise building upon full HQ/RO technical support and proven experience in delivering similar programs with joint funding. The PUNOs will build upon a common understanding of social protection both at global and country levels. This stems from a synergy of visions by the respective HQs and the concrete field experience they have acquired on relevant areas on labor migration and socioeconomic integration.

The ILO will be the leading agency to coordinate this joint program with the Office for Santiago as the leading office. The ILO, in both Chile and Mexico carries out work to promote migrant workers' access and inclusion in decent work, based on technical cooperation with their constituents, including relationships with civil society actors who are currently working on these areas.

In the Southern Cone of Latin America, the ILO promotes dialogue between the Government and employers' and workers' organizations with a view to promoting public policies and labor regulations that enable the generation of decent jobs and sustainable enterprises. From the ILO Office in Chile, the Bureau for Employers' Activities (ACT/EMP) and the Bureau for Workers' Activities (ACTRAV) offer technical assistance with a view to building the institutional capacities of employers' and workers' organizations in

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the subregion with the aim of making them effective actors in the social dialogue of their respective countries.

Since 2018 the ILO Office in Mexico carries out an EU-funded project on “Fair Recruitment” that promotes decent work for migrant workers in Mexico and Guatemala. In 2020 a new ILO-UNHCR joint program to ensure social protection for refugee populations was launched as well. Lastly, ILO and IOM have signed a regional MoU to ensure that all labor migration components of the Western Hemisphere Program (WHP) are implemented jointly. The latter shows PUNO’s experience in implementing joint programs on the topic. Moreover, the ILO has signed in 2019 with the national constituents a new DWCP that made labor migration a cross-cutting component.

The JP also fully takes into account the cross-cutting issues required by the ILO programming approach, including gender, sustainability, social dialogue.

UNHCR

UNHCR, the UN Refugee Agency, has a mandate for refugee protection granted by the UN General Assembly in its Resolution 428 (v) of 14 December 1950 and which is anchored in the 1951 Convention Relating to the Status of Refugees. Articles 17 through 19 of the Convention clearly define the right to wage-earning labor and provide an early guidance on the types of activities that would later be promoted in the areas of access to livelihoods and socio-economic inclusion of refugees. The GCR identifies the **enhancement of refugee self-reliance** as one of its **four key objectives**, has placed UNHCR’s engagement around improved socio-economic conditions for refugee inclusion at the heart of its protection work. With this in mind, UNHCR in Chile has been engaging with private sector entities and networks in Chile, as well as municipalities, national institutions, NGOs and UN agencies to identify possibilities for (i) training and enhancement of skills; (ii) skill certification; (iii) employment and (iv) advocacy to improve existing hiring practices regarding refugees and migrants and highlight particularly well-functioning models. Likewise, UNHCR in Mexico has established a strong cooperation with authorities at federal, state and municipal level, as well as with over 50 private companies in the framework of its integration and relocation program. Since many years Mexico City has been an important partner for UNHCR in implementing its comprehensive protection and durable solutions strategy and the mutual cooperation led, back in 2017, to signing an agreement that led to strengthening programs for socio-economic inclusion of refugee and asylum seekers in the city.

IOM

IOM has been present in Chile since its creation in 1951, implementing various programs for the benefit of migrants and accompanying the various socioeconomic and cultural challenges of the country. Thus, with the intention of providing support to the growing number of migrants, from 2014, IOM Chile began to implement the “Migrants and Cities” Program, aligning itself with the work strategy at the regional and global level and taking into account the leadership assumed by local governments on human mobility matters. Until this year, the IOM has been carrying out different local work instances, such as: support the development of governmental and non-governmental institutions dedicated to manage migration in the territory, through the Inter-municipal Table for Migration; implement policies for the protection and social inclusion of migrants, through activities such as the “Migrant Consultation”, carried out together with UNHCR and 5 universities in Chile; and promote migratory governance processes from the local

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government, like the exchange of good practices between three municipalities in Chile (including the Municipality of Santiago) and the Provincial Government of Pichincha, Ecuador, under the coordination of both IOM missions.

