



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
Republic of Moldova

Project Title: Migration and Local Development Project (MiDL)

Project Number: 00111667/00110562

Implementing Partner: UNDP Moldova

Start Date: 1 January 2019 **End Date:** 31 December 2022 **PAC Meeting date:** 13.12.2018

Brief Description

On the global level, migration has been increasingly recognized as a positive development factor. The 2030 Agenda calls for well-managed migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people in its 10.7 target. The need for concerted efforts among nations on migration issues determined the negotiations on the Global Compact on Migration, an intergovernmental agreement defining a common vision embraced by signatory governments on “making migration work for all”. The first of its kind, the agreement is expected to be adopted by the end of 2018 and shall lay out the nations’ vision on broadening the opportunities, benefits and contribution of migration to the development and prosperity of countries, and the collective power of all nations to improve global governance on migration.

Migration in the Republic of Moldova is requesting attention and concrete actions to make the most of this phenomenon for the country’s development. The Moldovan Government (GoM) acknowledges that, if addressed and managed properly, human mobility can also bring many opportunities, changes and improvements in the country. Due to the Swiss development support, the GoM migration policy focus shifted from a management and control perspective to capitalizing on the opportunities provided by migration. Building on the previous SDC-funded UNDP positive experience at local level, in 2017 the Moldovan Government approved a decision, hence recognizing the success of the UNDP/MiDL model of engaging women and men migrants in local development processes and providing the normative basis for scaling up and ensuring the sustainability of the experience piloted by UNDP/MiDL of mainstreaming migration in local policies.¹ The need to effectively address migration issues, along with creating conditions for a business enabling environment, job creation and infrastructure development are also listed as main Government priorities for the next four years. In line with these priorities, the proposed initiative aims to further support the country’s development processes also capitalizing on best practices and lessons learnt in this field.

Under Outcome 1, the project will ensure that Moldovan labour, potential, actual and returning migrants benefit from comprehensive employment support services. To that end, national and local authorities will be fully equipped to answer to the needs of all categories of migrants at each stage of migration (pre, migration, post).

Under Outcome 2, efforts will warrant that community members, including migrants are meaningfully engaged in the local development process. In line with that, activities will focus on working close with public authorities, other local actors and migrants for the effective implementation of local development initiatives aimed at improving local services and offering income-generating opportunities at local level.

The Overall Goal of the initiative is maximizing the impact of migration on the socio-economic development through an improved institutional framework and engaged Diaspora.

Contributing to UNDAF/CPD: Outcome 1, Outcome 2

Indicative Outputs with gender marker:

Output 1.1 (marker: GEN2); Output 1.2 (marker: GEN2); Output 3.1. (marker: GEN2); Output 3.2. (marker: GEN2)

Total resources required:	<u>6,607,520</u> USD	
Total resources allocated:	<u>6,607,520</u> USD	
	UNDP CPD:	43,239,300 USD
	Donor:	<u>6,607,520</u> USD
	Government:	N/A
	In-Kind:	N/A
Unfunded:	N/A	

¹ Government Decision No. 725 of September 2017, approving the State Policy Coordination Mechanism on Diaspora Migration and Development <http://lex.justice.md/md/371433/>

RD

ZA

List of abbreviations

BMA – Bureau for Migration and Asylum
BRD – Diaspora Relations Bureau, State Chancellery
CALM – Congress of Local Authorities from Moldova
CPAs – Central Public Authorities
CPD – Country Programme Document
CSO – Civil Society Organization
DMD – Diaspora, Migration & Development
GDP – Gross Domestic Product
GIZ – German Federal Enterprise for International Cooperation
GoM – Government of the Republic of Moldova
HTA – Home Town Association
HRBA – Human Right Based Approach
IMC – Inter-municipal Cooperation
IRIS – International Recruitment Integrity System
IOM – International Organization for Migration
LPAs – Local Public Authorities
LVRP – Local Volunteering Return Programme
MEL – Monitoring, Evaluation and Learning
MECR – Ministry of Education, Culture and Research
MEI – Ministry of Economy and Infrastructure Development
MFAEI – Ministry of Foreign Affairs and European Integration
Mol – Ministry of Interior
MiDL – Migration and Local Development Project
M&D – Migration and Development
MHLSP – Ministry of Health, Labour and Social Protection
NEA – National Employment Agency
NHSI – National House of Social Insurance
NIM – National Implementing Partner
PCA – Public Service Agency
PSC – Project Steering Committee
PST – Project Support Team
SC – State Chancellery
SDC – Swiss Agency for Development and Cooperation
SDG – Sustainable Development Goal
SKAT – Skills, Knowledge, Attitude and Tools
SSC – South-South Cooperation
TEA – Territorial Employment Agency
TrC – Triangular Cooperation
UNDAF – United Nations Development Assistance Framework (UNDAF)
UNDP – United Nations Development Programme
UN Women – United Nations Entity for Gender Equality and the Empowerment of Women

Table of Contents

List of abbreviations	23
I. Development Challenge	45
II. Strategy	56
III. Results and Partnerships	1011
<i>Expected Results</i>	1011
<i>Project Outcomes, Outputs and indicative Activities</i>	1112
<i>Outcome 1</i>	1112
<i>Outcome 2</i>	1415
<i>Resources Required to Achieve the Expected Results</i>	1718
<i>Partnerships</i>	1718
<i>Risks and Assumptions</i>	1819
<i>Stakeholder Engagement</i>	1920
<i>Sustainability and Scaling Up</i>	2223
IV. Project Management.....	24
<i>Cost Efficiency and Effectiveness</i>	24
V. Results Framework.....	25
VI. Monitoring And Evaluation	25
VII. Multi-Year Work Plan	27
VIII. Governance and Management Arrangements.....	2827
IX. Legal Context.....	29
X. Risk Management	29
XI. ANNEXES.....	31

I. DEVELOPMENT CHALLENGE

Over the last 3 years, the Republic of Moldova has constantly advanced with the implementation of various reforms² at national and local level, however further action is still required for the people to be able to reap full benefits of those efforts. Moldova managed to stabilize its economic situation with constant but conditional support from international partners. The country's economy managed to slightly recover after the 2014-2016 decline and registered a 3% growth in 2017 and 5% in the eight months of 2018, however, it remains the country with the lowest GDP per capita in the region. Albeit slower than other countries from the region, Moldova has improved its Human Development Index to 0.700 in 2017, ranking 112 out of 189 countries, but loses up to 10% of its human development potential due to entrenched inequalities.³

In this context, migration, still remains an issue and continues to evolve quickly in Moldova, with a decisive impact both, at national and local level. According to various sources, overall, 1/4 of the country's population is still residing abroad.⁴ The rural area of the country is particularly affected, as it loses its economically active population in favour of international labour migration and with it, its long-term development perspective. On the other side, remittances continue to make a difference and create significant dependence. Without this incoming flow of migrants' resources, up to 30.5% of rural households would fall below the poverty line.⁵ The significant discrepancies in access to certain basic public services and facilities in rural and urban areas, are a vivid illustration of rural development lagging behind.⁶ Existent poor living conditions are a major push-factor for Moldovan migrants to leave abroad and look for better opportunities. Beyond that, the experience and resources accumulated in countries of destination mirror a strong development potential that can be further used to make a visible improvement in their native communities. Local public authorities (LPA) are among the most trusted institutions by the Moldovan society, and an effective local governance proved to play a crucial role in reshaping the social-economic local context. However, unless the efforts of people (locals and migrants) and local authorities are transparent, well-coordinated and synergized, local governance will not necessarily lead to improved livelihoods. The experience accumulated by UNDP indicates that up to 1/3 of migrants and their households have contributed to local development projects and have high intentions to continue contributing to such projects in the future.⁷ This is a result of a meaningful SDC-funded intervention implemented by UNDP at local level in 38 communities, where more than 10,000 migrants contributed to over 50 local services and economic development projects, implemented in their native communities and impacting positively over 200,000 people.

As shown in the latest statistics, the motivation to leave will not slacken, migrating remains an attractive opportunity and remittances, accounting of 20.1% of GDP⁸, will likely remain, for the medium term, a mainstay of the Moldovan economy. The lack of regular programmes for labour mobility, poor information of labour migrants, result in significant scale of irregular employment abroad and poor working conditions in specific sectors. Chain-connected, unethical recruitment practices also result in basic rights' infringements and the exploitation of prospective migrant workers, including incidents of human trafficking. Although Moldova is part of the main international conventions in this field, the national regulatory framework is still incomplete and poorly enforced. Hence the market of abroad employment

² Joint EU Report on Moldova (May 2018) - over the last years, Moldova advanced in implementing various reforms. The most important achievements refer to external commerce and banking sector, and the adjustment of the legislation in this field with EU standards and regulations. Other reforms still undergoing cover the health, education and social sectors and aim to bring better services and optimize current institutional set-ups, on the medium and long term.

³ <http://www.md.undp.org/content/moldova/en/home/presscenter/pressreleases/2018/moldova-pierde-pesto-10--din-dezvoltarea-sa-uman-din-cauza-inega.html>

⁴ BMA/IOM (2016). Extended Migration Profile of the Republic of Moldova 2010-2015, https://www.iom.md/sites/default/files/publications/docs/EMP%20Moldova%202010-2015_RO.pdf

⁵ Ibidem

⁶ NBS (HBS 2017) - piped water is available to 50.5% of rural versus 91% urban population, and 16.6% of households have an in-door bathroom facility. Other services are quasi-inexistent in rural areas, like connection to a public sewerage system (3.6% rural households, compared to 74.7% of urban households connected), centralized public heating systems (0.1% of rural households connected), those being replaced in some cases by alternative solutions identified independently by each household.

According to the Water and sanitation Strategy of Moldova for 2014-2028 and the Regional Development Strategy of the Republic of Moldova for 2016-2020 – in circa 80% of rural areas there is no solid waste management system in place, while roads are generally in an appalling condition, with only 46% of communities having roads with solid and semi-solid surface.

⁷ UNDP/MIIDL (CBS-AXA 2017). "Studiu privind implicarea cetățenilor în dezvoltarea localităților din Republica Moldova".

⁸ WB analysis (2018) - Moldova has one of the lowest employment rate in Europe (40,5%) and a substantial difference between domestic and foreign average wages (of up to five times lower compared to average wage in EU28; and a 13,5% gender pay gap) <https://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?contextual=region&locations=MD>

services is dominated by informal intermediators, often using abusive compulsory conditions. Moldova has limited capacity and experience to effectively manage temporary labour migration schemes that respond to both, identify labour market needs and protect migrants throughout the process. Public institutions have limited capacities to properly monitor the activity of the recruitment sector and adequately manage recruitment and the overall labour migration to prevent unethical practices and maximize the development value of such flows. As a result of emigration, brain drain and brain waste combined with unfavourable demographic forecasts and with the precarious state of health and education systems, the labour market started facing a substantial and continuously deepening imbalance between supply and demand, and shortage of skilled and low-skilled labour, particularly in rural areas. Attracting investment, given the lack of required human capital, is becoming increasingly difficult, and the lines of emigrating women and men might be further fuelled by fresh graduates of the education system, with the purpose of both, searching for a well-paid job and materializing quality education, without tapping the potential to take or create domestic jobs. Many migrants return having gained new skills abroad, and there is the need to support a framework for recognition/validation mechanism of informal and non-formal competences acquired abroad, to ease their professional reintegration and make most productive use of these skills.

The proposed intervention has full potential to answer to the needs of all categories of migrants (potential, actual and returning) at each stage of migration (pre-, migration, post-). Efforts at policy, institutional and legal levels will merge to ensure that effective and sustainable migrants support models are fully developed, tested and scaled up at national level. The set of tools and instruments to be applied will capitalise on best national and international practices and examples, and will support establishment of new partnerships, structures and participatory models. Altogether, these actions will materialise in maximizing the positive shades of migration for the benefit of development at national and local levels.

