Project Document

Project Title: Joint Migration and Development Initiative: Strengthening the Contribution of Migration to Development by Reinforcing its Local Dimension (JMDI phase II)

Geographical coverage: global programme

Objective: To maximize the potential of migration for local development through the delivery of targeted support to local authorities and non-state actors.

Expected Output(s):

Output 1: Development impact of selected migration and development initiatives of local authorities maximized through up-scaling and provision of targeted capacity building

Output 2: Constituencies of local actors in the regions of intervention equipped to engage on and promote the links between migration and development

Output 3: Local authorities and civil society organizations connected internationally to facilitate partnerships and knowledge sharing

Executing Entity: UNDP

Implementing Agencies: UNDP, IOM, ITC-ILO, UNHCR, UNFPA and UN Women

Brief Description
Migration dynamics have a strong potential role in supporting local development processes. The drivers and impacts of migration are often most strongly felt at the local level, be it in terms of effects on the local labour market, the size and demographic of the local population, or the need for public service provision. Communities may also have strong ties with diaspora communities who originate from their area and can be important players in developing policies towards the diaspora. The good practices identified by the Joint Migration and Development Initiative showed the importance of efficiently linking civil society initiatives such as the ones of diaspora groups with local development agendas in order to reach sustainability and development impact. So far, the experimentation of small scale initiatives have had positive effects and contributed to change the degree of activism of local administrations in the field of migration and development. Unfortunately, their involvement remains for the time being largely underdeveloped and many obstacles exist, such as a lack of capacities and of efficient and effective coordination within local authorities' administration and with other stakeholders. To contribute towards a higher impact of migration on local development, targeted support will be provided through 1) up-scaling selected local authorities' initiatives and provision of capacity building in target countries, 2) in the regions of intervention, networking up-scaled projects with other local development actors and sharing of lessons learnt3) connecting local authorities internationally to facilitate partnership building and knowledge sharing.

Programme Period:	53 months	**Total resources required**	
Atlas Award ID:		**7,401,333.33 Euro (*Equivalent to USD 9,587,219.34)**	
		To tal allocated	
Start date:	01 December 2012	**7,401,333. 33 Euro (*Equivalent to USD 9,587,219.34)**	
End Date	17 April 2017	• Regular	None
		• Other:	EC: 5,600,000 Euro (*7,253,886.01 USD)
PAC Meeting Date:	06 September 2012		
			SDC: *1,801,333.33 Euro (2,333,333.33 USD)
Management Arrangements: DEX (Standard contribution Agreement in Joint Management modality)		In-kind Contributions None	
		(*Exchange rate used: UNORE November 2012 = 0.772)	

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I.   SITUATION ANALYSIS

In order to harness the positive links between migration and development, efforts of the international community in this field have mostly focused on facilitating and increasing cooperation and knowledge sharing between governments. The successive Global Fora on Migration and Development organized since 2007 have played a central role in this respect, by providing an invaluable platform for governments to openly discuss the linkages and policy implications of migration and development. Much attention has also been paid to supporting the diversity of civil society organizations working in the field of migration and development, including forced migration, with a specific focus on diaspora and migrant or refugee associations. However, so far, local governments have not received the same level of attention, while their involvement and potential impact on the connections between migration and development is crucial. Therefore, much remains to be done to support and harness the potential of decentralized levels of governments, which are vital stakeholders to effectively link migration and development.

The drivers and impacts of migration are often most strongly felt at the local level, be it in terms of effects on the local labour market, the size and demographic of the local population, or the need for public service provision. In some cases, sub-national levels of governments may have jurisdiction on a number of migration-related policies. Communities may also have strong ties with diaspora communities who originate from their area and can be important players in developing policies towards the diaspora. More often than not, local authorities are at the frontline of providing services to migrants, asylum seekers, refugees, returnees and their families. Through its local dimension, migration is increasingly affecting the ability of local authorities to carry out their responsibilities: the establishment of development plans, the distribution of resources, the investment and supply of public facilities; such responsibilities are being challenged by the activities of migrants on the same territory.

The increasing role of local governments in the field of migration and development follows on from the growing importance of the local level for planning and implementing socio-economic development. Over the last 15 years, the main actors in the field of development cooperation have increased from only three categories—namely, multilateral, bilateral and NGO actors— to a multitude of new actors, in which local authorities appear to be key stakeholders.

However, local authorities seldom are traditionally in charge of managing migration and because of their international nature, migration issues usually fall under the authority of national government authorities, though this context is changing. At the same time, the field of action of local authorities is widening through processes such as decentralization and transfer of competencies. The consequence of these changes is an increased potential for local authorities to influence migration policies, making them more favourable for local development and governance issues.

In return, this raises numerous issues and challenges, which most local authorities are not accustomed to dealing with, such as securing the departure and return of migrant population, supplying information and opportunities for migrants' resources to travel with them (such as financial remittances or the transfer of their skills), enabling them to take part in consultative and government processes or the recognition of their rights and qualifications.

Findings of the JMDI

The Joint Migration and Development Initiative (JMDI) reached some interesting findings which have shown the centrality of the role of local authorities in the field of migration and development. The programme was built on the premises that it was important to generate a solid evidence base for better planning and management in this field, in order to know what works, under what conditions, in which transnational spaces, and why. This has been achieved through the codification of the practices of civil society organizations and local authorities and synthesized in the JMDI handbook '*Migration for Development: A Bottom-Up Approach*'. The JMDI also commissioned a specific research to capture local authorities' practices in this field: ''*Mapping Local Authorities' practices in the area of Migration and Development: assessing local practices, partnerships and capacity building needs*''. Based on this unique body of work, the findings of the JMDI have shown that:

- The effectiveness of M&D activities largely depends on the identification and establishment of strategic partnerships between civil society organizations and governments at central and decentralized levels. Effective M&D interventions are gender-sensitive and aim to ensure protection of human and labour rights of migrants, as well as institutionalize the civil society engagement. This implies that local governments should be better informed about the most efficient ways of working and engaging with civil society and enabled to pursue such cooperation;
- The most successful and sustainable M&D interventions identified by the JMDI are those with strong anchorage with the local governments in countries of origin and destination in line with the essential local-to-local dimension of migration and development nexus. Building on those experiences, policy directions and road maps for action should be defined;
- Successful interventions of local authorities are essentially the results of trial and error processes. Local authorities have very few opportunities to learn from other local actors' accomplishments. There is a need to support the transnational links between the large diversity of local actors who are engaged in migration and development interventions. In this respect, networking opportunities between practitioners and local authorities should be reinforced.

The good practices identified by the JMDI showed the importance of efficiently linking civil society initiatives with local development processes in order to reach sustainability and development impact. Successful local authorities' interventions were the results of strong partnerships with a range of stakeholders from the civil society, including the social partners and the private sector. In countries of origin of migration, local consultative processes played an important role in promoting the integration of migration issues into local and regional development policies. When local authorities share a common vision with partners, they can develop a sense of ownership over projects that will lead them to commit time, energy and resources. This process enhances their own role as decision makers in migration related affairs. The experimentation of (often) small scale initiatives have had positive consequences and contributed to change the degree of activism of local administrations. Some creative local authorities have put in place innovative projects, often in anticipation of national and international debates. For example, the experience of the Municipality of Cuenca in Spain in partnership with Ecuador has been developing since 2001, when an agreement was signed with the Human Rights Commission of the National Congress for the development of an integral protection and development system for migrants and their families. The initiative's overall purpose was to better integrate migrants into the local system so that they will have a positive social and economic impact on their local communities, in the country of origin and destination of migration. This case is an example of how complementary resources coming from a multi-level partnership (national, international, private and religious) can be put together and be successful in developing a human rights based approach to migration and development[1].

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[1] For more examples of local authorities' initiatives, please refer to the JMDI publication '*From Migration to Development: Lessons Drawn from the Experience of Local Authorities*' and the report '*Mapping Local Authorities' practices in the area of Migration and Development: assessing local practices, partnerships and capacity building needs*''.

