

# INTEGRATED MIGRATION and LOCAL DEVELOPMENT PROJECT (IMLDP)

**Country:** Republic of Moldova

**Project Title:** Integrated Migration Local Development Project

**Project Outcomes as per the United Nations Partnership Framework:**

**Outcome 1.1:** Institutional Strengthening: Increased transparency, accountability and efficiency of central and local public authorities

**Outcome 2.1:** People have access to more sustainable regional development, economic opportunities - innovation and agriculture in particular - and decent work

Output 2.1.2: Local public authorities and partners in the North, Centre, South, Chisinau, UTA Gagauz Yeri and Transnistria development regions are better able to ensure equitable access to quality services

**Outcome 2.4:** Social Protection: People enjoy equitable access to an improved social protection system

<b>Project Duration:</b>	2015-2018
<b>Anticipated start/end dates:</b>	August 2015 – December 2018 (with the first implementation period August 2015-August 2017)
<b>Implementing Agency:</b>	United Nations Development Programme
<b>Total estimated budget:</b>	2,819,840 USD (1,941,385USD for the period August 2015-August 2017*)
<b>SDC</b>	2,819,840 USD

**Names and signatures of (sub) national counterparts and participating UN organizations**

UN organization	National Coordinating Authorities
<p><b>Dafina Gercheva</b> Resident Representative UNDP Moldova</p> <p>Signature Date &amp; Seal</p>	<p>Secretary General of the Government State Chancellery of the Government of RM</p> <p>Signature Date &amp; Seal</p>

- The funding for the second implementation period (August 2017 – December 2018) is subject to the renewal or extension of the validity period of the Federal Act of 24 March 2006 on Cooperation with the States of Eastern Europe by the Swiss Parliament and the approval of the corresponding credits as well as project performance. In case the Agreement terminates in 2017, the Parties (SDC and UNDP) do not have any financial obligations.

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## 1. List of abbreviations

Apa San – Swiss Water and Sanitation Project in Moldova  
BRD – Diaspora Relations Bureau, State Chancellery  
CALM – Congress of Local Authorities from Moldova  
CEDAW – United Nations Committee on the Elimination of Discrimination against Women  
CPAs – Central Public Authorities  
CSO – Civil Society Organization  
EU – European Union  
GIZ - German Federal Enterprise for International Cooperation  
HTA – Home Town Association  
HRBA – Human Right Based Approach  
JILD P – Joint Integrated Local Development Programme  
JISB – Joint Integrated Service Bureau  
IASCI – International Agency for Source Country Information  
IMC – Inter-municipal Cooperation  
IMLDP – Integrated Migration Development Project  
IOM – International Organization for Migration  
LPAs – Local Public Authorities  
LVRP – Local Volunteering Return Programme  
M&E – Monitoring and Evaluation  
M&D – Migration and Development  
MLSPF – Ministry of Labour, Social Protection and Family  
MOMID – Mainstreaming Migration into Development of Moldova  
NEA – National Employment Agency  
PSC – Project Steering Committee  
PST – Project Support Team  
SDC – Swiss Agency for Development and Cooperation  
SysLab – System Laboratory for Innovation and Employment  
TEA – Territorial Employment Agency  
UNDP – United Nations Development Programme  
UN Women – United Nations Entity for Gender Equality and the Empowerment of Women  
USAID – United States Agency for International Development  
VRP – Volunteering Return Program

## 2. Executive summary

The Government acknowledges its commitment to link migration and development at the local level, but for the moment there is no comprehensive and integrated approach on migration and local development, and so far there is no tangible and systematic intervention into the domain as such. There are few or no synergies at all and common actions can be stressed between local development interventions and current migration programmes, as most of the migration and development policy and project actions are undertaken at the national level, while local public authorities (LPAs) do not have the necessary capacities and skills to design and implement actions to effectively link migration with local development. There is an obvious need to divert substantial attention and capacities towards a more programmatic and comprehensive approach to migration and local development in the Republic of Moldova.

Institutions at all government levels are becoming increasingly aware that migration is one of development factors; this is especially true for emigrees and their potential support to the home communities through local essential service improvement (water, sanitation, education, health and social services), skill and knowledge transfer and income generating opportunities.

The proposed project is designed to support Central Public Authorities (CPAs) and LPAs to develop and implement strategic policies, methodologies and procedures related to temporary, permanent and circular migration and link them to local development processes, which will enable further design and implementation of joint service improvement and income-generating initiatives, ensuring equal access for women, children, young people the elderly, the disabled, and other population groups in selected localities. Moreover, the project is developed as a replicable approach with potentials for scaling up, with intensive capacity building and strengthening of national and local public authorities to better plan, manage, budget, and implement public service management with participation of community members, including migrants.

The Overall Objective of the project is: *Communities affected by migration benefit from improved essential local services, namely water and sanitation, health, social and education services, and have access to income-generating opportunities, including improved employment reintegration support for returnees.* .

Considering the specific local development context, current situation and needs, the project sets two primary outcomes:

*Outcome 1:* The Ministry of Labour, Social Protection and Family and the National Employment Agency have mandates, capacities and resources to provide qualitative employment reintegration services to all returnees.

*Outcome 2:* Local public authorities have the capacities and resources to engage with community members, including migrants, and to promote know-how transfer from abroad with a view to improving local essential services and offering opportunities for income-generating activities.

Both areas of the project emphasize the national ownership and strengthening capacities at national and local levels to enable a socio-economic environment, secure employment support, reduce disparities and inequalities, provide income generating opportunities, and ensure sustainable local development. The project intervention will apply human rights based and gender equality approaches, including community empowerment and mobilization models with migrants' engagement, and various tools for efficient service provision.

The intervention supports the implementation of national development priorities, while responding to challenges of European Union driven reform. It is built on the priorities of the Government Programme 2015-2018, the National Development Strategy Moldova 2020, the National Decentralization Strategy 2012-2015, the Strategy on Migration and Asylum, the United Partnership Framework (for 2013-2017), and Swiss Cooperation Strategy

Republic of Moldova 2014-2017. The project responds also to the related recommendation of the Report of the Working Group on the Universal Review of the Republic of Moldova on the Elimination of All Forms of Discrimination against Women.

### **3. Situation analysis and background**

In recent years, Moldova has registered a positive and robust socio-economic development, attaining one of the highest economic growth rates in the region in 2013 of 8%. The economic growth was fueled by an increase in consumption, as remittances sent by Moldovan migrants have grown, accounting for almost 21% of the GDP. Along with the macro effect of remittances at the national level, the money sent from abroad has contributed mainly to empowering segments of disadvantaged groups, reducing poverty, enhancing schooling of children and stimulating local business<sup>1</sup>. Still one of the main challenges and concerns of Moldovan authorities is to secure the sustainable socio-economic development of the country. Along with this, the positive effects of the economic development are still barely felt in rural communities, as the rural-urban disparities are continually increasing.<sup>2</sup> The rural population still remains the most vulnerable, both as social and economic welfare, and security.