II. STRATEGY

The Project's Theory of Change is fully aligned with the results-management cycle, building on the context, situation analysis and strategic prioritization of interventions. The project is proposed to ensure sustainability and scale-up of the results from the previous SDC-supported efforts with a new holistic and innovative approach to be added, aiming at improving national and local governments' capacities and services, and community empowerment. The process initiated by the project will have systematic and significant implications at policy, regulatory, coordination, institutional and service provision levels, having a sustainable impact both, at the national and local levels. Based on horizontal and vertical driven action models, the project will capture the entire process of integrating migration into local development agenda, ensuring a strategic and operational framework for circular, temporary and permanent migration management. While promoting a labour migration governance framework, that benefits the country as well as migrants themselves, a rights-based approach to labour migration will be emphasized throughout as an essential component to migration governance policies and programming. The project will also seek to emphasize in both, research and SKAT (Skills, Knowledge, Attitude and Tools) building activities, the importance of understanding gender dynamics within labour mobility and the varying impacts and risks faced by men and women in the process.

Lessons learnt from previous UNDP-implemented initiatives at local level point that there is a huge potential for migrants' effective engagement in local development, subject to commitment of local governments, transparency, participatory local planning and strong partnerships at local level. To ensure sustainability and efficiency of launched joint local projects, the migrants' financial support should always be seen as whole along with their human, social and cultural capital, which showed to be of great value. By engaging migrants from the very outset of local planning process and their continuous consultation and information is a crucial factor that determines their further financial and non-financial support provided for better local services in their native villages.

Finally, the latest National Employment Strategy reform showed that authorities acknowledge the need to improve the recruitment and reintegration services frameworks and fully support the diversification of further interventions in this field. Also, according to the internal evaluation of the National Employment Strategy and Action Plan done by the MHLSP in 2018 and supported by UNDP/SDC, 90% of the activities

planned up to date were fully implemented. Hence, there is high commitment of authorities to implement further actions and reforms, however additional support and capacity building is still further required.

Hence, building on previous best practices and lessons learned, the project will contribute to maximizing the impact of migration on the socio-economic development through an improved institutional framework and engaged Diaspora (**Impact**) by supporting Moldovan labour, potential, actual and returning migrants to benefit from comprehensive employment support services (**Outcome 1**) and ensuring all premises for a meaningful engagement of community members, including migrants in the local development process (**Outcome 2**).

The Project's **Theory of change** logic is based on the following summarizing statements: *If national labour migration policies are in line with international standards; If employment service providers have the capacity to deliver quality services to returning migrants; If local public authorities and other local actors have the knowledge, skills and tools to implement local development initiatives aimed at improving local services and offering income-generating opportunities at local level; and If experience of migrants' involvement in community development is well documented and capitalized for easy replication when the project is over, then premises for making the most of migration for the socio-economic development through an improved institutional framework and engaged Diaspora will be ensured, because migrants will benefit of quality services at all stages of migration and Diaspora will be meaningfully engaged in local development.*

Implementation approaches:

The Human Rights Based Approach is the key normative and conceptual basis of the project. The project will follow the principle of leaving no-one behind and reaching the furthest first by meaningfully involving beneficiaries, and by addressing challenges of those facing multiple and intersecting forms of discrimination. The project will encourage the beneficiary CSOs to employ, develop internship programs for and involve in their activities persons from the vulnerable groups they are representing. The 2030 Agenda requests a particular attention inter alia to youth, persons with disabilities, people living with HIV/AIDS, older persons and internally displaced persons. The action will emphasize the responsibility of the duty bearers to respect, protect and fulfil human rights and cooperate with international human rights mechanisms.

Gender Mainstreaming The program envisages a meaningful participation of women and men in all project activities, ensuring an equitable benefit of the results of the program. The project will address effective policy, regulatory and institutional norms, aiming to ensure all categories of migrants and the local community access to services.

One UN approach. At the request of the Government (2011), the UN Moldova Country Team is a Delivering as One country which seeks to capitalize on the strengths and comparative advantages of the different members of the United Nations family to increase the United Nations system's impact through more coherent programs, reduced transaction costs for governments, and lower business operations costs. The Action is based on UNDP and IOM's complementary mandates, analytical and programming expertise, as well as thorough discussions with the public and the international stakeholders working in the field of migration. This Project builds on and integrates actions that have been already carried out by both, UNDP and IOM, or are ongoing in Moldova and will leverage the comparative advantages of the two UN entities.

Comprehensive Capacity Building for all engaged actors (local authorities, local community, migrants, entrepreneurs, local employment agencies, etc.) - as a cross cutting intervention included in all project components, to ensure a multi-dimensional capacitation of all stakeholders, with three mutually reinforcing levels of capacity to be tackled: policy, institution, individual. Given the upcoming 2019 local elections, the capacity building intervention would tackle the post-election period as well and imply: transparency, anticorruption, effective local planning, multi-stakeholder engagement, local services management, local brand promotion, effective communication, migration developments etc. Additionally, an induction training of all local elected officials could be undertaken, based on previous similar initiatives.

Strong civic engagement - by providing equal participatory and engagement conditions, via consultative processes, to all target groups, including migrants (men and women, youth and vulnerable persons). At the

same, the project shall factor in the significant risks associated with the expected 2019 summer general local elections (change of local leadership and staff, bringing political instability, etc.), when the current mayors and local counsellors will be actively engaged in local campaigns, through careful planning and monitoring.

Effective Multilateral Communication proved to be an essential part of all previous SDC-funded UNDP interventions at local level and a key to the successful and meaningful engagement of migrants in local development. Hence, it will remain a major focus in the next phase, for a more efficient acknowledgement of the project intervention and more sound results. On the other hand, but equally important, far-reaching communication and awareness raising campaigns shall be conducted to inform all categories of migrants about their rights and risks of labour migration, and opportunities of reintegration upon return to Moldova.

Innovation - to further test and implement innovative local development and diaspora engagement schemes, where migrants shall be part of all local planning and development processes, and shall be enabled to provide expertise, knowledge and knowhow and contribute financially, including through crowdfunding platforms and other similar instruments. Innovation shall also be reflected in the employment service modernization efforts, adjusted to the needs of men and women beneficiaries, including the most vulnerable.

This project would come to build on all the lessons learnt from all previous experiences, with a conceptual adjustment of the approach in supporting the reintegration, recruitment and local development processes, to ensure a better synergy, sustainability and maximize the expected outcomes. Last but not least, work will be done on ensuring that the national stakeholders take over and continue implementing independently all previous efforts (TEAs, HTAs), hence strengthening the existing models and engaging new actors along the way.

Project Outcomes and theory of change

Outcome 1: Moldovan labour, potential, actual and returning migrants benefit from comprehensive employment support services.

Outcome 2: Community members, including migrants are meaningfully engaged in the local development process

Theory of change for Outcome 1: *Moldovan potential, actual and returning labour migrants benefit from comprehensive employment support services: if the national labour migration policy, regulatory and institutional frameworks are upgraded and aligned to international standards; and if employment service providers are capacitated; then Moldovan women and man labour migrants will benefit from comprehensive employment support services, as the policy and regulatory framework will enable an enhanced management of labour migration and national stakeholders will have increased capacities to enforce it; and service providers will be able to offer quality improve employment services and comprehensive support to labour migrants at all stages of migration, while migrants will have increased access to information about legal migration and reintegration opportunities in Moldova.* Addressing permanent emigration via development of a coherent labour migration framework, will help contain the depletion of human and intellectual capital, will contribute to circulation of ideas and accumulation of new sets of skills and will strengthen the contribution of women and men labour migrants and migration to the sustainable development of the country. Large labour migration outflows of the last two-three decade, has imposed the challenge of preventing the illegalities often associated with this phenomenon and ensuring protection of migrants' rights, while meeting the needs of the domestic labour market. Therefore, the country needs support to develop and implement coherent policies, regulation and services for an efficient management of circular and temporary migration that would facilitate labour force and brain circulation and would foster the return of Moldovan nationals.

The project strategy will rely on comprehensive, interrelated and multi-stakeholder interventions, working to address a core challenge of an un-reformed policy and regulatory framework on managing labour migration. Some of the policy issues on which all stakeholders will need to come together and come up with solutions are: improving the policy and legal framework in the field of labour migration, particularly circular and temporary labour migration; developing an efficient regulation and/or self-regulation of the activity of

private recruitment agencies of women and men labour migrants abroad; and necessary mechanisms for enabling better government's monitoring and oversight of the sector, etc. When working with the Moldovan stakeholders on improving the policy and legal framework on circular migration the project will provide them with a sound evidence base, taking into account a comprehensive assessment of the existing policies and legal framework, review of international best practices, and up-date necessary data. Additionally, support shall be provided to piloting implementing of a recognition/validation mechanism of informal and non-formal competences acquired abroad. Given that for most labour workers migrating abroad implies changing area of work and loss of qualifications, supporting this sectoral policy is necessary to enable the professional reintegration of the Moldovan migrants upon return from abroad.

The Moldovan stakeholders have poor capacity to conceptualize and implement policies attuned to the international standards and the needs of the local labour market. Therefore, the intervention strategy to be deployed shall juxtapose high level, international and local expertise and learning opportunities for national stakeholders about international best practices and standards and shall cover both the policy making and policy implementation stage. The dialogue on labour migration issues among main stakeholders has been intermittent and scattered so far and had not led to satisfying policy solutions meeting the needs of all actors concerned. As such, the project shall facilitate communication among and all relevant stakeholders (governmental bodies, private entities, academia, civil society, etc.) in a whole-of-the-government approach that accounts for the voices of all parties, on designing /upgrading policy, legislative and regulatory framework that caters for the needs and provides more opportunities of legal and temporary migration of men and women workers, as well as ensures the protection of their rights and recognition/validation of their skills upon return. Such an inclusive policy-making approach shall secure buy-in and sustainability of the policies to be designed.

The efficiency of employment support services provided to labour migrants resides in a well-prepared and informed staff of services providers, both public and private, hence this project shall focus on improving the ability of public and private entities to provide quality employment services to labour migrants at all stages of migration. NEA and its local offices are a central piece in the recruitment, employment provision and reintegration chain, however, many of these services are inefficient and outdated and often poorly known about among migrants. Hence, the project shall look into new opportunities to innovate, modernize and improve efficiency of employment services, and strengthen skills and knowledge of staff, as so to enable NEA to become a pro-active facilitator of provide quality employment support to migrants. An innovation for Moldova would also be the promotion of self-regulation by private employment agencies through setting ethical recruitment standards, using the International Recruitment Integrity System (IRIS) framework experience.

Theory of change for Outcome 2: *If local public authorities and other local actors have the knowledge, skills and tools to implement local development initiatives aimed at improving local services and offering income-generating opportunities at local level; If experience of migrants' involvement in community development is well documented and capitalized for easy replication when the project is over, then premises for making the most of migration for the socio-economic development through an improved institutional framework and engaged Diaspora will be ensured, because Diaspora will be meaningfully engaged in local development, as a result of committed and transparent local public authorities, available engagement schemes and strong partnerships.*

An essential element determining the success of project intervention at local level is the understanding, acknowledgement and commitment by the local public authorities of the need to test and implement innovative joint local initiatives, including with migrants' support, in a transparent and participatory manner. That is why one of the first activities to be implemented is the provision to target LPAs and local actors of training and specialized technical assistance and expertise (including to newly elected local officials) along with a continuous networking and exchange of experience between all project beneficiaries. A participatory development/upgrade of local strategies and socio-economic action plans is the next step to build trust and ensure an effective local governance, where the local community, including migrants, will be part of the process and engage at each stage, from co-identification of problem and solution, until co-funding and co-implementation of various joint local development initiatives.