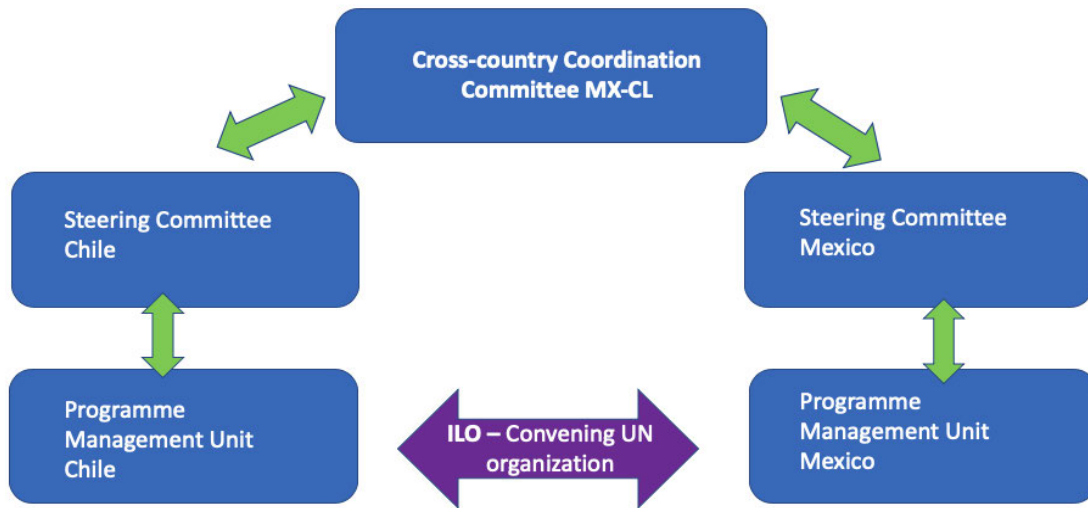
On the other hand, considering that in the processes of social, economic and cultural inclusion, one of the most relevant spaces is work, from 2017 IOM Chile has been implementing the "IOM Private Sector partnership Strategy 2016- 2020", in order to generate engagement initiatives with business and union entities that promote the social and economic inclusion of migrants. Under this model, since 2018 the IOM has been conducting a roundtable on migration ("Mesa Interempresarial sobre Migraciones" in Spanish) as a training space that shares good practices, sets objectives and highlight the contributions of migration to companies and the country with a cross-sector participation from the government (central and local), the private sector (companies, unions and chambers of commerce), embassies, representatives of universities and the United Nations System.

IOM in Mexico is presently implementing programs to respond to the humanitarian needs of vulnerable migrants in the northern border through strengthening the capacities of civil society and government shelters, as well as a transitional support program aiming towards integration in the longer term and an assisted voluntary return program, the Western Hemisphere Program aiming to strengthen the institutional capacities for the integration of international migrants, where labor migration is an important component, as well as programs regarding trafficking in persons and sister cities for integration. IOM has developed materials to support the labor integration of migrants, implemented job fairs and worked towards the sensitization of the stakeholders as private sector.

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Governance and coordination arrangements

The following chart represents the governance arrangements, as well as the main mechanisms and actors that will participate.



Picture 1: Chart of the Programme Management and Coordination

Cross-country Coordination committee: Highest body of the Joint Programme. It will provide strategic direction and oversight. Is composed by the Chilean and Mexican RC's, Chilean and Mexican Government, at the national and local level, and the Representatives of all the PUNOs. It will meet online semi-annually.

Steering Committee (SC): The governance of the program (design, implementation, and evaluation) will reside in a Steering Committee, led by the RC and composed of the executing agencies (ILO, IOM, UNHCR), ministerial representatives and local government representatives. It will also include the implementing partners, described below, as members in observer capacity. In order to ensure national ownership, the SC will be co-chaired by the Government and the UN Resident Coordinator. Its main objective is to facilitate collaboration between participating UN Organizations and host government for the implementation of the JP. It will review and approve the annual work plans of the JP, provide guidance on the allocation of resources, review the implementation progress and address potential problems. It will meet at least semi-annually.

In Chile, the following institutions will compose the Steering Committee: UN Resident Coordinator, Representative of PUNOs, Ministry of Labor and Social Protection; Immigration and Foreigners Department; Labor Inspection; Municipality of Santiago; Central Unitaria de Trabajadores (Workers' Union); Confederación de la Producción y el Comercio (Production and Trade Confederation); and the Vicaría Pastoral Social (Vicariate of the Social Pastoral). The three Agencies presented this project, to the institutions previously mentioned, in a meeting held at the ILO on the 27th of February 2020, in which all provided their inputs and their willingness to participate in the project.

