STANDARD ADMINISTRATIVE ARRANGEMENT FOR

DURABLE AND SAFE SOCIOECONOMIC INTEGRATION OF PEOPLE ON THE MOVE IN MEXICO

USING PASS-THROUGH FUND MANAGEMENT[1]

[1] This Standard Administrative Arrangement has been agreed upon by the members of the United Nations Sustainable Development Group (UNSDG). Any substantial ('substantial' would imply changes that are linked to the legal relationships described in the Standard Administrative Arrangement, the governance mechanisms, reporting arrangements or equivalent) modification to the Standard Administrative Arrangement requires the prior written agreement of the Participating UN Organizations and Administrative Agent of the Joint Programme, and needs be cleared by the Fiduciary Management and Oversight Group through the UN Development Coordination Office (DCO).

Standard Administrative Arrangement
between
Immigration, Refugees, and Citizenship Canada,
and
International Labour Organization

WHEREAS, Participating United Nations Organizations that have signed a Memorandum of Understanding (hereinafter referred to collectively as the "Participating UN Organizations") have developed a Durable and Safe Socioeconomic Integration of People on the Move in Mexico (hereinafter referred to as the "Programme") starting on March 31st, 2025 and ending on March 31st, 2027[2] (hereinafter "End Date"), as may be amended from time to time, as part of their respective development cooperation with the Government of **Mexico** (hereinafter referred to as the "Host Government"), as more fully described in the Joint Programme Document (hereinafter referred to as the "Joint Programme Document"), a copy of which is attached hereto as **ANNEX A;** and have agreed to establish a coordination mechanism (hereinafter referred to as the "Steering Committee")[3] to facilitate the effective and efficient collaboration between the Participating UN Organizations and the Host Government for the implementation of the Programme;

WHEREAS, the Participating UN Organizations have agreed that they should adopt a coordinated approach to collaboration with donors who wish to support the implementation of the Programme and have developed a Joint Programme Document to use as the basis for mobilising resources for the Programme, and have further agreed that they should offer donors the opportunity to contribute to the Programme and receive reports on the Programme through a single channel;

WHEREAS, the Participating UN Organizations have appointed **International Labour Organization** (hereinafter referred to as the "Administrative Agent") (which is also a Participating UN Organization in connection with the Programme)[4] in a Memorandum of Understanding (hereinafter referred to as the "MoU") concluded between, the Administrative Agent and Participating UN Organizations on **to be signed on or before 15 days after SAA signature**, attached hereto for informational purposes as Annex C to serve as their administrative interface between donors and the Participating UN Organizations for these purposes. To that end the Administrative Agent has established a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from donors who wish to provide financial support to the Programme through the Administrative Agent (hereinafter referred to as the "Programme Account");

WHEREAS, the Participating UN Organizations have appointed the Administrative Agent as the **Convening Agen**cy, which is also a Participating UN Organization in connection with this Joint Programme, in the MoU concluded between the Convening Agent, Administrative Agent and the Participating UN Organizations on 15 days after the SAA signature to coordinate the programmatic aspects among the Participating UN Organizations;

---

[2] This is the date that the Programme is expected to come to operational closure as stipulated in the Joint Programme Document and all programmatic activities are expected to be completed.

[3] The composition and role of the Steering Committee will be determined in line with the applicable UN rules and policies, and guidance for the Programme, namely the UNDG Guidance Note on Joint Programmes,

[4] In most cases, the Administrative Agent will also be a Participating UN Organization. However, where the Administrative Agent is not a Participating UN Organization, this provision can be deleted.

WHEREAS, **Immigration, Refugees, and Citizenship Canada** (hereinafter referred to as the "Donor") wishes to provide financial support to the Programme on the basis of the Joint Programme Document as part of its development cooperation with the Host Government and wishes to do so through the Administrative Agent as proposed by the Participating UN Organizations; and

WHEREAS, this Standard Administrative Arrangement between the Donor and the Administrative Agent stipulates the terms and conditions of the financial support to the Programme, and is not considered an international treaty and is not enforceable under international law;

NOW, THEREFORE, the Donor, the Administrative hereinafter referred to collectively as the "Participants") hereby decide as follows:

Section I
Disbursement of Funds to the Administrative Agent and the Programme Account

1. Subject to annual parliamentary appropriation, the Donor makes a contribution of **Five million, five hundred sixty-nine thousand, four hundred thirteen Canadian dollars and seventy cents** (**CAD 5,569,413.70**) and such further amounts (hereinafter referred to as the "Contribution") to support the Programme. The Contribution will enable the Participating UN Organizations to support the Programme in accordance with the Joint Programme Document, as may be amended from time to time. The Donor authorizes the Administrative Agent to use the Contribution for the purposes of the Programme and in accordance with this Standard Administrative Arrangement (hereinafter referred to as "Arrangement"). The Donor acknowledges that the Contribution will be co-mingled with other contributions to the Programme Account and that it will not be separately identified or administered.

2. The Donor will deposit the Contribution by wire transfer, in accordance with the schedule of payments set out in ANNEX B to this Arrangement, in convertible currencies of unrestricted use, to the following account:

For payment in CAD:
Bank Name: UBS
Bank Account Number: 240-C0801157.0
International Bank Account Number (IBAN): CH69 0024 0240 C080 1157 0
Swift/Bank Identifier Code (BIC): UBSWCHZH80A
Currency: US Dollars
Bank Address: UBS AG, Bahnhofstrasse 45, 8001 Zurich, Switzerland

3. When making a transfer to the Administrative Agent, the Donor will notify the Administrative Agent's Treasury Operations of the following: (a) the amount transferred, (b) the value date of the transfer; and (c) that the transfer is from **Immigration, Refugees, and Citizenship Canada** in respect of the Programme in **Mexico** pursuant to this Arrangement. The Administrative Agent will promptly acknowledge receipt of funds in writing indicating the amount received in United States dollars and the date of receipt of the Contribution.

4. All financial accounts and statements related to the Contribution will be expressed in United States dollars.

5. The United States dollar value of a Contribution payment, if made in a currency other than United States dollars, will be determined by applying the United Nations operational rate of exchange in effect on the date of receipt of the Contribution. The Administrative Agent will not absorb gains or losses on currency exchanges. Such amounts will increase or decrease the funds available for disbursements to Participating UN Organizations.

6. The Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, policies and procedures applicable to it, including those relating to interest.

7. The Administrative Agent will be entitled to allocate an administrative fee of one percent (1%) of the Contribution by the Donor, to cover the Administrative Agent's costs of performing the Administrative Agent's functions.

8. The Steering Committee may request any of the Participating UN Organizations, to perform additional tasks in support of the Programme not related to the Administrative Agent functions detailed in Section I, paragraph 2 of the MoU and subject to the availability of funds. In this case, costs for such tasks will be decided in advance and with the approval of the Steering Committee be charged to the Programme as direct costs.

9. The Administrative Agent will be entitled to charge to the Programme Account a direct cost charge in an amount(s) consistent with then-current UNDG guidance to cover the cost of continuing to render Administrative Agent functions if and when the Steering Committee agrees to extend the Programme beyond the End Date with no further contribution(s) to the Programme.

Section II
Disbursement of Funds to the Participating UN Organizations and a Separate Ledger Account

1. The Administrative Agent will make disbursements from the Programme Account in accordance with decisions from the Steering Committee, in line with the Joint Programme Document. The disbursements to the Participating UN Organizations will consist of direct and indirect costs as set out in the Programme budget.

2. Each Participating UN Organization will establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it from the Programme Account. Each Participating UN Organization assumes full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. That separate ledger account will be administered by each Participating UN Organization in accordance with its own regulations, rules, policies and procedures, including those relating to interest.[5]

[5] Where the Administrative Agent is also a Participating UN Organization, it will need to open its own separate ledger account and transfer funds from the Programme Account to its separate ledger account.

3. Where the balance in the Programme Account on the date of a scheduled disbursement is insufficient to make that disbursement, the Administrative Agent will consult with the Steering Committee and make a disbursement, if any, in accordance with the Steering Committee's decisions.