As part of the methodology looking to test various local initiatives implementation (also using alternative migrants funding etc..) a seed investment instrument is proposed to be implemented, in form of grant,

looking to generate in the medium and long run at least 50% additional co-investment from migrants and other local actors, hence a bigger thereof ownership, engagement and impact at local level. This will allow "economies of scale" and "efficiency in resource use", where: a) migrants and the local population (including vulnerable groups) would prioritize and vote for a specific project deriving from local needs and support it financially and non-financially, b) local public authorities would acknowledge/back-up the need for this specific project at local level, and finally c) the local business actors would be ready and interested in co-investing and supporting that specific project.

Given previous SDC-funded interventions, where HTA concept has been developed and piloted, there is still a stringent need to further support these entities as independent entities and reliable partners for LPAs in fundraising, implementing various local projects and engaging a bigger number of active members. Now there are already over 38 functional HTAs in the Republic of Moldova established within UNDP/MiDL phase I, and an additional number of 101 replicated the model, with CALM support, using the same methodology and model. Hence, the spreading of HTA concept in Moldova was repeatedly voiced. To answer those needs, but to also build the capacities of HTAs at a larger scale and spread the model in the country and abroad, the project will provide dedicated capacity building support (based on previously tested program) to all HTAs established (in process of establishment) in the country. All used methodologies and tools shall be capitalised and framed in a dedicated toolkit, for a smoother future replication. Additionally, innovative support schemes and programs to be tested and implemented (such as Yearly Small Grants 1+1 Programme, LVR, Decentralised Cooperation etc.) shall raise awareness on the benefits of migration for local development, engage more active Diaspora members and finally lead to a sounder impact.

Looking to ensure the sustainability of all efforts and lasting in time after the project finalisation, the creation of the national HTA platform – Association of HTAs – will be encouraged and supported. Acting as "resource centre" for the HTAs, this entity will further become a national representative authority for HTAs network, facilitating new partnerships and exchange of experience with external similar institutions.

As part of an effective spreading of all tested models to local public authorities from Moldova, the project will build on its strategic partnerships with CALM and BRD. In this regard, the network of local focal points from district councils will be created and capacitated to work on a daily basis with local authorities on migrants' involvement in local development and creation of HTAs. In the same context, migrants' engagement in local development (via HTAs and local projects) within the *BRD Diaspora network* abroad and relevant national and international events will be promoted.

Building on the sustainability of project tested models (under this and previous SDC-funded interventions) a set of policy documents shall be produced, also providing guidelines, lessons learnt and recommendations for an effective practical use thereof in the country and abroad. Under the same umbrella, national and international platforms shall also be fully valorised to make the most of gained experience and share accumulated knowledge and know how in the field of migration and local development.

Altogether, these actions will equip LPAs and HTAs with the knowledge and tools to develop local inclusive policies, involving migrants in various local development schemes, building a healthy participatory local environment and contributing to higher level of trust and engagement of various local actors, including of migrants for a sustainable local development. Availability migration mainstreamed local policies is an important precondition for country-wide dissemination of such best practices, thus raising awareness on the benefits of migration for local development and maximising its positive impact in Moldova.

Policy influencing

Through its project intervention UNDP will directly contribute policy changes and will synergize with other SDC interventions through SDC Policy Influencing Tool. The purpose of this tool is to facilitate the strategic planning and coherent implementation of policy influencing activities by the Swiss Cooperation Office in Moldova and its project partners.

Overall, the project developed instruments under Outcome 1 shall be conducive to shaping policy makers' proactive and cooperative attitude of engaging with the private sector and other governments aimed at encouraging legal circular labour migration. Moreover, efforts will contribute to influencing and making new policies on labour migration and employment, in conformity with international standards and guidelines, hence enabling a more efficient management of labour migration in Moldova.

The project methodology and results will directly contribute to influencing local policies towards a more migration and development focused perspective, particularly given the partnership with CALM and synergies with the relevant government stakeholders, including BRD.

III. RESULTS AND PARTNERSHIPS

Expected Results

The need to effectively address migration issues, along with creating conditions for a business enabling environment, job creation and infrastructure development are also listed as main Government priorities for the next four years. In line with these priorities, the proposed initiative aims to further support the country's development processes also capitalizing on best practices and lessons learnt in this field. Due to the Swiss development support, the GoM migration policy focus shifted from a management and control perspective to capitalizing on the opportunities provided by migration. To that end, this initiative will strive to further ensure that necessary pre-conditions are in place, making it possible to effectively address migration issues and make the most of this phenomenon for development, at national and local levels.

Under Outcome 1, the project will ensure that Moldovan potential, actual and returning labour migrants benefit from comprehensive employment support services. To that end, national and local authorities will be fully equipped to answer to the needs of all categories of migrants at each stage of migration (pre, migration, post).

Under Outcome 2, efforts will warrant that community members, including migrants are meaningfully engaged in the local development process. In line with that, activities will focus on working close with local public authorities, other local actors and migrants for the effective implementation of local development initiatives aimed at improving local services and offering income-generating opportunities.

The project will support Moldova's progress towards the achievement of **Sustainable Development Agenda 2030**, particularly **SDG 8: Decent Work and Economic Growth**, and **SDG 11: Sustainable Cities and Communities**. Also, the project will contribute to the localisation⁹ of SDGs, as Local governments have a unique role and contribution to play in the advancement and implementation of sustainable development. In fact, many of the sustainable development goals (SDGs) will impact on the role and responsibilities of local government, namely, poverty reduction; access to water and sanitation; health; education; economic growth; development of cities and human settlements; and resilience to climate change.

To this end, the project will contribute to the to the achievement of the first two outcomes of the **United Nations Development Assistance Framework (UNDAF) 2018 -2022**, included in the **UNDP's Country Programme Document (CPD) 2018-2022**, i.e to (a) The people of Moldova, especially most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institution and (b) The people of Moldova, especially most vulnerable, have access to enhanced livelihood opportunities, decent work and productive employment, generated by sustainable, inclusive and equitable economic growth

The project will also contribute to the successful implementation of the **Swiss Cooperation Strategy with the Republic of Moldova 2018–2021**, particularly to the achievement of Outcome 1: Women and men, with a special focus on excluded ones, effectively participate in local decision-making processes, demand the respect of their rights, and hold local public authorities accountable; and Outcome 2: Local public authorities have increased access to resources, allocate and spend funds in line with the population's priorities and provide sustainable and quality services in an inclusive and accountable way, under the Local Governance intervention domain.

⁹ According to the UN, localization denotes the "process of defining; implementing; and monitoring strategies at the local level for achievable global, national and subnational sustainable goals and targets"

Project Outputs and indicative Activities

Outcome 1

Moldovan potential, actual and returning labour migrants benefit from comprehensive employment support services.

In order to strengthen the institutional capacities and effective governance of labour migration, the project has identified the following priority actions which will address current needs of migrant workers and key actors (government institutions, trade unions and recruitment agencies).

Output 1.1 National labour migration policy, coordination, regulatory and institutional frameworks are upgraded to enable an enhanced management of labour migration.

Activity 1.1.1. Provide support to national stakeholders to develop and implement a coherent legislative, policy, coordination and institutional framework in the area of labour migration, including for an efficient management of circular and temporary migration, enhanced data collection and the protection of migrants' rights.

This activity shall focus on addressing the *policy and legal, coordination and institutional capacity* gaps on labour migration in Moldova. To improve *coordination* and foster national ownership, the project shall support an extended partnership among all stakeholders (government²⁹, trade unions, employers' organizations, private recruitment agencies) making use and strengthening the existing institutional platforms - the technical sectoral working group and the DMD inter-ministerial Committee, to develop a new concept for labour migration management. These actions aim to improve the *policy and legal framework* in the field of circular migration, to ensure the efficient regulation and/or self-regulation of the activity of private recruitment agencies of labor migrants abroad. To achieve that, the project shall provide technical expertise for performing a comprehensive legislative and regulatory review at the initial stage; exposure to and analysis of relevant international practices and standards; evidence to be produced through an in-depth study on the profile of Moldovan women and men labour migrants needs and labour supply chains; and expertise and assistance in developing a new/upgraded policy and legal framework for labour migration. The project will also work with relevant stakeholders in Moldova to develop and train them on a more suitable mechanism for recognition/validation of informal and non-formal competences acquired by migrants abroad in order to facilitate the professional reintegration of migrant workers upon their return to Moldova. Moreover, these interventions shall also target *SKAT developing* and improving cooperation among key stakeholders on labour migration management, to ensure the quality and ownership of the policies to be developed and implemented. Technical support in the form of training workshops, expert support and study visits to learn best practices will be tailored according to the identified needs, challenges, circumstances, and objectives of the main stakeholders both, at policy design and implementation stages. An impact assessment of the new regulatory framework on the labour market supply chains from the perspective of recruiting labour migrants shall provide insights into the needed policy responses and follow-up shall be carried out in the last intervention year.

As such, the interventions planned for this line of activities shall result in evidence-based policies and regulations, improved in a participatory and whole-of-the-government manner, that are necessary for a better management of labour migration, increasing quality employment services, and ensuring protection of migrants' rights at all stages of migration (pre-departure, placement abroad, return and reintegration).

Activity 1.1.2 Support NEA in developing and implementing an Action Plan for implementing facilitated labour mobility schemes and regulating and monitoring the activity of the private recruitment sector with a view to improving cooperation of NEA with the private recruitment sector.

Although mandated to oversee the activity of the private recruitment sector, NEA lacks the leverages to do so. The project shall amend this shortcoming by providing support to NEA in developing a coherent and organized plan and act upon it. That shall entail the development of an efficient monitoring, stimulation and sanctioning mechanism to ensure the enforcement of the national legislation and the protection of

²⁹ The Bureau for Diaspora Relations (BRD), the Ministry of Health, Labour and Social Protection (MHLSP), the National Employment Agency (NEA), the Ministry of Internal Affairs (MIA), other relevant public institutions,

Moldovan women and men labour migrants' rights at all stages of migration,¹¹ as well as a mechanism for recording and addressing migrants complains, etc. As a key player in ensuring accurate implementing policies and managing labour migration, NEA will be subject to a tailor-made capacity building package of trainings and guidance on applying the new policies on labour migration, including applying the aforementioned mechanisms. Hence, as a result of this activity, NEA shall possess the necessary regulatory tools and capacity to oversee the compliance of the private recruitment sector with the upgraded policy and legal framework and improve cooperation on labour mobility issues.

Activity 1.1.3 Support the international cooperation capacity and framework on labour migration in Moldova.

The project will also focus on strengthening the international cooperation on labour migration, targeting the negotiation of bilateral labour migration and social protection agreements and conceptualize labour migration schemes with main countries of destination. When working on strengthening the international cooperation on labour migration the project will develop the SKAT of the Moldovan stakeholders (MHLSP, MFAEI, BRD, NEA, NSIH, etc.) on:

- facilitating a broad-based partnership of ministries but also social partners and civil society to negotiate bilateral labour migration and social protection agreements with main destination countries;
- discussing/negotiating pilot circular labour migration schemes with main countries of destination which will engage trade-unions and private recruitment agencies and protect the rights of Moldovan men and women labour migrants abroad and upon return.

The activities shall support Moldovan trade unions through capacity building and guidance to engage in international cooperation with foreign counterparts, as a platform to promote and protect the rights of labour migrants in the destination countries. All in all, these interventions shall lead to improved capacity of Moldovan stakeholders to conceptualize and negotiate with destination countries circular migration mechanism for a better regulated labour mobility.