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In Mexico, the following institutions will compose the Steering Committee: Mexico: Secretariat of Labor and Employment Promotion (STYFE); Secretariat of Welfare (SIBISO); Secretariat of Labor and Social Protection (STPS); Ministry of Foreign Affairs (MoFA); COMAR, Revolutionary Confederation of Workers (CROC); National Union of Workers (UNT); Chamber of Commerce, Services and Tourism (CANACOSERVYTUR); Confederation of Industry Chambers (CONCAMIN); Civil Society Organizations (TBD) and Iberoamerican University.

Programme Management Unit (PMU): The programme will coordinate its actions through a Programme Management Unit, led by a National Project Officer from ILO, a National Project Officer from IOM, a technical supervisor on livelihoods from UNHCR, and a member designated by the Resident Coordinator, all of which will lead the implementation and manage the project. Each country will have its own PMU and they will work together closely in order to coordinate the joint activities and the South-South Cooperation.

UN Resident Coordinator and Resident Coordinator Office: Leadership for the Joint Programme in the country. Its duties are to provide political and strategic leadership, as well as a general oversight of the programme implementation; facilitating the meeting and collaboration between UN agencies, the host government, among others.

Convening UN organization: Is responsible for convening and coordinating among the PUNOs, consolidating the narrative reporting, and liaising with the MMPTF FMU. ILO will be the lead agency until the program expiration with its designated officer in Santiago, Chile.

Participating UN Organizations (PUNOs): UN Agencies that receive funds and execute specific activities. They are in charge of the adequate execution of the funds and activities; of the scope and monitoring of entrusted resources; of the direct management of processes and counterparts to achieve the planned results; and of reporting programmatic and financial progress and any other information required by the lead agency and Steering Committee. UNHCR, IOM and ILO are the agencies that will be implementing the program.

Implementing Partners: National and local Government institutions and civil society organizations, including workers and employer's organizations. Each institution is described in Table 4.1 ut supra.

Risk Management

The main risks detected regarding this proposal and its mitigation measures are the following:

The repercussions of COVID-19 continue to worsen in the Americas and impede the application of some activities Even though this risk has a high likelihood and impact (level 4 in both), the project has been developed considering the implementation under worst circumstances of the COVID-19. As of July, both cities are planning their efforts toward the economic recovery, and the development of a vaccine is becoming more promising.

Another factor identified, is the possible **change in the authorities after the local elections in both countries shifts priorities** making the development of the project less relevant. To mitigate this, PUNOs are continually reinforcing with the political authorities at different levels, the importance of advancing

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on this project and highlighting the positives impact in the most marginalized population. In this sense, the comprehensive and historical work of the PUNO's in both countries is presented as an excellent background for this coordination. Furthermore, both cities have a long-standing tradition in working with migrant populations, that has been maintained by diverse political authorities.

Moreover, at a regional level a risk could be that **the political will of Chile and Mexico changes and it is no longer important to advance in the migration agenda and strengthen South-South cooperation**. PUNOs have a key role mitigating this risk and highlighting the importance of working on a joint regional agenda on migration, focused on the socio-economic integration and advocating for migrants and refugees to the international community.

Lastly, it has also been detected that a potential risk for Chile is that **the demands of the social outburst of 18 October 2019 could be aggravated due to the increased needs of the population in the framework of COVID-19**. In this regard, PUNO's are constantly stressing with national authorities that this project seeks to attend not only refugees and migrants' needs but also host communities and generate a facilitated model of intervention that will allow a comprehensive assistance.

Monitoring and Evaluation

Reporting on the Joint Program will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint Program Secretariat:

- Annual narrative progress reports, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- Mid-term progress review report to be submitted halfway through the implementation of Joint Program; and
- Final consolidated narrative report, after the completion of the joint program, to be provided no later than two (2) months after the operational closure of the activities.

The Convening Agency will compile the narrative reports of PUNOs and submit a consolidated report to the Joint Program Fund Secretariat, through the Resident Coordinator. The Resident Coordinator will monitor the implementation of the joint program, with the involvement of JP Fund Secretariat to which it must submit data and information when requested.

Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint Program Fund Secretariat.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow them to aggregate results at the global level and integrate findings into reporting on progress of the Joint Program Fund. This will be the basis for release of funding for the second year of implementation.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

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PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint Programme Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint Program Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities. In addition, regular updates on financial delivery might need to be provided, per request.