4. The Donor reserves the right to discontinue future deposits of its Contribution further to Annex B if there is: (i) failure to fulfil any obligations under this Arrangement, including those related to Section IX; (ii) if there are substantial revisions of the Joint Programme Document; or (iii) if there are credible allegations of improper use of the funds in accordance with Section VIII of this Arrangement; provided however that before doing so, the Administrative Agent, [the Convening Agent], the Steering Committee and the Donor will consult with a view to promptly resolving the matter.

Section III
Activities of the Participating UN Organization

Implementation of the Programme

1. The implementation of the programmatic activities which the Donor assists in financing under this Arrangement will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with its own applicable regulations, rules, policies and procedures including those relating to procurement as well as the selection and assessment of implementing partners. Accordingly, personnel will be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, policies and procedures. The Donor will not be responsible or liable for the activities of the Participating UN Organizations or the Administrative Agent as a result of this Arrangement.

2. The Participating UN Organizations will carry out the activities for which they are responsible in line with the budget contained in the Joint Programme Document. Any modifications to the scope of the Joint Programme Document, including as to its nature, content, sequencing or the duration thereof by the concerned Participating UN Organization(s), will be subject to the approval of the Steering Committee. The Participating UN Organization will promptly notify the Administrative Agent through the Steering Committee of any change in the budget as set out in the Joint Programme Document.

3. Indirect costs of the Participating UN Organizations recovered through programme support costs will be seven percent (7%). All other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the Programme will be recovered as direct costs.

4. The Participating UN Organizations will commence and continue to conduct operations for the Programme activities only upon receipt of disbursements as instructed by the Steering Committee.

5. The Participating UN Organizations will not make any commitments above the budgeted amounts in the Joint Programme Document.

6. If unforeseen expenditures arise, the Steering Committee will submit, through the Administrative Agent, a supplementary budget to the Donor showing the further financing that will be necessary. If no such further financing is available, the activities to be carried out under the Joint Programme Document may be reduced or, if necessary, terminated by the Participating UN Organizations.

7. As an exceptional measure, particularly during the start-up phase of the Programme, subject to conformity with their financial regulations, rules and policies, Participating UN Organizations may elect to start implementation of Programme activities in advance of receipt of initial or subsequent transfers from the Programme Account by using their own resources. Such advance activities will be undertaken in agreement with the Steering Committee on the basis of funds it has allocated or approved for implementation by the particular Participating UN Organization following receipt by the Administrative Agent of signed Administrative Arrangements from donors contributing to the Programme. Participating UN Organizations will be solely responsible for decisions to initiate such advance activities or other activities outside the parameters set forth above.

8. Each Participating UN Organization will establish appropriate programmatic safeguard measures in the design and implementation of its Programme activities, thereby promoting the shared values, norms and standards of the United Nations system. These measures may include, as applicable, the respect of international conventions on the environment, on children's rights, and internationally agreed core labour standards.

Special Provisions regarding Financing of Terrorism

9. Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, the Participants and the Participating UN Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Participating UN Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with the MoU are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this Arrangement, a Participating UN Organization determines there are credible allegations that funds transferred to it in accordance with this Arrangement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime, it will as soon as it becomes aware of it inform the Steering Committee, the Administrative Agent and the Donor and, in consultation with the donors as appropriate, determine an appropriate response.

Section IV
Equipment and Supplies

Ownership of equipment and supplies procured, and intellectual property rights associated with works produced, using funds transferred to the Participating UN Organization under the MoU, will be determined in accordance with the regulations, rules, policies and procedures applicable to such Participating UN Organization, including any agreement with the relevant Host Government, if applicable.

Section V
Reporting

1. The Administrative Agent will provide the Donor and the Steering Committee with the following statements and reports, based on submissions provided to the Administrative Agent by each Participating UN Organization and the Convening Agent prepared in accordance with the accounting and reporting procedures applicable to it, as set forth in the Joint Programme Document:

(a) Annual consolidated narrative progress reports, to be provided no later than five months (31 May) after the end of the calendar year;

(b) Annual consolidated financial reports, as of 31 December with respect to the funds disbursed from the Programme Account, to be provided no later than five months (31 May) after the end of the calendar year;

(c) Final consolidated narrative report, after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than six months (30 June) after the end of the calendar year in which the operational closure of the Programme occurs;

(d) Final consolidated financial report, based on certified final financial statements and final financial reports received from Participating UN Organizations after the completion of the activities in the approved programmatic document/Joint Programme Document, including the final year of the activities in the approved programmatic document/Joint Programme Document, to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Programme occurs.

2. Annual and final reporting will be results-oriented and evidence based. Annual and final narrative reports will compare actual results with expected results at the output and outcome level, and explain the reasons for over or underachievement. The final narrative report will also contain an analysis of how the outputs and outcomes have contributed to the overall impact of the Programme. The financial reports will provide information on the use of financial resources against the outputs and outcomes in the agreed upon results framework.

3. The Administrative Agent will provide the Donor, Steering Committee and Participating UN Organizations with the following reports on its activities as Administrative Agent:

(a) Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and

(b) Certified final financial statement ("Source and Use of Funds") to be provided no later than five months (31 May) after the end of the calendar year in which the financial closing of the Programme occurs.

4. Consolidated reports and related documents will be made available through relevant UN platforms and the Administrative Agent's reporting channels.

Section VI
Monitoring and Evaluation

Monitoring

1. Monitoring of the Programme will be undertaken in accordance with the Joint Programme Document. The Donor, the Administrative Agent and the Participating UN Organizations will hold consultations at least annually, as appropriate, to review the status of the Programme. In addition, the Donor, the Administrative Agent and the Participating UN Organizations will discuss any substantive revisions to the Programme, and promptly inform each other about any significant circumstances and major risks, including those related to Section IX, which interfere or threaten to interfere with the successful achievement of the outcomes outlined in the Joint Programme Document, financed in full or in part through the Contribution.

Evaluation

2. Evaluation of the Programme including, as necessary and appropriate, joint evaluation by the Participating UN Organizations, the Administrative Agent, the Donor, the Host Government (if applicable) and other partners will be undertaken in accordance with the Joint Programme Document.

3. The Steering Committee and/or Participating UN Organizations will recommend a joint evaluation if there is a need for a broad assessment of results at the level of the Programme or at the level of an outcome within the Programme. The joint evaluation report will be posted on relevant UN platforms and the Administrative Agent evaluation portal (httops://webapps.ilo.org/ivealdiscovery.

4. In addition, the Donor may, separately or jointly with other partners, take the initiative to evaluate or review its cooperation with the Administrative Agent and the Participating UN Organizations under this Arrangement, with a view to determining whether results are being or have been achieved and whether contributions have been used for their intended purposes. The Administrative Agent and the Participating UN Organizations will be informed about such initiatives, will be consulted on the scope and conduct of such evaluations or reviews and will be invited to join. Participating UN Organizations will upon request assist in providing relevant information within the limits of their regulations, rules, policies and procedures. All costs will be borne by the respective Donor, unless otherwise agreed. It is understood by the Participants that such evaluation or review will not constitute a financial, compliance or other audit of the Programme including any programmes, projects or activities funded under this Arrangement.

Section VII Audit

External and Internal Audit

1. The activities of the Administrative Agent and each Participating UN Organization in relation to the Programme will be exclusively audited by their respective internal and external auditors in accordance with their own financial regulations and rules. The corresponding external and internal audit reports will be

disclosed publicly unless the relevant policies and procedures of the Administrative Agent or each Participating UN Organization provide otherwise.

Joint Internal Audits

2. The Internal Audit Services of the UN organizations involved in the Programme may consider conducting joint internal audits thereof in accordance with the Framework for Joint Internal Audits of UN Joint Activities, including its risk-based approach and provisions for disclosure of internal audit reports related to the Programme. In doing so, the Internal Audit Services of the Administrative Agent and the Participating UN Organizations will consult with the Steering Committee.