Besides interesting initiatives such as this one, local authorities' involvement remains for the time being largely underdeveloped and many obstacles exist as evidenced by the findings of the JMDI, such as a lack of efficient and effective coordination within local authorities' administration and with other stakeholders. The main difficulty also relates to their lack of internal capacities and of clear awareness of migration dynamics and routes and how it should inform local policies and services. Migration and development are treated in different policy realms, which results in undefined competencies and responsibilities within local administrations. To a large extent, the linkages between migration and development remain a new field of action for local administrations and targeted support is necessary to fully harness the potential local authorities can bring in this field.

In order to achieve a sustainable, participative approach to the governance of migration at the local level, it is important not only that sufficient political will is present, but also that local administrations have the internal capacity to develop and implement effective policies. The research conducted by the JMDI during the first phase of the programme has shown that one of the main difficulties faced by local authorities when implementing M&D interventions relates to their lack of internal capacities. Some of the most influential features that define the ability of local authorities concern the degree of decentralization in place, the finances, the functions of the local governments and very importantly the fact that migration and development are often seen and treated as different policy realms. This, more often than not, results in undefined competencies and responsibilities within local administrations. Local authorities also tend to play more significant roles when they have a clear awareness of migration dynamics and routes. Sustainable policy making needs to be based on empirical evidence of social and economic trends in order to address existing demands. Exposure to the experience and methods developed in other contexts can support this process.

Overall, the JMDI has shown that local players have tested policy experiments to connect migration and development effectively, but this has been the result of the willingness and foresight of individuals rather than the elaboration of specific policy mandates or the set up of internal structures tasked with dealing with the theme. There is therefore a need to move from individual and isolated approaches towards more structured forms of intervention. This is a key step to fully capitalize on the involvement of local authorities in the field of migration and development.

Rationale of the proposed programme

In line with the strategy of the first phase of the JMDI and building on its existing tools, the programme will keep a global dimension, particularly regarding its knowledge management and capacity development components. On the other hand, direct support to local authorities and civil society organizations will be implemented in **a limited number of countries**[2] where interesting initiatives are already on-going. The final list of countries targeted will be decided by the programme steering committee during the inception phase. The decision will be based on the results of a global mapping of local authorities' initiatives in the field of migration and development undertaken by the JMDI. The mapping consists in conducting a thorough analysis of the policies and regulations influencing the development of migration and development initiatives by local authorities (for instance constraints/opportunities related to the state of decentralization or the rules and regulations pertaining to local development) and of the capacity development needs of local authorities to directly inform the programme's strategy.

The countries selection process will strongly consider the state of decentralization at country level, through which local governments are given more responsibilities to set and implement development priorities. Important levels of decentralization allows for the development of a stronger democracy through both increased involvement of local communities, including diasporas, as well as the mechanisms of decision making and further transparency through improved accountability of local governments given their proximity to the population and civil society. Higher levels of decentralization also ensures a better understanding and visibility of the needs and priorities of communities, particularly regarding public services, and therefore, better integration of these priorities into development planning. Meanwhile, the institutional

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[2] The number of countries is tentatively set at eight.

architecture of local authorities greatly varies from one country to the other. This will have implications for the programme regarding local government tiers at which interventions will be targeted. The focus on the local dimension is particularly relevant in some countries where an advanced regionalisation process is taking place, opening the door to more decision making and opportunities at local level. In addition, although a number of national and local-level institutions have acquired experience in migration management, including on maximizing the development potential of migration, further coordinated efforts on the regional and inter-regional levels are necessary to achieve positive results. Moreover, the responsibility of the national level in guaranteeing a clear and effective institutional framework for migration, development and decentralisation policies remain essential. Enhancing the knowledge at the national level of M&D strategies, methodology and instruments for inter-institutional and multi-level coordination is thus essential in order to produce an appropriate framework for effective local action. This means that the programme will have to be implemented in close cooperation with national governments.

Based on the existing knowledge and experience of the first phase of the JMDI, it can be anticipated that the programme will work in Africa, Latin America and Asia[3].

Overall, West African countries are not as advanced as North African ones in their state of decentralization. North and West Africa are particularly strategic given the diverse and growing migratory flows that exist within and between these regions, as well as between these regions and some countries within Europe. According to a recent ILO study[4] covering Algeria, Mauritania, Morocco, Senegal and Tunisia, these five countries had over 2.7 million emigrants residing in developed countries in 2007 - an increase of nearly 1 million since 1998, which represents an increase of 1 per cent of the share of migrants in the overall domestic population of Mauritania, Morocco and Senegal during this period. Egypt is the northern African country with the highest stock of migrants abroad.

West Africa is a sub-region of migration, where movements reflect historical trade and commercial patterns, but have often been accelerated by lack of employment in fragile economies. In West Africa more than 70% of intra- African emigration is within the sub-region whilst more than 90% of migrants from North Africa travel to countries outside the region. In both regions, migration takes different forms and patterns and involves individuals with different characteristics, ranging from temporary/permanent cross-border workers, irregular/regular migrant workers, highly/low skilled migrants and refugees. In recent years, these movements have increased in complexity. A growing number of persons migrate by irregular channels to places outside Africa, and are found in 'new' destinations – southern Europe, the USA, the Middle East, as well as Central and Southern Africa. As political and economic instability has deepened in some West African countries, migration has occurred beyond traditional countries of destination, to countries with limited historical, cultural and political links.

In addition, a number of North African countries are currently witnessing a transition, becoming countries of destination for South-South migration at times replacing the historical migratory patterns that have traditionally seen North Africa primarily as a source for migratory flows towards Europe. The migration and development agenda is particularly relevant in these two regions. Remittances are an important source of financial flows, having tripled since 1990 to reach over US$12 billion in 2008. For Morocco and Senegal, this amounts to 8 per cent or more of GDP.

Asia is characterized by dynamic and diverse forms of migration. The number of international migrants in Asia and the Pacific in 2010 was estimated at 31.5 million, which represents just under 15 per cent of the total global figure. It comprises major countries of origin, as well as traditional and emerging destination countries for migrants, some of them being simultaneously countries of origin, transit and destination. Significant labour migration increases the connectivity of the region's labour markets and facilitates the flow of remittances, trade and investment between countries. The search for a better life and economic

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[3] Within these regions and based on the rationale of the programme, the following countries are specifically being considered: Latin America: Costa Rica, El Salvador and Ecuador; Africa: Morocco, Tunisia and Senegal; Asia: the Philippines and Nepal.

[4] Making of Migration a Development Factor: the Case of North and West Africa, 2012, International Institute of Labour Studies, ILO.

opportunities within and outside the region continues to be the primary reason for migratory movements in East and South-East Asia.

Governments are working to more effectively regulate the movement of professionals and migrant workers, while also ensuring better protection for low-skilled labourers. Despite various levels of involvement, governments and key actors acknowledge the need for improved migration management and cooperation. Irregular migration and human trafficking remain significant challenges, particularly trafficking for sexual exploitation and irregular labour migration movements.

Such countries as the Philippines are making migration an asset to their development policies, coupled with decentralization. In countries with higher decentralization processes, more initiatives are led by local authorities and donors to reach out to labour migrants. The recognition of migrants as development actors is mainly due, when it exists, to strong and committed national or regional authorities, with a mandate to deal with migrant populations, employment or work migration.

Latin American States have become net emigration countries; the migratory balance is negative by 6.8 million in Central America and by 3 million in South America. Despite these strong flows from South to North, the movements from South to South have been increasing in recent years. Many of the countries in the region that were previously countries of only origin, transit or destination, nowadays share the three characteristics. Owing to the crisis, some migrants have started to return to their countries of origin. The returns are not massive, but they are steady. The constant flows of returnees in the affected countries have generated the need to establish effective mechanisms to assist the return of these migrants and their reintegration.