The vulnerability of people from rural area is mainly conditioned by limited and poor access to essential services – education, health care, clean water and sanitation, and a lack of employment, which is the major push factor for the working labour population to look for better opportunities abroad. According to recent data 38% population does not have access to safe and drinking water and around 43% of the rural population is not connected to the water infrastructure.<sup>3</sup>

The lack of essential services in many rural areas is also conditioned by the poor institutional and financial capacities of LPAs to ensure a socio-economic enabling environment. The excessive local fragmentation of rural areas and limited financial capacities of LPAs are primarily concerns of the ongoing decentralization reform, which aims at consolidating local public autonomy and improving local public management and service provision, ensuring equal benefits of the reform to all citizens, including to vulnerable people. Although important progress has been achieved on decentralization reform (new fiscal system granting finance more financial autonomy to LPAs), the improvement of people's quality of life, especially for vulnerable groups, is still a high priority of Government reform agenda.

After the current Parliamentary elections, the newly-formed Government reiterated its commitment and readiness to implement a complex EU driven Government Activity Programme, which has EU Integration as a fundamental policy pillar. The recent Progress Report on the European Neighborhood Policy has revealed mixed conclusions, pointing out dynamic and comprehensive policy formulation and legislation approximation, while the process of implementation is slow and disruptive in key sectors. At the same time, Moldova current strategic documents adopted reflect systemic transformations and considerable changes in many priority areas – education, migration and development, sustainable agriculture, local and regional development, and good governance.

After 2009, the challenges and the unharnessed opportunities of both national and local development, has set up a new development paradigm in Moldova 2020 Strategy, which emphasizes the importance of creating synergies between social and economic interventions, thus multiplying the impacts of the reforms and ensure an overall sustainability. The new socio-economic development paradigm of Moldova has set up a new approach for migration, maximizing its positive effect and harnessing its potential for national and local development. According to recent studies, 479,000 Moldovans are migrants, 370,000 being engaged in long term migration, 109,000 are

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<sup>1</sup>Policy Brief - UNDP

<sup>2</sup> According to National Bureau of Statistics, in 2014 the difference in revenue between the rural and urban population has made up 469 lei in average, the money transfer from abroad counting for more than 23.2% of the household income in rural communities in comparison with 12.7 % in urban areas

<sup>3</sup> Sociological Study on Access of Women and Men Representing Vulnerable Groups in Moldova to Services and Decision Making at the Local Level, UN WOMEN, 2012

circular migrants. While 59% of migrants have expressed a strong intention to return to the Republic of Moldova<sup>4</sup>, until recently, migration was analyzed as a social phenomenon, having a negative impact on the development of the country.

Since 2010, migration and development was recognized by both national authorities and the international community as an important topic on the country development agenda. With the adoption of National Strategy on Migration and Asylum<sup>5</sup> and the Prime Minister 's Disposition nr.58-d<sup>6</sup>, a comprehensive mainstreaming migration mechanism was established at the national level, strategic policy interventions were carried out to ensure a sustainable legal and institutional framework for migration and development<sup>7</sup>. At the same time, the Diaspora Relations Bureau has set up important models and activities for confidence building, active participation and engagement of migrants and their families into national and local development, by stimulating both the transfer of knowledge, expertise, skills and funds, return and reintegration, employment opportunities. There is strong evidence and studies have shown that migration is local and most of interventions have been carried out at the national level. There is a clear gap in addressing in a participative and complementary manner cross-cutting issues such as gender, migration and social-inclusion at the local level. Currently, there is no policy support in involving migrants into local development, as migration is totally lacking from the main local development strategies and the National Decentralization Strategy<sup>8</sup>.

While the studies reveal that more than 44,000 migrants have a strong intention to return to the Republic of Moldova, many services requested by both migrants and their families are unavailable or difficult to be accessed at a local level. According to recent data<sup>9</sup>, 73 % of migrants have expressed a strong need for assistance for securing employment and recruitment services, including the recognition of qualifications after they return. With almost 32% of migrants, predominantly women, involved in social care and housekeeping activities in their countries of destination, it is both a challenge and opportunity to CPAs and LPAs to develop an employment enabling environment, harnessing the skills of migrants for a sustainable and inclusive social care system in Moldova. The lack and unavailability of reintegration and return policies and services for migrants and their families were perceived as challenges in insuring temporary, permanent and circular migration in Moldova. All this leads to the further exclusion of migrants from the community and the underused financial and social potential of migrants.

In spite of the existing strategic documents in M&D and some successes achieved at the national level, there is no consistency and programmatic link between national and local public authorities in M&D, and limited capacities to meaningfully engage community members, especially migrants to contribute to the development of their home-communities focusing on local essential service improvement, knowledge and skills transfer, and income generating and employment opportunities. Furthermore, there is a lack of institutional capacities, knowledge and viable models that would enable effective M&D policy implementation and effective community and migrants' engagement and mobilization programme at the local level. Local public authorities rarely look into this aspect, which to a great extent hampers the channeling of local development efforts towards using migration for development potentials, or reducing its negative consequences to local development.

#### **4. Justification of the project**

Although studies demonstrate the willingness of migrants to invest in their home-communities and the Government acknowledges its commitment to link migration and development at the local level, for the moment

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<sup>4</sup>Innovation in circular migration, Migration and development in Moldova, NEXUS, Civis and IASCI, 2014

<sup>5</sup> National Strategy on Migration and Asylum from 06.01.2012

<sup>6</sup> Prime Minister Order nr. 58 from 07.06.2013

<sup>7</sup>MOMID Project, implemented by UNDP and IOM

<sup>8</sup>In 2016, The National Decentralization Strategy will be revised

<sup>9</sup>Moldova market analysis : Maximizing the development impact of migration –related financial flows and investment, IASCI and CIVIS, carried out in the context of " NEXUS Moldova" project financed by the European Union and SDC (2013)

there is no systematic or programmatic approach on migration and local development, and there are no comprehensive interventions so far into these areas.

A lack of synergies and common actions can be stressed between local development initiatives and current migration programmes. Local development projects do not explicitly envisage the migration aspect, while most of migration programmes are focusing primarily on the national level. Institutions at all government levels are becoming increasingly aware that migration is one of development factors; this is especially true for emigrees and their potential support to the home communities.

There is an obvious need to divert substantial attention and capacities towards a more programmatic and comprehensive approach to migration and local development in the Republic of Moldova both at a policy and local level. Thus, the project will respond to the following identified priority needs for intervention:

- ***The lack and/or limited degree of implementation of return and reintegration policies and services for migrants and their families, are among the biggest challenges in ensuring the inclusion of migrants in Moldova.*** All this leads to further exclusion of migrants from the community and underused financial and social potential of migrants. At the national level, there is a strong incentive and commitment to ensure a comprehensive and human rights-based mobility environment. Ensuring a coherent, rights based, labour migration policy and legal framework implemented locally, will result in better human development and socio-economic performance indicators, necessary for closer integration to the European Union.
- ***Currently, LPAs in Moldova do not have the necessary capacities, skills, knowledge and models to cater to migrants' needs while designing and implementing local policies as well as involving migrants into effectively implementing local priorities.*** In that regard, the justification of the project is seen through embedding of the existing national migration priorities and aspects into integrated local governance and public management, fostering community members and migrants' inclusion and their engagement for development of communities focusing on local essential service improvement (water and sanitation, health, education and social services), knowledge and skills transfer and employment opportunities.
- ***Beyond the obvious role of migrants, there is a need to facilitate the creation and participation of diaspora-migrants organizations at the local and regional levels.*** The organizations might pool together financial and other resources to undertake actions for community benefit. Such collective actions foster socioeconomic development, while also mitigating some of the disparities, inequalities and challenges caused by migration.