Output 1.2 Employment service providers have the SKAT to deliver quality services to labour migrants.

Activity 1.2.1 Build SKAT of NEA/TEA staff and representatives of the private recruitment agencies in the field of circular migration, reintegration.

The project shall develop and deliver a comprehensive professional development package, addressing the challenges and learning and skills needs of the staff of all 35 local employment offices of NEA, in the field of circular migration and protection of Moldovan workers' rights while abroad and during reintegration. Moreover, the project will promote an operating approach of private recruitment agencies based on ethics, gender-equality and non-discrimination principles, protection of migrants' rights by applying national and international standards (based on the IOM-promoted IRIS model - International Recruitment Integrity System). The means to achieve includes a SKAT building package for the private recruitment agencies to enhance their association efforts and ensure their compliance with the ethical standards and legal framework.

The SKAT building efforts shall be extended and cover civil servants from all public institutions (CPA, PSA, LPAs) with mandates in the field of DMD. In an effort to build on previous efforts and ensure continuation, the DMD training materials developed and institutionalized with APA¹² within the previous phase of the MiDL project shall be used.

As a result, the national and private employment service providers shall have improved SKAT to deliver quality employment services to labour migrants at all stages of migration (pre-departure, return and reintegration), in line with the legal framework to be upgraded (under Output 1.1). Equally important, the SKAT of other local public service providers and inter-institutional cooperation shall be improved, with the view to ensure provision of complex services and information support to labour migrants at all stages of migration.

¹¹ Recruitment, work abroad, return to Moldova, repatriation of rights and assets obtained abroad.

¹² Government Decision 725 as of 08.09.17 and Government Decision 49 as of 16.01.18

Activity 1.2.2 Re-engineer and redesign NEA/TEA front-offices and back-offices to improve access and quality of services.

The work conditions in most of NEA local offices (TEAs) are very modest, but most importantly, are not adapted to the specific requirements of employment service provision. In this context, the project shall embark in a service re-engineering process, that shall cover procedures, physical facilities and electronic and IT infrastructure of the Agency. More specifically, the project shall review business processes, including user-led design thinking techniques, to be used in improving physical facilities in up to two local employment offices. Aiming at facilitating access and information exchange, interconnection with existing information systems and platforms/databases, dedicated webpages to women and men migrants on NEA's portals and job opportunities abroad, mobile applications and e-services, visualization of NEA data and services, etc. will be developed. The ultimate goal is to improve service journey of all categories of job-seekers, including labour migrants, facilitate flow of people and information, thereby increasing quality, efficiency and efficacy of employment services in up to two local employment offices, that shall serve as model for MHLSP and NEA for replication in other territorial units. The sustainability of this intervention and support, is further along, ensured by the commitment of the MHLSP/NEA to scale up tested models of new redesigned offices to other TEAs and to maintain the upgraded facilities these offices. A solid argument is the planning and approval of dedicated funds (MDL 1,46 mln) in the 2019 budget of the Ministry and NEA of the necessary resources to further redesign other offices, part of the NEA network using the model and procedures (templates, design schemes, requirements) developed as part of this project. The same approach will be applied by the Ministry and NEA within the budget planning exercise for the coming years, where dedicated funds will be planned for the above-mentioned activities.

Activity 1.2.3. Awareness raising on legal labour migration and the opportunities for reintegration in Moldova of returnees and their families.

To address the information gaps, the project shall deliver far-reaching awareness raising campaigns in the country and abroad on the topics of, inter alia, employment options, the advantages and risks of circular migration, advantages and opportunities for reintegration in the country after returning from a short or long-term migration experience; educational offers and business development opportunities for women and men migrants and their families.

Accepting that securing quality employment is one of the main push factor, but also on the top of concerns for returnees, the project shall dedicate extra efforts to actively promote NEA/TEAs' services and available web-portals among job-seekers, throughout the country and within the diaspora community. The timing for these enhanced promotional efforts is ever so more opportune, given that they shall be initiated straight after the comprehensive reform of NEA and entering into force of a new employment law. Hence, the public communication efforts shall also support NEA in improving its public image, re-branding and re-positioning its services on the domestic recruitment market. At the same time, the project shall seek to include all local public institutions in the awareness raising efforts, including by providing informative support through the one-stop-shops of the Public Service Agency (in line with point 1.1.5 of the Government Decision 724 as of 08.09.17).

As a result of these activities, migrants will have increased access to information about the perils and opportunities of labour migration and the opportunities available to them and their families for economic and social reintegration in Moldova, while public institutions, most specifically NEA shall enjoy better visibility of their services, to labour migrants.

Selection criteria of partners and geographical coverage

Under the activities listed above, the project shall not apply a selection mechanism while striving to engage and work with all relevant stakeholders that have clear mandates in the field of employment and labour migration policies and services. Thus, several categories of beneficiaries can be identified: a) central government bodies, b) private recruitment agencies, employers' confederation and trade unions, c) NEA and local employment agencies.

- a) While the main receivers of the project's expertise and technical assistance shall be the Ministry of Health, Labour and Social Protection – the governmental body in charge of designing labour migration policies, the project will apply an inclusive work methodology following the whole-of-the-government approach, including all governmental bodies (using the existing institutional coordination mechanisms

- the Inter-ministerial Coordination Committee on DMD, the network of migration focal points) at all stages of conceptualizing and defining labour migration policies, as well as SKAT building activities. Additionally, the project shall assist the Ministry of Education, Culture and Research in piloting policies interdependent and complementary policies, like skills recognition mechanisms for returned migrants, in cooperation with the MHLSP, NEA and BRD.
- b) Refraining from restricting and limiting access to the participatory process, the project shall strive to involve as many private recruitment agencies as possible and as shall prove open and willing to engage in all project activities, both consultations on draft labour migration policies as well as dedicated SKAT building activities. The same approach shall be applied with regard to representatives of employers' associations and trade unions.
 - c) Taking into consideration its mandate, the project will work and provide a separate set of assistance to the National Employment Agency and its local offices (under Output 1.2). The project will ensure national geographical coverage and work with all local employment agencies (the staff responsible for working with labour migrants) to provide SKAT building assistance to work with labour migrants, improve communication and awareness raising on legal labour migration and reintegration. The **only instance when a selection mechanism shall be applied** is in relation to identifying the 2 local employment offices for redesigning and piloting modern employment services. In order to single out the most suitable local offices for such works, a specific methodology shall be designed in cooperation with NEA and MHLSP. The methodology shall look into, among others, the flow of labour migrants and returnees, yearly and monthly flows of beneficiaries, performance indicators, geographical position and capacity to activate as employment service hubs at regional or sub-regional level, demand for and delivery of a full array of employment services to all categories of beneficiaries. At the same time, and most importantly, the selection methodology shall take into consideration the pace of the unfolding reform of the agency, the administrative configuration and capacity of local offices after the reform, as well as the strategic and *institutional priorities of NEA dictated by the current reform*.

Outcome 2

To further enhance the migrants' meaningful participation in local development and ensure that all preconditions for making the most of migration at local level are in place, the following priority activities will be implemented, targeting specifically LPAs, other local actors, the local community, including migrants.

Output 2.1. Stakeholders¹³ have the SKAT to implement local development initiatives aimed at improving local services and offering income-generating opportunities at local level

Following the same tested approach, this Output will look to develop new services at local level, actively and meaningfully engaging the local community, including migrants as core change actors, acting at beneficiaries, co-designers and co-founders of various local initiatives in their native localities. The gluing element of this intervention stems from the effective identification of a concrete Local Development Objective, meeting the needs of a wide range of local actors, including migrants which, once achieved, will contribute to an increased number of jobs at local level and improved local public services, launched with local community support, including that of migrants.

Activity 2.1.1. Develop the capacities of LPAs and other local actors and enable them to effectively implement local development initiatives aimed at improving local services and offering income-generating opportunities at local level

The project will work to ensure that LPAs are fully equipped to implement innovative local development initiatives, also having in mind the main principles of an effective participatory local governance, where the local community including migrants are part of local development processes. To that end, a set of training and specialised technical assistance and expertise will be delivered to target LPAs (including to newly elected local officials) and local actors covering:

¹³ Stakeholders are considered to be: local public authorities and institutions, Hometown Associations, local economic agents, CSOs, community members (including migrants)

- a. effective mainstreaming of migration in local development and planning processes;
- b. engaging local community, including migrants and economic agents in local planning and development;
- c. adjustment of local planning and budgeting methodologies to also empower the local community including migrants;
- d. participatory implementation of local development initiatives;
- e. monitoring and evaluation of interventions impact at local level;
- f. upgrading the migration mainstreaming at local level toolkit for LPAs.

A special topic will be implementation of corruption-free local policies as an essential prerequisite to build trust with the community members, including migrants,

Given that networking and exchange of experience between all project beneficiaries (including via organisation and attendance of national and international events) is crucial for the successful implementation of activities and incentivisation of involved actors, a set of events and exchanges visits will be held in the country and abroad looking to present, share and learn best practices and lessons learnt. Part of this process is also ensuring wide scaling-up and implementation country wide of various participatory local development schemes, with active engagement of the local community, including of migrants, using CALM network, resources and knowledge.

Activity 2.1.2. Identify, support and ensure the implementation of jointly selected complex local development initiatives and investment opportunities, aimed at improving local services and offering income-generating opportunities at local level, with active participation of migrants and community members (via local services initiatives, inter-municipal cooperation, PPPs, local economic schemes, business enabling models and other tools)

As part of the methodology, the project shall envisage a more complex local development approach to be further tested and promoted. Building on previous positive SDC funded UNDP/MiDL experience at local level, support in form of grants and technical assistance will be provided to 25 partner LPAs and other actors, having the same local development objective and a strong emphasis on economic development. This will allow “economy of scale” and “efficiency in resource use”, where: a) migrants and the local population (including vulnerable groups) would prioritize and vote for a specific project deriving from local needs and support it financially and non-financially, b) local authorities would acknowledge/back-up the need for this specific project at local level, and finally c) the local business actors would be ready and interested in co-investing and supporting that specific project.

Under this component, given the wide range of actors involved, several grant mechanisms could be implemented⁴⁴, as seed instruments, all targeting pilot project communities. Such an intervention would answer to the need to combine several grant instruments to achieve greater local impact, where a wide range of actors would be engaged in and contribute to projects’ successful implementation. In some cases, where cities would be at the centre of the project intervention territory – testing a territorial approach to rural development could be considered.

Overall, the grant amount per locality (tackling local services, economic development, local business and IMC projects) shall not exceed 60,000 USD.

Selected communities will also benefit from targeted pre- and post-implementation support and guidance for sustainable local services provision and continuous monitoring and evaluation of interventions and expected results. Aiming to ensure the sustainability of all efforts and their easy scaling up, tested innovative participatory models, guidelines, recommendations, best practices and lessons learnt shall be framed and crystallised in dedicated toolkits, intended for easy practical application, at local, national and international level (including with CALM support).

An essential stage of this activity is the effective and **strategic selection** of target communities. The project will work in at least 25 communities in the North, Centre and South regions including the Territorial-

⁴⁴ Given the specific Moldovan context, along with previous similar interventions at local level, the grant mechanism remains to be the most effective instrument to partner with a wide range of national and local stakeholders and effectively engage them in reforms. Due to the current state-of-affairs (political instability, unfinished fiscal decentralization reform, weak revenue generation capacity at local level, etc.) applying other more complex schemes is assessed to be premature and overly complex for the Moldovan LPAs.

