

**Programa de Naciones Unidas para el Desarrollo**  
El Salvador  
**Autorización Anticipada**

**Título del Proyecto:** El Salvador- Iniciativa Conjunta Migración y Desarrollo II

**Efecto del MANUD:** 2.1 El gobierno nacional y los gobierno locales habrán mejorado sus capacidades de diseño e implementación de políticas públicas y acciones inclusivas destinadas a promover, en forma ambientalmente sostenible, el desarrollo productivo, la generación de oportunidades y condiciones de trabajo decente, con énfasis en las MIPYMES, las personas jóvenes y las mujeres.

**Producto Esperado** Ampliadas las iniciativas de las autoridades locales y la sociedad civil a fin de maximizar el impacto de las migraciones sobre el desarrollo local. (Producto 3.1 (4) del CPAP: Plataformas de desarrollo territorial concertadas entre los gobiernos locales y organizaciones sociales con enfoque de derechos y equidad).

**Asociado en la Implementación:** PNUD

**El PNUD, asociado en la implementación del proyecto antes mencionado, ha sido por este medio, autorizado para comprometer recursos e incurrir en gastos de acuerdo al presupuesto adjunto. Esta autorización anticipada será sustituida por el documento de proyecto o su revisión una vez haya sido firmado, y estará vigente dentro de los sesenta (60) días después de la fecha de autorización.**

|                                |                   |
|--------------------------------|-------------------|
| Período del Programa:          | 2012-2015         |
| Área de Resultado Estratégico: | Pobreza y ODM     |
| No. Del Proyecto (Award ID):   | 00075634          |
| No. Del Output (Project ID):   | 00087428          |
| Fecha de inicio:               | Agosto de 2013    |
| Fecha de finalización:         | Noviembre de 2015 |
| Fecha del PAC:                 |                   |
| Modalidad de Gestión:          | DIM               |

|                           |                               |
|---------------------------|-------------------------------|
| Total Recursos requeridos | USD\$142,400.00 <sup>1/</sup> |
| Total Recursos asignados: |                               |
| • Otros:                  |                               |
| • UE                      | \$142,400.00                  |

Por PNUD   Fecha: 19/08/2013



## I. Plan Anual de Trabajo (AWP)

Año: 2013

| Productos Esperados   | Actividades Planeadas<br><i>Lista de actividades de resultados y acciones asociadas.</i>   | PLAZO |    |    |    | Parte Responsable | Fuente Recursos | PRESUPUESTO<br>Descripción Presupuesto | Valor      |   |                                  |
|---|--|-------|----|----|----|-------------------|-----------------|--|------------|---|----------------------------------|
|   |  | Q1    | Q2 | Q3 | Q4 |                   |                 |  |            |   |                                  |
| Ampliadas las iniciativas de las autoridades locales y la sociedad civil a fin de maximizar el impacto de las migraciones sobre el desarrollo local.<br><br><u>Línea base:</u><br>Resultados del mapeo global de las prácticas locales en el campo de la migración y desarrollo y revisión de las capacidades<br><br><u>Indicadores:</u><br>• Número de iniciativas locales identificadas y seleccionadas para su ampliación. | <ol style="list-style-type: none"> <li>1. Actividades a nivel de país               <ul style="list-style-type: none"> <li>▪ Reclutamiento del punto focal JMIDI</li> <li>▪ Integración del JMIDI en el MANUD</li> <li>▪ Establecimiento de los mecanismos de coordinación en el país.</li> <li>▪ Lanzamiento del proyecto</li> <li>▪ Identificación de iniciativas de escalamiento</li> </ul> </li> </ol> |       |    | XX | XX | XX                | XX              | XX                                     | JMIDI - UE | 71400- Contratos de Servicio<br><br>73100 – Renta y servicios | \$ 16,200.00<br><br>\$ 10,500.00 |
| <b>TOTAL</b>  |  |       |    |    |    |                   |                 |  |            |   | <b>\$ 26,700.00</b>              |





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# MIGRATION FOR DEVELOPMENT

## Draft Guidelines for setting up JMDI Phase II in target countries

These guidelines produced by the Programme Management Unit (PMU) of the Joint Migration and Development initiative (JMDI) have been designed:

- To provide JMDI anchor agencies with indications of the immediate steps they have to undertake to set-up the programme at country level (including a workplan), as well as of the financial arrangements foreseen.
- To answer the most common questions received so far on the overall structure of the programme.

### I. Quick facts on the Joint Migration and Development Initiative (JMDI)

#### Conceptual framework

The programme's approach derives from the lessons learned of the first phase of the JMDI, which shown the central role that local authorities play in bringing sustainability and reinforcing the impact of migration and development initiatives. In this second phase, the main entry point of the programme is local development in its broad sense whereby migration contributes as an enabler, and should aim at demonstrating the contribution of migration to the development of the territories targeted. The design of the programme is the result of the collaboration of the partner agencies of the JMDI: **UNDP, IOM, ILO, UNHCR, UNFPA and UN Women**, which contributed to and reviewed the programme document and budget<sup>1</sup>. The programme also benefits from some research work undertaken by the Programme Management Unit in Brussels with the support of the JMDI partner agencies in the countries covered, and specifically a global mapping of local authorities' practices in the area of migration and development assessing local practices, partnerships and capacity building needs. The conceptual framework of the programme is described in a report produced by the PMU attached to these guidelines: 'A Territorial

<sup>1</sup> Partner agencies' input was provided by their respective headquarters and regional centers through their offices in Brussels.



*Approach to Local Strategies, Initiatives and Needs'* which articulates the connections between migration, local development, local governance and decentralized cooperation.

### **Management arrangements at central level**

The JMDI is a global programme led by UNDP (which plays the role of executing entity and administrative authority) operating within an inter-agency framework. This three year programme is funded for a total amount of 9,5 million USD by the European Commission (EC) and the Swiss Agency for Development and Cooperation (SDC). The management site of the programme is Brussels. The Programme Management Unit (under the oversight of UNDP Brussels Representation Office) is the hub for programme implementation and is staffed with three persons: a Programme Manager (Cecile Riallant, [cecile.riallant@undp.org](mailto:cecile.riallant@undp.org)), an Operations Manager (Rahim Ismailov, [rahim.ismailov@undp.org](mailto:rahim.ismailov@undp.org)) and a Local Development Specialist (Giacomo Negrotto, [giacomo.negrotto@undp.org](mailto:giacomo.negrotto@undp.org)). The PMU also host a Knowledge Management Consultant (Aida Balamaci, [aida-bianca.balamaci@undp.org](mailto:aida-bianca.balamaci@undp.org)).

UNDP's modality for programme implementation is **Direct Execution (DEX)**.

A **Steering Committee** composed of UNDP, the EC, the SDC and, on a rotational basis, of the JMDI partner agencies with a role of observers meet every six months in Brussels to provide overall policy and strategic advice. A **Technical Committee** composed of the JMDI partner agencies meet every two months in Brussels to provide technical advice.

The programme will be specifically targeting eight countries as follows:

Latin America: Ecuador, El Salvador and Costa Rica

Africa: Morocco, Tunisia and Senegal

Asia: Nepal and the Philippines.

## **II. Implementation modalities in target countries**

### ***Integration of the JMDI within the UNDAF and adjustment of the programme's strategy to the country context***

It is expected that the JMDI activities will be fully embedded within the relevant parameters defined in the UNDAF and the corresponding UN joint action plan (where it exists).