The National Action Plan for the Implementation of the RM–EU Association Agreement 2014-2016 foresees the efficient management of labour migration, the objective of which is to strengthen its positive impact on development and employment policy, which aims to increase the number and quality of jobs (Title IV, Chapter 4). Also, the same document (Title IV, Chapter 1) provides for developing the institutional capacity of LPAs for attracting financial resources for drafting, implementing, monitoring and evaluating local development strategies and ensuring a highly participatory mechanism for local decision-making, and efficient service provision.

The SDC 2014-2017 Cooperation Strategy for Moldova provides the main strategic framework for Swiss support to the Republic of Moldova. The proposed project will directly contribute to the achievement of the thematic Migration and Development non-core Programme. It is fully in line with the options identified in the Strategy: strengthening the ties with the Moldovan Diaspora/migrants and promoting mechanisms for their human, social and financial engagement into the development of their home communities; providing support to build the capacity of Moldovan national and local authorities to manage migration processes and fostering synergies between this project and the health and water domains.

‘Democratic Governance, Justice Equality and Human Rights’ and ‘Human Development and Social Inclusion’ are two of the three main areas of cooperation defined in the United Nations Moldova Partnership Framework for 2013-2017, specifying ‘Increased transparency, accountability and efficiency of central and local public authorities’ and ‘People have access to more sustainable regional development, economic opportunities and decent work.’

In line with that, UNDP proposes an initiative aimed at exploring the possibilities of systemic and effective linkage between migration and local development. Currently, at the central level, every governmental policy designing unit is considering the impact of migration when developing new policies and when assessing policy implementation. Also, return and reintegration focal points are set up in all line ministries. Consequently, the proposed project offers the framework for moving from the central to the regional and local levels. This shift would allow ensuring that policies developed at the national level are reaching primary beneficiaries. This would also feed the policy dialogue with experiences and good practices achieved in the field.

The proposal takes into consideration the development opportunities and challenges of local development and potential of local public authorities, community members and migrants to engage and contribute to local service improvement and income generation activities through the rights based and gender equality perspectives. This is particularly relevant to the communities that have high levels of emigration and unemployment, internal migration, as well as youth, health and education, infrastructure related issues. Through enhanced migration and local governance, local public management, viable mobilization and engagement models, LPAs together with migrants and community members will be able to jointly contribute to improving standards of living for all community groups, ensuring access to essential services and enable a socio-economic environment.

## 5. Intervention Strategy

### 5.1. Methodology

The key methodological approaches to be applied by the proposed project will be: *capacity building for policy formulation and implementation, community mobilization for empowerment, partnerships creation and innovation* – all of them embedding the principles of participation, transparency, accountability and non-discrimination.

Working in 166 countries, UNDP uses its global presence and experience to help nations strengthen their institutions by supporting development of policies, processes, skills, knowledge they need to perform better and contribute to the achievement of national development goals. The project will be guided by the UNDP 5 step **capacity development approach**<sup>10</sup>: engage stakeholders on capacity development; assess capacities and needs; formulate a capacity development response; implement a capacity development response; Evaluate capacity development. The three levels of capacity: enabling environment (policies, legislations, etc.), the organizational level (internal policies, arrangements, procedures and frameworks) and the individual level (technical skills, knowledge, and experience) will be tackled by the proposed project, as they are mutually interactive. Thus, at the central level, the capacities of the MLSPF, NEA and TEAs for the provision of employment reintegration services will be strengthened, while at the local level – LPAs, community members, including migrants, will acquire knowledge and skills for joint planning, budgeting and efficient service provision.

When working at the regional and local level, the well tested **community mobilization for empowerment** will be applied – adjusted to the scope and needs of the project – ensuring that all interventions and pilot initiatives are planned, established and managed with maximum involvement of the beneficiaries (community members including migrants), thereby ensuring their ownership of initiatives. Community mobilization is a process through which action is stimulated by the community itself, or by others, migrants for instance, that is planned, carried out and evaluated by community’s members, groups and organizations on a participatory and sustained basis to

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<sup>10</sup> [http://www.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/support-capacity-development-the-undp-approach/CDG\\_Brochure\\_2009.pdf](http://www.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/support-capacity-development-the-undp-approach/CDG_Brochure_2009.pdf)

improve overall living standards in the region. As such, the process of community mobilization is also seen as a powerful tool in the empowerment of women and vulnerable groups.

**Partnerships** – in all interventions at both central and local levels, CPAs and LPAs through their representative bodies as well (CALM), as well as community members, including migrants will be brought together (particularly in policy formulation and implementation, training, community mobilization for empowerment and Home Towns Associations) to identify most efficient ways for cooperation for reintegration service provision as well as for local public services upgrade, knowledge transfer, and employment opportunities in their home communities.

**Innovation** – as the development challenges are increasingly complex, inter-connected and the pace of change is unprecedented, it becomes more important to be able to respond to complex challenges with agile and flexible solutions, and shift away from business as usual. Since 2012, UNDP has been investing in exploring innovation by providing seed-funding to initiatives with the belief that innovation happens through practical explorations of new ways to address old problems. This project will not be an exception and such schemes like crowdsourcing of ideas of community members and migrants, support schemes, mobile and ICT applications for better service provision, etc. will be tested.

Thus, as seen above, integrating migration into local development requires a systematic, tangible and programmatic approach. ***The current project is proposed on the basis of the results achieved during the implementation of 3 phases of JILDP (2007-2015)***, which has put the majority of the above-mentioned methodological approaches and strategic frameworks in place. It supports integrated and systematic local development planning and management, by tackling both central and local levels. JILDP has created a sustainable platform of intervention at the central level by supporting the Government in the promotion and implementation of the decentralization reform, and at the local level, focusing on capacity building and creating mechanisms for local public service improvement and income generating opportunities with a human rights and gender sensitive approach. Currently, more than 200 LPAs are able to strategically plan and prioritize local development initiatives, have systems and procedures in place to ensure an efficient management of financial and human resources, public procurement and the provision of local public services. JILDP has implemented an innovative approach of efficient service provision through IMC locally, with more than 100,000 people benefiting from improved services in water supply and sanitation, solid waste management, road maintenance, local economic development and street lightening. To ensure IMC sustainability and replicability, the regulatory framework, allowing the creation and functioning of IMC enterprises, has been improved.

In order to ensure an impact maximization and tangible results, the project intervention ***envisages strong synergies with BRD/IOM and NEXUS***, as part of the programmatic intervention funded by SDC. Thus on the first component, UNDP will coordinate closely and will facilitate good practice exchange with NEXUS on employment reintegration service for all returnees and on the design and functionality of the referral mechanism, in which NEXUS is a key component. UNDP will also cooperate with IOM, building on its long-standing experience on working with MSPLF on reintegration services and ‘localization’ of reintegration focal points. To ensure a sound and effective linkage between national level and local priorities in M&D, UNDP will work closely with BRD/IOM on: testing in the proposed UNDP target communities the concepts and methodologies which were already designed (on creating and strengthening Diaspora Associations, VRP, support schemes), the institutionalization and cooperation with local migration focal points, in designing jointly a comprehensive migration and development capacity building programme for CALM. Also, UNDP will continuously feed the decision-making process and regulatory framework improvements, for which BRD/IOM is in charge, with lessons learned and findings from the local level work (provide data on migrants, collected by LPAs and from territorial Home Towns Associations, to databases for diaspora mapping; share lessons learned on the tested support schemes at the local level to be taken into consideration while adjusting the regulatory framework on support schemes; provide best practices for the Diaspora Associations Booklet, etc.).