Compliance with monitoring and evaluation requirements will be ensured in line with UN System Wide Evaluation Policy provisions and participating agencies procedures. A **joint independent and gender responsive evaluation will be conducted, led by ILO as Convening agency**, and jointly managed by the partner agencies through a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. This type of evaluation is considered necessary given the required cohesiveness and complementarity of interventions. The evaluation process to be put in place will be agile enough to allow for adaptation to a rapidly changing environment and rapid response situation. In addition, opportunities to establish synergies and collaboration with other evaluation processes in the country will be explored as part of the UNCF or other evaluations of related work. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms.

A provision of 3% of the total programme budget is secured to allow such an evaluation process to be put in place. Unused balances are to be returned to the multi-partner trust fund. In order to maximize operational performance and results, it is also strongly encouraged that sufficient resources are set aside for the development of key performance indicators and real-time monitoring and reporting mechanisms at the level of the intervention, individual agencies and UN country team level

7. Project Budget and Workplan

The budget structure is based on interagency work that optimizes the competencies of each agency and reduces operational implementation costs. We will achieve this by reducing the transfer of funds and allocating the budget based on each Agency's mandate.

The governance and implementation framework of the project allows for the active participation of all 3 agencies involved, regardless of which agency executes the payment of the budgeted activities.

Each agency will prioritize putting into effect its respective resources linked to its expertise and in conjunction with local counterparts. Within this framework, interagency work will be guaranteed.

The budget reflects the project's incorporation of a gender lens, which allows resources to be focused on women-led ventures, and training with the participation of women and youth. As a result, 27% (\$452,500) of the total budget is allocated to gender equality and women's empowerment. Considering only the

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Programmatic Budget, the percentage of budget allocated to gender equality and women's empowerment is 51%.

Due to the COVID-19 pandemic, the budget line item "Travel" has been reduced. We have only budgeted for this line item starting in 2021, with an emphasis on using virtual platforms for meetings and sharing information more generally. This approach acknowledges the need to be flexible given the global (and fluctuating) instability brought about by the pandemic.

As a contribution to the project, each Agency will allocate at least 200 thousand USD from their regular budgets.

Finally, as the leading agency, the ILO will have 2 staff positions whereby the staff will work on this project to ensure its effective implementation with other local agencies and partners. The ILO staff will be based in the project's target countries (Chile and Mexico respectively). In addition to these 2 staff positions included in the budget line item "staff", the ILO will provide for an administrative staff position (financed from its regular budget) to work exclusively on this project.

Annex D1: Results Framework

See annex D1.

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Annex D2: Risk Management Plan

The Risk Management Plan should identify potential risks, assess their impact and likelihood, and design mitigation measures. The Risk Level is a number derived by multiplying the Likelihood and the Impact numbers. The Plan must be monitored on a regular basis, with provisions for review and revisions as necessary. Please complete the table below, referencing the photo below to determine the likelihood, impact and risk level.

Risks	Risk Level <i>(Number: Likelihood times Impact)</i>	Likelihood <i>Certain: 5 Likely: 4 Possible: 3 Unlikely: 2 Rare: 1</i>	Impact <i>Essential: 5 Major: 4 Moderate: 3 Minor: 2 Insignificant: 1</i>	Mitigation measures	Responsible PUNO
i) The repercussions of COVID-19 continue to worsen in the Americas and impede the application of some activities	16	4	4	The project has been developed considering the implementation under COVID-19 worst circumstances.	ILO-UNHCR-IOM
ii) Change in the authorities after the municipal elections (in Chile) makes a shift in the priorities and it is no longer important to move forward with the project.	9	3	3	PUNOs are continually reinforcing with the political authorities the importance of advancing on this project and highlighting the positives impact in the vulnerable population.	ILO
iii) The political will of the countries of the region changes and it is no longer important to advance in the migration agenda and strengthen	9	3	3	Participating UN Agencies (PUNOs) at the regional level will continue to highlight the importance of working on a joint regional agenda on migration, focused on the	ILO-UNHCR-IOM

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South-South cooperation.				socio-economic integration of migrants and refugees.	
iv) The social demands of the social outburst of October 18, 2019 are aggravated due to the increased needs of the population in the framework of COVID-19 and affect the implementation of the project.	9	3	3	Stress with national authorities that this project seeks to attend not only refugees and migrants' needs but also host communities.	ILO-UNHCR-IOM

Note: Please use the descriptions given below as a general guidance on risk level, likelihood and impact:

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

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	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 D3: Budget

See Annex D3.

Annex D4: Workplan

See annex D4.