Cost of Internal Audits

3. The total costs of internal audit activities in relation to the Programme will be borne by the Programme.

Audits of Implementing Partners

4. The part of the Contribution transferred by a Participating UN Organization to its implementing partners for activities towards the implementation of the Programme will be audited as provided under that Participating UN Organization's financial regulations and rules, as well as its policies and procedures. The disclosure of the corresponding audit reports will be made according to the policies and procedures of that Participating UN Organization.

Section VIII
Fraud, Corruption and Unethical Behaviour

1. The Participants are firmly committed to take all necessary precautions to avoid and address corrupt, fraudulent, collusive, coercive, unethical, or obstructive practices. The Administrative Agent and the Participating UN Organizations recognize that it is important that all United Nations staff, individual contractors, implementing partners, vendors and any third parties which are involved either in joint activities or in those of the Administrative Agent or Participating UN Organization (such individuals and entities being hereinafter referred to, together as the "Individuals/Entities", and individually as the "Individual/Entity") must adhere to the highest standard of integrity as defined by each relevant UN organization. To this end, the Administrative Agent and each Participating UN Organization will maintain standards of conduct that govern the performance of the Individuals/Entities, to prohibit practices which are contrary to this highest standard in any activity related to the Programme. If an Individual/Entity is a UN organization, the Participating UN Organization engaging that Individual/Entity will rely upon that Individual's/Entity's standard of integrity. The Individuals/Entities must not engage in corrupt, fraudulent, collusive, coercive, unethical, or obstructive practices, as defined below.

2. In this Arrangement,

(a) "Corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another individual or entity;

(b) "Fraudulent practice" means any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, an individual or an entity to obtain a financial or other benefit, or to avoid an obligation;

(c) "Collusive practice" means an arrangement between two or more individuals and/or entities designed to achieve an improper purpose, including influencing improperly the actions of another individual or entity;

(d) "Coercive practice" means impairing or harming, or threatening to impair or harm, directly or indirectly, any individual or entity or the property of the individual or entity to influence improperly the actions of an individual or entity;

(e) "Unethical practice" means the conduct of behavior that is contrary to staff or supplier codes of conduct such as those relating to conflict of interest, gifts and hospitality, and post-employment provisions; and

(f) "Obstructive practice" means acts or omissions intended to materially impede the exercise of contractual rights of audit, investigation and access to information, including destruction, falsification, alteration or concealment of evidence material to an investigation into allegations of fraud and corruption.

Investigations

3. (a) Investigations of allegations of wrongdoing by Individuals/Entities involved in the Programme which are contracted by the Administrative Agent or a Participating UN Organization will be carried out by the Investigation Service of the UN organization with which the potential subject of investigation is contracted (Administrative Agent or Participating UN Organization), in accordance with that UN organization's internal policies and procedures.

(b)

(i) In the event that the Investigation Service of the Administrative Agent determines that an allegation in relation to the implementation of the activities for which the Administrative Agent is accountable is credible enough to warrant an investigation, the Administrative Agent will promptly notify the Steering Committee to the extent that such notification does not jeopardize the conduct of the investigation, including but not limited to the prospects of recovery of funds or the safety or security of persons or assets.

(ii) In the event that the Investigation Service of a Participating UN Organization determines that an allegation in relation to the implementation of the activities for which that Participating UN Organization is accountable is credible enough to warrant an investigation, it will promptly notify the Steering Committee and the Administrative Agent of the Programme, to the extent that such notification does not jeopardize the conduct of the investigation, including but not limited to the prospects of recovery of funds or the safety or security of persons or assets.

(iii) In the case of such notification, it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the Donor.

(iv) In case of a credible allegation, the relevant UN organization(s) will take timely and appropriate action in accordance with its regulations, rules, policies and procedures, which may include withholding further disbursements to the Individual(s)/Entity(ies) allegedly involved in the corrupt, fraudulent, collusive, coercive, unethical or obstructive practices as defined above.

(c)

(i) The UN organization's Investigation Service reviewing the credibility of an allegation or conducting the investigation will share information as appropriate with counterpart Investigation Services of the other UN organizations involved in the Programme (Administrative Agent or Participating UN Organization) to determine the best path towards resolution of the investigation and whether the alleged wrongdoing is limited to such UN organization or whether one or more other UN organizations involved in the Programme (Administrative Agent or one or more Participating UN Organizations) may also be affected. If the relevant Investigation Services determine that more than one UN organization could be affected by the alleged wrongdoing, they will follow the procedure described below in clause (ii).

(ii) Where a potential subject of an investigation is contracted by more than one UN organization involved in the Programme, the Investigation Services of the UN organizations concerned (Administrative Agent or Participating UN Organization) may consider conducting joint or coordinated investigations, determining which investigation framework to use.

(d) Upon completion of the internal reporting on their investigation by the Participating UN Organization(s) concerned as established in their respective internal policies and procedures, the Participating UN Organization(s) will provide information on the results of their investigation(s) to the Administrative Agent and the Steering Committee. In the case of the Administrative Agent, upon completion of its internal reporting, it will provide the information on the results of its investigation to the Steering Committee. Following such receipt of information on the results of the investigation(s), it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the Donor.

(e) Each UN organization(s) concerned (Administrative Agent or Participating UN Organization) will determine what disciplinary and/or administrative measures, including referral to national authorities, may be taken as a result of the investigation, according to its internal policies and procedures on disciplinary and/or administrative measures, including vendor sanction mechanism, as appropriate. The Participating UN Organization(s) concerned will share information on measures taken as a result of the investigation(s) with the Administrative Agent and the Steering Committee of the Programme. The Administrative Agent will share information on measures taken as a result of its own investigation with the Steering Committee. Following such receipt of information on measures taken as a result of the investigation(s), it is the responsibility of the Steering Committee and the Administrative Agent to communicate promptly with the relevant anti-fraud offices (or equivalent) of the Donor.

Recovery of Funds

4. If there is evidence of improper use of funds as determined after an investigation, the UN organization(s) concerned (Administrative Agent or Participating UN Organization) will use their best

efforts, consistent with their respective regulations, rules, policies and procedures to recover any funds misused. With respect to any funds recovered, the Participating UN Organization will consult with the Steering Committee, the Administrative Agent and the Donor. The Donor may request that such funds be returned to it in proportion to its Contribution to the Programme, in which case the Participating UN Organization would credit that portion of the funds so recovered to the Programme Account and the Administrative Agent would return that portion of such funds to the Donor in accordance with Section XI, paragraph 6. For any such funds the Donor does not request to be returned to it, such funds will either be credited to the Programme Account or used by the Participating UN Organization for a purpose mutually agreed upon.

5. The Administrative Agent and the Participating UN Organizations will apply the provisions of Section VIII, paragraphs 1 to 4 above in accordance with their respective accountability and oversight framework as well as relevant regulations, rules, policies and procedures.

Section IX
Sexual Exploitation and/or Sexual Abuse, and/or Sexual Harassment

1. The Participants have zero tolerance for and are firmly committed to take all necessary measures to prevent and address instances of sexual exploitation and sexual abuse in programming activities, and sexual harassment. The Administrative Agent and the Participating UN Organizations recognize that it is important that all United Nations staff, individual contractors, implementing partners, vendors and any third parties which are involved either in joint activities or in those of the Administrative Agent or Participating UN Organization (such individuals and entities being hereinafter referred to, together as the "Individuals/Entities", and individually as the "Individual/Entity") will adhere to the highest standards of integrity and conduct as defined by each relevant UN organization. The Individuals/Entities will not engage in Sexual Exploitation, Sexual Abuse and Sexual Harassment, as defined below.