In order to cater for national and subnational specificities and to integrate the JMDI within the parameters laid down in the UNDAF, as well as within the anchor agency's Country Programme Document, a necessary and very important step is the **development of a country specific workplan**. This should be of course done within the general framework already provided by the JMDI programme document, which sets the general objectives and outcomes that have been agreed with the donors, and to which the country activities will be contributing.

This process of adjustment to the local context has to be carried out at the start of the implementation by the anchor agency with the support of the PMU, which involves holding discussions with national and local counterparts to ensure interest and commitment to the programme.

### ***Ownership of the programme at country level***

The UNDP Country Office (CO) was designated as the agency responsible for implementing the programme's activities in El Salvador. The decision on the anchor agency was taken by the UN Resident Coordinator, following the request of the UNDP/UN Director in Brussels.

A Focal Point to be recruited at local level will be placed within the UNDP CO. He/she will be responsible for the implementation of the activities within the country. For full detail on his/her responsibilities, please refer to the ToRs in **annex 1**. The Focal Point should be embedded within the structure of the UNDP CO and contributing, through the JMDI, to the implementation of the elements of the country programme related to local development. In coordination with the PMU, the ToRs of the JMDI Focal Point can be adapted to the realities and needs of the programme in El Salvador.

The recruitment process should be launched locally as soon as possible and handled by UNDP. In line with the global nature of the JMDI, the Focal Point will have a dual reporting line in the country to the management of the CO and in Brussels to the Programme Management Unit.

### ***Financial arrangements foreseen:***

In the context of this DEX programme, the following allocation of resources is foreseen to cover the implementation at country level:

- In each of the target countries, the programme's budget covers the full time salary of a staff (locally recruited) as well as related operational costs.
- The UNDP CO will earn the GMS at the rate of 1.0% out of allocated funds for the implementation of the programme at country level. The funds will be credited annually directly by UNDP Brussels Office based on the expenditure of allocated resources.

The table below summarizes the financial information. Please note that no amount is indicated yet in the column corresponding to the allocation of grants for scaling-up initiatives, as the amounts are not known at this stage. The final budget available per country will only be finalized once the process of selection of initiatives to be scaled-up will be completed. The budgets allocated to each initiative will be determined based on their specific needs and scope of activities to be funded. On purpose, this has not been pre-determined in order to retain the flexibility we need. *It can be anticipated that an average two projects could be funded per country for a total amount in the region of 500,000 USD<sup>2</sup>.*

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<sup>2</sup> Please note that this amount is strictly indicative.

| Description  | unit rate | unit cost | Total             |
|--|-----------|-----------|-------------------|
| Focal Point Services (Salaries)  | 29        | 2,700.00  | 78,300.00         |
| Focal Point Services (Running Costs)   | 29        | 1,750.00  | 50,750.00         |
| Allocations for Meetings/events (implementation of Output 2)                             | 1         | 13,350.00 | 13,350.00         |
| <b>Total Allocated Budget (Focal Point Services)</b>                                     |           |           | <b>142,400.00</b> |
| Allocation of Grant Funds (amounts to be defined upon finalization of selection process) | x         | x         | x                 |
| GMS  | 1.0%      |           | x                 |

The transfer of allocated resources related to the Focal Point Services will be done directly by the project (PMU) to the UNDP Country Office (CO) through General Ledger Journal Entry (GLJE). Therefore, it is advised that each UNDP CO receiving financial resources applies the funds under a separate designated project established for the implementation of Focal Point activities in the framework of the Joint Migration and Development Initiative. The CO will have to provide relevant Chart of Accounts (CoAs) for this purpose.

The disbursement of the resources should be made according to the established/approved budgets and defined expense categories. The designated Focal Point and finance teams at CO will have a primary responsibility for managing allocated resources and ensure accurate financial reporting, as per approved country budget allocations to the PMU. The allocated resources are solely intended to address the costs of the Country Office's needs that are related to the implementation of the Joint Migration and Development Initiative and to be disbursed according to UNDP rules and regulations.

In case of termination of activities or under expenditure of allocated resources for the Focal Point Services, the UNDP CO is required to refund to the JMDI programme any outstanding balance.

In conjunction with preparation of the financial reports to the European Commission and the Swiss Development Cooperation, all UNDP COs will be required to financially report on resources received during the applied period every six months and also upon request of JMDI PMU. The copies of all supporting documentation will have to be submitted to the PMU, due to reporting requirements to the donor.

### ***Disbursement of Grant Funds***

Contracts with selected initiatives will be signed locally by the UNRC on behalf of UNDP Brussels.

The disbursement of grant funds to the project beneficiaries will be made directly by the PMU to the extent possible. In case of payment in local currencies, the UNDP COs will be requested to disburse funds on behalf of the PMU using the JMDI programme's CoAs, which will be provided at the stage of disbursement.



### ***Role of the JMDI partner agencies in El Salvador***

Given the scope of the JMDI and its inter-agency nature, the involvement of the partner agencies present in the country will be crucial. The partner agencies should play a support role, in terms of overall follow-up of the programme and help to build useful synergies with their on-going activities in the country. The JMDI focal point will be the main engine for securing inter-agency engagement. Coordination mechanisms will have to be set up at country level: they can make use of existing related thematic groups existing within the UNCT or, if more adequate, organize regular dedicated meetings (potentially one meeting every two months to mirror the coordination mechanisms established at central level).

### ***Initial steps for jump starting the programme's activities in El Salvador***

The JMDI already carried out in the last quarter of 2012 a global mapping exercise of initiatives of local authorities in the field of migration and development to which the JMDI partner agencies based on your country contributed. Seven initiatives were identified in El Salvador, out of which three seem particularly promising in the context of the scaling-up methodology of the JMDI. **Please find the description of these initiatives attached in annex 2.** This mapping should be completed by further research on the ground in view of identifying additional initiatives to be considered for JMDI funding.

Jointly with the EU Delegation and the local office of the Swiss Development Cooperation, the initiatives identified should be reviewed by the anchor agency with the support of the JMDI partner agencies to assess their relevance in the context of the Philippines. This analysis should be made on the basis of the criteria described in the JMDI programme document (listed below) and should take into account the specific migratory dynamics and priority regions identified by the JMDI partner agencies and the donors. It is advised that relevant counterpart(s) in the national government also take part in this process.

The JMDI will seek to financially and technically support:

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

debates, much less attention is given to the linkages that migration creates between rural and urban areas, which could form the basis for developing cooperative development partnerships.

The second step will be to engage in a process of discussion with the stakeholders involved in the local initiatives pre-identified to discuss their interest in participating in the programme, the scope of activities which can be envisaged and to secure their commitment to it. This process of discussion is key and should be started very quickly under the leadership of the UNDP CO with the support of the PMU. Please note that the PMU already jump started the process by making initial contact with these initiatives in El Salvador.

### ***Selection process for disbursement of funds to beneficiaries***

From the results of these contacts, the JMDI Focal Point should work with interested local authorities and civil society organizations in designing projects documents describing envisaged activities, outputs and budget. The project document design phase should involve the conduction of territorial consultations to endorse/validate projects' scope and activities.