Latin American countries are important recipients of remittances. As a consequence, the governments in Latin American and Caribbean are trying to develop public policies aimed at strengthening the link between migration and development. Trafficking in persons and smuggling of migrants remains a major concern in the region. Many of migrant communities abroad are very well organized and have been contributing to the development of cultural, economic and social ties with their countries and communities of origin. Consequently, improving relations with nationals abroad and particularly promoting linkages with skilled ones to facilitate their contribution to development are two other increasing priorities for governments.

While decentralization is not always effective everywhere with still centralized government, there is dynamism to be found in local government and cities in the area of Migration and Development, which can be explained to some extend by the degree of activism of the civil society, NGOs, foundations, migrant communities, or unions. In some countries, strong public institutions make it possible to increase the awareness on migration and highlight a M&D agenda in the public sphere.

II.   STRATEGY

The **overall objective** of the programme is **to maximize the potential of migration for local development through the delivery of targeted support to local authorities and non-state actors.**

The programme will target **local authorities** (this encompasses the large variety of sub national levels and branches of government i.e. municipalities, communes, districts, counties, provinces, regions etc.) as well as **local organizations that have a stake in local development and migration issues**, both in countries of origin and destination (being EU or partners countries) of migration. These are civil society organizations (e.g. diaspora and migrant associations including women migrant and refugee organizations, NGOs, philanthropic groups, community groups), workers' and employers' organizations, chambers of commerce, cooperatives, universities, education and training centres, business and financial service providers and public employment services who are active in the field of migration and development. Furthermore, specific attention will be brought to favouring partnerships between local actors and local authorities in countries of origin and destination of migration.

Given the fact that women constitute half of the 215 million overseas migrants, their specific concerns and contributions need to be better incorporated into local development policies, planning and budgeting

processes. The proximity of women's migrant organizations or their representative groups to local governments is especially important to bring women's voices to bear in a sustained and institutionalized manner at all stages of the policy process and to «actually access services and entitlements.

It is also important to look into practices to maximize the impact that refugees can have on development of their host communities as well as of the ones they left. In general, more attention should be paid on the impact refugees and IDPs have on host communities. Associations working with refugees should therefore be important interlocutors of sub-national levels of governments.

Furthermore, contribution to development cannot be dissociated from the protection of migrant workers. Individual migrants' welfare, including their enjoyment of labour and human rights and fair and decent working conditions in countries of destination, is a determinant factor to maximise their contribution to their countries of origin and destination alike. This is why provinces and local authorities are strategic levels of governments to be involved, making consultations and agreement with sub-national levels of government particularly important for the civil society.

The programme will build on the knowledge and tools developed during the first phase of the JMDI, as well as the work already accomplished by the ART programme from UNDP to promote stronger coordination between national, sub-national and local levels as well as for a more integrated approach to local development, through strong participatory process including authorities, civil society and the private sector. Similar synergies will be sought with on-going programmes implemented by the partner agencies[5] in the target countries and/or funded by the EC and the SDC.

The programme's approach to capacity development will be multidimensional, including activities at local, regional (sub-national) and global levels.
Local level: individuals/organizations involved in the scaled-up initiatives will receive tailor-made capacity development support: capacity needs and gaps at individual and organizational levels will be addressed throughout the implementation process in each of the countries targeted.
Regional level (sub-national): Based on the findings of the projects, lessons learnt will be offered to a larger group of interested local actors during year 3 (i.e. local authorities, civil society, social partners and private sector actors) operating within the regions where scaled-up initiatives are taking place. The programme's approach will focus on raising awareness rather than on capacity building. The awareness raising activities will be rooted in the concrete results and lessons learnt of the individual projects supported by the JMDI;
Global level: In line with the global nature of the JMDI and using the existing tools of the programme, capacity development tools developed will be made available to a global audience.

A sequenced approach is recommended whereby the first two years will be dedicated to building the capacities of the stakeholders of the scaled-up projects and the last year of programme implementation to relaying the projects' findings to a larger audience of stakeholder in the regions of intervention of the projects and at global level.

The **three programme's outputs** will be as follows:

> To move from isolated and individual approaches towards more structured forms of interventions through the identification of promising initiatives from local authorities in partnership with civil society organizations in selected countries that will be scaled up and will receive tailor-made capacity building to maximize impact on local development.;
> - To establish a constituency of local actors in the regions of intervention able to dialogue on migration and development related matters and equipped to engage on and promote the links between migration and development;

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[5] Synergies could be sought for example with the MIDA programme of IOM, ILO LED activities, the ILO-ENDA Initiative, the One UN MDGF project on Youth and Migration, the EC-ILO project : « Création d'emplois et accompagnement à la réinsertion en complétant les dispositifs de l'Etat or UNCDF work on inclusive micro-finance initiatives.

-   To connect local authorities globally with each other and with other stakeholders and facilitate partnerships (between local authorities in countries of origin and destination of migration, migrant and refugee associations, the private sector, the social partners etc.) to reinforce local authorities' potential to become active players in the field of migration and development.

The programme will have an inception phase during which crucial steps will be undertaken such as the selection of the countries targeted by the programme, the refinement of the monitoring and evaluation framework of the programme as well as the definition of the Terms of Reference for the Steering Committee and the Technical Committee.

Activities

-   **Output 1 :** *Development impact of selected migration and development initiatives of local authorities in partnership with civil society organizations maximized through up-scaling and provision of targeted capacity building*

The JMDI e*xperience has shown that fostering the involvement of local authorities in migration and development is best achieved through supporting concrete initiatives. This greatly* facilitates the materialization of the link between migration and development for local authorities and focuses partnerships with civil society organizations on commonly identified activities. To go beyond scattered experiences and move into more systemic local development strategies, the JMDI will up-scale an indicative number of 16 local authorities' initiatives[6] that have emerged as particularly promising in terms of their intervention methods and the role played by national authorities and other stakeholders at local level in terms of development impact, scope and potential for duplication

Activity 1.1: Identify initiatives and provide financial support for up-scaling selected local authorities' initiatives in partnership with the civil society

Taking into account the timeline and financial resources of the programme, scaling-up in the context of the JMDI will focus on reinforcing selected initiatives, to make them more far-reaching in terms of impact, population outreach and sustainability. Based on the results of a thorough analysis of the political, economic, institutional and socio-cultural dynamics in the local context of intervention, the JMDI will identify with the active involvement of the local authority and the civil society partners which activities/strategies/methodologies/capacities need strengthening in order to reinforce the initiatives' outputs. This will be done by building on the elements which have proven to be working. The programme's approach to scaling-up will concentrate on local and national realities and opportunities and will therefore take different forms from one supported initiative to another. Depending on cases, this could include expanding the geographical coverage (within the limit of the resources available) of an initiative or on the contrary deepening within the same geographical area of intervention a set of activities which are more promising or with a higher potential for sustainability. The intention is to reach a 'tipping point' when the results are owned by the stakeholders and innovation becomes institutionalized. Projects' duration will depend on their respective focuses and logics, though, based on experience and given the constraints related to the overall duration of the programme, it is expected that they will last on average two years.

The experience of UNDP on local governance, local development and scaling-up local development successes in the context of the MDGs will be thoroughly used. This will include using existing resources, such as UNDP's Guidance Note on Scaling Up Development Programme, as well as ILO's resources on Local Economic Development. It will help to identify opportunities (i.e. what should be scaled up, how can it be done, how can results be institutionalized) and potential bottlenecks in the context of scaling-up practices.

Identification and selection process:

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[6]   The intended target might be revised upon the results of the mapping exercise and decision of the steering committee.

Initiatives which have come out of the mapping exercise as particularly promising will be approached by the programme to gauge their interest and commitment in up-scaling their experience. It is expected that other initiatives could be identified in the targeted countries, which will also be considered for funding. The final selection of projects to be scaled-up will be made by the programme's steering committee on the basis of a selection process conducted at country level by the UNCTs in the targeted countries after close consultation with the EU Delegations, the Swiss Development Cooperation's local offices and the national governments. With regard to the national governments consultation, the programme will put in place the necessary measures to avoid delays and distortions of the selection process.