2. Definitions:

(a) "Sexual Exploitation" means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;

(b) "Sexual Abuse" means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions; and

(c) "Sexual Harassment" means any unwelcome conduct of a sexual nature, that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Sexual harassment may occur in the workplace or in connection with work. While typically involving a pattern of conduct, sexual harassment may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

3. Investigation and reporting:

(a) Investigation:

(i) Investigations of allegations of Sexual Exploitation and/or Sexual Abuse arising in programmatic activities funded by the Fund, will, where appropriate, be carried out by the Investigation Service of the relevant Participating UN Organization in accordance with its rules, regulations, policies and procedures. Where the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities are UN Organizations, investigations of such allegations will be carried out by the Investigation Service of the relevant UN Organization in accordance with their rules, regulations, policies and procedures. In cases where the relevant Participating UN Organization is not conducting the investigation itself, the relevant Participating UN Organization will require that the implementing partner of that funded activity and its responsible parties, sub-recipients and other entities engaged to provide services in relation to programmatic activities, investigate allegations of Sexual Exploitation and Sexual Abuse credible enough to warrant an investigation.

(ii) Where a potential subject of an investigation is contracted by more than one UN Organization involved in the Fund, the Investigation Services of the UN Organizations concerned (Administrative Agent or Participating UN Organization) may consider conducting joint or coordinated investigations, determining which investigation framework to use.

(iii) Investigations of allegations of Sexual Harassment by UN staff and personnel involved in the Fund and contracted by the Administrative Agent and/or each Participating UN Organisation will be carried out by the Investigation Service of the relevant UN Organization in accordance with its rules, regulations, policies and procedures.

(b) Reporting on allegations investigated by PUNOs and their implementing partners

(i) The Steering Committee, the Administrative Agent of the Fund and the Donors will be promptly notified of allegations of Sexual Exploitation and/or Sexual Abuse received/under investigation by the Participating UN Organization, as well as of any allegations credible enough to warrant an investigation received from the Participating UN Organization's implementing partners, through the Secretary-General's reporting mechanism on Sexual Exploitation and Sexual Abuse (the "Report")[6], without prejudice to the status of the Participating UN Organisation.

(ii) The Participating UN Organizations that do not participate in the Report will promptly notify the Steering Committee, the Administrative Agent of the Fund and the Donors of allegations of Sexual Exploitation and/or Sexual Abuse received/under investigation by any such Participating UN Organization through their normal method of reporting of such matters to their relevant governing bodies.

(c) Reporting on credible allegations and measures taken following an investigation:

(i) The Steering Committee, the Administrative Agent of the Fund and the Donors will be promptly notified of credible allegations of Sexual Exploitation and/or Sexual Abuse investigated by the Participating UN Organization, as well as of any credible allegations that have been

[6] The level of detail of information included in the Report at different stages of the investigation process can be seen at https://www.un.org/preventing-sexual-exploitation-and-abuse/content/data-allegations-un-system-wide. Information is published both in real time and through monthly reports.

investigated by and received from the Participating UN Organization's implementing partners, through the Report.

(ii) In those cases where the respective Participating UN Organization determined that a case would have significant impact on a Participating UN Organisation's partnership with the Fund and/or with the Donor(s), the Participating UN Organization(s) will promptly provide information containing the level of detail as found in the Report, on the results of their investigation(s) or the investigations conducted by its implementing partners that they are aware of, with respect to the cases in the Report relating to the activities funded by the Fund, which resulted in a finding of Sexual Exploitation and/or Sexual Abuse, to the Administrative Agent and the Steering Committee Chair. Following such receipt of information on the results of the investigation(s), it is the responsibility of the Administrative Agent to communicate promptly with the relevant integrity / investigation offices (or equivalent) of the Donor.

(iii) Following a determination of a credible allegation of Sexual Exploitation and/or Sexual Abuse, each Participating UN Organization will determine what contractual, disciplinary and/or administrative measures, including referral to national authorities, may be taken as a result of an investigation, according to its internal regulations, rules, policies and procedures on disciplinary and/or administrative measures, as appropriate. The Participating UN Organization(s) concerned will share information on measures taken as a result of the credible allegation of Sexual Exploitation and/or Sexual Abuse in its programmatic activities financed by the Fund with the Administrative Agent and the Steering Committee through the Report.

(iv) With respect to credible allegations of Sexual Harassment (regarding Participating UN Organization's internal activities) the relevant Participating UN Organization will share information on measures taken with the Administrative Agent, the Steering Committee and the Donors of the Fund through their regular reporting to their relevant governing bodies. The Administrative Agent will share information on measures taken as a result of its own investigation which resulted in a finding of credible allegation of Sexual Harassment regarding its internal activities, with the Steering Committee and the Donors of the Fund through its regular reporting to its relevant governing body.

4. Any information provided by Participating UN Organizations in accordance with the foregoing paragraphs, will be shared in accordance with their respective regulations, rules, policies and procedures and without prejudice to the safety, security, privacy and due process rights of concerned individuals.

Section X
Communication and Transparency

1. Subject to the regulations, rules, policies and procedures of the Participating UN Organization, information given to the press, to the beneficiaries of the Programme, all related publicity material, official notices, reports and publications, will highlight the results achieved and acknowledge the role of the Host Government, the Donor, the Participating UN Organizations, the Administrative Agent and any other relevant entities.

2. The Administrative Agent in consultation with the Participating UN Organizations will ensure that decisions regarding the review and approval of the Programme as well as periodic reports on the progress

of implementation of the Programme are posted, where appropriate, for public information on relevant UN platforms, and the Administrative Agent designated reporting channels. Such reports and documents may include Steering Committee approved programmes and programmes awaiting approval, fund level annual financial and narrative/progress reports and external evaluations, as appropriate.

3. The Donor, the Administrative Agent and the Participating UN Organizations are committed to principles of transparency with regard to the implementation of the Programme, consistent with their respective regulations, rules, policies and procedures. The Donor, the Administrative Agent, Participating UN Organizations and the Host Government, if applicable, will endeavor to consult prior to publication or release of any information regarded as sensitive.

Section XI
Expiration, Modification, Termination and Unspent Balances

1. The Administrative Agent will notify the Donor when it has received notice from all Participating UN Organizations that the activities for which they are responsible under the Joint Programme Document have been completed and the Programme is operationally closed.

2. This Arrangement may be modified only by written agreement between the Participants.

3. This Arrangement may be terminated by either Participant on thirty (30) days written notice to the other Participant, subject to the continuance in force of paragraph 4 below for the purpose therein stated.

4. Notwithstanding the termination of this Arrangement, the amount of the Contribution transferred to the Administrative Agent up to and including the date of termination of this Arrangement will continue to be used to support the Programme until completion of the Programme, at which point, any remaining balances will be dealt with according to paragraph 5 below.

5. Any balance remaining in the Programme Account upon completion of the Programme will be used for a purpose mutually agreed upon or returned to the Donor in proportion to its contribution to the Programme as decided upon by the Donor and the Steering Committee.

6. When returning funds to the Donor in accordance with paragraph 5 above or Section VIII, paragraph 4, the Administrative Agent will notify the Donor of the following: (a) the amount transferred, (b) the value date of the transfer, and (c) that the transfer is from [name of Administrative Agent] in respect of the Programme in [name of country] (if applicable) pursuant to this Arrangement. The Donor will promptly acknowledge receipt of funds in writing.

7. This Arrangement will expire upon the delivery to the Donor of the certified final financial statement pursuant to Section V, paragraph 3(b)..

Section XII
Notices

1. Any action required or permitted to be taken under this Arrangement may be taken on behalf of the Donor, and on behalf of the Administrative Agent.

2. Any notice or request required or permitted to be given or made in this Arrangement will be in writing. Such notice or request will be deemed to be duly given or made when it will have been delivered by hand, mail, or any other agreed means of communication to the Participant to which it is required to be given or made, at such Participant's address specified below or at such other address as the Participant will have specified in writing to the Participant giving such notice or making such request.

For the Donor:
Shannon-Marie Soni, Director, Bilateral and Regional International Engagement]
300 Slater Street, Ottawa, Ontario K1A 1L1
Tel: (343) 549-0955
Shannon-marie.soni@cic.gc.ca

For the Administrative Agent:
Name: Pedro Américo Furtado de Oliveira
Title: LO Country Office for Mexico and Cuba
Address: _ Calz. Gral. Mariano Escobedo 218, Anáhuac I Secc, Miguel Hidalgo, 11320 Ciudad de México, CDMX, Mexico
Electronic mail:__oliveirap@ilo.org

Section XIII
Entry into Effect

This Arrangement will come into effect upon signature thereof by the Participants and will continue in effect until it expires or is terminated.