The project documents produced should be reviewed by a steering group established at country level made of the JMDI partner agencies, the EU delegation, the local office of the SDC (when there is established presence at country level) as well as, when appropriate, the designated national counterpart. The national steering group will produce a list of pre-selected initiatives. Based on the feedback received from El Salvador and the other target countries of the JMDI, an overall selection will be consolidated at programme's level by the Steering Committee in Brussels, whereby allocation of funds between countries will be fine-tuned within the framework of the overall budget available.

### III. Suggested workplan for implementation of activities at country level

| JUNE-OCTOBER 2013   | PLANNED ACTIVITIES  | TIMEFRAME |      |        |           |         | RESPONSIBLE PARTY                           |
|---|---|-----------|------|--------|-----------|---------|---|
|   |   | June      | July | August | September | October |   |
| <i>Decision on anchor agency</i>                              | Communication with UNRCs in target countries – decision on the anchor agencies  |           |      |        |           |         | UNDP<br>Brussels/PMU/<br>UNRC               |
|   | Launch of the recruitment process of the JMDI focal point   |           |      |        |           |         | JMDI anchor agency in coordination with PMU |
| <i>Integration of JMDI within UNDAF</i>                       | Focal Points based in target countries recruited  |           |      |        |           |         | JMDI anchor agency                          |
|   | Anchor agency in target country in coordination with SDC local offices and EU Delegations liaise with Ministries in charge of regional development and other relevant stakeholders to secure project buy-in |           |      |        |           |         | Anchor agency                               |
|   | Development and endorsement by relevant national authority of a country workplan (in line with the JMDI overall programme document)   |           |      |        |           |         | Anchor agency/PMU                           |
| <i>Setting up of coordination mechanisms at country level</i> | Setting up of coordination mechanisms with partner agencies, EU Delegation and Swiss Agency for Development and Cooperation (in countries where the latter have a presence)                                 |           |      |        |           |         | JMDI Focal Point                            |



|   |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|--|
| <i>PMU missions to target countries</i> | Missions in the eight target countries to meet with key stakeholders, officially launch the programme at country level and brief the Focal Points (in each country, travel dates to be coordinated with anchor agency) |  |  |  |  |  |  |  |  | PMU  |
|   | <i>Identification of initiatives for scaling-up</i>  | Identifying initiatives in target countries with potential to be scaled-up and liaison with project stakeholders |  |  |  |  |  |  |  | PMU/JMDI Focal Points/Partner agencies   |
|   | Formulating project proposals in partnership with interested local authorities and civil society organizations   |  |  |  |  |  |  |  |  | PMU/JMDI Focal Points  |
|   | Selection of projects by national steering groups (partner agencies, donors and governments) and consolidation of selection and validation by the central steering committee in Brussels                               |  |  |  |  |  |  |  |  | National steering groups /Steering Committee in Brussels/PMU/JMDI Focal Points |
|   | Signature of contracts with selected local authorities   |  |  |  |  |  |  |  |  | PMU/UNDP/JMDI Focal Points   |
|   | Disbursement of funds to beneficiaries as per agreed milestone payments  |  |  |  |  |  |  |  |  | PMU/UNDP/JMDI Focal Points   |



# ANNEX 1



**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**UN/UNDP Brussels Office**  
**Focal point in target countries, Joint Migration and Development Initiative**

## I. Position Information

Department: Joint Migration and Development Initiative  
Reports to: JMDI Programme Manager and CO  
Position Status: Service Contract  
Languages required: Local language and English or French  
Duration of contract: 1 year renewable

## II. Organizational Context

The European Commission and the United Nations launched in 2009 a Joint Migration and Development Initiative (JMDI) that reflected the strong nexus between migration and development. The programme, fully funded by the European Commission and run out of UNDP Brussels represented a major innovation as a first joint UN project of its kind not only with the European Commission, but also in its approach to inter-Agency working. Based on the JMDI successful results and lessons learnt, a new phase of the programme focused on the local dimension of migration and development is funded by the European Commission (EC) and the Swiss Development Cooperation (SDC).

The good practices identified by the JMDI showed the importance of efficiently linking civil society initiatives with local development agendas in order to reach sustainability and development impact. Successful local authorities' interventions were the results of strong partnerships with a range of stakeholders from the civil society, including the social partners and the private sector. When local authorities share a common vision with partners, they can develop a sense of ownership over projects that will lead them to commit time, energy and resources. This process enhances their own role as decision makers in migration related affairs. The experimentation of (often) small scale initiatives have had positive consequences and contributed to change the degree of activism of local administrations. Unfortunately, their involvement remains for the time being largely underdeveloped and many obstacles exist as evidenced by the findings of the JMDI, such as a lack of efficient and effective coordination within local authorities' administration and with other stakeholders. To a large extent, migration and development remains a new field of action for local administrations and targeted support is necessary to fully harness the potential local authorities can bring in this field.

The programme will address three areas of intervention:

- To move from isolated and individual approaches towards more structured forms of interventions through the identification of promising initiatives from local authorities in partnership with civil society organizations in selected countries that will be scaled up to maximize impact on local development. Policy options and definition of road maps for action will be drawn from the experience of the supported initiatives;
- To reinforce the capacities of selected local administrations to effectively link migration and development, with a specific focus on facilitating increased coordination within local authorities' administration in order to maximize their ability to grasp the potential of migration for development;
- To connect local authorities globally with each other and with other stakeholders and facilitate partnerships (between local authorities in countries of origin and destination of migration, migrant and refugee associations, the private sector, the social partners etc.) to reinforce local authorities' potential to become active players in the field of migration and development.

The programme will scale-up local authorities' initiatives that have emerged as particularly promising in terms of linking local authorities and the civil society in the field of migration and development. This will be made with a view to reach a larger scale impact, linking with other elements such as local governance and sustainable development with a view to deepen the development impact of funded initiatives, to replicate good practices and to bring them up to scale in order to strengthen the programme's impact at policy level.

The programme will organize targeted training for interested local authorities, which are already involved or would like to engage in migration and development activities. The objective will be to reinforce their skills and equip them with tailor-made tools to deepen and strengthen their on-going initiatives.

The programme will use the dedicated M4D Community of Practice developed under the first phase of the JMDI ([migration4development.org](http://migration4development.org)) modeled on UNDP's approach to knowledge management and social networking. The network is an open forum for all relevant stakeholders in the field of Migration and Development and comprises diaspora organizations, migrant associations, social partners, development NGOs and civil society groups, Academia, local authorities, UN Agencies, bilateral aid agencies, private sector and governments.

Five agencies – IOM, ILO, UNHCR, UN Women and UNFPA– will be directly engaged in the strategic direction of the programme and will contribute with their institutional knowledge, expertise and extensive networks to ensure its success.

The management of these initiatives will be carried out within the framework of a decentralized approach coordinated by a network of eight Focal Points put into place in each target country that will ensure the overall coordination and establishment of strategic partnerships between all involved local and national actors and local JMDI partner agencies. Despite focus on local actors' essential role, continuing to work at national level is also imperative in order to facilitate national and sub-national alignment and national support for local initiatives thus allowing local actor ownership of the initiatives, guaranteeing improved development impact, effectiveness and sustainability of the programme.