Administrative Unit of 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 main idea is to work in communities and towns which are majorly affected by migration and provide local services for a larger number of people. The selection process will be conducted at the inception phase of the project and the final decision will be taken after the upcoming local elections, expected for June 2018. Based on the previous results and lessons learnt, the project will pursue a more complex evaluation and selection mechanism for selecting target municipalities. Particularly, in comparison with all previous similar projects and programmes, the selection process will be based not just on criteria related to local governments, but also on additional criteria related to local development partnerships and proposed development solutions. In this regard, the selection process will be put into practice in **several distinctive steps**, aiming to ensure an effective identification of project beneficiaries and local development ideas:

The eligibility criteria will be endorsed by the Project Steering Committee (PSC), based on:

- Population of the municipalities shall be minimum 4,000 inhabitants.
- The concepts to be submitted jointly by a local partnership, composed by LPA, private sector, local community groups, including migrants/HTAs.
- The concepts to be based on a feasible local development idea, based on local development strategies/priorities identified jointly with the local community, including migrants, to be further implemented in a public-private partnership with the project support.
- Co-financing of the potential interventions by both, public and private/non-governmental partners.

Initial selection will be done based on submitted concept notes, to be preceded by informative meetings with LPA and other local actors. Interested LPAs will be supported by local facilitators, during assessment visits.

At the final stage, 25 target-municipalities will be selected by an Evaluation Committee and endorsed by the PSC to receive financial assistance in the form of seed funding.

The proposed selection process aims to:

- Decide on the most expedient list of target municipalities and development solutions, for further piloting and nationwide replication.
- Effectively mitigate the risk of upcoming local elections (the newly elected LPAs will be asked to endorse the proposed application and commitments after the local elections).

Activity 2.1.3. Raising awareness on the benefits of migration for local development and promoting best migrants' engagement practices tested and implemented within the project at local, national and international levels.

The project will also look to change mindsets and raise awareness on the benefits of migration for local development, tackling at the same time transparency, continuous two-way communication and building trust. To that end, provision of specialised targeted support to partner LPAs and other local actors to effectively communicate with migrants and engage them in local development in a meaningful way is envisaged. To promote successful examples and models of migrants' engagement in local development - awareness raising campaigns and various local events with the participation of the local community, including of migrants' active participation are also to be organised. (e.g. Diaspora Days, local DOR camps, various campaigns and local events).

Finally, success stories, best practices and lessons learnt will be identified, collected and disseminated via various available mass media channels and instruments.

Output 2.2. Experience of migrants' involvement in community development is well documented and capitalized for easy replication

Activities under this Output will ensure that HTAs practice in Moldova is further matured and promoted, aiming at strengthening current associations established and supporting a massive scale up and replication in the country but also abroad. HTAs will receive complex support to be able to engage with various stakeholders, including CALM and donors to support LPAs in implementing local development initiatives aiming to contribute to their native locality.

Activity 2.2.1. Develop the capacities of HTAs and upgrade the set of knowledge tools for LPAs and migrants on HTAs establishment, consolidation and sustainability, based on previous best practices and build capacities of additional 100 territorial HTAs in setting up a sustainable cooperation platform between LPA, HTA and local CSO's (via CALM).

As confirmed during previous similar interventions, there is a growing interest of newly established HTAs to further develop and act as strong LPA partners at the local level. To that end, targeted and needs based training shall be provided to all established HTAs in the country (according to the previously tested capacity building methodology) to ensure their legal establishment, functioning and empowerment with relevant project writing and fundraising skills.

Part of this methodology is also exposing HTAs to a number of national best practices to ensure a better replication of the model in the country and a more effective engagement of Diaspora in local development. As part of ensuring sustainability, all best practices and lessons learnt shall be compiled and mainstreamed in the *Toolkit on HTAs establishment and consolidation*, to be upgraded, for further dissemination and use at a large scale, in the country and abroad.

Finally, the project will support the creation of a national HTA platform – Association of HTAs to further act as a “resource centre” for the HTAs networking.

Activity 2.2.2. Design and implement local programs empowering HTAs to independently engage in local development (local 1+1 funds matching schemes, Local Voluntary Return and Decentralised Cooperation Programs) using innovative tools.

Although capacity building activities and support shall be provided to all HTAs established in the country, a number of at least 45 active partner HTAs shall be selected (additional to the 25 LPAs mentioned under Activity 2.1) and supported to implement small-scale local development initiatives and programs, as independent structures, via innovative online and offline tools and channels, and expose them to international best practices.

To that end the project will also provide seed funding to target HTAs to independently implement local development schemes, identified jointly with the local community, including with migrants, based on the 1+1 principle (45 Grants * up to 10.000 USD).

Besides that, partner HTAs will be assisted to further implement innovative Diaspora engagement programs at local level (e.g. Local Voluntary Return Programs, Decentralised Cooperation Programs etc. hence extend the number of “champion migrants” contributing to the development of their native locality.

Output 2.3 Migrants engagement for development process conceptualized for leveraging migrants' contribution to the sustainable, long-term development of their communities of origin from the left bank.

The goal of this initiative is to link the local communities from the Transnistria region to the Migrants' Engagement for Development process from the right riverbank, benefitting from the positive development potential of migration, by conceptualizing a model of leveraging migrants' contribution to the sustainable, long-term development of their communities of origin from the left bank. The respective model shall be based on the one devised with the assistance of UNDP-Switzerland and scaled up in communities across the Republic of Moldova, as described in Annex 7. Concept for expanding migration and development activities in the region of Transnistria

Resources Required to Achieve the Expected Results

The current structure of the project team is designed to cover all intervention areas of the project under both Outcomes. Besides project team expertise, additional national and local experts and specific services will be embedded to achieve set results.

Partnerships

- A. Taking into consideration the IOM mandate and its outstanding practical and policy-oriented experience in the field of migration and development, as well as labour migration management, UNDP will join efforts with IOM in its capacity of the UN Migration Agency in Moldova for the smooth and sustainable implementation of the project. IOM will be responsible for the implementation, in close

cooperation with UNDP, of the activities under: Output 1.1 that envisages providing support to national stakeholders in developing an efficient circular labour migration policy and regulatory framework for circular migration, strengthening national stakeholders' capacity in the field of circular labour migration and negotiation abilities of international cooperation agreements on labour migration; and Output 1.2, being responsible for activities related to a) supporting the relevant national stakeholders, including NEA, to implement efficient monitoring, stimulation and sanctioning mechanism to ensure the enforcement of national legislation and the protection of Moldovan women and men labour migrants' rights at the recruitment stage of migration; b) promotion of association, self-regulation and setting of ethical, local and international standards by the private employment sector and c) enhancing the knowledge and capacity of the private recruitment sector of the international and national legislation and standards.

- B. At the same time, the project will forge working and results-yielding partnerships with other international organizations that carry out development work in the same fields of interventions, like the ILO (for the first component), UN Women, as well as with USAID and GIZ – for creating synergies of activities under the second outcome of the project.
- C. The project will maintain a strong cooperation with the Congress of Local Authorities from Moldova, working to further consolidate their capacities and ensure a wide scaling up of all project tested local instruments, models and know-how.

Risks and Assumptions

Risks have been identified as part of the formulation process and captured in the risk log below. The project implementation shall span over a four years' period that coincide with important events and reforms in the country, some of which can be anticipated and carefully factored into project plans, others will require the project to adjust as unfolding. Given that the proposed intervention will further build on current local initiatives and lessons learnt, the project team will consider the specific political context existing at the moment of implementation, and will plan the activities with caution, including timing and feasibility. Last but not least, the proposed intervention will envisage a cautious planning of the selection process of target communities, after the local elections to take place in mid-2019 and will also include a dedicated set of capacity building activities for newly elected officials according to previous UNDP best practices at local level. Throughout the implementation period of time, the project shall maintain an apolitical focus of the project, which ensures the possibility to continue the operation and interaction with all the stakeholders during and after the politically--charged elections period. The Project Risk Log shall be maintained throughout the Project implementation to capture potential risks to the project and associated mitigation measures. The detailed Project Risk Log is included in Annex 3.

The following risks and mitigation measures were identified:

Assumptions:

1. Political and economic environment is stable in Moldova and enables project interventions
2. Government of Moldova and other stakeholders (relevant line ministries and subordinated agencies, private recruitment agencies, CSOs and academia) are committed (including via dialogue) to develop and support the enforcement of a new/upgraded institutional, policy and regulatory framework on labour migration.
3. NEA is opened to and engaged in improving quality and access of, including by re-designing in a user-friendly manner, local employment services
4. National level commitment to continue mainstreaming migration at the local level and harnessing the migration potential for a sustainable socio-economic development
5. The favorable national legal framework encouraging local governments to engage migrants in local development (based on SDC tested local model)
6. Central public authorities develop and maintain a constructive and transparent cooperation with CALM and LPA

7. LPAs are open and fully engaged at each stage of the project implementation and committed to improve their institutional and service provision capacity and to create a favorable environment for migrants' engagement in local development (based on previous SDC interventions)
8. Capacity and willingness to get involved of other local actors is maintained to be able to implement planned activities.
9. Engagement of diaspora population in urban/rural in soft initiatives for community development
10. There is a high level of local community, including migrants, trust in local authorities
11. Previous SDC funded interventions at local level provide positive practices of migrants' engagement in local development, determining Diaspora and LPAs to further test the model and implement joint local development initiatives
12. The Congress of Local Authorities is open to further partner in scaling up the model country wide

Stakeholder Engagement

The proposed initiative shall target three important levels of beneficiaries (1) national public authorities (2) local public authorities (3) community members (private entities, local communities, migrants, HTAs, trade-unions, research and academia sector etc.). Each of these stakeholders will act both, as core actors, contributing to the sustainable implementation of the project activities, as well as beneficiaries – reaping the benefits of achieved results.

Under the first Output, by applying “the whole of the government approach”, the project shall work and engage with all national stakeholders with direct mandates in the field of labour migration (the Ministry of Health, Labour and Social Protection (MHLSP), the National Employment Agency (NEA), the Bureau for Diaspora Relations (BRD), Ministry of Education, Culture, and Research, private recruitment agencies, civil society, trade-unions, research and academia sector etc.) to address the existing coordination, policy, institutional and legal constraints for managing labour migration and improving employment support and qualifications recognition services.

State Chancellery (SC) – is the main national stakeholder, mandated with strategic, policy and inter-institutional coordination and coherence, having a strong influence on all project activities. SC is also chairing the Steering Board of the project and up to now showed a strong support towards all previous SDC interventions in the field of M&D at the national and local level.

BRD, as part of SC is another Government stakeholder overseeing the DMD policy coordination in the country, has a strong influence across all project outputs both, in terms of supporting the implementation process, but also institutionalizing the piloted models. BRD put in place an institutional framework (GD 725, 724) that enables the Government to ensure policy coordination and mainstreaming of DMD matters and take over a host of MiDL models tested previously, but which is at an incipient stage and requires further methodological guidance and support. The MiDL project had a good cooperation with BRD, ensuring and contributing to a strong synergy between SDC-funded interventions at both, local and national levels. The same approach will be used in the next M&D program.

Reintegration Policies Bureau (State Chancellery) – responsible for designing and implementing the reintegration policies, coordinating and supervising the development assistance in the Transnistria region, and supports the proposed activities in that region. It has a key role in supporting the potential extension and replication of the migrants' engagement model in the entire region in the future.