[If the Donor is a Government, use the following:]

Section XIV
Settlement of Disputes

Any dispute arising out of the Donor's Contribution to the Programme will be resolved amicably through dialogue among the Donor, the Administrative Agent and the concerned Participating UN Organization.

[Section XV
Privileges and Immunities]

Nothing in this Standard Administrative Arrangement will be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, the Administrative Agent, or each Participating UN Organization.

Any dispute arising out of the Donor's Contribution to the Programme will be resolved amicably through dialogue among the Donor, the Administrative Agent and the concerned Participating UN Organization.

IN WITNESS WHEREOF, the undersigned, being duly authorized by the respective Participants, have signed the present Arrangement in English in two copies.

For the Donor:
Shannon-Marie Soni, Director, Bilateral and Regional International Engagement]
300 Slater Street, Ottawa, Ontario K1A 1L1
Tel: (343) 549-0955
Shannon-marie.soni@cic.gc.ca

Soni, ShannonMarie
Digitally signed by Soni, ShannonMarie
Date: 2025.03.26 14:59:13 -04'00'

For the Administrative Agent:

Signature: _____
Name: Pedro Américo Furtado de Oliveira
Title: LO Country Office for Mexico and Cuba
Place: Mexico City
Date: 26 March 2025

Type text here

ANNEX A: Joint Programme Document

IRCC International Affairs (IA) **Project Proposal document (PPD)**	
Project Title: Durable and safe socioeconomic integration of people on the move in Mexico	**Project n. (for internal use only):**
Grant Funding Envelope (internal use only) : ☒**ACBE** ☒**MCEE** ☐**Other**	
Legal Name of Implementing Partner: International Labour Organization	**Date of Proposal Submission:21/02/2025**
Project Contact Person Name: Erika Flores Title: Program Officer Email: florese@ilo.org Telephone: +52 55 2769 4044	
Proposed Project Start Date: 31 March 2025	**Proposed Project End Date:** 31 March 2027
Duration (in months): 24	
Recipient Countries: Mexico	

Thematic Areas – select up to three

	Strengthening migration management systems, policies, and/or procedures.
	Improving identity management
	Improving border management systems, policies, and/or procedures
	Deterring irregular migration, including migrant smuggling and human trafficking,
	Reintegration support
X	Promoting and reinforcing alternative, complementary, and/or regular migration pathways
X	Labour mobility and/or socioeconomic integration
X	Strengthening asylum and protection systems
	Supporting the international response to the Venezuelan refugees and migrant crisis
	Combatting xenophobia and/or promoting balanced narratives on migration

Total Estimated Project Cost (CAD$): 5,569,413.7	**Funding requested (CAD$): 5,569,413.7**

Other Sources of Funding: Specify any funding or in-kind support to be provided by:

1) The International Labour Organization (ILO) will be contributing to the activities in kind, through the working time of several technical specialists (in areas such as labour migration and mobility; gender and non-discrimination; employment; enterprise creation; skills; social protection; employers' activities; workers' activities, among others). These international technical specialists are based at ILO's Decent Work Teams for Central America in Costa Rica, ILO´s Country Office in Mexico, and the Regional Office in Lima, as well as HQ Geneva.
2) International Organization for Migration (IOM), United Nations Development Programme (UNDP), United Nations High Commissioner for Refugees (UNHCR) will be contributing to the activities in kind, through logistics and the working time of several staff, and complementarity will be sought with ongoing programs to co-fund certain activities.
3) Other development partners, countries, regional institutions, individuals, private sector and/or Recipient country (if applicable): Not applied
4) Other Canadian government departments or agencies from all sources (federal, provincial, and municipal): the project will closely coordinate actions with other IRCC funded projects in Mexico.

Other Sources of Funding: *Describe how the project complements what other donors are already doing in this area. How will your organization coordinate efforts with other donors to avoid duplication?*

The project builds on ongoing processes and achievements of projects coordinated by the four agencies that will implement this project (ILO, IOM, UNDP, and UNHCR). These include projects funded by the European Union (EU), U.S. Department of Labour (USDOL), U.S. Department of State's Bureau of Population, Refugees, and Migration (PRM), and Office to Monitor and Combat Trafficking in Persons (JTIP). Financial contributions from foundations and private sector partners, and in-kind contributions from local governments, will also support this project.

Although this project will not be cofounding by other donors, the various UN agencies and their other projects will significantly contribute to the overall impact of this initiative (*Attachment 1*).

Will the project leverage funds from other donors to maximize impact? ***Please specify which donors****:*
No specific donors have been identified; however, the project will report to IRCC on this during the implementation period.

Disclosure: List any former Government of Canada public servants associated with this proposal/initiative: N/A

1. Project Summary (max 750 words):

Mexico's Role in the Regional Migration Landscape:

Mexico has long been a pivotal player in the regional migration landscape, serving as a country of origin, return, transit, and increasingly as a destination for migrants, asylum-seekers, refugees, and returnees (hereinafter "people on the move" when collectively speaking). These movements are strongly linked to the need to seek international protection, the search for employment opportunities, income generation, decent work, and the absence of sustainable government-led integration programs in the region. As of 2020, approximately 1.2 million foreign-born individuals resided in Mexico (a number which is widely expected to have burgeoned in the last 4 years).[7] Many choose to stay in Mexico due to several factors: (1) the lack of resources to continue journeys; (2) difficulties faced while travelling; (3) stricter migration control measures in Mexico and the United States (US); (4) uncertainties surrounding migration and border policies in the US which have led to individuals adopting a "wait and see" approach; (5) long wait times for applicants seeking regular entry into the US; as well as (6) high return rates to and within Mexico, which may likely increase in the coming years in line with statements made by the newly elected administration in the US.[8] Furthermore, individuals from Central and South America increasingly see Mexico as a destination country due to the language and cultural proximity, and job opportunities.

Recent Trends regarding People on the Move:

Transit. Since 2020, Mexico has recorded a significant increase in encounters[9] with migrants in an irregular situation, recording a total of 778,907 encounters[10] in 2023, a 76 per cent increase over 2022 (441,409 encounters) and a 152 per cent increase over 2021 (309,692 encounters). From January-August 2024 a total of 925,085 encounters were recorded, already far surpassing the annual total for 2023. The main locations of origin include Venezuela, northern Central America (El Salvador, Guatemala, Honduras), Ecuador, the Caribbean (Haiti and Cuba), Colombia, and Nicaragua.
Returnees. In 2023 214,849 Mexican nationals were repatriated[11] to the country, with an additional 154,203 returning in the first nine months of 2024 (January-September).[12]
Asylum seekers. In 2023, 140,783 individuals applied for asylum, representing the highest number of claims in the country's recent history, Mexico ranked third in the Americas for new asylum applications, after the U.S. and Canada. This year's trends have fluctuated due to several factors, including increased violence in Mexico's southern states of

[7] INEGI Mexico, *Population census 2020*. Available at: https://www.inegi.org.mx/app/tabulados/interactivos/?pxq=Migracion_Migracion_03_793b2477-4037-43d4-9a60-90fb2592cdbc
[8] IOM, DTM reports in Mexico, 2023. Available at: https://mexico.iom.int/es/matriz-de-seguimiento-del-desplazamiento-dtm
[9] It should be noted that this number does not equate to the number of individuals as they may be encountered multiple times and counted each time.
[10] Secretariat of the Interior (SEGOB) Mexico, *Monthly Migration Statistics Bulletin*, 2024.
[11] BBVA Foundation Mexico and Secretariat of the Interior. Yearbook of Migration and Remittances, 2023. Available at: https://www.bbvaresearch.com/wp-content/uploads/2024/03/Anuario_Migracion_y_Remesas_2023.pdf
[12] Secretariat of the Interior (SEGOB) Mexico, *Monthly Migration Statistics Bulletin*, 2024 [accessed 5 December 2024].