Under the direct supervision of the JMDI Programme Manager and of **the anchor agency in (country)**, the Focal Point will support the appraisal, monitoring and reinforcement of capacities of funded initiatives. The bulk of the time, he/she will be based on the site of the up-scaled initiatives to perform this role. In close contact with the JMDI partner agencies, the Focal Point will also ensure the coordination and articulation of the initiatives on a multi-stakeholder level, liaising with the relevant national and sub-national entities to inform them of the programme's activities, reach consensus and gain their support.



The Focal Point will also work in close coordination with the Local Development Specialist providing technical expertise to the projects' stakeholders, capturing and disseminating lessons learned and report back to the PMU on the progress being made with update and evaluation reports.

### III. Functions / Key Results Expected

#### Summary of Key Functions:

- Support the preparation, appraisal, approval and funding of projects implemented by local authorities in partnership with civil society organizations in JMDI target countries
- Facilitate coordination and partnerships with local/national/regional/international stakeholders to increase JMDI's outreach and mobilize constituencies of local actors in regions of intervention;
- Provide technical expertise to JMDI scaled-up initiatives;
- Monitor progress of interventions and support the documentation of best experiences.

#### 1. Support the preparation, appraisal, approval and funding of projects implemented by local authorities in partnership with civil society organizations in JMDI target countries

- Assist the PMU in the identification of initiatives of local authorities in partnership with civil society organizations which will be scaled-up with JMDI funding by analyzing the credibility, capacity, transparency and accountability of the entity and the initiative.
- Assist intended project beneficiaries in preparing project proposals for submission for funding;
- Ensure proper inclusion of key principles of local development within projects' methodologies in view of reaching impact and sustainability;
- Assist the PMU in preparing the documentation to support the selection of awarded projects by the JMDI steering committee.

#### 2. Facilitate coordination and partnerships with local/national/regional/international stakeholders to increase JMDI's outreach and mobilize constituencies of local actors in regions of intervention

- Facilitate a decentralized approach to programme management through the establishment of an adequate inter-agency framework which enforces inter-agency cooperation and alignment with the programme and which builds on existing United Nations Development Assistance Framework.
- Provide support in mapping, reaching out and mobilizing and creating synergies with existing networks of local government authorities at national and international levels;
- Build or strengthen strategic alliances of local and national governments with civil society organization, universities, social entities and other local stakeholders
- Coordinate and strengthen all alliances with all key stakeholders at national and local levels to increase programme impact, visibility and performance;
- Communicate with PMU in order to consolidate outreach strategies vis-à-vis local authorities in the target countries and at global level.
- Engage local offices of the Swiss Development Cooperation and EU delegations to regularly report on programme implementation at national level and build synergies with other activities funded by the donor;

- Organize and coordinate meetings with JMDI partner agencies, national and local governments, civil society organizations, social entities, universities and other relevant actors to mobilize constituencies of local actors in regions of intervention;
- Disseminate lessons-learnt from up-scaled projects and facilitate knowledge sharing and dialogue between relevant local stakeholders in the regions of intervention;
- Provide meeting reports and disseminate ideas and conclusions to all stakeholders

### **3. Provide technical expertise to JMDI scaled-up initiatives**

- With the support of the PMU, conduct a thorough needs assessment to define the areas of expertise needed by the projects' stakeholders to successfully implement their activities
- With the support of the PMU and the JMDI partner agencies, provide technical expertise to the projects' stakeholders on a needs basis at both individual and organizational levels
- Follow-up to the formal training provided centrally to the projects' stakeholders once they are back at work place

### **4. Monitor progress of interventions and support the documentation of best experiences**

- In close liaison with the PMU, consolidate the results coming out of the monitoring of the funded initiatives in the target countries.
- Collect lessons learnt and good practices in view of supporting the drafting of country specific road maps for action
- Dissemination of lessons learnt and good practices through analysis reports
- Provide support in the drafting of lessons learnt documents
- Implement a risk management framework to the monitoring and evaluation process
- Ensure correct budget expenditure of approved initiatives
- Ensure correct and timely implementation of initiatives that are coherent with objectives established
- Closely monitor initiatives in order to highlight and provide support in the implementation of any changes or adjustments necessary for the success of the initiatives in view of any unexpected obstacles or issues that may arise.
- Inform PMU of any and all changes, progress and incidents at all times
- File regular monitoring and evaluation reports to the PMU

## **IV. Impact of results**

The coordination and articulation of the initiatives on a multi-stakeholder level, liaising with the relevant national and sub-national entities and UN agencies are considered critical to the alignment of national and sub-national initiatives as well as improved support and coordination between local and national governments in target countries. This is necessary for the

sustainability and improved development impact of the initiatives.

## V. Competencies

### Corporate Competencies:

- Demonstrated experience in coordinating multi-stakeholder initiatives at local and national level.
- Demonstrated capacity to strongly promote knowledge sharing and knowledge products and systems;

### Functional Competencies:

#### Advocacy/Advancing A Policy-Oriented Agenda

- Creates effective advocacy strategies;
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses.

#### Building Strategic Partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda;
- Identifies needs and interventions to support counterparts, clients and potential partners;
- Promotes UNDP's agenda in inter-agency meetings.

#### Promoting Organizational Learning and Knowledge Sharing

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches;
- Identifies new approaches and strategies that promote the use of tools and mechanisms.

#### Job Knowledge/Technical Expertise

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines;
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally;
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments;

#### Leadership and Self-Management

- Focuses on result for the client and responds positively to critical feedback.

#### IV. Recruitment Qualifications

|                        |  |
|------------------------|--|
| Education:             | A Master's degree in a relevant discipline (e.g. Economics, Urban and Regional Planning, Local Economic Development, Policy Analysis, Private Sector Development and Migration). Additional specialized training on LED a distinct advantage.  |
| Experience:            | <p>A minimum of three (3) years of post qualification work experience on local development and migration, with emphasis on policy, strategy and programme design and implementation. International experience as well as experience with an international development organisation or a reputable non-governmental organisation would be a distinct advantage.</p> <p>Previous work experience with migration and development issues a strong advantage as well as proven capability to produce knowledge and capacity development products.</p> <p>Computer literacy in Microsoft Office (word, excel, outlook) and web-based applications.</p> |
| Language Requirements: | Fluency in (language of country of intervention) and English or French.  |

# ANNEX 2

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## Results of mapping exercise in El Salvador, including a preliminary analysis conducted by the PMU

This annex includes a description of the initiatives mapped so far in El Salvador with the support of the CO. For three out of the seven initiatives enclosed, the annex contains a preliminary assessment fiche. This analysis was conducted by the Programme Management Unit (PMU), in consultation with the consultants who undertook the initial global mapping.

The PMU designed a simple assessment grid based on the criteria defined in the programme document of the JMDI. This assessment grid was used to review the initiatives contained in the mapping report. **The analysis looks into the scope and quality of the initiatives within the framework of the scaling-up approach of the programme.** It analyzes the level of ownership of local authorities, the development areas these initiatives are targeting, their scale, and the type of stakeholders involved.

This analysis mostly consisted in a desk review and therefore needs to be completed by visits on the ground to meet the project's stakeholders in order to further analyze the development impact of these initiatives, the specific contexts in which they operate and last but not least their potential for scaling-up. Therefore, the analysis contained in this report is not intended to already make a selection of initiatives.