## 5.2. Intervention Logic

### **Project Objective and Outcomes**

The **Overall Objective** of the project is: **Communities affected by migration benefit from improved essential local services, namely water and sanitation, health, social and education services, and have access to income-generating opportunities, including improved employment reintegration support for returnees.** The project aims to support CPAs and LPAs to develop and implement strategic policy, methodologies and procedures related to temporary, permanent and circular migration and local development strategies, which will enable further design and implementation of joint service improvement and income-generating initiatives, ensuring equal access for women, children, youth, the elderly, the disabled and other groups of population in selected localities. Moreover, the project is designed as a replicable approach with potentials for scaling up, with intensive capacity building and strengthening of national and local public authorities to better plan, manage, budget, and implement public service management with participation of community members, including migrants.

Considering the specific local development context, current situation and needs, the project sets two **Outcomes**:

**Outcome 1: Ministry of Labour, Social Protection and Family and the National Employment Agency have mandates, capacities and resources to provide qualitative employment reintegration services to all returnees.**

**Outcome 2: Local public authorities have the capacities and resources to engage with community members, including migrants, and to promote know-how transfer from abroad with a view to improving local essential services and offering opportunities for income-generating activities.**

The ***first project outcome***: With the adoption of the Action Plan on Return and Reintegration of Migrant Workers by the Ministry of Labour, Social Protection and Family, a strategic return and reintegration framework was created to ensure and support circular, temporary and permanent migration. Supporting the implementation of the Action Plan is important for 2 reasons: sustainability of M&D efforts at national and local level; creation and implementation of qualitative and integrated public services for all groups of population, including migrants. The project will provide assistance directly to the Ministry of Labour, Social Protection and Family and National Employment Agencies to develop and implement a comprehensive reintegration employment policy and procedure framework, to efficiently and qualitatively provide reintegration employment services at the local level in 10 pilot Territorial Employment Agencies in close coordination with other local and national referral partners – NEXUS, Syslab, JISBs and others. As well, the development of the new Employment Strategy will set up new labour priorities in line with the current situation and national development goals.

Under the ***second project outcome***, the efforts will be focused on strengthening the capacities of LPAs to apply planning, budgeting and service management with participation of community members, including migrants. A special emphasis will be put on local public authorities' capacities to mobilize and engage community members and migrants for efficient local service provision, skills and knowledge transfer, employment and income generating opportunities. Community members' and migrants' empowerment and engagement through support schemes and via Territorial Home Town Association is considered a vital component for local development. Special emphasis will be put on infrastructure upgrade and service provision through inter-municipal cooperation and other forms of cooperation. To ensure an integrated and equality approach to local management and development, support for the development of knowledge and skill transfer initiatives, implementation of innovative job creation and economic activities, investment promotion opportunities with a particular focus on migrants and community members will be provided. Particular attention will be paid to ensure that gender equality, as well inclusion of vulnerable groups – children, elderly people, people with disabilities, and minorities is a transversal theme in project implementation.

## **Project Outputs and Activities**

### **Output 1.1. Ministry of Labour, Social Protection and Family (MLSPF) and Territorial Employment Agencies (TEA) have the necessary policy, institutional, budgetary frameworks for provision of employment reintegration services**

Under this Output, the project will support the MLSPF in developing methodologies for the implementation of the Action Plan for the Return and Reintegration of Migrants Workers and in the design and promotion of the New Employment Strategy, integrating migration aspects.

#### ***Activity 1.1.1. Assist the MLSPF in the development, review and implementation of proper methodologies, regulations and procedures for institutionalization and functionality of reintegration focal points within Territorial Employment Agencies***

Under this Activity, the project will support the MLSPF and the NEA in conceptualizing and implementing the employment reintegration service model locally. Local and international expertise will support the Ministry of Labour in the development of policies, regulations and procedures for the institutionalization and functionality of reintegration focal points within the Territorial Employment Agencies. A capacity building package (trainings and workshops) will be designed and delivered to the MLSPF and the focal points from 35 TEA employees to improve their capacities in implementing reintegration policies and regulations. The MLSPF will be assisted to ensure coordination and cooperation of TEAs at the local and central levels, and with all relevant institutions. Finally, the project will provide support to the MLSPF to establish a database (in a format similar to electronic document management system) which will connect the Ministry and TEA, thus facilitating data management and cooperation.

#### ***Activity 1.1.2 Support MLPSF in the development of new National Employment Strategy taking into account migration specific of the country***

This activity comes to meet the demand of the migrants for employment and contributes directly to the implementation of the National Action Plan for the Implementation of the RM–EU Association Agreement on the creation and implementation of strategic employment policies. Thus, the project will support the MLPSF in the revision of the degree of the implementation of the current National Employment Strategy and based on the assessment, MLSPF will be assisted in the design of the new strategic document on employment, embedding migration aspects and considering regional experiences. A series of 10 public consultations (3 in Chisinau and 7 regionally) will be undertaken by the MLSPF to review the draft National Employment Strategy with all relevant stakeholders, in close coordination with TEAs, CALM, NEXUS and JISBs. Based on received comments, the MLSPF will be assisted to incorporate the feedback. Special efforts will be dedicated to advocate for the approval of the newly designed Strategy, Action Plan and procedures, methodologies and regulations for reintegration employment support.

### **Output 1.2 Reintegration focal points within Territorial Employment Agencies have all the tools, knowledge and skills to provide qualitative employment reintegration support to returnees, in close coordination with NEXUS, SYSLAB, and JISBs**

Activities under this output will consist of capacity development of all reintegration focal points from 35 Territorial Employment Agencies. Additionally, 10 TEAs will be selected for testing the employment reintegration service provision, which will be further scaled-up by the NEA. The capacity of these offices will be enhanced through additional training activities, improving working conditions, organization of local networking events and best practice sharing.

***Activity 1.2.1. Build and strengthen the capacities of reintegration focal points to use properly the procedures and to deliver qualitative employment reintegration services and to refer to other relevant public, civil society or private sector service providers at the local level***

The project will provide support to the MLSPF to undertake a review of existing structures, systems and platforms within TEAs in support to the work of reintegration focal points, which will be institutionalized. Based on the assessment, a capacity building package for the reintegration focal points on providing qualitative employment reintegration services will be elaborated. The training programmes will be accompanied by coaching and mentoring on employment reintegration support. Also, a referral mechanism, comprising all employment service providers – NEXUS, JISBs, Syslab and others - will be elaborated and implemented. It will form the basis for a more comprehensive National Reintegration Network, at central and local level comprised of all public services providing relevant information and services to returning migrants. It will ensure that at any point the migrant accesses the mechanism/system, he/she receives information about available public and private services. Continuous efforts will be dedicated for knowledge codification management and sharing. A guide containing the best experiences of target models will be developed and widely distributed. Bi-annual meetings for knowledge sharing purposes will be organized for all 35 reintegration focal points representatives, where latest updates in the field of existing reintegration services will be presented.