Chiapas and Tabasco, where historically an average of 70 percent of all claims are filed. Furthermore, limited access to documentation and unpredictable practices by the Mexican Institute for Migration (INM), such as transporting people from main reception cities to other locations with limited access to asylum procedures, have also played a role.

Integration challenges and opportunities:
In Mexico people on the move represent an increasing percentage of the workforce employed in essential areas, such as in health care, services, construction, agriculture, and the food industry.[13] However, most are concentrated in sectors of the economy characterized by high levels of temporary, informal, or unprotected work, and by low wages and a lack of social protection[14]. Informality is a widespread feature of recruitment and employment practices, including procedures to obtain migration documents, access to social security, and workplace conditions, even in sectors that are characterized by a higher degree of formality, such as the agricultural sector. Often this informality is the result of a failure of implementation of migration and labour laws rather than shortcomings in the laws themselves[15].

The difficulty to exercise labour rights is further exacerbated for those people on the move who are unable to access documentation and/or regularize their stay in the country and who subsequently remain in a state of limbo, as they lack the critical tools, highlighting the need for economic and social inclusion mechanisms.

Despite these challenges, the Mexican Institute for Competitiveness (IMCO) and the employers´ organization Confederation of Employers of the Mexican Republic (COPARMEX), have estimated a total of 1.6 million unfilled job vacancies across the country.[16] Per IOM, the agricultural sector is expected to have between 580,000 and 660,000 new unfilled vacancies by 2025,[17] while the manufacturing sector is expected to add 250,000 new vacancies per year from now through 2027[18], creating an opportunity for better integration of people on the move.

Mexico faces significant challenges in integrating migrants (there is a significant difference for those who hold a refugee status[19]) into society, according to the Organization for Economic Cooperation and Development (OECD)'s Sustainable Governance Indicators, Mexico ranks last out of 41 countries in terms of integration measures, particularly in areas such as political participation, education, housing, cultural orientation, and labor market mobility. Effective integration through decent work is essential for fostering social cohesion, reducing vulnerabilities, and meeting the rising labour demands. However, significant obstacles persist, including legal barriers, language barriers, discrimination[20], and a lack of other regular migration pathways, leading to a saturated asylum system.

In response to these challenges and drawing upon the extensive collective experience and expertise of **the participating UN organizations** (hereinafter **PUNO**) the "*Durable and safe socioeconomic integration of people on the move"* UN Joint Program is designed to address these pressing challenges through an integral approach that contemplates the full range of socio-economic integration needs of people on the move.

[13] Returnees, Central American workers in Mexico, Cuban medical specialists, and Guatemalan agricultural workers have demonstrated favorable work performance, which can be attributed to a combination of factors. See: Pederzini, C.; Meza, L. *Labor Force Participation of Central American and Caribbean Migrant Women in Mexico*. 2024.
[14] Idem.
[15] ILO, *Central American migrant women in Mexico: Informality in recruitment and employment*, 2020. Available at: https://www.ilo.org/publications/central-american-migrant-women-mexico-informality-recruitment-and
[16] El Universal. 2023. Available at: https://www.eluniversal.com.mx/mundo/calculan-hasta-16-millones-de-vacantes-no-cubiertas-40-de-cada-100-empresas-no-encuentran-trabajadores/.
[17] IOM, Prospective study on migration and the labour market in the agriculture sector in *Mexico*, 2022. Available at: estudio-prospectivo-agricultura.pdf (iom.int).
[18] IOM, Prospective study on migration and labour market in manufacture sector in Mexico 2023. Available at: https://mexico.iom.int/sites/g/files/tmzbdl1686/files/documents/2023-07/informe-final-estudio-prospectivo-mercado-laboral-manufacturas.pdf.
[19] Mexico has made notable progress in generate a welcoming environment for refugee integration through a robust legal framework which allows asylum-seekers and refugees access to employment, healthcare, and education.
[20] UNDP, Latin America and the Caribbean. E. Sánchez-Montijano and R. Zedillo Ortega. *Migration in Mexico: complexities and challenges*, 2022. Available at: https://www.undp.org/sites/g/files/zskgke326/files/2022-10/PNUDLAC-working-paper-30%20Mexico-EN.pdf

The project directly supports SDG 8 and its target 8.8 by promoting access to decent and formal labor opportunities for people on the move in Mexico through the strengthening and capacity building of the Mexican government, private sector actors, employers, and unions. Simultaneously, it contributes to SDG 10 and its target 10.7 by addressing inequalities faced by people on the move, particularly by tackling barriers to documentation, combating discrimination, and improving access to social protection through normative reforms, including legislation, plans, and policies.

Over a 24-month period, the project aims to build the capacities of key actors to promote and secure the socioeconomic integration of people on the move in Mexico at the federal level and in seven intervention states: Baja California (ILO and UNDP), Chiapas and Mexico City (ILO and UNHCR), Chihuahua (IOM), Jalisco and Nuevo Leon (IOM and UNDP) and Tabasco (UNHCR). These States cover both the Northern and Southern border of Mexico, as well as states with strong relevance to the reception and socioeconomic integration of people on the move. **The PUNO** have existing programming in these locations, which will allow for the project to start immediately and to build on and scale up ongoing activities. In States where more than one agency will have interventions, coherence and synergy between agencies and coordination with key actors will be ensured, and the added benefits of agency-specific expertise and methodologies will be maximized.

The project proposes a comprehensive approach focusing on the following key outcomes:

1. **Enabling factors**. Federal, state, and local authorities in the Government of Mexico design legislation and policies in favor of the socioeconomic integration of people on the move in Mexico and implement concrete, rights-based and gender-sensitive actions to facilitate access to regular pathways.
2. **Access to jobs and labour mobility.** The Government of Mexico, the private sector, employers, unions, and other key stakeholders facilitate access to decent, formal employment opportunities for people on the move, including for groups in vulnerable situations (i.e., women, youth).
3. **Multisectoral social protection and social cohesion:** Governmental and non-governmental actors ensure access to social protection services and promote social cohesion from a sustainable development perspective, in collaboration with people on the move and host communities.

2. Implementation Capacity (max 300 words): Provide an overview of your organization's relevant experience and qualifications to successfully implement the project and address the capacity gap in the targeted country/region. Include examples of previous similar initiatives implemented in the country/priority area or/and with targeted beneficiaries, if applicable.

The ILO will lead the UN Joint Program due to its mandate to protect migrant and refugee workers and secure their labour rights. This project will be embedded in ILO´s regional strategy on labour migration and human mobility and the Fair Recruitment Initiative. ILO will implement the project with IOM, UNDP and UNHCR, through their respective coordination offices in Mexico City, and their staff and/or offices in the intervention states.

IOM, as de global lead on migration, has over 40 staff specialized in labor migration in Mexico, providing technical assistance, capacity-building, and support for job insertion and socioeconomic integration programs. It also generates up-to-date information on labor trends and migration flows and provides orientation and assistance to migrants to access jobs, regularization mechanisms, and labor protection resources.

UNHCR with a presence in 17 cities and 350 staff, promotes refugee sustainable integration both in-situ and through the Local Integration Program. UNHCR's established network and collaborative experience with government and non-governmental counterparts to facilitating access to formal and dignified employment for refugees and asylum seekers.

UNDP collaborate with the Mexican government to integrate the 2030 Agenda into their plans, policies, and programs, and cooperate with other actors to promote inclusive economic growth, strengthen institutions, and enhance the resilience of communities to environmental and socio-economic challenges. In Mexico, UNDP has proven methodologies to foster entrepreneurship and financial inclusion among vulnerable populations and developed a strategy specifically aimed at promoting the socio-economic integration of people on the move.

IOM and UNHCR co-lead the UN´s national coordination mechanism within the UN Interagency Group on Human Mobility (GIMH). Under the GIMH, UNHCR leads the National Protection Working Group (PWG), and UNDP and ILO co-lead the socio-economic and integration subgroup. IOM leads the National United Nations Network on Migration (UNNM). Swift and effective coordination with UN agencies will be achieved through these frameworks.