Migrants as main pillars of this specific project shall have a complex and multi-faceted role acting both, as change actors and beneficiaries of all project interventions. Hence, as public service-users, they shall benefit from the opportunities provided by an enhanced labour migration policy and legal framework, access to regular labour migration channels, improved employment services, access to and complex information support for legal and safe labour migration, protection of their rights and repatriation of pensions, recognized/validated skills and facilitated reintegration upon return to be provided by the NEA and other stakeholders. The protection of the Moldovan labour migrants' rights will be advanced, through supporting NEA in establishing a system for recording and addressing their complaints. They shall also have an important role in the consultation process of all policies to be formulated as part of the MiDL process, being

it at the national level (labour migration policies and regulations) or at local level (public consultations to be organized in each community). At the same time, as proven in the previous MiDL phase, migrants (diaspora, labour migrants, internal migrants) have strong support of, commitment and capacity to champion change and bring consistent contribution to local development processes. Moreover, it is this potential that the MiDL project shall seek to explore and enhance their potential in a sustainable and meaningful manner.

The **MHLSP** is the leading governmental stakeholder tasked to upgrade the policy and regulatory framework on labour migration management⁵⁵. It has strong commitment to jumpstart the process and strong influence over the expected outcomes. It shall also have the strongest ownership over the expected results of the first Output, but it lacks clear vision, possesses rather poor technical knowledge and understanding of the complexity of the issues to be covered in this process. In this context, the project shall apply a multi-folded technical assistance package that shall ensure the fully-fledged involvement of MHLSP in all project activities. Thus, the MHLSP will benefit from the results of the review, analysis and incorporation of relevant international practices and standards, evidence on the latest challenges on labour mobility for policy making and assistance in improving the policy, institutional and legal framework in the field of labour migration management. The capacity and skills of the MHLSP staff will be strengthened on a wide array of relevant and connected topics (regulating the activity of the private recruitment sector, negotiation of bilateral labour migration agreements, conceptualizing pilot circular labour migration schemes for men and women migrants) that it requires to put in practice the enhanced legal framework.

MECR jointly with the NEA are working to enhance the productive employment and skills development of Moldovans, including the migrants at all migration stages. MECR will be supported to implement a recognition/validation mechanism of informal and non-formal competences acquired abroad by migrants. MECR will be supported to develop and pilot methodological guidelines and implement the specific procedures to apply the validation mechanism for formal and non-formal competences recognition.

NEA, the governmental body in charge of employment service delivery to end users in all geographic areas of the country. It plays a key role at the policy implementation stage, with considerable potential to provide technical expertise and a practical perspective to labour migration policy making but has limited influence over the decision-making process in this field. Also, it is the governmental body with the most consistent and regular contact with the private recruitment sector and has the potential to have increase its' liaison role at all the policy and service delivery stages. Currently, NEA is going through a lengthy and complex reform process. At the same time, despite its elaborate institutional structure, ~~its~~ ~~it~~ service delivery capacity is hindered by outdated work-methodologies, business process and poor facilities, and the limited continuous professional development of its staff. To ensure the fully-fledged commitment and involvement of NEA throughout the project life-span, the project shall deploy a capacity-building centred intervention strategy, following UNDP's three intervention levels: a) environmental/policies - when developing a series of mechanisms for monitoring of the private recruitment agencies and engaging with labour migrants; b) organizational – when re-engineering business processes and reviewing internal procedures to include specific provisions related to serving labour migrants; and c) individual/personnel level – with a comprehensive training package to be delivered to the staff of all local employment units.

Private recruitment agencies are part of a rather volatile market in constant and rapid change, with many newcomers and exiting agencies; and formal and informal employment intermediate agents. It is also a rather fragmented sector that has previously failed to act in a coordinated manner. The sector benefited from little oversight, guidance and support by the public agencies mandated with managing the labour migration. Nevertheless, it preserved a high level of openness to engage in policy dialogue with the governmental stakeholders, put forward specific policy propositions on various labour migration aspects and has non-negligible policy influencing capacity. Rather than applying a selective approach, the project shall strive to involve all active private recruitment agencies on the market (roughly estimated – 20 agencies) and shall maintain an open invitation of joining to any emerging recruitment agencies throughout the entire duration of the project. The project shall strive to maintain a high level of engagement of all private, by involving them in the policy debate exercises, as well as by providing capacity support and awareness raising on the international practices, networking and partnerships, national legislation, rights protection and ethical recruitment, sector-wide association, and engaging their counterparts in the

⁵⁵ As per the 2018 employment promotion law; 2017-2021 National Employment Strategy

destination countries to build networks and partnerships allowing a more facilitated practical cooperation on recruitment of Moldovan labour migrants.

Trade unions associations have a major and untapped potential to protect the Moldovan migrants abroad, subject to building networks and partnerships with their foreign counterparts. They will benefit from practical support to facilitate international cooperation with their foreign trade-unions counterparts, so as to ensure an enhanced protection of the Moldovan labour migrants' rights in the countries of destination.

Local public authorities have a strong influence on project activities, being also the main drive for the successful implementation of all project local interventions (HTAs launch, migrants' engagement, local service projects implementation). Subject to a thorough competitive selection of beneficiaries, also considering the upcoming elections period, and their voiced engagement from the very outset, there are few risks of engaging with these partners both, at policy and institutional levels. District level authorities have an important role in disseminating the best practices among the rest of localities from the district.

HTAs (internal and external migrants) will have an increased role in this new phase, where they will be directly capacitated and equipped to implement local projects, access new funding options and hence, support LPAs in their local initiatives. Both, LPAs and HTAs' roles are directly proportionate to their engagement in project activities. Under the third Output the initiative will directly benefit 25 LPAs, 45 HTAs and over 250 local community members - where a multi-dimensional capacitation of all stakeholders with three mutually reinforcing levels of capacity will be tackled: policy, institution, individual. Each of the beneficiaries will be selected on a competitive basis by applying several principles. In order to ensure synergies between local development initiatives and sustainability of the project impact, a set of selection criteria shall be proposed, relating to development needs, local actors' implementation capacity, community profile and local socio-economic context. Additionally, both, LPAs and HTAs will benefit of targeted grant schemes, tailoring the specific local context, capacities and needs of each community benefitting of the support.

Another target group of the project are **community members including women, children, elderly people, persons with disabilities, minorities, the unemployed**. They will benefit from project activities, grants, awareness raising and communication campaigns, in their double capacity, as active stakeholders and beneficiaries of service improvement, income generating activities and job creation opportunities. These groups shall also be consulted and listened to at each stage of the project implementation, under both Outcomes. In general terms, they are supportive of and welcome the project interventions.

As the representing organization of local public authorities, **CALM**, including Women Mayors Network will be engaged as an important stakeholder. It strongly supports the UNDP/MiDL project model and is actively involved in promoting it among other LPAs. Based on its mandate and the liaison role between the local governments, national authorities and international organizations, CALM has significant capacity to influence and, hence, will be further supported to scale-up all efforts, represent and advocate for the common interests of local governments and disseminate the designed methodologies and good practices.

Other **national public institutions with DMD related mandates**, Ministry of Economy and Infrastructure Development, Bureau for Migration and Asylum, Public Service Agency, Ministry of Foreign Affairs and European Integration, Ministry of Interior, the National House of Social Insurance, etc. and their subordinated bodies) stakeholders with indirect influence, but a tangent role in DMD policies as well as local initiatives. Overall, they have a positive, supportive and cooperative attitude. The project shall maintain a high level of engagement with these institutions by involving them in all policy debates, capacity building activities (in the field of DMD, protecting the rights of the Moldovan women and men labour migrants abroad, reintegration) and awareness raising efforts scheduled in the project action plan. **Research sector and academia** will be instrumental in producing evidence on labour migration assessing the labour supply chains for recruitment of Moldovan labour migrants, as well as participating in the policy debates.

In that context, the full picture will envisage two big target groups (1) national and local authorities responsible for the provision of efficient and quality services to the beneficiaries and (2) community members and migrants including women, children, elderly people, persons with disabilities and minorities – both, as active stakeholders and final beneficiaries of local service improvements, income generating activities and job creation opportunities, will benefit from project activities, grants, raising awareness and communication campaigns.

South-South and Triangular Cooperation (SSC/TrC)

SCC/TrC shall be used, on the one hand to ensure transfer of best available knowledge and experience; on the other hand, to communicate about and inspire other interested countries/entities to take over the Moldovan experience gained as part of this project. SCC/TrC shall be indispensable for achieving sustainable results as part of the first component, considering the need to ensure access to a wide array of information and best available knowledge for effective policy options analysis, alignment to international standards of policy proposals to be formulated. The SCC/TrC shall be applied in various forms that shall be deemed best suited for achieving the desired results, from peer-to-peer support, study visits, peer-reviews and international expertise to support the policy formulation process in the field of labour migration. At the same time, within the second component of the project, SCC/TrC shall be used to inspire and trigger a pro-active attitude among local stakeholders to engage migrants in local development processes. Moreover, SCC/TrC shall be used to feed back to the international community, during various international fora, conferences, seminars, to spread knowledge and information about the flagship examples and practices to be accumulated as part of this project.

Knowledge

A specific focus shall be dedicated to developing and disseminating knowledge products to be used for replication of project methodologies by interested entities beyond the timespan of the project. A host of knowledge products shall be produced as part of both project components/outcomes, namely guidelines for TEAs/NEAs and MECR in working with labour migrants and skills recognition; a toolkit for local governments in mainstreaming migration in local development and local social-economic development strategies, guidelines for HTAs and crowdfunding, and an updated training course on for local elected officials and one on DMD in hard and e-learning format. At the same time, the project shall produce and disseminate to the media various through success stories, regular newsletters, etc, to educate the public through vivid examples about the projects methodologies and results.

Sustainability and Scaling Up

The process initiated by the project will have systematic and significant implications at policy, coordination, institutional and service provision levels, having a sustainable impact both at the national and local level, as well as for the private sector.

The intervention strategy shall strongly focus on phasing out and ensuring the lasting effect of the results achieved at all stages of work, by:

- *working through existing institutions* - all activities proposed as part of both components of the project are with well-established local partners whose project specific capacities will be further enhanced. The activities envisaged by the action will serve to improve the overall quality of work undertaken by these institutions in the long run, within the framework of national strategies on DMD, and ultimately contribute to the sustainable development of the country and poverty reduction.

- *fostering ownership and internalization of project methodologies by the beneficiaries and gradual phasing out a new phase of the project* – to be achieved by building on all lessons learnt from all previous experiences, with a conceptual adjustment of the approach in supporting the reintegration, recruitment and local development processes. The Action shall strive to strengthen the existent models (HTAs, TEAs) and engaging new actors along the way, to ensure a better synergy, sustainability and maximize the expected outcomes.

- *rooting the results of the project in nationally and locally endorsed policies*. The project assistance shall produce new policy documents at national and local level to be endorsed and assumed by the national and local governments, hence extending their validity beyond the project lifetime. Based on horizontal and vertical driven action models, the project will capture the entire process of integrating migration into local development agenda and ensuring a strategic and operational framework for circular, temporary and permanent migration management. Policy level sustainability of impact will be achieved in the relevant areas via awareness raising, training, legislation and agreements, building evidence base, institutional development, transfer of expertise and methodology, local capacity building, etc.

By pursuing a better resonance with the country's volatile development context, the project exit strategy will be blueprinted during the inception phase, adjusted during the whole implementation period and further detailed and clarified in the last year of implementation. The project phasing-out strategy will target

all aspects of the sustainability and most specifically handing-over the accumulated knowledge and expertise, contributing to the further perpetuation and multiplication of the results achieved.

Moreover, all project interventions shall be organized in a logical sequence to support the overall exit strategy: (labour migration, local strategies) policy development and institutional set-up in the first project years; hard interventions (service improvements, employment service reengineering) in the middle years; and capacity building and technical assistance throughout the implementation cycle and increasingly emphasized in the last programmatic years. This arrangement shall allow the step-by-step graduation of national and local beneficiaries from project assistance.