The analysis has revealed a great diversity in terms of the initiatives' size, scope and focus. In order to facilitate the identification of the added value the JMDI could bring through its funding and capacity building, we have identified three main categories, which all present specific opportunities for the programme:

- *Category 1: Middle-size initiatives with specific scope → JMDI Funding and capacity building can increase their impact and outreach. The initiatives have a size and scale appropriate for a meaningful up-scaling of their activities. They develop interesting practices in the field of migration and development, where local authorities have an effective involvement. JMDI funding could bring substantial added-value, by increasing the initiatives' activities, impact and outreach.*
- *Category 2: Large scale initiatives with comprehensive scope → JMDI Funding and capacity building can support the institutionalization or the up-scaling of specific activities. The initiatives already received substantial funding and are characterized by a comprehensive strategy and scope. They already reached a critical size and achieved successful results in the field of Migration and Development. JMDI funding could meaningfully reinforce some specific projects' activities that involve Local Authorities in order to the sustainability and institutionalization of these practices.*
- *Category 3: Initiatives with Local Authorities in position of strategic allies → JMDI funding and capacity building can support LA's increased involvement and ownership. The initiatives develop interesting activities but feature a limited involvement of Local Authorities. JMDI funding could associate local authorities more closely to the direct delivery of the activities by developing their capacities and contributions.*

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| Project Salvador 1.1                     | Bi national initiative Honduras El Salvador development and migration   |
|--|---|
| <b>Implementing Organization</b>         | Local Economic Development Agency La Union (LEDA La Union)  |
| <b>Main partners involved</b>            | MEGATECH (technical training school), Los Angeles (USA), El Salvador Chamber of Commerce in Canada, Salvadoran community in Milan (Italy), youth committees at municipal level, local governments and national institutions |
| <b>Countries involved</b>                | El Salvador, Honduras, USA, Italy   |
| <b>Country /region of implementation</b> | El Salvador - Intipucá, El Carmen, Anamorros, San José de la Fuente, and Polorós<br>USA (Los Angeles), Italy (Milan)  |
| <b>Project Status / Date</b>             | Ongoing since November 2012   |
| <b>Activities</b>                        | Link migrant communities abroad to support local development initiatives  |
| <b>Targeted population</b>               | direct 145 (52% women, 48% men) under 25 years old  |
| <b>Targeted local authorities</b>        | Local government of Intipucá, El Carmen, Anamorros, San José de la Fuente, and Polorós  |
| <b>Thematic Areas</b>                    | Migrant communities, migrants' remittances  |
| <b>Budget</b>                            | NA  |
| <b>Donor</b>                             | AECID and ART core resources.   |
| <b>Contact</b>                           | Mario Chavarria, manager LEDA La Union, <a href="mailto:adel.launion@hotmail.com">adel.launion@hotmail.com</a>  |

|   |
|---|
| <b>Description of the project: main outlines</b>  |
| <p>The initiative aims to create links between Salvadoran communities abroad and local development committees at municipal level, supporting local economic activities centered on employment generation, which involve youth. One more step forward is the incorporation of the communities abroad in LEDA, which will give a more structural relationship between local territories and communities abroad. The supported activities involve rural tourism promotion, training and development of capacities for small enterprises management, support to SME implementation. UNDP is in charge of Local governance and local development capacity strengthening through the ART Program.</p> |
| <b>Added Value</b>  |
| <p>The interest of the programme lies in the creation of transnational links and cooperation between local government and migrants abroad, to support local activities that support local development and benefit directly to youth. It comes with local development committees at municipal level.</p>   |
| <b>Potential for scaling-up and limits</b>  |
| <p>The project has interesting repercussions not only on local development, but also on local governance, by creating local development committees, bringing together migrant communities, local governments and the private sector.</p> <p>Depending on the needs of the local government, JMDI funding could increase their capacity to enhance local development and show leadership in the support of employment generation for youth, It depends however on the relations and role of the various partners in the implementation of the project.</p>   |

| Assessment based on   | Project Description  |
|---|--|
| <p><b>Scope of the local Development Approach:</b><br/>Capacity of the initiative to enhance local development.</p>   | <p><i>The initiative addresses:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Economic issues</b></li> <li><input type="checkbox"/> Social issues</li> <li><input checked="" type="checkbox"/> <b>Local governance issues</b></li> </ul> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Labour issues</b></li> <li><input type="checkbox"/> Rights issues</li> <li><input type="checkbox"/> Gender issues</li> <li><input checked="" type="checkbox"/> <b>Financial issues</b></li> </ul>   |
| <p><i>Comment:</i><br/>The project has a positive impact on youth employment and the development of local rural activities. It brings new resources to this sector, bring more responsibilities to local governments and empower youth.</p>   | <p><i>The initiative has a positive effect on:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Employment / self employment, job creation and insertion</b></li> <li><input type="checkbox"/> Sustainability and green growth</li> <li><input checked="" type="checkbox"/> <b>Empowerment of vulnerable groups with a right based approach</b></li> <li><input type="checkbox"/> Multipliers effects in the community</li> <li><input checked="" type="checkbox"/> <b>Transfers / remittances of the communities and (productive) investments</b></li> </ul>       |
| <p><b>Sustainability and possibility of scaling up:</b><br/>Potential of the initiative to be scaled up and to be sustainable in time and space.</p>  | <p><i>The initiative is developed:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>at the local level</b></li> <li><input checked="" type="checkbox"/> <b>at the regional level</b></li> <li><input type="checkbox"/> at the national level</li> <li><input checked="" type="checkbox"/> <b>at a transnational level</b></li> </ul>  |
| <p><i>Comment:</i><br/>The project creates positive employment opportunities for youth. It also brings more responsibilities to local government that may be durably involved in the management of local governance and development.</p>  | <p><i>The initiative insures sustainability through:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Actions to improve local ownership over the project</li> <li><input type="checkbox"/> Sustainable funding of the structure</li> <li><input checked="" type="checkbox"/> <b>Following implemented projects</b></li> <li><input checked="" type="checkbox"/> <b>Supporting new initiatives</b></li> <li><input type="checkbox"/> Renew its board of members / expands it</li> <li><input checked="" type="checkbox"/> <b>Institutionalization of the structure</b></li> </ul> |
|   | <p>Possibility of scaling up the initiative :</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Dissemination of lesson learned</b></li> <li><input type="checkbox"/> Prolongation of the project</li> <li><input checked="" type="checkbox"/> <b>Extension/reproduction of the project</b></li> <li><input type="checkbox"/> Wider replications of the project</li> </ul>   |
| <p><b>Strength and scope of the partnership:</b><br/>Capacity of the initiative to maintain strong and meaningful partnerships.</p>   | <p><i>The initiative establishes meaningful partnerships with:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Private sector actors</b></li> <li><input checked="" type="checkbox"/> <b>Civil society organizations</b></li> <li><input checked="" type="checkbox"/> <b>Diasporas organizations</b></li> <li><input checked="" type="checkbox"/> <b>Local authorities in charge of development</b></li> <li><input checked="" type="checkbox"/> <b>Local authorities in charge of governance</b></li> </ul>   |
| <p><i>Comment:</i><br/>The project provides a meaningful consortium of civil society organizations, private sector, local governments, migrant communities abroad, international partners and Salvadoran government institutions. Migrant communities from abroad are included in the support of local economic activities centered on employment generation.</p> | <p><i>The initiative's approach to participatory processes includes:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> An outreach strategy to grassroots organizations and the targeted population</li> <li><input type="checkbox"/> A demand driven approach</li> <li><input checked="" type="checkbox"/> <b>Multi-stakeholders consultation in the decision making</b></li> <li><input type="checkbox"/> Participative processes</li> </ul>   |
| <p><b>Modalities of involvement of Local Authorities:</b><br/>Degree of ownership of Local authority(ies), migrants and/or migrants associations.</p>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> LA involved / consulted</li> <li><input type="checkbox"/> LA as strategic allies</li> <li><input checked="" type="checkbox"/> <b>LA as engaged stakeholders</b></li> </ul> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>LA as partners</b></li> <li><input type="checkbox"/> Regional integration of the project</li> </ul>   |
| <p><i>Comment:</i><br/>Local government and government institutions seem to be involved as implemented partners. Migrant associations take part in the decision concerning the supported activities</p>   | <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Migrants as beneficiaries</b></li> <li><input type="checkbox"/> Migrants as active/implementing beneficiaries</li> <li><input type="checkbox"/> Participation of migrants in associations</li> <li><input checked="" type="checkbox"/> <b>Coupling migrants associations, local associations and the diasporas</b></li> </ul>  |