Overall factors to select projects/initiatives receiving up-scaling funds will include:
- State of decentralization processes at country level and presence of active civil society, private sector and local authorities in the field of migration and development;
- Initiatives that have delivered tangible results, but which could benefit from up-scaling to reach larger impact and sustainability;
- Initiatives that are part of local strategic plans and in compliance with nationals policies;
- Initiatives in regions with high emigration rates, and/or large immigrant populations or transitory migrant flows;
- Initiatives using innovative methodologies with a potential for being replicated in a structured context;
- Initiatives implemented by meaningful consortia made of civil society organizations and local authorities. Specific attention will be brought to initiatives which include social partners and the private sector who have a crucial role to play in development processes;
- On-going initiatives implemented by consortia of local authorities in countries of origin and destination of migration;
- Initiatives which are supported by strong commitment of local authorities;
- South-South partnerships will be specifically favoured;
- Initiatives that have been shown to meaningfully include gender aspects of migration and involve women's organizations as well as focus on young men.
- The programme will also look into working in both local urban and rural intervention contexts. While increasing attention is paid to the role of cities in both migration and development debates, much less attention is given to the linkages that migration creates between rural and urban areas, which could form the basis for developing cooperative development partnerships.

In addition to the above mentioned elements, country specific selection criteria will be developed in order to reflect priority development needs as included in UNDAFs and partner agencies country programme documents. This could include, for example, prioritizing initiatives which contribute to youth employment promotion or building social cohesion.

The selected initiatives will be contracted by the programme on the basis of a project document produced by the selected partners with the support of the JMDI. The project document will be jointly written with the support of the JMDI focal point, which should alleviate potential difficulties related to a lack of capacity.

Activity 1.2: Provide capacity building to stakeholders of selected initiatives to ensure successful delivery and institutionalization of practices

With the view to increase the quality of the services delivered by the up-scaled initiatives as well as to reinforce and institutionalize the capacities of local authorities and other involved stakeholders receiving funding from the programme, targeted capacity building will be provided to:

- The staff of local authorities involved in the management of the initiative and, when appropriate,
- Other partners such as members of CSOs, social partners and private sector playing an active role in the delivery of the initiatives' activities.

Capacity building will involve two levels of intervention: a) Provision of technical expertise through coaching delivered on the ground and an on-going basis by the JMDI focal points with the support, on a needs basis,

of decentralized actors b) Formal training organized and delivered centrally[7], building on a global training tool developed for this purpose by IOM and ITC-ILO.

a) Provision of technical expertise through coaching

The provision of technical expertise through coaching will be provided by the JMDI focal point appointed within each country of intervention. Through the conduction of a thorough needs assessment undertaken at the beginning of the implementation of the scaled-up initiatives, areas to be covered by the coaching will be defined. The technical expertise provided will be strictly in line with the specific needs identified at individual and organizational levels. It will therefore be tailor-made to respond to the specific circumstances of individual projects. The JMDI focal point will design a technical expertise plan for each up-scaled initiative, which will be reviewed and discussed with the projects' stakeholders and endorsed by the PMU.

Without precluding the needs of projects' stakeholders, it can be foreseen that technical expertise will include the reinforcement of the management skills of the staff involved in directing and implementing the funded projects. It is also likely to concentrate on the provision of expertise/knowledge related to the specific focus of the up-scaled initiatives (such as for example provision of expertise on how to best provide financial services to migrants? How to best build on entrepreneurial networks of migrants? etc.). In this respect, the programme will be calling upon the specialized expertise of the JMDI partner agencies.

In addition to the expertise provided by the JMDI focal points and partner agencies, it is envisaged to call upon decentralized cooperation actors on an ad-hoc and needs basis: interested local authorities will be invited to share knowledge based on their own expertise and experience in specific fields[8]. This is in line with the fact that increasingly decentralized cooperation involves transfer of expertise. It is also a way to build connections between local authorities, which can be maintained beyond the projects' lifetime.

b) Provision of formal training

The **formal training** will be organized and delivered centrally. The advantages of delivering centralized training are manifold:
- It is cost effective,
- It facilitates the creation of personal relationships between project beneficiaries and promote exchange of knowledge and cross-fertilization of practices,
- It supports further exchange of knowledge throughout the implementation of the scaled-up projects.

The training methodology used to developing the training modules will be discussed jointly with the PMU, IOM and ITC-ILO. The training will be organized in cluster and will adopt a modular approach. This will be organized as follows:

- A plenary session that will include core content on migration and development issues and will provide the opportunities for participants to share their experiences
- Parallel elective courses on the specific topics related to the management of migration and development at local level.

This combined approach will ensure that participants have the opportunity to analyze in-depth the areas that they are the most interested in.

Pending the results of the mapping of training needs conducted by the JMDI focal points, the central training, will aim at addressing the following objectives:

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[7] It is envisaged that the formal training will be delivered in the Turin centre of ITC – ILO.

[8] This activity will only be possible if at no cost to the programme. Related costs will have to be borne by the participating local authorities.

- Ensure that participants are equipped with the know-how to initiate coherent gender-sensitive migration and development policies at local level;
- Create an interactive space for exchange among the participants in order to share experiences and understand from different context which practices have been successful under specific circumstances;
- Enhance participants' capabilities to effectively engage with the national and local levels of governance and with non-state actors, including diaspora, NGOs, workers and employers' organizations and the private sector in view of building long-lasting partnerships.
- Enhance local authorities' understanding of the specificities of migrant capitals and how they take shape at the local level, in order to integrate their actions in local development plans.
- Enhance local authorities' ability to develop schemes and practices that reach out to the relevant local stakeholders, and articulate migrants activities to local development actions, so as to channel migrants' contributions to areas that benefit the local community.

At this stage, and based on the analysis of the training needs contained in the mapping report, it can be envisaged that the training could include the following topics (the below is of course very tentative and will be refined based on the results of the analysis of the training needs to be performed by the Focal Points):

- Technical knowledge on migration and development,
- Technical and practical knowledge on mainstreaming migration into local development planning (including i.e. how to include migration into administrative practices and plans, how to prepare related local legislation),
- Technical and practical knowledge on how to best capitalize on migrants' capitals (human, financial, entrepreneurial cultural and social) for local development (including i.e. provision of knowledge to facilitate the drawing of lessons learnt, replication),
- Technical and practical knowledge on how to engage with CSOs/private sector etc. (including i.e provision of model MoUs etc., review of best practices),
- Provision of a space to enable cross-fertilization of practices (participants present their respective practices and related opportunities and challenges).

Through case studies, good practices, innovative local development programmes and interactive practical activities participants will be encouraged to participate in various open discussions. Training sessions will seek to highlight key linkages in migration and development, including from a gender perspective and address regional specificities, enabling local government officials to apply and adjust various concepts in their daily work. The participants will discuss the mutual impacts of both processes and explore policy solutions to the different challenges presented. Case studies will provide participants with the opportunity to use their acquired knowledge and enable them to develop policy responses within a practical scenario.

The training will be developed using:
- The existing products of the JMDI (handbook '*Migration for Development: A Bottom-Up Approach*' and research '*From Migration to Development: Lessons Drawn from the Experience of Local Authorities*') and the results of the second component of this action (road maps for action);
- The content posted on the M4D Net (output 3);
- The experience acquired through the implementation of pilot projects aimed at mainstreaming migration within development strategies at national levels, currently on-going with Swiss Development Cooperation funding in three pilot countries and with JMDI funding in two additional countries. It is anticipated that some of the mechanisms and processes used and tested at national level will be relevant for local levels of governance;
- The IOM/MPI handbook on *Engaging Diaspora in Development Activities in Host and Home Countries*.
- Other relevant handbooks and training modules developed by JMDI partner agencies[9]

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[9] Such as the UN Women guide on mainstreaming migration into development from a gender perspective and the handbook on establishing effective labour migration policies in countries of origin and destination, including the Mediterranean edition (OSCE, IOM, ILO) and the LED Local Economic Development) training modules developed by ITC-ILO.

The action will benefit from the resources and expertise of the partner agencies such as the International Training Centre of the ILO and the IOM, in collaboration with others, such as UN Women.