***Activity 1.2.2. Provide required technical support for reintegration service provision***

10 Territorial Employment Agencies will be selected (ensuring national coverage – North, South and Centre, including Gagauzia) for the full-fledged implementation of the reintegration service provision methodologies and regulation developed under activity 1.1.1. Based on a quick needs assessment (in terms of capacities and technical endowment) conducted in these 10 TEAs lacking, in-depth capacity development, coaching and mentoring, and technical support in form of equipment and basic furniture, will be provided. Local networking events and study visits for the reintegration focal points from the 10 TEAs will be organized.

***Output 2.1 Local public authorities have necessary knowledge, skills and tools to engage with community members, including migrants for the design and implementation of joint service improvement (water and sanitation, health, education and social services) and income-generating initiatives***

Under this Output, the project will support target LPAS to engage community members and migrants in all local development processes ranging from planning to budgeting and implementation of local initiatives, which will lead to the improved local public services, as well as sustainable local economic development. Grass-roots establishment of territorial Home Towns Associations will be supported to meaningfully contribute to the development of their home communities.

***Activity 2.1.1. Strengthen the capacity of LPAs in managing migration related processes, engaging with community members and migrants into community planning, budgeting, implementation, monitoring and evaluation for efficient service provision***

In order to ensure that target LPAs have the understanding and knowledge of migration related processes, a training package will be designed and delivered in coordination with BRD/IOM, accompanied by ongoing coaching, to the representatives of 20 target LPAs. Separate efforts will be dedicated to inform LPAs about the referral mechanism, containing information regarding available public and private services for migrants and specific projects provided by civil society (developed under activity 1.2.1).

To support LPAs in engaging migrants, along with other community members to participate in local development, the project will adjust the previously elaborated methodologies for local planning, budgeting and mobilization for empowerment, emphasising migrants' engagement. Capacity building activities for LPAs and community groups

will be conducted to implement the methodologies in the 20 target communities, initially strengthening the national consultancy capacities in the area. Following the adjusted methodologies, 20 target communities will be supported in the elaboration of their local development plans in accordance with the human rights and gender responsive principles, with migration fully mainstreamed. All elaborated methodologies and training toolkits will be transferred to Congress of Local Authorities from Moldova (CALM) for further replication among their members, including for the Network of Women Mayors of CALM. Additionally, CALM will be supported through a grant for building its institutional capacity development and dissemination of designed methodologies and good practices to its members. CALM representatives will be involved in all capacity building events at local level, thus getting a better understanding of the links between local development and management of migration, and of the opportunities for network connections.

***Activity 2.1.2. Support the implementation of jointly selected service improvement initiatives, with active participation of migrants and community members (using inter-municipal cooperation, PPPs and other tools)***

Based on local development plans (elaborated as part of activity 2.1.1), 20 target communities will be assisted in the identification, formulation and planning of service improvement initiatives (in the areas like, water and sanitation, solid waste management, health, education and social services, etc.) jointly with LPAs, community members and migrants. Innovative techniques of *community mobilization for empowerment* and *service design* will be applied, with the support of contracted consultants. Technical assistance and support to local service improvement will be provided upon application of transparent selection procedures and subject to proper technical appraisal (with feasibility studies to be supported). Based on already tested approaches for service improvement and provision within JILDP, the proposal is to implement both community-based service improvement initiatives as well as inter-municipal cooperation service improvement. Thus, 15 communities will be assisted in the improvement of the most critical community-based public services through the support of project grants worth up to 20 000\$<sup>11</sup> each.

Also, five services with potential to be implemented through inter-municipal cooperation, clustered around 2-4 communities and more, will receive support of up to \$75 000 per service<sup>12</sup> (for the improvement of common priority services. For both types of projects, additional resources will be pooled from participating LPAs with app. 20% co-financing, community members and migrants with % of co-financing to be defined at a later stage, through the support schemes (developed as part of activity 2.2.1). New communities will be added if they fit within the “cluster”, thus increasing the total number of project beneficiaries. Efficient service provision and sustainability will be ensured by building the capacities of service operators in managing and maintaining the newly-created/extended services (through training, technical assistance and study visits). Also, LPAs and service providers will be exposed to local (JISBs, NEXUS, Syslabs) and international practices on efficiently managing services with engagement of community members and migrants, through at least five study visits in country and at least one international study visit.

***Activity 2.1.3. Promote investment opportunities for community members and migrants, through supporting innovative job creation/economic activities in 20 target communities***

The Project will support strengthening target LPAs capacity to assess, plan, implement and monitor local economic development activities, which will ultimately lead to sustainable rural development and economic growth. LPAs, together with community members, including migrants will be assisted to assess local economic potential and growth opportunities, including identifying competitive advantage of their community, which will be reflected in

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<sup>11</sup> The amount of support for community-based services is set up based on current JILDP practices. Though it is not as high as to meet community demands, the stake is LPA, migrants, and community members co-financing through support schemes.

<sup>12</sup> For the current JILDP, the IMC support amounted 100,000 USD per cluster of communities and is considered a reasonable grant amount, given the needs, the types of services upgraded and the number of beneficiaries. Considering that the proposed project will have co-financing from diverse sources, the amount of 75,000 USD seems a feasible one for achieving tangible results, as envisaged.

communities' local development plans (as part of activity 2.1.1). Based on the elaborated plans, LPAs will be supported to promote in a systemic way investment opportunities among migrants as well as investors, through community branding exercises (initial trainings, followed by coaching). The Project will build target LPAs capacities to interact with existing businesses and their associative structures, at a local level, including those led by migrants; thus building a sustainable dialogue with them. Creation and capacity building of business associations / network groups / business clubs/economic councils in 20 target communities will be supported.

The Project will provide support to target LPAs in creating a local economic enabling environment to stimulate local investments. An enabling business environment will entail the LPA's offering: information regarding economic opportunities and conditions to establish local businesses for investors; permissive local normative frameworks in the interaction with businesses (issuance of licenses, permits, etc.); availability of locally-owned resources for establishment and operation of local businesses; need for and availability of local utilities and services, etc.

The Project will provide opportunities for the re-investment of remittances through trainings and coaching for migrants and other community members, to develop skills to initiate and/or extent and manage small local businesses, building on JILDLP existing models. At least 20 local businesses will be supported with grants up to 5,000\$<sup>13</sup> each with co-financing secured (% to be defined), based on clear methodology and selection criteria, including innovation and number of new jobs supported. Local entrepreneurs will be supported in accessing financing, thus ensuring synergies with existing projects, consultancy and training providers. Successful practices in the field of local economic development will be captured and at least 5 local study visits for experience sharing will be organized (for LPAs and representatives of business associations). For this specific component, a strong cooperation with NEXUS on created business models, will be ensured.

**Output 2.2. Migrants, together with local public authorities have the capacities, models and skills to create and manage innovative support mechanisms and territorial Home Towns Associations (HTAs) at district/town/community levels for knowledge and skills transfer, local services improvement and income-generating activities**

As result of this output, creation of 15 grass-roots associations of migrants coming from the communities and districts where the project will be working in will be supported, thus stimulating systemic communication among each other and interaction with LPAs from their home communities. Thus, the experience of BRD/OIM in setting-up and consolidating diaspora organizations will be used and replicated at the local level, initiative that was not done before for such specific territorial HTAs.