**Title:** Bi national initiative Honduras El Salvador development and migration



**Description:** The initiative aims to create links between Salvadoran communities abroad and local development committees at municipal level, supporting local economic activities centered on employment generation, which involve youth. One more step forward is the incorporation of the communities abroad in LEDA, which will give a more structural relationship between local territories and communities abroad.

**Thematic areas:** rural tourism promotion, training and development of capacities for small enterprises management, support to SME implementation

**Implementer:** LEDA La Union

**Beneficiaries:** direct 145 (52% women, 48% men) under 25 years old

**MDGs that are targeted through the initiative**

MDG 1 – Eradicate extreme poverty and hunger

MDG 3 – Promote gender equality and empower women

MDG 8- Develop a global partnership for development

**Local governments involved:** Intipucá, El Carmen, Anamorros, San José de la Fuente, and Polorós

**Civil society organizations involved at local level:** MEGATECH (technical training school), youth committees at municipal level

**Communities abroad involved:** Los Angeles (USA), El Salvador Chamber of Commerce in Canada, Salvadoran community in Milan (Italy)

**El Salvador government institutions/ministries involved:** Vice Ministry of Salvadoran Abroad, Ministry of Economy, National SME Commission and Ministry of Tourism

**UNDP role:** Local governance and local development capacity strengthening through the ART Program

**Others (donors and financial sources):** AECID and ART core resources.

**Contact:** Mario Chavarria, manager LEDA La Union, [adel.launion@hotmail.com](mailto:adel.launion@hotmail.com)

|  |  |
|--|--|
| <b>Project El Salvador 1.2</b>           | <b>Partnerships' opportunities between Salvadoran abroad of Morazán department and local economic development initiatives involving youth</b>  |
| <b>Implementing Organization</b>         | Local Economic Development Agency Morazán (LEDA Morazán)   |
| <b>Main partners involved</b>            | AMC (local financial entity), SDA (Local Actors System), EURADA,   |
| <b>Countries involved</b>                | El Salvador ; USA  |
| <b>Country /region of implementation</b> | El Salvador: Perkin, Jocoaitique, San Fernando, Arambala, Meanguera;<br>USA: Montgomery County   |
| <b>Project Status / Date</b>             | Ongoing since January 2012   |
| <b>Activities</b>                        | supporting local economic initiative which involve youth and provide support to development capacities   |
| <b>Targeted population</b>               | direct 327 (46% women, 54% men) under 25 years old   |
| <b>Targeted local authorities</b>        | Local government of Perkin, Jocoaitique, San Fernando, Arambala, Meanguera, and San Francisco Gotera. Vice Minister of Salvadoran Abroad, Ministry of Economy, National SME Commission and Ministry of Tourism (involved stakeholders) |
| <b>Thematic Areas</b>                    | Migrants' capacities, migrants' remittances  |
| <b>Budget</b>                            | NA   |
| <b>Donor</b>                             | AECID and ART core resources   |
| <b>Contact</b>                           | Alejandro Benitez, manager LEDA Morazán, <a href="mailto:gerencia_adelmorazan@yahoo.com">gerencia_adelmorazan@yahoo.com</a>  |

#### **Description of the project: main outlines**

The initiative aims at supporting local economic initiative which through LEDA involve directly youth and provide support to development capacities. The communities abroad are already member of LEDA in Morazán department, which gives a high effectiveness to the partnership. Supported activities involve agro-industry SME in milk sector, handicrafts, rural tourism, vocational training. UNDP is in charge of Local governance and local development capacity strengthening through the ART Program.

#### **Added Value**

The interest of the programme lies in the creation of transnational links and cooperation between local government and migrants abroad, to support local activities that support local development and benefit directly to youth.

#### **Potential for scaling-up and limits**

JMDI funding could increase capacity building of local authorities in the management of local development issues, by making the most of the LEDA Morezan initiative. However, it should be assessed first what are the disposition and capacities of local governments in this respect and what exact role they are playing in the implementation of the project. Possible synergies may be implemented with the ART programme.