Participants to the training will receive a training package translated in their respective languages (anticipated to be English, French, Spanish and Arabic) so they have a reference guide they can use and that can be shared with other stakeholders who could not participate in the training.

The delivery of the formal **training will not be a one-off event**. To maximize its impact, the JMDI focal points with the support of the partner agencies will facilitate the follow-up, once participants are back at their work place. JMDI focal points will receive specialized tools /knowledge to fulfil that role. Follow-up to the training will involve access to course material, new resources on-line, continued on line discussions and consultation between participants, trainers and experts mobilized by the JMDI, including decentralized cooperation actors. This phase will allow participants to share with experts and fellows the concrete results of the actions they undertook after the course thanks to the knowledge received.

Activity 1.3: Monitor selected initiatives and provide support to ensure successful delivery and collection of lessons learnt

Monitoring will be an essential component of programme implementation as it is central to the success of scaling-up processes. It will be undertaken by Focal Points of the JMDI appointed in each of the selected countries, under the overall coordination of the Programme Management Unit. Monitoring processes and indicators will be defined from the initial stages of implementation for each supported initiative. This will allow the systematic collection of lessons learnt and will support the definition of country road maps (described below). The indicators for monitoring progress and impact at programme level will be refined during the first month of the project's life.

The lessons learnt from the funded initiatives will be captured in view of 1) analyzing what makes local authorities and civil societies' initiatives successful, 2) identifying the administrative and technical conditions which should be put in place at local level for increased impact and efficiency, 3) refining the knowledge tools which will be made available at global level[10]. The JMDI will examine the policy and regulations side (for instance rules and regulations that improve the local business environment), capacity building of support institutions/service providers, existing public/private sector dialogue as well as social and cultural perceptions at large. Local to local exchanges (e.g. decentralized cooperation) and vertical exchanges (local, national) will be factored in the analysis.

In parallel to their role as monitors and providers of capacities, the JMDI focal points will have a strong role in providing advice and facilitating the good running of the supported initiatives. They will work in close coordination with colleagues dealing with migration and local development issues of other agencies at country level. They will also play a central role to maintain national authorities, EU Delegations and local offices of the SDC in tune with the programme's accomplishments[11].

- **Output 2: *Constituencies of local actors in the regions of intervention equipped to engage on and promote the links between migration and development***

To enhance the sustainability of the supported initiatives and in line with the scaling-up approach of the programme, the JMDI will work towards inducing a favourable environment within the regions (sub national)

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[10] Please refer to activity 3.2

[11] Please refer to the ToRs of the JMDI Focal Points annexed to the project document.

of intervention of the programme. Scaling up is about ensuring the quality of a development impact, reaching out to other entities, adapting institutional change and other innovations. Scaling up can take many forms such as organizing regional outreach covering institutions and local stakeholders operating within the regions of intervention in order to spur policy reform from a successful local pilot. For this it is important to garner commitment from communities and their political leadership. This will be done by building the awareness of a constituency of local institutional actors able to dialogue on migration and development related matters in order to reach local level implication. This will directly contribute to the visibility and the sustainability of the initiatives funded by the JMDI.

Activity 2.1: Set up networks of interested local authorities and non-sate actors including private sector, civil society organizations and social partners in the regions of intervention

As per the criteria established for the selection of local authorities' initiatives for scaling-up, the regions (sub-national level) where the programme will operate are likely to be characterized by the importance of the migration phenomenon. It is therefore foreseen that within the regions of intervention, local stakeholders will be interested and willing to be informed about and learn from the results of the up-scaled initiatives.

With the support of the UNCT, and building on the existing networks established by programmes/projects of the UN or funded by the EU or SDC operating within the same geographical area, the JMDI focal points will be responsible for identifying relevant stakeholders within the regions of intervention of the up-scaled initiatives. These are anticipated to be interested local authorities including local political leaders, private sector and civil society organizations, who are already involved or would like to engage in migration and development activities. Throughout the identification process, the JMDI focal point will consult with relevant regional authorities, civil society organizations, social partners, academia and chambers of commerce to sound out interest and gather the needs for policy action in this field.

The objective will be to mobilize a constituency of stakeholders at local level willing to work on strengthening the connections between migration and their local development priorities as well as to reflect on the methodologies and practices developed by the scaled-up projects to emulate them. This will help to foster a dialogue on the issue of migration and development with the intention to create concrete partnerships and a political consensus on the best ways to move forward locally in this field. In this process, stakeholders involved will also learn about each other's capacities, needs and limitations which will foster trust and will facilitate the creation of partnerships.

To ensure sustainability and foster policy coherence, the objective will not be to create new regional platforms, but rather to work through existing institutional structures established at regional levels. When feasible, and taking into account the administrative arrangements in place in each of the target countries, the programme will also seek to engage relevant national institutions to facilitate the connections between the local and national levels, with the objective of facilitating policy change.

Activity 2.2 Disseminate lessons learnt from scaled-up projects at regional level and work towards initiating policy change

The JMDI Focal Points with the support of the PMU and the UNCTs will be responsible for passing on the experience and lessons learnt from the scaled-up projects. They will be presented and discussed with the local stakeholder networked at regional level, such as political leaders and other relevant stakeholders. Sensitization activities will not include formal training, but training tools/material developed for the stakeholders of the up-scaled projects will be promoted and made available.

Beyond the dissemination of lessons learnt from the up-scaled projects, the stakeholders mobilized will discuss key issues such as how to overcome the challenges arising from the increasing influence of migration on local authorities' activities and make the most of their potential over migration related phenomena. Other important issues will be addressed such as how to build strong local public institutions that can become focal points for migrant? How to develop efficient and public service delivery suited to migrants' communities' needs? How can civil society structures be guaranteed as reliable and sustainable partners to engage in dialogue with migrants? How to increase integration and local economic opportunities and articulate them with the national government's requirements?

Participants will gather in meetings organized by the JMDI Focal Points. These will take the form of workshops organized on specific themes, debates, fairs etc. In cases where the local political engagement is strong, working groups on specific themes will be set up to help formulate concrete recommendations and policy options to advance the linkages between migration and development within the regions of intervention.

The Focal Points with the support of the Local Development Specialist within the PMU will be responsible for delivering these activities at regional level.

- **Output 3:** *Local authorities and civil society organizations connected internationally to facilitate partnerships and knowledge sharing*

The JMDI research 'From Migration to Development: Lessons Drawn from the Experience of Local Authorities" has clearly evidenced the difficulty encountered by local authorities to access knowledge and learn directly from other local authorities' accomplishments. There are limited inter-institutional possibilities to facilitate exchanges with counterparts in other countries in the area of migration and development and to build partnerships. The JMDI has designed a unique tool through the establishment of a dedicated M4D Community of Practice (M4D Net accessible through the programme's website migration4development.org) modelled on UNDP's approach to knowledge management and networking. It currently reaches out to 2,119 practitioners around the world and is continuously growing. The network is an open forum for all relevant stakeholders in the field of Migration and Development. It comprises diaspora organizations, migrant associations, social partners, development NGOs and civil society groups, Academia, local authorities, UN Agencies, bilateral aid agencies, private sector and governments. The platform is a unique tool to link practitioners with policy makers and to ensure inclusiveness in discussions at international and national levels. It is also a powerful instrument for knowledge sharing and building partnerships. Users can find inspiration from the practices developed by other members from the on-line database, which contains over 200 projects identified by the JMDI.

Using the existing functionalities of M4D Net and building on its established reputation and outreach, the project will aim at facilitating knowledge sharing and partnerships between local authorities themselves and with the civil society. This calls for the setting-up of targeted measures, which are complementary of each other:

Activity 3.1: Maintain and develop the functionalities and content of the M4D Net

- Broadening the membership of local authorities to increase their overall representation within the M4D Net.
- Enriching the database of projects available on-line to include more initiatives led or involving local authorities in partnership with the civil society, including from a gender lens.
- Establishing an on-line support facility to respond to request for support from local authorities, including referral to actors who can directly assist them at country level.