More particularly, the project will approach an expedient 4-pronged sustainability and exit strategy, which will consist of the following:

Building pro-active institutional partnerships: a full and active engagement of key-national and local stakeholders at all stages of project implementation. Consequently, the project will foster genuine institutional ownership of the key national actors over all tools, models, methodologies, concepts, policies and procedures produced as part of all stages of the project (State Chancellery, BRD, MHLSP, NEA, CALM). Moreover, the efforts to enhance the vertical and horizontal inter-governmental coordination will contribute to greater collaboration and more sustainable partnerships between the respective Ministries, and among ministries and LPAs. International cooperation and partnerships between the Moldovan and foreign counterparts will be fostered, both from the public, private and trade union sectors, for the benefit of migrants as the ultimate beneficiaries.

Interlinking policy changes with local initiatives and ensuring that local initiatives/service models tested are supported by a permissive policy and legal framework and institutionalized in the modus operandi of the local public administration. On one hand, the project shall support the upgrading of the coordination, policy, institutional and legal framework for labour migration and extending of M&D policy across the regions of country, through technical expertise and facilitating stakeholders' dialogue. On the other, it shall use locally gained experience (of engaging migrants and reengineering employment services) to feed into the broader M&D and labour migration policy. Moreover, the policies to be supported by the project shall feed into other connected policy areas, while also reinforcing one of the core objectives of the EU-Moldova Mobility Partnership, namely the facilitation of legal migration including circular migration schemes and return of skilled migrant workers from the EU to their home countries to foster development.

Gearing self-multiplication mechanism: the project will work to leave behind a core group of local people (both at national and local level, coming from both public and private sector) who are well prepared to continue the work and ensure that results do not only hold up, but that additional progress is made. Hence, the project builds the multilateral capacity of national and local stakeholders, so much so that the results will be fully produced by the beneficiaries rather than experts, transferring knowledge and skills rather than theories, and ensuring their buy-in and holding them accountable from the project onset. Tangible multiplier effects will be felt through the capacity building activities directed at relevant government ministries, which will lead to positive spin-offs and cross-cutting advantages, whereby the newly acquired skills and abilities of the respective staff will be applied to other areas of the Ministries' involvement. All trainings to be provided as part of this project will provide institutional knowledge for future local and central governmental programs and will be accompanied by practical tools for replication (i.e. training toolkits, manuals) and lead to improved codes of conduct and professionalism.

The project will contribute to the development of more responsive Local Public Authorities. Thus, the capacity building activities and grant mechanisms will promote the ability of Local Public Authorities to be transparent and open to the citizens, including migrants and vulnerable groups, to make relevant and timely information about their activities and actions available to the public. At the same time, the Local Public Authorities will be more open to the information and feedback provided by citizens, engaging in dialogue with them, and taking into account their comments and recommendations in the development and implementation of local public policies.

Raising public awareness to forge a deeper public engagement and community participation into local development– the most powerful instrument for ensuring sustainability of project achievements and further propel LPAs towards more efficiency, transparency and accountability. The nationwide and local

far-reaching communication campaigns, showcasing the practical results and involving best achievers as motivational and inspirational examples, will target an increase of the civic activism.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The proposed strategy is expected to deliver maximum results while making the best use of available resources. The project team will look for synergies with other projects that might allow for joint activities and for cost-sharing of the activities to achieve higher value for money, as well as involve the cost-saving Long-Term Agreements with certain categories of service/goods providers available for UN Country Team agencies due to existing arrangements within the UN Moldova Country Office.

The project will be under the National Implementation Modality in accordance with UNDP rules and regulations. The State Chancellery, namely the Secretary General ensures the overall coordination of the project. 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.

UNDP country office will provide support services to the project at the request of the National Implementing Partner. In addition, UNDP CO will ensure project accountability, transparency, effectiveness and efficiency in implementation. UNDP will provide support in administrative and financial matters as described below:

<u>Support Services</u>	<u>Schedule for the Provision of the Support Services</u>	<u>Cost to UNDP of providing such Support Services</u>	<u>Amount and Method of Reimbursement of UNDP</u>
<u>Payments, disbursement and other financial transactions, including direct payments, budget revisions, etc.</u>	<u>As agreed in the Annual Workplan (AWP) from the inception to closure of the project</u>	<u>Cost-recovery based on UNDP Universal Price List and Local Price List</u>	<u>Periodic billing based on actual staff costs and agreed percentage</u>
<u>Recruitment of staff, project personnel and consultants, including creation of vendors, selection and recruitment of SC holders, personnel management services and banking administration, etc.</u>			
<u>Procurement of services and goods, including evaluation, proceeding through CAP, contracting, disposal and/or transfer of equipment and assets, customs clearance, etc.</u>			
<u>Travel support, including travel arrangements and authorization, ticket, visa and booking requests, F10 settlement, etc.</u>			
<u>Organization of conferences, workshops and trainings, etc.</u>			
<u>Communication support, etc.</u>			

Project Management

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 (particularly Outcome 1), BRD, MHLSP, NEA, CALM, CSOs, at the national and local levels, and other relevant actors.

V. RESULTS FRAMEWORK

Results framework Matrix is developed in full compliance with the information described in this project document and is *attached separately* to this document.

VI. MONITORING AND EVALUATION

The implementation and monitoring of the project activities will be carried out by UNDP in accordance with its applicable regulations, rules, directives and procedures. The regular monitoring of the Migration and Development Programme¹⁶ will be undertaken based on the Monitoring, Evaluation and Learning framework developed for this specific project, in line with UNDP and SDC requirements. Its main goal would be to ensure regular feedback on implementation, early identification of potential problems to facilitate timely adjustments to on-going activities. This framework will include M&E arrangements at different stages of implementation and different levels of intervention, aimed at ensuring a more comprehensive evidence of activities planned and results delivered, based on specific qualitative and quantitative data.¹⁷ Also, the Monitoring efforts, with emphasis on systematic assessment at the project level, will provide the basis for making decisions and taking actions, and shall provide indispensable information and data for evaluations. Both quantitative and qualitative data will be collected in order to track implementation progress. The data shall elaborate on people's perception of access to services, information and participation in local governance. Such data will be extracted from project reports, surveys (a baseline and end-line opinion polls to be conducted at the beginning and repeated at the end of the project), in-depth interviews with project stakeholders and beneficiaries, training assessment results, central and local governments' records, and other. The MEL framework shall disaggregate data for gender, youth, unemployed, people with disabilities, diaspora, labour migrants and returnees, geographic areas (in line with the specifics of each project component) to assess the impact of the project. This information shall be used to enhance focus on vulnerable groups and ensure that each of them are contributing to and benefiting from the project interventions.

A final project **Evaluation** shall be performed at the end of the project by an independent team of evaluators to be contracted by UNDP-SDC to measure results against targets set, positive changes embraced by the project stakeholders, and evaluate the prospects of durability of results and formulate support exit strategies.

The M&E framework shall be complemented by a **Learning** monitoring compartment. The project will use it to analyse evidence from program implementation and act on learnt lessons to inform program management. The project strategy involves creating learning opportunities for all its beneficiaries, as part of both project Outcomes, through: (a) regular thematic meetings, networking events and exchange of best practices throughout the implementation cycle; (b) engaging champions/high performing entities (local governments/HTAs/TEAs) with a palpable record of achievements, in mentoring and coaching their peers; (c) dissemination of knowledge and learning materials and d) assessing learning progress achieved by beneficiaries of all capacity building activities of the project.

The MEL will fall under the direct responsibility of the Project Manager project's Monitoring, Evaluation and Gender (MEG) Specialist, who will be responsible for the overall data collection and verification process,

¹⁶ Included in SDC Strategy Local Governance Domain

¹⁷ As tested in the previous phase, for an easier follow up several M&E frameworks were developed and completed to evidence HTAs progress and scale up, LPAs progress, local services projects progress and impact.

establishing templates and procedures for accurate documentation and data collection process. Project officers shall be responsible for component related data sub-sets on project activities, in close cooperation with the MEG Officer. At the same time, quality assurance through regular and thorough monitoring of project progress shall be performed by the UNDP's Cluster Lead, Programme Analyst—Officer and Programme Associate.

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

Monitoring Plan

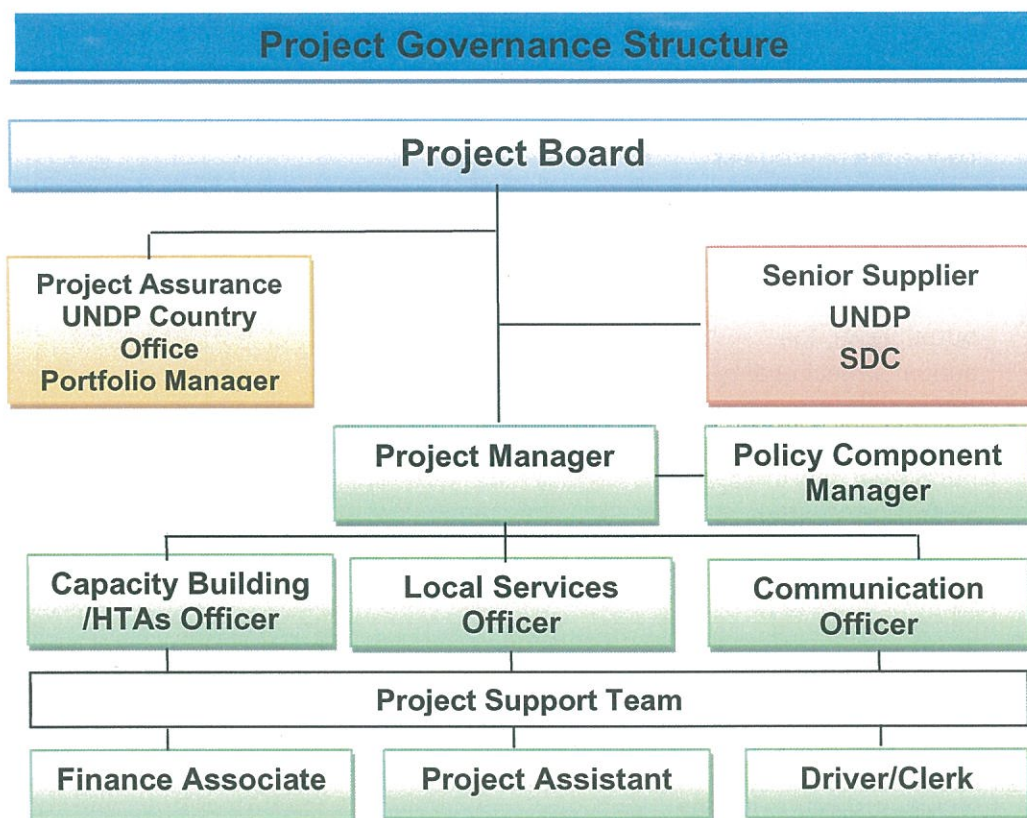
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to		

	decision making to improve the project.		improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN

The Multi-Year Work Plan is developed in full compliance with the information described in this project document and is attached separately to this document (Annex 6).

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The project will be carried out under a **National Implementation Modality (NIM)**. Following consultations on the project implementation UNDP and the Government agreed that the UNDP country office will provide support services to the project at the request of the National Implementing Partner. In addition, UNDP CO will ensure project accountability, transparency, effectiveness and efficiency in implementation. The support services provided by the project may include: (i) Identification and/or recruitment of project personnel; (ii) procurement of goods and services; (iii) financial services.

National Implementing Partner: As the national implementing partner (NIP), the State Chancellery will oversee all aspects of project implementation. State Chancellery is accountable to the government and UNOP for ensuring (1) the substantive quality of the project; (2) the effective use of both national and UNDP resources allocated to it; (3) the availability and timeliness of national contributions to support project implementation; and (4) the proper coordination among all project stakeholders.