In Mexico, **the PUNO** work with key institutions such as the Mexican Secretariat of Labour and Social Welfare (STPS), the National Employment System (SNE), the National Migration Institute (INM), the Ministry of Foreign Affairs (SRE), the Mexican Commission for Refugee Assistance (COMAR), the Secretariat of Interior (SEGOB), the Secretary for Women, the National Banking and Securities Commission (CNBV), as well as with the private sector, civil society organizations and academia. Furthermore, ILO, as a tripartite agency, also works with employers´ and workers´ organizations for the promotion of fair recruitment and the strengthening of labour migration policies.

3. Recipient/Target audiences

3.1. Recipient Country/Region (max 300 words): List the Recipient countries and regions that will benefit from this project.
Does this initiative reflect a priority identified by the relevant governments? How does this proposal align with the identified priorities and needs of target beneficiaries; have they been consulted? Has the governments/countries requested the assistance (and if so through what means)? A letter of support from targeted government official may be required to advance project proposal review.

Since the previous administration (2018-2024) Mexico, has made significant efforts to address migration and strengthen governance around labour migration and the socio-economic integration of people on the move. A key priority has been aligning Mexico´s migration policies with the Global Compact for Safe, Orderly, and Regular Migration (GCM) and establishing commitments through the Global Refugee Forum. Various government agencies including STPS, SRE, INM, COMAR, the Secretary for Women (SEMUJERES), the National Population Registry (RENAPO), and the National Civil Registry, the National Workers' Housing Fund Institute (INFONAVIT), banking authorities (such as the CNBV, in topics of financial inclusion), local governments, have sought technical support from **the PUNO** to activate labour mobility programs, improve migration governance, strengthen the asylum system and promote access to legal identity, and implement initiatives that support local integration, entrepreneurship and financial inclusion for people on the move. The Congress of the Union requested support from **the PUNO** in reforming the migration law.

Mexico's leadership role in regional migration initiatives is underscored by its participation in frameworks like the Comprehensive Regional Protection and Solutions Framework (MIRPS) and the Regional Conference on Migration (RCM). The country is also coordinating the Action Package on Labour Mobility as part of the Los Angeles Declaration (established between UN, the private sector, and the Mexican government), which emphasizes the need to "strengthen and expand temporary labor migration pathways" while respecting human rights and fair recruitment principles. A goal established therein is to facilitate the successful integration of refugees into Mexico's formal labor market, benefiting both the refugees and the businesses involved. This collaborative effort aims to connect recognized refugees in Mexico with job opportunities in sectors facing labor shortages, thereby facilitating their successful integration into the formal labor market. Facilitating access to safe and orderly migration remains a vital component of the GCM, to which Mexico is firmly committed.

This commitment is expected to continue under the new administration, with anticipated government support for ongoing projects. Also, the private sector, trade unions, and employers´ organizations are increasingly interested in integrating migrants and refugees into labour markets and enhancing workers' rights.

3.2. Targeted Beneficiaries (max 300 word): Who are the target beneficiaries? Provide a list of targeted recipients within the government, such as ministries/departments, Civil Society Organizations (CSO) and/or target groups (migrants, returnees, refugees and asylum claimants, and host communities) directly impacted by this project. Estimate number of direct beneficiaries, disaggregated by sex, whenever possible.

This project focuses on providing capacity-building to the government of Mexico, specifically to federal, state (7 states), and local authorities aiming to achieve full ownership of the results of the project by the Government of Mexico and other key actors. The main beneficiaries will be Government institutions including STPS, SNE, INM, SRE, COMAR, the Secretary for Women, RENAPO, the National Civil Registry and CNBV.

The employer´s organizations (the Confederation of Industrial Chambers of the United Mexican States - CONCAMIN and COPARMEX), the private sector, workers´ organizations, academia, and civil society organizations will also be main beneficiaries, and will be instrumental in the awareness-raising, information sharing, training, and mobilization processes on these populations´ rights and regarding integration and social cohesion strategies.

These institutions and organizations are the direct beneficiaries of the capacity building efforts project. The project´s goal is that 50 percent of all direct beneficiaries (representatives of the target institutions and organizations) are women.

The final beneficiaries are people on the move (migrants, asylum seekers, refugees, and returnees) who will benefit from the improved services provided by the above-mentioned institutions.

3.3. Beneficiaries Absorptive Capacity (max 300 words): Do the key beneficiaries have the capacity to absorb this type of assistance and incorporate this knowledge/practice into their regular activities? **If yes, please explain how. If no, explain how your organization will address this gap.**

The key beneficiaries, including government institutions, civil society organizations, and other stakeholders, possess the capacity to absorb the proposed assistance and integrate the knowledge and practices into their regular activities. The **PUNO** are already actively engaged with all the proposed beneficiaries. Through ongoing collaboration, it has been established that the beneficiaries—comprising government institutions, employers` organizations, trade unions, civil society organizations, and other key stakeholders—are not only capable but also willing to adopt the adjustments recommended by these agencies.

Beneficiaries have shown a proactive approach to enhancing their institutional capacities and improving services for people on the move, which is crucial for their socioeconomic integration. **The PUNO**s have successfully implemented similar capacity-building initiatives, resulting in tangible improvements in service delivery. They also have the necessary infrastructure, human resources, and alignment with the project's objectives to effectively absorb and sustain the interventions. For example, with support from IRCC, UNHCR has been working with COMAR to strengthen Mexico's asylum system since 2018 to meet the demand of the increasing number of people seeking international protection in Mexico. These efforts have led to a fourfold increase of COMAR's processing capacity, reaching globally recognized standards.

Collaborating government institutions have shown the capacity to operationalize and institutionalize new procedures and guidelines designed with IOM and ILO and have also utilized recommendations to directly inform public policy. Most recently UNDP has worked closely with local governments to enhance of their institutional capacities for planning and budgeting with the 2030 Agenda approach, as well as with human-centered and gender-based perspectives. It has also supported state and municipal governments on the design of their local development plans and sectorial programs, ensuring the inclusion of disaggregated data of vulnerable groups such as migrants, women, and youth.

In the states of Baja California, Chiapas, Chihuahua, Jalisco, Mexico City, Nuevo León, and Tabasco, the PUNOs, in coordination with national and state authorities, are promoting policy coherence, fair recruitment, defense on human rights, employment campaigns, entrepreneurship, and other actions for people on the move. A key goal is for local integration programs to become public policy with full ownership by the Government of Mexico.

For beneficiaries with potential capacity gaps, PUNOs will provide targeted support through tailored training programs, ongoing technical assistance, and monitoring and evaluation frameworks. These efforts will enhance the overall absorptive capacity of all beneficiaries, ensuring effective integration and sustainability of the proposed interventions.

4. Project Activities (max 750 word): In point form, provide a detailed breakdown of key activities with a short description and timelines for each one. Please group activities under expected outcomes (as per the Project Logic Model and Performance Measurement Framework (PMF) – Section 12 - Results).

The PUNOs' activity proposal has been developed based on evaluations of similar projects to enhance this initiative.

Intermediate Outcome 1100: Enabling factors. Federal, state, and local authorities in the Government of Mexico design legislation and policies in favor of the socioeconomic integration of people on the move in Mexico and implement concrete, rights-based and gender-sensitive actions to facilitate access to regular pathways.

Immediate Outcome 1110: The Government of Mexico and other key stakeholders have enhanced awareness and capacity to design and implement legislative, normative, and policy frameworks which facilitate access to regular pathways for people on the move and their socioeconomic integration.

Activity 1111.1 International laws: Promote the ratification, implementation and follow-up on **international frameworks, conventions, and standards** in favor of the protection of labour rights of people on the move in Mexico (ILO). **Timeline:** March 2025 –March 2027.