Activity 3.2: Develop specific knowledge products addressing needs and challenges of local authorities active in the field of migration and development

Based on the feedback received from the PMU/JMDI Focal Points through the monitoring of the up-scaled initiatives and dynamics observed within the regions of intervention, the JMDI will adapt the training/knowledge tools developed under output 1 to a global audience of local authorities and local development stakeholders. These tools which will be available on line through the M4D Net will therefore take on board all the lessons learnt coming from the projects themselves, but also the dynamics observed within the regions of intervention.

This will take the form of dedicated resource pages, focussing inter-alia on:

- o Best practices to involve diasporas in development planning;
- o Models of participatory processes at local level for development;
- o Models for establishing representation of migrant associations for setting-up effective coordination mechanisms with the civil society, with the social partners, with the private sector etc

In addition to the provision of the knowledge tools on-line, the PMU will continue to encourage and facilitate networking, sharing of knowledge and experiences between local authorities thanks to the functionalities of the M4D Net.

Furthermore, building on the lessons learnt arising from the up-scaled initiatives, the programme will produce an overall synthesis report, which will evidence the commonalities identified between countries and which could be applied in other national contexts. The results of this work will be largely disseminated through existing international fora such as the Global Forum on Migration and Development, existing regional dialogues on migration as well as through the M4D Net and other knowledge platform such as the ILO global Local Economic Development knowledge platform and LED Network for Africa. In connection with the other components of the programme, this overall synthesis report will also draw on the discussions and content posted on the M4D net and on the results of the face-to-face meetings targeting specifically local authorities (output 3 of the programme).

Activity 3.3: Leveraging on dedicated meetings for local authorities to facilitate partnership building

As a complementary strategy to using the M4D net, the JMDI has shown the importance of creating opportunities for M&D practitioners to meet face-to-face with each other. Face-to-face interactions are essential to build trust among partners, a key dimension in the field of migration and development.

The proposed action will seek to actively take part in dedicated events targeting local authorities organized in the framework of existing regional dialogues or local authorities' networks. In order to create synergies, facilitate inter-institutional dialogues and reduce costs, the action will also build on existing local authorities initiatives like for example UNDP's ART programme, ILO and other partner agencies initiatives for local economic development. The PMU will inform in advance the European Commission and the SDC on the foreseen events in order to ensure coordination and avoid overlapping with related on-going initiatives.

The objective will be to sensitize local authorities and other M&D actors on the local dimension of migration and development and to generate concrete partnerships between local authorities in sending and receiving countries of migration within regional contexts, taking into account that migration flows are increasingly a South-South phenomenon.
Contacts made with relevant players at international level will also be used by the programme to look and build an exit strategy for the M4D Net to ensure its sustainability beyond the programme's lifetime.

Annual Work Plan
Year: December 2012-April 2017

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME									RESPONSIBLE PARTY
		01/12/2012 31/05/2013	01/06/2013 30/11/2013	01/12/2013 31/05/2014	01/06/2014 30/11/2014	01/12/2014 31/05/2015	01/06/2015 30/11/2015	01/12/2015 31/05/2016	01/06/2016 31/12/2016	01/01/2017 – 31/04/2017	
Output 1: *Development impact of selected migration and development initiatives of local authorities maximized through up-scaling and provision of targeted capacity building* **Baseline:** Results of the initial review of state of play of local authorities practices in the field of migration and development[12] and the capacity review conducted at the beginning of the programme **Targets:** An indicative number of 16 on-going promising projects/initiatives of local authorities in partnership with civil society	**Activity 1.1: Identify initiatives and provide financial support for up-scaling selected local authorities' initiatives in partnership with the civil society**										PMU/JMDI Focal Points/Steering Committee
	Identifying initiatives in target countries which will be scaled-up		▓								PMU/JMDI Focal Points/UNCTs/Steering Committee
	Formulating project proposals in partnership with selected local authorities and civil society organizations			▓							PMU/JMDI Focal Points
	Review by the UNCT's and validation by the steering committee			▓							PMU /Steering Committee

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[12] The mapping will be undertaken before the beginning of the programme in the framework of the no-cost extension of the first phase of the JMDI.

organizations selected for targeted funding

A minimum of 60 stakeholders per country are able to deliver good quality services within the context of their M&D interventions.

A minimum of 60 stakeholders per country show increase understanding of how to develop and implement mechanisms to increase policy coherence through improved coordination among internal departments.

A minimum of 60 stakeholders per country have been trained to develop and implement mechanisms to involve diasporas in local development processes. | Signature of contracts with selected projects | | | ■ | | | | | | | | PMU/UNDP/JMDI Focal Points |
	Disbursement of funds to contracted organizations as per agreed milestone payments			■	■	■	■	■	■			PMU/UNDP/JMDI Focal Points
	Activity 1.2 Provide capacity building to stakeholders of selected projects to ensure successful delivery and institutionalization of practices											Designated agencies/PMU/JMDI Focal Points
	Analysing the training needs of local authorities and civil society organizations directly involved in projects' delivery through a need assessment, including from a gender perspective			■								JMDI Focal Points/PMU
	Designing technical assistance plan for delivery to project's stakeholders			■								JMDI Focal Points/PMU
	Provision of technical expertise through coaching to contracted organizations			■	■	■	■	■	■			JMDI Focal Points/PMU
	Designing of the training curriculum (training modules and trainers' manual) with a gender perspective incorporated			■	■	■						IOM and ITC-ILO

Indicators: Number of projects meeting their targets at the end of programme implementation Grantees reports reviewed and analysed and knowledge extracted and fed into knowledge products	Delivery of the central training in Turin					▉					IOM and ITC-ILO
	Activity 1.3 Monitor selected initiatives and provide support to ensure successful delivery and collection of lessons learnt										JMDI Focal Points/PMU
	Performing of regular monitoring of selected projects			▉	▉	▉	▉	▉	▉		JMDI Focal Points/PMU

Monitoring plans for each project created and reported on Knowledge products which analyse the impact, good practices and lessons learnt of the projects Number of local development plans, policies and strategies developed by local authorities High quality coaching targeting projects' stakeholders needs provided and translating into successful initiatives High quality training material available in relevant languages targeting stakeholders' needs developed and used during and after the action by the stakeholders	Lessons learnt from individual projects captured and analyzed											JMDI Focal Points/PMU
Output 2 *Constituencies of local actors able to learn from the findings of the scaled-up initiatives and engage on issues related to migration and development established*	**Activity 2.1: Set up and work with networks of interested local authorities and non-state actors including private sector, civil society organizations and social partners in the regions of intervention**											Designated agencies/PMU/JMDI Focal Points

in the regions of intervention **Target:** A minimum of 50 local officials and local development actors per country networked in regional platforms dedicated to migration and development A minimum of 50 local officials and local development actors per country aware of lessons	Identify and mobilize interested stakeholders within regions of intervention										JMDI Focal Points with partner agencies support
	Activity 2.2: Disseminate lessons learnt from scaled-up projects at regional level and work towards initiating policy change										Designated agencies/PMU/JMDI Focal Points

learnt from projects funded within their region A minimum of 50 local officials and local development actors per country aware of key recommendations to maximise the impact of migration into development processes **Baseline:** Results of an initial review of local actors' activities in the field of M&D in the regions of intervention conducted at the beginning of the programme and policy work plans elaborated to assess level of institutionalisation of migration into national and local development policies **Indicators:** Number of local stakeholders participating in the meetings organized within M&D platforms set up at regional level	Regular meetings convened by JMDI Focal Points, including creation of working groups when local circumstances are favourable									JMDI Focal Points with partner agencies support

Number and quality of meetings, events, workshops organized Number of local development plans, policies and strategies developed that integrate the migration dimension Number of national development plans, policies and strategies developed that have integrated the local dimension of migration Number of training institutions that have integrated the training tools of the JMDI into their curricula or courses												
Output 3: *Local authorities and civil society organizations connected internationally to facilitate partnerships and knowledge sharing* **Baseline:** Statistical reports at the end of implementation of the first phase of the JMDI on the outreach and usage of the	**Activity 3.1: Maintain and develop the functionalities and content of the M4D Net**											PMU/JMDI Focal Points
	Broadening the membership of the M4D net											

<table>
<tr>
<td rowspan="8">JMDI M4D Net and occurrence of international events and dialogues where local dimension of migration is taken into consideration

Targets:
A minimum of 80 local authorities using the dedicated functionalities on the JMDI M4D Net

Reinforced outreach to local authorities and M&D practitioners through an enlarged membership of the JMDI M4D Net (including increased presence of national governments, social partners, women's empowerment organizations and local authorities).