***Activity 2.2.1. Build capacities of 15 territorial HTAs in setting up a sustainable cooperation platform between LPA, HTA and local CSO's***

As part of community profiling methodology (adjusted under activity 2.1.1), LPAs will be supported in conducting an extensive exercise on identifying and mapping migrants from their communities. This local database/registry will serve as an instrument for establishing a continuous communication with community members being abroad and will contain information on migrants' profiles, including circular migrants, which will feed the information for the database on diaspora mapping, to be elaborated by BRD/IOM, and will be later used in the Local Volunteering Return Programme.

By applying the unified methodology on Diaspora associations creation (to be elaborated as part of current intervention by BRD/IOM), the project will support the establishment of 15 grass-roots associations of migrants coming from the 20 target communities, and will capacitate them through 3 training programmes on leadership& membership management; project management; fundraising and communication, also designed by BRD/IOM. The

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<sup>13</sup> The amount is established based on current JILDLP practices of supporting local business with 5,000 USD.

HTAs will be actively involved in supporting small projects in their home communities, this being a part of the mobilization process and empowerment element. Permanent networking and sharing of experience and good practices will be stimulated by the project, including through bi-annual meetings (starting from the 2<sup>nd</sup> year of implementation).

Based on international best practices and the Volunteering Return Programme implemented nationally by BRD/IOM, the project will support members of territorial HTAs to return in their home communities for skills and knowledge transfer to support LPAs in local public management, services provision and improvements as well as other areas of common interest. Thus, an estimated number of 40 migrants (2 persons per each target community during the project life-cycle) will be incentivized in seconding the LPAs and community members in the above-mentioned areas.

***Activity 2.2.2 Design and pilot support schemes for local service improvement and income-generating activities***

The project will closely cooperate with BRD/IOM in their efforts to test and implement viable business models of support schemes platforms. The project will bring value added by identifying viable schemes for migrants' involvement and participation at local level. Members of territorial HTAs – from Moldova and abroad – will be involved in developing innovative support schemes at the community level, by financing and transforming entrepreneurial and social initiatives into reality, thus stimulating local economic development, creating jobs, and alleviating poverty as well as improving service provision.

Local community actors and members of territorial HTAs will be supported to mobilize resources for local service improvement initiatives (identified and developed under activity 2.1.2) and income-generating activities. Efforts will be dedicated to train members of territorial HTA and local entrepreneurs in the field of successfully showcasing their projects/businesses and use existing support platforms (communication; use of social media tools

Based on the field experiences, recommendations to efficiently implement nationally support business platforms will be codified and provided to BRD/IOM, who will conduct similar activities at national level and will incorporate the local findings into national policies. Best practices on successful support business models will be showcased and communicated largely.

**Output 2.3. The population and the key public are aware about migration potentials for local development**

***Activity 2.3.1 Promote good practices and lessons learned communication tools and national events, and develop and implement awareness raising campaign for an inclusive migrants'- oriented local development, in strong cooperation with M&D partners***

To communicate the importance of linking migration and local development, and improve communication between central and local public authorities, community stakeholders and migrants, a communication package will be elaborated and implemented. Thus, success stories reflecting the results of cooperation CPAs-LPAs-community members, including migrants will be codified, published and disseminated via video/audio and TV, online as well as the IOM/BRD Diaspora Associations Booklet and NEXUS publications. Awareness raising campaigns on potentials of migration and local development, using offline and online communication channels and means established by other M&D partners ([www.din.md](http://www.din.md), [www.nexus.md](http://www.nexus.md), social networks, etc.) will be organized. As part of these campaigns, a series of national events with participation of LPAs and CPAs, migrants' representatives, in order to present good practices and lessons learnt from the project implementation will be organized.

**6. Target groups and beneficiaries**

**Outcome 1. Ministry of Labour, Social Protection and Family and the National Employment Agency have mandates, capacities and resources to provide qualitative employment reintegration services to all returnees.**

- The **MLSPF** is the key stakeholder, as well as the lead partner in the course of its implementation. The Ministry's mandate in the area of migration and development will be supported, specifically on: provision of policy proposals and recommendations for legislative changes in the domain of labour and migration; design and implementation of policies and strategic documents related to migration and labour areas; ensure a proper regulatory and procedural framework for proper service provision for all citizens, including migrants.
- The **NEA** will benefit from technical assistance and expertise in designing and properly implementing the employment reintegration services for all returnees at the local level and apply a referral mechanisms. A consistent capacity building component will be undertaken to form employment reintegration focal points, who will be responsible within the TEAs to provide qualitative employment reintegration services to returnees and to refer to other public, civic and private service providers, including NEXUS, Syslab, JISBs, etc.

The collaboration with other relevant stakeholders, such as Parliamentary commission on Social Protection, Health and Family, civil society representatives, national and international organizations, central and local public authorities will be achieved through working groups and working meetings on developing capacities and policy framework for employment reintegration support.

**Outcome 2. Local public authorities have the capacities and resources to engage with community members, including migrants, and to promote know-how transfer from abroad with a view to improving local essential services and offering opportunities for income-generating activities**

- **20 LPAs** will directly benefit from the project support in planning, budgeting and implementing local development initiatives involving community members and migrants. These will be selected in the first stage of the project and will be approved by the Project Steering Committee. In order to ensure synergies between migration and local development initiatives and sustainability of project impact, a set of selection criteria have been proposed, relating to development need, project implementation capacity, migration and community profile.
- As the representing organization of local public authorities, **CALM, including Women Mayors Network** will be involved as an important stakeholder. Based on its mandate and liaison role between local governments, national authorities and international organizations, CALM will be further supported to represent and advocate the common interests of local governments by adding migration-related aspects into local development and dissemination of designed methodologies and good practices.
- Another target group of the project are **migrants, community members including women, children, elder people, persons with disabilities and minorities**. Both as active stakeholders and beneficiaries of service improvement, income generating activities and job creation opportunities, they will benefit from project activities, grants, raising awareness and communication campaigns. Territorial Home Towns Associations will benefit from project support in meaningfully engaging in the development of their home communities. The involvement and mobilization of women and men migrants will be also achieved through strong collaboration with IOM, UN Women, NEXUS, BRD, diaspora groups, Ministry of Foreign Affairs (consulates and embassies) and other relevant stakeholders.

**7. Geographical coverage and selection criteria for target communities**

IMLDP will work in at least **20 communities** in the North, Centre and South regions including Gagauzia on capacity development and strengthening of **LPAs** in local governance, public management, local service improvement and socio-economic development through sustainable models of migrants and community members' engagement and mobilization models. The idea is to work in communities and towns which are majorly affected by migration and provide local services for a larger number of people.

A selection process will be conducted at the inception phase of the project (within 3 months from the start). It will be a 2-stage selection process: screening communities through eligibility criteria and competitive process. The following criteria will be taken into consideration during the eligibility process:

Stage 1 – Eligibility screening<sup>14</sup>:

- Population: communities with 4,000 and more residents will be eligible for selection
- Communities with a population outflow above 20% will have a high priority
- Prior interventions supported by JILD, NEXUS and SDC
- Service development and access: based on community profile, partial or total lack of essential services (sanitation, water, health and social protection services) will be taken into consideration
- Financial capacity: the availability of LPA to contribute to joint project is at least 20%
- Geographical coverage will be respected; communities from Northern, Central and Southern regions will be selected, including Gagauzia.