Project Steering Committee (PSC), will be responsible for making consensus-based decisions, in particular when guidance is required by the Project Manager (PM). PSC 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, BRD, LPA representatives, Ministry of Health, Labour Social and Protection, SDC, UNDP, IOM, ILO, and the [Reintegration Policies Bureau](#).

The effective and efficient implementation of all activities will be ensured through a **Project Support Team (PST)** that will be staffed through open competitions and selected by a recruitment panel. The PST will include:

- 1 Project manager, who, for cost-efficiency purposes, will cumulate the functions of the Local Development Component manager;
- 1 Policy Component manager;
- 3 Project officers, who will provide substantive support in areas such as capacity building/HTAs support, local services and communication;
- 1 Financial associate, 1 Assistant and 1 Driver, who will provide financial, 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.

The Quality Assurance role for the project, on behalf of UNDP, will be played by the UNDP Country Office through the Programme Specialist, Programme Associate, and Programme Officer Analyst, ensuring that risks and implementation-related issues are properly managed and monitored, and 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 and the Donor.

Short-term international and local experts will be involved by the PST with the overall purpose 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. For specific gender issues UNDP will contract additional expertise.

IX. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on October 2, 1992. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner" as such term is defined and used in this document.

This project will be implemented by the State Chancellery ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP.

Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for

the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

2. Social and Environmental Screening Template [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional [Social and Environmental Assessments or Management Plans](#) as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of*

reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country-level activities).

3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**
6. **[Amended Multi-Year Work Plan and Budget](#)**
7. **[Concept for expending migration and development activities in the region of Transnistria](#)**
8. **[Amended Results Framework](#)**

ANNEX 7

CONCEPT FOR EXPANDING MIGRATION AND DEVELOPMENT ACTIVITIES IN THE REGION OF TRANSNISTRIA

Background and rationale:

The population of Moldova is 2.64 mln, according to revised 2014 census data¹, down from 3.6 mln in 2004, and is declining. The Transnistria region has 475,373 residents, according to the de-facto census conducted in 2015, down from 555,347 in 2004. Unofficial estimates suggest the region currently has less than 350,000 people. Despite the lack of an effective control from the constitutional authorities over the localities on the left bank of the Nistru river and Bender, following the non-settlement of the Transnistrian conflict during the last 29 years, the Moldovan authorities have taken all possible measures to honour their positive obligations of its citizens from the region. A generation has already grown on each side with presence of artificial barriers between both banks. TV and informational context are censored on the left bank, promoting the messages of alleged developing apart from the rest of the country.

The National Development Strategy "Moldova 2030" recognizes migration as one of the key strategic challenges to be addressed in the Republic of Moldova, given that over 1/4th of the country's population is residing abroad, either permanently or temporarily. Both urban and rural communities are severely affected, losing their economically active population and with it, the potential for recovery and long-term development prospects.

At the same time, the Moldovan Government acknowledges that, if addressed and managed properly, human mobility can also bring many opportunities, changes and improvements in the country. During 2016-2019, within the framework of SDC-funded 'Migration and Local Development' Project (MiDL), the Government of Moldova succeeded to conceptualize, test, institutionalize and further scale-up an innovative model for engaging migrants into the local development process. Currently, over 300 Moldovan municipalities (including over 80% as a result of the spill-over effect) succeeded to build active partnerships with the migrants, pursuing joint development interventions for local infrastructure and service delivery upgrading. Moreover, since 2019, MiDL Project initiated a comprehensive process of mainstreaming the economic and entrepreneurial dimensions of the migrants' engagement into local development, aiming to generate new income opportunities and jobs in the communities of origin from Moldova.

By recognizing the efficacy and considerable impact of the emerged Diaspora-Migration-Development model, the Government of Moldova has committed financial resources for its scaling up within the National Programme "Diaspora Succeeds at Home (DAR) 3+1".

However, to date, the project has not included the Transnistria region of the Republic of Moldova. Similar to the right bank, the left bank has witnessed significant trends of migration abroad, and with it - depopulation, aging population and labour force decline. The region is confronted with significant outward migration, apparently having the majority of migrants migrating to Russia. While confronted with similar consequences and challenges induced by outward migration, local communities from the Transnistria region have not yet initiated any systemic interventions on minimizing the related threats and maximizing the associated opportunities.

It is to be highlighted that a direct replication of the right bank migrants' engagement model in the Transnistria region is not feasible, due to the specific regional context characterized by:

- De-facto regulatory restrictions related to the registration and operation of civil society organisations (i.e. the model includes the creation and functionality of migrants' funded Hometown Associations);
- Different organizational and operation system of de-facto local public structures and power verticality;
- Legal constraints related to the on-line and off-line mobilization of financial contribution from migrants and the local communities;
- Restrictions on the types and reach of development interventions and approaches;

¹ National Bureau of Statistic of Moldova, Resident Population, as of January 2020
http://statbank.statistica.md/PxWeb/pxweb/en/20%20Populatia%20si%20procesele%20demografice/20%20Populatia%20si%20procesele%20demografice_POPrec_POP010/POP010100rcl.px/table/tableViewLayout1/

Therefore, a series of actions and preparatory work on the ground in the Transnistria region shall be performed in order to adjust the right bank migrants' engagement model to the specific regional context, to the existing realities on the ground and feasible implementation modalities. While the overall goals and approaches will remain similar to the ones of the Swiss-funded Migration and Local Development project, this intervention being part of it, the exact implementation modalities and the content of the intervention on the left riverbank will need to be adjusted to ensure smooth implementation on the ground and achievement of planned results.

UNDP Moldova is among the development partners with the most extensive and positive working experience in the Transnistria region, with strong connections with both, regional and local stakeholders, strong access and knowledge/understanding of local realities and approaches/regulations to development projects. UNDP is the organization that has successfully designed and is implementing the *Support to Confidence Building Measures programme (SCBM)*, the *Advanced Capacities for Trade and the Joint UN Action on Human Rights in the Transnistria Region*, which pursue interventions in a range of areas, from community development, healthcare, environmental preservation to business development, human rights and civil society support. This experience, understanding and connections will play a crucial role in adapting the programme to realities on the left bank and elaborating feasible implementation modalities which will ensure sustained results.

Therefore, UNDP's experience and connections shall be used to expand and adjust the right bank Migration and Development model to the context of the Transnistria region and provide support to the region's local communities to leverage the benefits of migration by engaging migrants' communities in the processes of developing and sustaining local communities. This initiative shall use the five-pillar approach as a starting point, the successful experiences achieved of the MiDL project - as inspiration and guiding elements, as well as shall connect the local communities/stakeholders and HTAs to the existing network on the right river bank, facilitate exchange of experiences and cooperation.

Objectives:

The goal of this initiative is to link the local communities from the Transnistria region to the *Migrants' Engagement for Development* process from the right riverbank, benefitting from the positive development potential of migration, by conceptualizing a model of leveraging migrants' contribution to the sustainable, long-term development of their communities of origin from the left bank. The respective model shall be based on the one devised with the assistance of UNDP-Switzerland and scaled up in communities across the Republic of Moldova.

Proposed approach and methodology:

- **Output 1:** *The national Migrants' Engagement for Development model is conceptually adapted and tailored to the context of the Transnistria region and feasible implementation modalities are offered as a result of this preparatory phase.* As a result of interventions, a comprehensive adaptability assessment will be carried out, resulting in adjusting the national methodology to the social, economic and migration realities of the Transnistria region. This shall imply, among others, extensive consultations and coordination with local stakeholders, a comprehensive study on migrants' intention to contribute to local development and realities in the field conducted through a partnership between two CSOs from both riverbanks, as well as adaptation of the existing model and implementation methodology as per the study results. The necessary knowledge tools, resulting from the adapted methodology shall be devised tailored to the needs and abilities of the local stakeholders, to be used during the piloting phase.
- **Output 2:** *The adapted model is piloted in up to two local communities of the Transnistria region, the exact number to be decided upon during the implementation, in coordination with SDC.* As result of these interventions, up to 2 most suitable local communities (with motivated stakeholders) shall be selected for implementation of pilot community development projects, which will result in tangible and visible improvements of local infrastructure and/or upgrading of local services with active participation and involvement of migrants from these localities.

The interventions under this Output envisage a series of preparatory steps and field interventions that are compatible with the methodology applied on the right bank, but also feasible in the local context of the regions from eastern part of the Republic of Moldova, such as: identification of the local partners/counterparts based on the results of the study and set-up selection criteria; development of local partners' capacities to reach out to and re-connect the migrants to their communities of origin development processes; development of a model for migrants'

engagement including the crowdfunding mechanism to be used and the association model, selection of local development priorities, and co-implementation of local services and infrastructure projects leveraging migrants' skills and financial resources, etc. This will also make possible to include the region's communities in the related processes on the right bank of the Nistru River and facilitate sharing of experience. Continuous coordination with the SDC, Government of Moldova (the Bureau for Reintegration Policy and the State Chancellery/Bureau for Diaspora Relations) shall be carried out to ensure smooth implementation of this initiative.

Expected results:

- The national model of engaging migrants in local development is adapted to the context of the Transnistria region and feasible and credible implementation modalities are elaborated.
- Up to 2 pilot communities are selected for the implementation of the adjusted model. Migrants actively participate and contribute to the development of their communities in the Transnistria region in line with project goals.
- The model is prepared for application on a larger scale in selected communities in the Transnistria region. The implementation modalities for the larger project are coordinated and approved.
- Communities from the Transnistria region are included in the *Migrants' Engagement for Development* process on the right bank of the Nistru, thus contributing to enhanced trust and cooperation across the post-conflict divide.

Risks and assumptions:

Constant consultations and involvement with stakeholders on the left bank will ensure their buy-in. Non-political nature of the initiative will be emphasized throughout the implementation period. Also, as per the usual practice, the Government of Moldova (State Chancellery, Bureau for Reintegration Policies, Diaspora Relations Bureau, etc) will be consulted and involved in project implementation.

Stakeholders, especially at the local level, may be reluctant to engage in the project. A gradual approach to build up trust and coordinate activities will be applied, from simpler to more complex steps. A strict focus on development and separation from any political focus will be ensured and emphasized at all stages of project development as a mitigation measure. Dialogue and constant stakeholder engagement throughout the implementation of the initiative will establish a flexible mechanism for identifying solutions, building rapport between stakeholders and confidentially discussing sensitive issues.

Implementation of the *Migrants' Engagement for Development* model for community development in the Transnistria region may be hindered due to the difficulty of fully engaging local communities in the initiative. Engaging migrants and local communities in the projects planning process and their continuous consultations is a key factor that will help build their trust and support, (re)build confidence bridges and social cohesion.

Key approaches, therefore, include careful preparation, understanding of the context and local requirements, ensuring commitment and thorough stakeholder engagement; spending sufficient time to work with the migrants, as well as ensuring temporary and internal (who have migrated to various parts of the country) migrants' capacity and will to engage in initiatives to develop their communities.

Sustainability:

The concept with the knowledge, methodological tools and experience accumulated during this initiative will be part of the negotiations with development partners in order to be included and further scaled up in the SCBM programme, that target the local development of the region, inclusion of the region in the processes that take place on a national scale and closing the confidence gap between the two riverbanks. Apart from that, UNDP shall include the accumulated know-how in its current efforts of developing forward-looking programmatic documents and shall explore additional fundraising opportunities to support such interventions on both riverbanks, beyond the current framework of the MiDL project and the present initiative. UNDP shall seek SDC's guidance and support in

promoting the successful models tested on both riverbanks and leveraging support of potential future donors through information and coordination interventions.

Timeframe:

May 2021 – December 2022 (20 months)

Estimated budget: \$207,500