A minimum of 20 quality knowledge products to support knowledge</td>
<td>Enriching the database of projects available on-line with local authorities' initiatives in the field of M&D</td>
<td colspan="11" style="background:#5b9bd5"></td>
<td>PMU/JMDI Focal Points</td>
</tr>
<tr>
<td>Establishing and maintaining an on-line support facility</td>
<td colspan="11">(blue cells columns 4–11)</td>
<td>PMU/JMDI Focal Points</td>
</tr>
<tr>
<td>**Activity 3.2: Develop specific knowledge products addressing needs and challenges of local authorities active in the field of migration and development**</td>
<td colspan="11" style="background:#d6d0bc"></td>
<td>PMU with partner agencies support</td>
</tr>
<tr>
<td>Creation of dedicated resource pages on the M4D Net</td>
<td colspan="11">(blue cells columns 4–11)</td>
<td>PMU</td>
</tr>
<tr>
<td>Production of an overall synthesis report gathering lessons learnt and containing policy recommendations</td>
<td colspan="11">(blue cells last 2 columns)</td>
<td>PMU with partner agencies support</td>
</tr>
<tr>
<td>**Activity 3.3: Disseminating project results globally**</td>
<td colspan="11" style="background:#d6d0bc"></td>
<td>PMU/JMDI Focal Points</td>
</tr>
<tr>
<td>Actively participating in dedicated events targeting local authorities</td>
<td colspan="11">(blue cells columns 2–11)</td>
<td>PMU/JMDI Focal Points</td>
</tr>
</table>

sharing, capacity building and awareness Enhance prominence local dimension of migration and development in relevant international events **Indicators** # of small scale actors meeting & working together internationally through the JMDI Intensity of communication on the M4D Net Number of registered & active local authorities participants on the M4D Net Relevant new content posted on M4D Net Knowledge products created & disseminated Level of participation of the PMU to international and national level conferences # of international events including or focusing on the local dimension of migration and development	Actively seeking synergies with existing local authorities' networks/associations and other relevant actions, including women migrant associations and their support groups									PMU/JMDI Focal Points

III.   MANAGEMENT ARRANGEMENTS

With its inter-agency framework, the JMDI has put in place a unique delivery platform linking the main actors in this field within the international system. The JMDI is funded by the European Union and the Swiss Development Cooperation and implemented as a joint initiative with the involvement of several UN agencies. Each partner agency contribute with their specific mandate, knowledge and expertise in key areas such as development, employment, social policies, rights protection, gender and governance, all key cross-cutting issues in the realm of migration and development. This unique feature of the programme brings numerous results by contributing to aid effectiveness, aid delivery and policy coherence.

The management arrangements for implementing the programme will comprise essentially three pillars:
-   A Steering Committee to provide overall policy and strategic guidance,
-   A Technical Committee to provide technical advice,
-   A Programme Management Unit that will be responsible for the day to day management of the programme with the support of focal Points appointed in the countries targeted by the initiative.

UNDP will be the executing entity and administrative authority for the programme and as such will sign a Standard Contribution Agreement with the European Commission under the joint management modality and a Cost sharing agreement with the Swiss Development Cooperation. The UNDP's modality for programme implementation will be Direct Execution (DEX).

The Programme Management Unit will be based in Brussels. UNDP will support this programme through its dual roles to coordinate and enhance the efficiency and effectiveness of the UN's operational activities and to provide knowledge, advocacy, policy advice and technical support in its areas of comparative advantage such as knowledge networking and decentralized cooperation. The agencies that will join the UNDP in creating the Technical Committee will be IOM, ILO, UNHCR, UNFPA and UN Women.
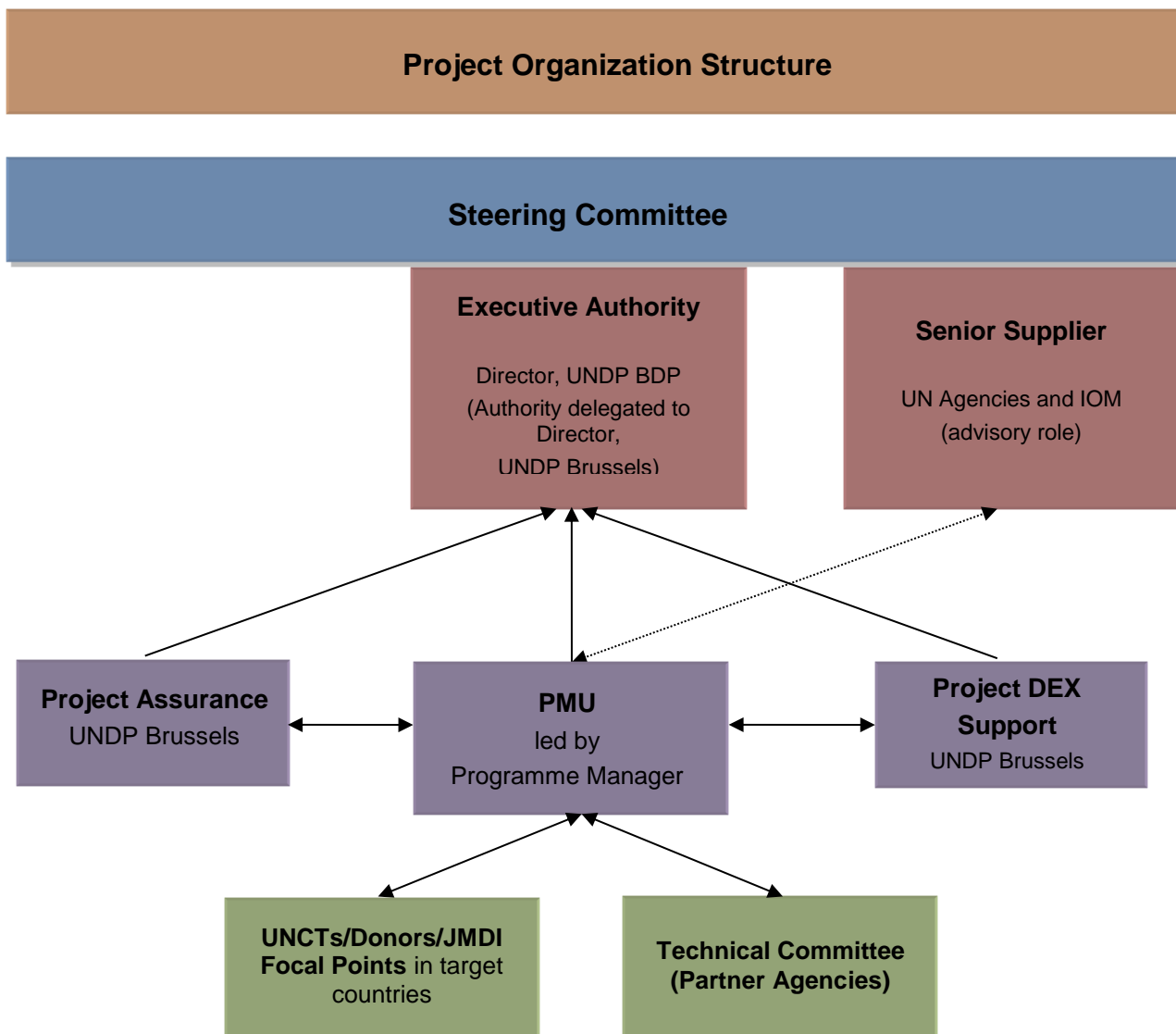
The Joint Initiative Programme Management Unit, which will be the hub of the programme implementation, will be staffed by 3 members: a Programme Manager, an Operations Manager and a Local Development Specialist. The PMU will assist in the preparation and coordination of the Steering Committee and Technical Committee meetings (for which it will act as a secretariat) and will be responsible for drafting the workplans, budgets and reports related to the project. It will be tasked with co-ordinating, managing and monitoring all activities, including the ones contracted to third parties under the programme and manage programme resources as per UN/UNDP rules and regulations. The PMU will be also responsible for communication and dissemination on the project activities at regional level.