| Assessment based on  | Project Description   |
|--|---|
| <p><b>Scope of the local Development Approach:</b><br/>Capacity of the initiative to enhance local development.</p>  | <p><i>The initiative addresses:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Economic issues</b></li> <li><input type="checkbox"/> Social issues</li> <li><input checked="" type="checkbox"/> <b>Local governance issues</b></li> <li><input checked="" type="checkbox"/> <b>Labour issues</b></li> <li><input type="checkbox"/> Rights issues</li> <li><input type="checkbox"/> Gender issues</li> <li><input checked="" type="checkbox"/> <b>Financial issues</b></li> </ul>   |
| <p><i>Comment:</i><br/>The project has a positive impact on youth employment and the development of local rural activities. It brings new resources to this sector, bring more responsibilities to local governments and empower youth.</p>  | <p><i>The initiative has a positive effect on:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Employment / self employment, job creation and insertion</b></li> <li><input type="checkbox"/> Sustainability and green growth</li> <li><input checked="" type="checkbox"/> <b>Empowerment of vulnerable groups with a right based approach</b></li> <li><input type="checkbox"/> Multipliers effects in the community</li> <li><input checked="" type="checkbox"/> <b>Transfers / remittances of the communities and (productive) investments</b></li> </ul>  |
| <p><b>Sustainability and possibility of scaling up:</b><br/>Potential of the initiative to be scaled up and to be sustainable in time and space.</p>   | <p><i>The initiative is developed:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>at the local level</b></li> <li><input type="checkbox"/> at the regional level</li> <li><input type="checkbox"/> at the national level</li> <li><input checked="" type="checkbox"/> <b>at a transnational level</b></li> </ul>   |
| <p><i>Comment:</i><br/>The project creates positive employment opportunities for youth. It also brings more responsibilities to local government that may be durably involved in the management of local governance and development.</p>   | <p><i>The initiative insures sustainability through:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Actions to improve local ownership over the project</li> <li><input type="checkbox"/> Sustainable funding of the structure</li> <li><input checked="" type="checkbox"/> <b>Following implemented projects</b></li> <li><input checked="" type="checkbox"/> <b>Supporting new initiatives</b></li> <li><input type="checkbox"/> Renew its board of members / expands it</li> <li><input checked="" type="checkbox"/> <b>Institutionalization of the structure</b></li> </ul> <p>Possibility of scaling up the initiative :</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Dissemination of lesson learned</b></li> <li><input type="checkbox"/> Prolongation of the project</li> <li><input checked="" type="checkbox"/> <b>Extension/reproduction of the project</b></li> <li><input type="checkbox"/> Wider replications of the project</li> </ul> |
| <p><b>Strength and scope of the partnership:</b><br/>Capacity of the initiative to maintain strong and meaningful partnerships.</p>  | <p><i>The initiative establishes meaningful partnerships with:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Private sector actors</b></li> <li><input checked="" type="checkbox"/> <b>Civil society organizations</b></li> <li><input checked="" type="checkbox"/> <b>Diasporas organizations</b></li> <li><input checked="" type="checkbox"/> <b>Local authorities in charge of development</b></li> <li><input checked="" type="checkbox"/> <b>Local authorities in charge of governance</b></li> </ul>  |
| <p><i>Comment:</i><br/>The project provides a meaningful consortium of civil society organizations, local governments, migrant communities abroad, international partners and Salvadoran government institutions. It is unknown however, how these various stakeholders interact with each other for the implementation of the project</p> | <p><i>The initiative's approach to participatory processes includes:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> An outreach strategy to grassroots organizations and the targeted population</li> <li><input type="checkbox"/> A demand driven approach</li> <li><input checked="" type="checkbox"/> <b>Multi-stakeholders consultation in the decision making</b></li> <li><input type="checkbox"/> Participative processes</li> </ul>  |
| <p><b>Modalities of involvement of Local Authorities:</b><br/>Degree of ownership of Local authorities, migrants and/or migrants associations.</p>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> LA involved / consulted</li> <li><input type="checkbox"/> LA as strategic allies</li> <li><input checked="" type="checkbox"/> <b>LA as engaged stakeholders</b></li> <li><input checked="" type="checkbox"/> <b>LA as partners</b></li> <li><input type="checkbox"/> Regional integration of the project</li> </ul>   |
| <p><i>Comment:</i><br/>Local government and government institutions are involved. It is not known however if they are acting as partners of involved stakeholders in the project.</p>  | <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Migrants as beneficiaries</b></li> <li><input type="checkbox"/> Migrants as active/implementing beneficiaries</li> <li><input type="checkbox"/> Participation of migrants in associations</li> <li><input checked="" type="checkbox"/> <b>Coupling migrants associations, local associations and the diasporas</b></li> </ul>   |

1. Partnerships' opportunities between Salvadoran abroad of Morazán department and local economic development initiatives involving youth (since January 2012)

**Description:** The initiative aims at supporting local economic initiative which through LEDA involve directly youth and provide support to development capacities. The communities abroad are already member of LEDA in Morazán department, which gives a high effectiveness to the partnership.

**Thematic areas:** agro-industry SME in milk sector, handicrafts, rural tourism, vocational training

**Implementer:** LEDA Morazán

**Beneficiaries:** direct 327 (46% women, 54% men) under 25 years old

**MDGs that are targeted through the initiative**

MDG 1 – Eradicate extreme poverty and hunger

MDG 3 – Promote gender equality and empower women

MDG 8- Develop a global partnership for development

**Local governments involved:** Perkin, Jocoaitique, San Fernando, Arambala, Meanguera, and San Francisco Gotera

**Civil Society organization involved at local level:** AMC (local financial entity), SDA (Local Actors System)

**Communities abroad involved:** Montgomery County (USA)

**International partners:** EURADA

**El Salvador government institutions/ministries involved:** Vice Minister of Salvadoran Abroad, Ministry of Economy, National SME Commission and Ministry of Tourism

**UNDP role:** Local governance and local development capacity strengthening through the ART Program

**Other information (donors and financial sources):** AECID and ART core resources.

**Contact:** Alejandro Benitez, manager LEDA Morazán, [gerencia\\_adelmorazan@yahoo.com](mailto:gerencia_adelmorazan@yahoo.com)

## El Salvador

|                                   |  |
|-----------------------------------|--|
| <b>Project El Salvador 3.1</b>    | <b>Mobile micro banking eco-systems in transnational migration and remittance corridors</b>  |
| Implementing Organization         | UCLA NAID Center   |
| Main partners involved            | Banco de Fomento Agropecuario (BFA) in El Salvador; credit unions and banks in the U.S. and Mexico; SF Global, LLC (technology provider); ADESCOs (local development associations)   |
| Countries involved                | El Salvador / USA / Mexico   |
| Country /region of implementation | El Salvador – Jiquilisco, Santa Tecla and Aguilaes   |
| Project Status / Date             | Ongoing since 2010 with new partnerships with Local governments in 2013  |
| Activities                        | Financial inclusion and local development  |
| Targeted population               | Local communities, remittance recipients, microcredit borrowers, migrant associations, microfinance institutions, productive cooperatives, MSMEs, local development associations. ; Salvadoran and Mexican hometown associations (HTAs) and federations in the U.S.; Salvadoran Business Corridor, Los Angeles; Latino/a, Asian and African American, among other communities in Oakland, Richmond and Los Angeles (California). |
| Targeted local authorities        | Local government of El Salvador- Jiquilisco (to be launched May 2013); Santa Tecla and Aguilaes (projected 2013); U.S.- Oakland, California (launched February 2013); Richmond and Los Angeles, California (projected 2013).   |
| Thematic Areas                    | Migrants' remittances  |
| Budget                            | NA   |
| Donor                             | Packard Foundation   |
| Contact                           | Monica Harvin, UCLA North American Integration & Development Center, <a href="mailto:moni9785@ucla.edu">moni9785@ucla.edu</a> , <a href="mailto:moni9785@yahoo.com">moni9785@yahoo.com</a>   |

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|--|
| <b>Description of the project: main outlines</b>   |
| The project aims to implement a mobile micro-banking ecosystem in transnational migration and remittance corridors in El Salvador, Mexico, and the U.S., with the objective of facilitating a move out of "vicious cycles" of financial exclusion and lack of community investment across borders to "virtuous cycles" of migration and development. Salvadoran migrants in the U.S. and their families and community members in El Salvador will have access through municipal debit cards linked to mobile technology to send and receive low cost remittances, realize electronic payments for goods and services. In addition, this initiative aims to influence the development of modern regulatory and legislative frameworks that ensure the benefits of mobile banking platforms and remittance flows can be realized most effectively and securely for the purposes of leveraging migration and remittances for local development. |
| <b>Added Value</b>   |
| The project is launching interesting tools to harness migrants' remittances to local development via financial solutions. Municipalities and local government are encouraged to take ownership and provide a positive framework to support and enhance the contribution of remittances to local development.   |
| <b>Potential for scaling-up and limits</b>   |
| The project is now reaching out for local authorities, in order to develop synergies and develop the potential of remittances. JMDI funding could support this inclusion of local authorities in the implementation of the project. Depending on their needs, support could be developed to increase their capacities related to local development plans, the creation of investment opportunities and the synergies with local and transnational stakeholders. It should be checked how much funding is being invested by the North American implementing organization, and what is its strategy to involve local authorities. The sustainability of the project is not known yet.  |
| <b>Assessment based on</b>   |
| <b>Project Description</b>   |