Stage 2 – Competitive selection:

Communities that meet proposed criteria will be invited to express their interest and 20 will be selected on the basis of a competitive process. The list of target communities will be proposed and approved by the Programme Board.

## **8. Project sustainability**

The process initiated by the project will have systematic and significant implications at policy, institutional and service provision levels, having a sustainable impact both at the national and local level. Based on horizontal and vertical driven action models, the project will capture the entire process in integrating migration into local development agenda and ensuring a strategic and operational framework for circular, temporary and permanent migration management.

At the policy level, the development and approval of the New Employment Strategy taking into consideration the migration specific of the country, in strong collaboration with all relevant stakeholders, respecting the principle of transparency and participation represents itself a long-term investment, thus supporting the country in the implementation of the commitments under the EU Association agenda. The project will support the development and implementation of reintegration employment service provision model, through methodology design and assistance in implementation. The initiative will be full-fledged applied in at least 10 TEA, which will be further replicated nationwide by the NEA. The financial sustainability of 35 reintegration focal points within TEA, is secured through Mid-Term Budgetary Framework planned and approved for 2015-2016. Also the established referral mechanism will forward and consolidate the cooperation, communication and resource optimization among different service provision centres at the local level. The strategic planning and public service provision of MLSPP and NEA, as lead institutions in labour migration and employment, will be further enhanced.

The integration of migration into local development agenda will be assured by introduction and the embedment of a systematic mechanism for migration and development into local governance, public local management and local service provision. Through methodological support and trainings, coaching and mentoring for LPA in managing

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<sup>14</sup> A preliminary screening of communities, applying the majority of the stated criteria, has been done. Its results will be validated and endorsed during the project initial stage.

migration related processes, engaging with community members and migrants into community planning, budgeting, implementation, monitoring and evaluation for efficient service provision, LPA will be able to engage meaningfully migrants and community members for the local development initiatives. Moreover, for further dissemination and nationwide implementation of migration managing related process, the capacities of CALM, as a leading and representative organization of LPA will be developed and strengthened. The project will support the implementation and joint service improvement projects in 20 target localities, which will be further replicated. The implementation and sustainability of the service improvement project will be supported by the existence of legal framework and resource optimization principles (IMC, PPP and other form of cooperation).

A major incentive for local public authorities to sustain their engagement with communities, is that adequate local infrastructure is a prerequisite for local economic development, income generation and job creation activities. With improved systems for water, sanitation, better health, education and social services is more like to attract foreign or domestic investment, to foster business environment and create jobs. Models of territorial HTAs created by the project, if successful, they will be having a self-replication effect by extending to other communities' groups of migrants, willing to support their home communities. Best practices and lessons learned from local level activities (i.e. mapping migrants from target communities, support schemes, territorial HTAs, etc.) will inform decision-makers and will feed in the policy and regulatory frameworks in the migration and diaspora-related areas, mainly supported by BRD/IOM.

Successful local interventions show practical results to inhabitants and they require continued application of procedures, methodologies and skills developed by local authorities. As part of the project, having gathered experience and successful practice in improving living conditions during IMLD implementation, community members and migrants will have strong incentive to continue collaborating to prioritize development need, initiate engagement with local authorities, mobilize resources, use skill and knowledge transfer models and implement joint local development initiatives.

## 9. Risk Log

Risks have been identified as part of the formulation process and captured in the risk log below. The Project Risk Log is maintained throughout the Project implementation to capture potential risks to the project and associated measures to mitigate risk.

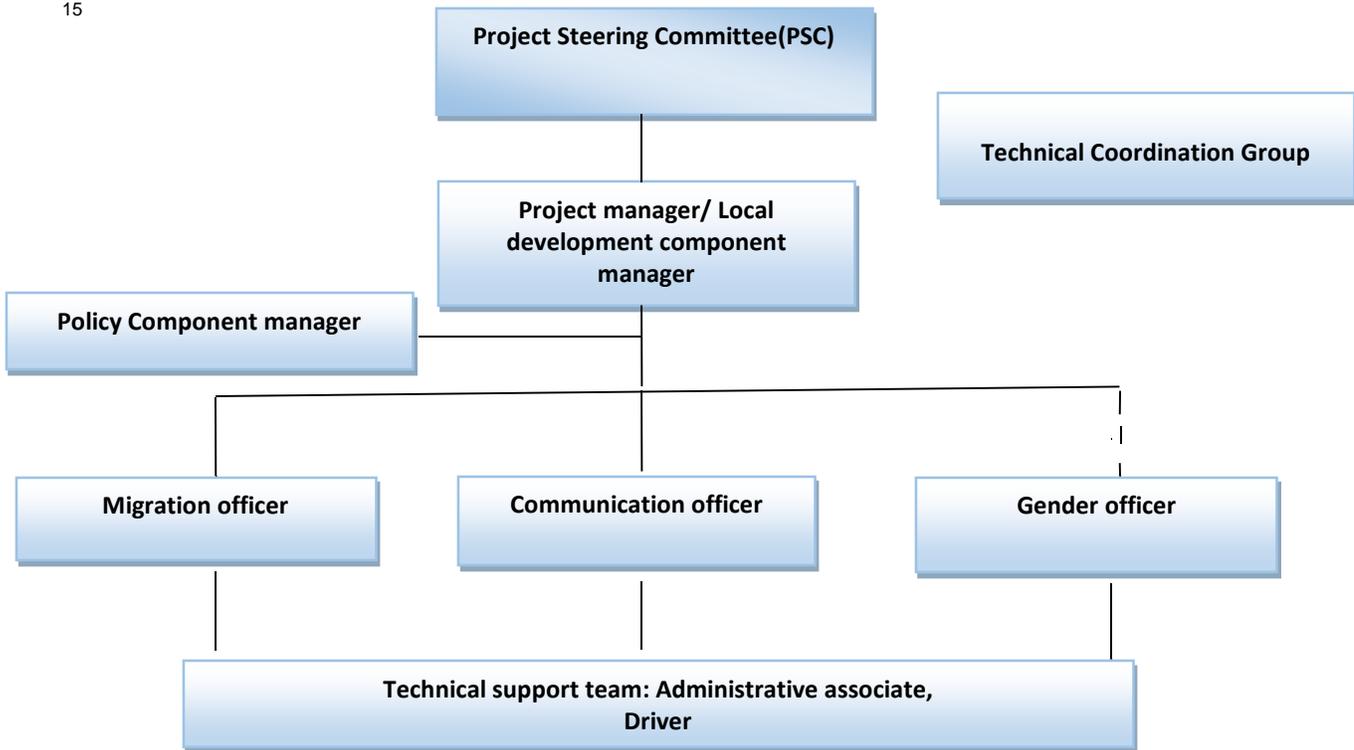
Description of risk	Type of category	Risk management actions
Volatile political and insecure environment	Political/high	The project will take into account the specific political context existing at the moment of implementation. The implementation of the activities will be planned and approached with caution, including timing, viability and issues of presentation.
Limited capacity of the Government to coordinate and implement activities at the local level	Operational/medium	The project is designed in such a way as to enable cooperation and communication between local and central authorities, developing the capacity of CALM as a leading stakeholder in the development and implementation of all the project activities
Lack of trust and confidence of community members, migrants in local and central public authorities	Political/medium	The project includes a set of activities, aiming at building confidence between community members and authorities, based on transparent, participate and inclusive principles. Cooperation with BRD/IOM on ensuring links between migrants and Government will be enhanced.
Lack of capacity and expertise of local authorities in developing partnerships and developing alternative services	Operational/medium	The project will use best practices, techniques and expertise to show tangible results and sustainable impact and will be working on identifying and strengthening synergies.
Possible overlapping with ongoing projects	Operation/medium	The project will identify cooperation activities with the ongoing programme and will develop joint activities in order to maximize the impact of the interventions. Monthly technical coordination meetings with BRD/IOM, NEXUS and SDC will be organized.