Programme implementation will strongly rely on a network of Focal Points appointed in the countries targeted by the action and on the UN Country Teams (UNCTs). The JMDI Focal Points will work in close coordination with the local UNCTs, which will guide and provide input for the good running of the programme at country level. The UNCTs, the EU Delegations and the SDC local offices will regularly meet and advise the Focal Points on synergies to be built with other relevant initiatives implemented by relevant stakeholders.

Within their countries, the Focal Points will be responsible for 1) monitoring the implementation of the initiatives scaled-up; 2) providing capacity support on an on-going basis to organizations receiving funding; 3) facilitating and monitoring the implementation of the training component; 4) They will also be tasked with the responsibility of liaising with relevant national and sub-national entities to inform them about programme's activities, reach consensus and gain their support. 5) They will support the process of capturing and disseminating lessons learntand to mobilize constituencies of local actors in the regions of intervention able to dialogue on issues related to migration and development . 6) The Focal Points will furthermore

engage with local offices of the Swiss Development Cooperation and EU Delegations to regularly report on programme implementation at national level and build synergies with other activities funded by these donors. This will involve the organization of regular meetings to help monitor the implementation of the programme at country level.

A Steering Committee will be set up in Brussels, the management site of the project, upon beginning of project activities. The Steering Committee will be made of the partner agencies of the JMDI and of the two donors: the European Commission (EC) and the Swiss Development Cooperation (SDC). The Steering Committee will be chaired alternatively by UNDP, the EC and the SDC. The overall objective of the Steering Committee is to facilitate the effective and efficient collaboration between the participating UN organizations and IOM and the donors, to provide guidance and direction to the work and procedures of the Project Management Unit in order to ensure a successful implementation of the project. Terms of Reference for the Steering Committee will be developed during the first month of the programme's life.

Project Organization Structure

Steering Committee

Executive Authority

Director, UNDP BDP
(Authority delegated to Director,
UNDP Brussels)

Senior Supplier

UN Agencies and IOM
(advisory role)

Project Assurance
UNDP Brussels

PMU
led by
Programme Manager

Project DEX Support
UNDP Brussels

UNCTs/Donors/JMDI Focal Points in target countries

**Technical Committee
(Partner Agencies)**

The Programme staff will ensure that the results of the Programme will be communicated with the acknowledgement of the donors whose contributions led to them. Within the inception phase of the project,

a communication and visibility plan outlining the related communication activities should be discussed and agreed between the donors and UNDP. The Joint Visibility Guidelines for EC-UN Actions will be used for developing the visibility & communication strategy.

In the framework of events organized by the programme, as per the FAFA, UNDP rules and regulations will apply for payment of travels and daily subsistence allowance to participants[13].

IV.   MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

> ➤ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

> ➤ An Issue Log shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.

> ➤ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

> ➤ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Programme Manager to the Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.

> ➤ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

> ➤ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

> ➤ **Annual Review Report**. An Annual Review Report shall be prepared by the Programme Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
> ➤ **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In addition, a project external evaluation will be conducted three months before project closure. Corresponding budget will be integrated into the project budget.

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[13] **Daily subsistence allowance (DSA)** comprises the organization's total contribution towards such charges as lodging, meals and local transportation from the place of lodging to the place of official business. In case the programme covers lodging and/or meals and/or local transportation, a reduced DSA shall apply. The costs of travel from the place of residence to the place of official business and vice versa is not included in the DSA and covered separately by the organization.

RISK LOG

Project Title: Joint Migration and Development: Strengthening the Contribution of Migration to Development by Reinforcing its Global Dimension	Award ID:	Date: 07 May 2012

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Complexity of contracting local authorities under grant schemes	May 2012	Financial Operational	Programme could be derailed due to the complexity for local authorities to work with UNDP's contractual rules, including reporting mechanisms Probability: 3 (medium) Impact: 3 (medium)	Local authorities will be supported by the PMU and JMDI Focal Points throughout the drafting, contractual and implementation process. UNDP's long experience and expertise in working with local authorities will be called upon for the implementation of the programme.	Programme Manager	Programme Manager	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
2	Capacity constraints of local authorities and civil society organizations	May 2012	Financial Operational Organizational	Outputs of funded local authorities' projects in partnership with CSOs could be weakened by a lack of implementation capacity of beneficiaries Probability: 3 (medium) Impact: 3 (medium)	Local authorities will be supported by the PMU and JMDI Focal Points throughout the implementation process. Targeted training adjusted to countries' realities will be produced. The appropriateness of the intended training will be secured by the conduction of a preliminary research to identify local authorities' needs and knowledge gaps by JMDI Focal Points Training delivery modalities will be adjusted to capacities of the participants and to the constraints	Programme Manager	Programme Manager		

					related to their geographical locations. Sustainability will be ensured through the implementation of a central training and the development of an on-line course.				
	Deficient local authorities commitment and political will (e.g. lack of time, changes in political leadership)	May 2012	Strategic Political	Lack of local authorities and civil society commitment could stall the activities (particularly intended outcome 3) and endanger the sustainability of the achieved results Probability: 2 (low) Impact: 3 (medium)	Broad consensus exists on the development impacts of migration. The sense of ownership in the action will be ensured through a participatory and inclusive approach in the programme, which aims to directly involve the local and central authorities of the targeted countries in identifying concrete needs and taking part in the intended activities. Networking and knowledge sharing activities will use the functionalities of the already established EC-UN JMDI M4D Net, which reaches out to local authorities globally. Broad interest from local authorities for M&D already exists, but awareness will be further developed through active and strategic outreach activities via existing networks.	Programme Manager	Programme Manager		
3	Inter-agency disagreements over	May 2012	Operational Organizational	The collaboration between the JMDI partner agencies could be stalled; partnership fails to deliver	Consultation with partners and stakeholders to ensure joint ownership and to clarify	Programme Manager	Programme Manager		

	priorities/appro aches or roles and responsibilities		Strategic	the results laid out in the project document Probability: 1 (low) Impact: 1 (low)	competitive advantages, roles and responsibilities; programme objectives and activities were formulated so as to ensure complementarity with ongoing programmes on M&D of partner agencies.			
4	Difficulty to identify good quality projects from local authorities in partnership with CSOs to be scaled-up	May 2012	Operational	Not enough projects funded or bad quality projects not demonstrating an impact on local development Probability: 2(medium low) Impact: 4 (medium high)	The difficulty of identifying valuable local authorities' initiatives to be up-scaled will be mitigated by the development of strict selection criteria combined with a comprehensive mapping of existing initiatives. Robust monitoring procedures will be maintained to make sure that funded initiatives from local authorities remain in line with agreed upon objectives. Capacity building will be a central modality of the intended action. The pertinence of the policy options developed will be anchored in the lessons learnt from the funded local authorities' initiatives and in a wide consultation with relevant players at national and regional levels.	Programme Manager	Programme Manager	

	Duplication with other M&D initiatives with similar objectives	May 2012	Operational Organizational Strategic Financial	Could lead to duplication and overload intended beneficiaries Probability: 1 (low) Impact: 2 (medium low)	Engagement of the UNCT and interagency steering committee in Brussels throughout the process to endure flow of information, regular monitoring and consultation of other M&D initiatives to ensure complementarity of actions and pooling of resources where possible.	Programme Manager	Programme Manager		