|  |  |
|--|--|
| <p><b>Scope of the local Development Approach:</b><br/>Capacity of the initiative to enhance local development.</p>  | <p><i>The initiative addresses:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Economic issues</b></li> <li><input type="checkbox"/> Social issues</li> <li><input type="checkbox"/> Local governance issues</li> <li><input checked="" type="checkbox"/> <b>Labour issues</b></li> <li><input checked="" type="checkbox"/> <b>Rights issues</b></li> <li><input checked="" type="checkbox"/> <b>Gender issues</b></li> <li><input checked="" type="checkbox"/> <b>Financial issues</b></li> </ul>  |
| <p><i>Comment:</i><br/>The project reinforces the financial environment for investments to have more positive impacts on local development and activities carried by women. It also builds more skills in order to develop more sustainable projects. The research and mapping allow the project to have a clear vision of the needs and opportunities at the local level.</p>   | <p><i>The initiative has a positive effect on:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Employment / self employment, job creation and insertion</b></li> <li><input type="checkbox"/> Sustainability and green growth</li> <li><input checked="" type="checkbox"/> <b>Empowerment of vulnerable groups with a right based approach</b></li> <li><input type="checkbox"/> Multipliers effects in the community</li> <li><input checked="" type="checkbox"/> <b>Transfers / remittances of the communities and (productive) investments</b></li> </ul>       |
| <p><b>Sustainability and possibility of scaling up:</b><br/>Potential of the initiative to be scaled up and to be sustainable in time and space.</p>   | <p><i>The initiative is developed:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>at the local level</b></li> <li><input type="checkbox"/> at the regional level</li> <li><input type="checkbox"/> at the national level</li> <li><input checked="" type="checkbox"/> <b>at a transnational level</b></li> </ul>  |
| <p><i>Comment:</i><br/>The project has sustainable impacts on the financial environment and the links between migrant women, the communities and the local economic and entrepreneurial activities. It has possibilities to be expanded in other regions, to disseminate experiences and lessons learned in order to put more stakeholders in contact and maybe to include the local authorities further in the process.</p> | <p><i>The initiative insures sustainability through:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Actions to improve local ownership over the project</b></li> <li><input type="checkbox"/> Sustainable funding of the structure</li> <li><input checked="" type="checkbox"/> <b>Following implemented projects</b></li> <li><input checked="" type="checkbox"/> <b>Supporting new initiatives</b></li> <li><input type="checkbox"/> Renew its board of members / expands it</li> <li><input type="checkbox"/> Institutionalization of the structure</li> </ul> |
|  | <p><i>Possibility of scaling up the initiative :</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Dissemination of lesson learned</b></li> <li><input type="checkbox"/> Prolongation of the project</li> <li><input checked="" type="checkbox"/> <b>Extension/reproduction of the project</b></li> <li><input checked="" type="checkbox"/> <b>Wider replications of the project</b></li> </ul>  |
| <p><b>Strength and scope of the partnership:</b><br/>Capacity of the initiative to maintain strong and meaningful partnerships.</p>  | <p><i>The initiative establishes meaningful partnerships with:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>Private sector actors</b></li> <li><input type="checkbox"/> Civil society organizations</li> <li><input type="checkbox"/> Diasporas organizations</li> <li><input checked="" type="checkbox"/> <b>Local authorities in charge of development</b></li> <li><input checked="" type="checkbox"/> <b>Local authorities in charge of governance</b></li> </ul>   |
| <p><i>Comment:</i><br/>The project creates an interesting outreach to migrants through trainings that involve both public and private financial institutions.</p>  | <p><i>The initiative's approach to participatory processes includes:</i></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> <b>An outreach strategy to grassroots organizations and the targeted population</b></li> <li><input checked="" type="checkbox"/> <b>A demand driven approach</b></li> <li><input type="checkbox"/> Multi-stakeholders consultation in the decision making</li> <li><input checked="" type="checkbox"/> <b>Participative processes</b></li> </ul>   |
| <p><b>Modalities of involvement of Local Authorities:</b><br/>Degree of ownership of Local authorities, migrants and/or migrants associations.</p>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> LA involved / consulted</li> <li><input type="checkbox"/> LA as strategic allies</li> <li><input checked="" type="checkbox"/> <b>LA as engaged stakeholders</b></li> <li><input type="checkbox"/> LA as partners</li> <li><input type="checkbox"/> Regional integration of the project</li> </ul>  |
| <p><i>Comment:</i><br/>The project involves local financial institutions that help about information for migrants. Migrants are invited to get involved, to support and to develop local development projects.</p>   | <ul style="list-style-type: none"> <li><input type="checkbox"/> Migrants as beneficiaries</li> <li><input checked="" type="checkbox"/> <b>Migrants as active/implementing beneficiaries</b></li> <li><input type="checkbox"/> Participation of migrants in associations</li> <li><input type="checkbox"/> Coupling migrants associations, local associations and the diasporas</li> </ul>  |

1. Mobile micro banking eco-systems in transnational migration and remittance corridors (2010 - present)

**Description:** The project aims to implement a mobile micro-banking ecosystem in transnational migration and remittance corridors in El Salvador, Mexico, and the U.S., with the objective of facilitating a move out of “vicious cycles” of high-cost cash remittances, financial exclusion, and lack of community investment across borders to “virtuous cycles” of migration and development. The opportunities presented by migration, remittances, and new technologies will be taken advantage of through the development of community based financial ecosystems, characterized by low cost remittances, increased access to savings, insurance, microcredit, small business investment, and development-oriented savings bonds.

The project will use existing mobile, retail, banking, and community infrastructure to develop transnational mobile micro banking ecosystems that will stimulate local economic activity and local investment in productive activities. Salvadoran migrants in the U.S. and their families and community members in El Salvador will have access through municipal debit cards linked to mobile technology to send and receive low cost remittances, realize electronic payments for goods and services, access an increasing array of financial services, among other benefits that can be easily mounted upon the same mobile banking platform. In addition, this initiative aims to influence the development of modern regulatory and legislative frameworks that ensure the benefits of mobile banking platforms and remittance flows can be realized most effectively and securely for the purposes of leveraging migration and remittances for local development.

**Thematic areas:** migration, financial inclusion and local development

**Implementer:** UCLA NAID Center

**Other partners:** Banco de Fomento Agropecuario (BFA) in El Salvador; credit unions and banks in the U.S. and Mexico; SF Global, LLC (technology provider)

**Beneficiaries:** Local communities, remittance recipients, microcredit borrowers, migrant associations, microfinance institutions, productive cooperatives, MSMEs, local development associations.

**Local governments involved:** El Salvador- Jiquilisco (to be launched May 2013); Santa Tecla and Aguilares (projected 2013); U.S.- Oakland, California (launched February 2013); Richmond and Los Angeles, California (projected 2013).

**Civil society organizations involved at the local level:** ADESCOs (local development associations)

**Communities abroad involved:** Salvadoran and Mexican hometown associations (HTAs) and federations in the U.S.; Salvadoran Business Corridor, Los Angeles; Latino/a, Asian and African American, among other communities in Oakland, Richmond and Los Angeles (California).

**International partners and donor:** Packard Foundation

**El Salvador government institutions/ministries involved:** None

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