## 10. Management and coordination arrangements

The project will be under the Direct Implementation Modality in accordance with UNDP rules and regulations. The State Chancellery is the implementing partner for the Integrated Migration Local Development Project and the Secretary General ensures its overall coordination. Working together and in partnership with national

implementing partners is a fundamental starting point for all UN priorities in Moldova, as drawn up in the United Nations Partnership Framework for Moldova.

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According to the Direct Implementation Modality (DIM), the Project is implemented using Implementing Partners' (UN Agency) operating, procurement, human resources and other procedures that are compliant to the best international standards and contain sufficient safeguards against potential corruption or misuse of funds.

The implementation and monitoring of the project activities will be carried out by UNDP in accordance with its applicable regulations, rules, directives and procedures. However, to ensure ownership and sustainability of the project, UNDP will work in close partnership with the IOM, UN Women (partnering with it for gender-specific activities), BRD, MLSPF, NEA, CALM, NEXUS, Syslab Centres of the Ministry of Economy, CSOs, at the national and local levels.

In line with the programmatic approach used by SDC towards M&D in Moldova, one joint Steering Committee (SC) will be established for all three M&D projects supported by SDC. The SC will consist of the BRD, MLSPF/NEA and the Swiss Cooperation Office in Moldova. UNDP, along with the other two SDC implementing partners (IOM and IASCI) will ensure the secretarial support of the SC.

While for the UNDP implemented project, the main Project authority will be the **Project Steering Committee (PSC)**, which will be responsible for providing strategic guidance to the project overseeing progress, reviewing and approving of the Annual Reports, Work Plans, as well as the final Report. The PSC will be convened quarterly or at least twice per year and will comprise of the representatives of State Chancellery, LPA representatives, Ministry of Labour, Social Protection and Family, representatives of Migrants organizations, SDC, UNDP, UN Women, IOM/BRD, and NEXUS.

<sup>15</sup> The project's organigram is based on the JILDIP experience of managing similar types of projects and budgets

The **Project Technical Coordination Group** will provide substantive advice for an effective and quality implementation, and coordination of the project. It will be made up of the main stakeholders namely SDC, IOM, UNDP, NEXUS and BRD, and other relevant stakeholders where necessary. The advisory group composition can be amended and technical sub-groups can be established where necessary and will meet on a quarterly basis, if required. The meetings of the Group will be held on a monthly basis.

Project operations will be implemented through a **Project Support Team (PST)** that will ensure effective and efficient implementation of the Programme and will be staffed through open competitions and selected by a recruitment panel. The PST includes:

- *2 Component managers*: Local development Component manager, who, for cost-efficiency purposes, will cumulate the functions of the Project manager and Policy Component manager;
- *3 officers*, who will provide substantive support in areas such as migration, gender<sup>16</sup> and communication;
- *1 associate and 1 driver*, who will provide administrative and technical support to the whole implementation team.

The **PST** will ensure close coordination of the project activities with other relevant programmes, projects and initiatives to avoid possible duplication. The PST will ensure results-based project management and successful implementation of the project, close monitoring and evaluation of project progress, observance of procedures, transparency and efficient use of funds, quality of works, and the involvement of national and local stakeholders in the decision-making processes. In addition, each member of the Project Support Team will be obliged to pass the UNDP mandatory on-Line training courses to learn about the standards, rules and procedures, which will strengthen the awareness and willingness to work proactively to prevent, detect and deal with corruption, and on addressing the issues of staff integrity and conflict of interest. The detailed Terms of References of the core staff will be developed and annexed to the Implementation Plan.

***From August – December 2015, the Local development component manager, who will cumulate the functions of the Project Manager, the Communication officer, the Assistant and the Driver, and all administrative expenses, will be covered by the current JILDIP. Whether JILDIP should be extended beyond 2015 or new modular activities added, the staffing scheme, the level of involvement, as well as payment modalities will be reconsidered in partnership with the donor/s.***

The **Quality Assurance role** for the project, on behalf of UNDP, will be played by the Programme Specialist (5% engagement) and Programme Associate (5% engagement) and will entail the following tasks:

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed and monitored, and that the logs are regularly updated;
- Ensure that Project Progress/Financial Reports are prepared and submitted on time, and according to standards in terms of format and content quality and submitted to the Project Board.

**Short-term international and local specialists** will be involved by the PST with the overall aim to provide technical advisory support to the whole project team for ensuring effective and efficient implementation of project results in line with international best practices as well as relevant high level policy guides. The short-term national and international specialists will have the responsibility of specialized technical support to the project areas required by the project, i.e. Reintegration services, Home Town Associations, Service provision and inter-municipal cooperation, Business development and Investment Promotion, etc.

*For specific gender expertise (working with community women's groups, CALM Women's Network, Women Migrants' Organizations, JISBs, etc.), UNDP will partner with and sub-contract UN Women.*

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<sup>16</sup>With 50% engagement within the project

## Reporting, monitoring and evaluation

**Reporting:** UNDP shall submit annual progress reports and financial reports for each year of implementation of the Project, and final progress and financial reports after the conclusion of the. Substantive reports will detail the activities, achievements and results, issues and lessons learned as well as ways of overcoming the identified shortcomings of the Project to date, as well as highlight major activities planned in the coming year. On a quarterly or semi-annual basis (depending on the number of convened Board meetings), progress reports based on key principles such as results-based annual reporting, will be prepared and presented to Board members for approval.

Annually, the Project Manager will prepare a consolidated substantive report based upon the earlier approved quarterly or semi-annual submissions. The consolidated annual progress report will be endorsed by the Project Board, and submitted to the donor.

The Project will follow UN standards in terms of internal planning, monitoring and reporting procedures, which include quarterly plans or semi-annual and reports, a Performance Monitoring Plan, the latter to be developed in a participatory manner, involving all stakeholders during the initial project implementation stage.

**Monitoring and Evaluation:** Programme regular monitoring will be undertaken based on the Monitoring and Evaluation Plan (M&E Plan), which will be approved by the Project Steering Committee. M&E Plan will be adjusted as per the requirements of the UN, and its key partners. Its main goal will be to ensure continuous feedback on implementation, early identification of potential problems to facilitate timely adjustments to Project operation, and implementation in accordance with the overall strategic plan for the Project. Also, Monitoring, having its emphasis on systematic assessment at the project level, provides the basis for making decisions and taking actions, and it is indispensable in providing information and data for evaluations. This process will be based on data collection, and it is essential that such data and information is accumulated in an organized and planned manner in accordance with the M&E Plan.

**Audit:** The project will be audited in compliance with the UN internal policy on audit.

### **Annex 1. Current and previous relevant interventions**

### **Annex 2. Summary of Key Functions of the Project Team**

### **Annex 3. Logical Framework**

### **Annex 4. Budget**

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