Activity 1111.2: National migration laws: Provide technical assistance to the Government of Mexico for the reform of the **Migration Law**, to contribute to safe, orderly, and regular migration (IOM, UNHCR). **Timeline**: March 2025 – March 2027

Activity 1111.3: Other national laws: Analyze a broader range of **multi-thematic legislative frameworks** to identify gaps and opportunities for legal reform to support integration of people on the move (ILO, IOM, UNDP, UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1111.4: National policies: Deliver inputs to the development of national and state thematic and sectoral plans and policies on migration and associated areas under the new administration (ILO, IOM, UNDP). **Timeline**: March 2025 –March 2027.

Activity 1112.1: Regular pathways (labour): Design and implement capacity-building and orientation exercises, to promote access to and expansion of **regular pathways** for **labour mobility** in Mexico (ILO, IOM). **Timeline**: March 2025 –March 2027.

Activity 1112.2: Regular pathways (human rights): Carry out various capacity-building and orientation exercises to promote access to and expansion of **regular pathways** in Mexico **from a protection focus**, including international protection, internally displaced persons, legal identity, regularization through family ties, and victims of crime (IOM, UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1112.3: Other regularization documents: Provide **orientation to refugees** to **access legal documents** (beyond residence permits) to facilitate their socioeconomic integration (UNHCR). **Timeline**: March 2025 –March 2027.

Intermediate Outcome 1200: Access to jobs and labour mobility. The Government of Mexico, the private sector, employers, unions, and other key stakeholders facilitate access to decent, formal employment opportunities for people on the move, including for groups in vulnerable situations (i.e., women, youth).

Immediate Outcome 1210: The Government of Mexico, the private sector, employers, unions, and other key stakeholders have enhanced knowledge and capacities to generate the enabling conditions to facilitate access to decent, formal employment opportunities for people on the move.

Activity 1211.1: Fair recruitment: Promote fair recruitment practices of people on the move through outreach, training and information sharing sessions for the government, private sector, employers, unions, and other key stakeholders (ILO, UNDP). **Timeline**: March 2025 –March 2027.

Activity 1212.1: Collect data and identify needs and profiles: Identify labour market needs and opportunities in Mexico and collect information and data on the educational and labour profiles of people on the move, including groups in vulnerable situations, to promote successful job matching according to relevant skills (ILO and UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1212.2: Support the private sector to hire people on the move: Provide information, orientation, and concrete tools to the private sector to facilitate the process for companies to hire people on the move (ILO, UNHCR). **Timeline**: **Timeline**: March 2025 –March 2027.

Activity 1212.3: Strengthen government capacities to facilitate access to jobs: Provide trainings, resources, and other capacity-building mechanisms to government institutions how to facilitate access to safe, formal, and decent employment for people on the move (ILO, UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1212.4: Prepare people on the move: Provide information, resources, and orientation to people on the move on how and where to access jobs in Mexico (ILO, UNHCR, IOM) in collaboration with Secretariats of Economy, Interior, and Equality and Inclusion of the governments of Jalisco, Nuevo León, and Chihuahua. **Timeline**: March 2025 –March 2027.

Activity 1212.5: Education and vocational training: Facilitate access to education and vocational training for people on the move to promote professional and personal development and identify and address barriers in the process for (re)accreditation and (re)validation of education, training and skills gained abroad (ILO, UNDP, UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1213.1: Improve access to entrepreneurship: Improve access to entrepreneurship for people on the move, identifying good practices and case studies, barriers, and opportunities, facilitating knowledge-sharing, networks, provide technical training, workshops, mentorship that have a strong focus on social impact for migrant and host communities, to strengthen their initiatives in strong coordination with federal and local governments, as well as universities and civil society. (IOM, UNDP). **Timeline**: March 2025 –March 2027.

Activity 1213.2: Enhance government support to migrant entrepreneurs: Enhance the capacities of the Government of Mexico at the local and national levels to support migrant entrepreneurs (IOM, UNDP). **Timeline**: **Timeline**: March 2025 –March 2027.

Activity 1214.1: Enhance justice and remedy systems for people on the move: Develop gender-sensitive, state-level institutional protection routes (including referral mechanisms) to address abuses, discrimination, and violations of labour rights, as well as recommendations and roadmaps to improve labour protection services (ILO, IOM). **Timeline**: March 2025 –March 2027.

Activity 1214.2: Enhance national/regional cooperation for governance of labour mobility: Facilitate the creation and reactivation of local/ state coordination mechanisms and strengthen regional governance frameworks, focused on enhancing rights-based labour migration governance and socioeconomic integration (ILO, UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1215.1: Financial education. Build the capacities of the Government to facilitate access and involve the public and private financial sector reduce barriers to financial education and information and resources on financial inclusion for people on the move, with a gender perspective (IOM, UNDP, UNHCR). **Timeline**: March 2025 –March 2027.

Intermediate Outcome 1300: Multisectoral and social cohesion: Governmental and non-governmental actors ensure access to social protection services and promote social cohesion from a sustainable development perspective, in collaboration with people on the move and host communities.

Immediate Outcome 1310: People on the move access social protection services and opportunities for social cohesion, contributing to durable socioeconomic integration.

Activity 1311.1: Multisectoral (health, housing, education, care). Develop local pilots to enhance access to social programs and services for people on the move, in coordination with local health, education, housing, and other authorities (among other social protection programs and services) (ILO, IOM, UNDP, UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1311.2: Enhance social cohesion. Implement community-level activities with authorities, civil society, private sector, and people on the move and host communities to promote social cohesion and combat xenophobia and discrimination (IOM, UNDP, UNHCR). **Timeline**: March 2025 –March 2027.

Activity 1311.3: Diaspora support. Strengthen the capacities and resources of refugee diaspora organizations to enhance their agency in promoting socioeconomic integration of people in need of international protection (UNHCR). **Timeline**: March 2025 –March 2027.

5. Gender Equality Considerations (max 300 words): Provide a summary of how gender equality and Gender-Based Analysis Plus (GBA+) considerations are being integrated into the project proposal. Consider the proposed intervention, and the beneficiary countries' context.

What types of resources/expertise/partners will be available throughout the project implementation to ensure this work?

Identify specific gender equality results, indicators and disaggregated data that will be collected and reported. Ensure the PMF indicators reflects these metrics to measure results through a GBA Plus lens.

*Note: A **Gender-based Analysis Plus** (GBA Plus) answers questions such as how different groups of people (e.g. men, women, seniors, children, and gender diverse people) are impacted differently by this issue. The "plus" in GBA Plus also considers many other identity factors such as race, ethnicity, religion, age, and mental or physical disability, and how the interaction between these factors influences the way these individuals might experience the proposed initiatives.*

The project integrates gender equality and Gender-Based Analysis Plus (GBA+) throughout its design and implementation, addressing the unique mobility experiences of women in Mexico and Latin America. Migration in the region has become increasingly feminized, and while women often leave their communities of origin for family reunification purposes or to escape complex and intersecting forms of violence, an increasing number are also doing so in search of work; however, women on the move face systemic disadvantages in accessing decent jobs, whether due to sex segmentation in labor markets, discrimination, stigma surrounding women's work and mobility in private and public spheres, a lack of access to education and vocational training opportunities, or social norms which relegate women to highly informal, unregulated sectors with few labor protections, including domestic and care work. The project aims to address these challenges and create practical solutions to help women on the move to overcome these barriers in Mexico, including through women-led entrepreneurship.

Recognizing that migrant women are categorized as a vulnerable population under Mexico's laws, the project's approach ensures compliance with federal and international standards, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

To ensure effective implementation, the PUNO will provide capacity-building for federal, state, and local authorities to promote gender-sensitive programs. This will include integrating gender considerations across all activities and outputs with indicators disaggregated by sex to measure women's participation and address their intersectional needs.

Key gender equality results will include:

- Consultation of women policymakers in the National Migration Law reform process.
- Identification of gaps in the legal framework affecting the rights of women on the move.
- Provision of tailored legal orientation and advice on regularization processes.
- Promotion of formal labor mobility options for women on the move.
- Establishment of institutional mechanisms for women on the move to access labor protections, regardless of their status.
- Provision of comprehensive information on multisectoral services for migrant women returnees.

The regional ILO Gender and Non-Discrimination specialist, IOM's regional and national protection thematic specialists, and other agency experts will offer technical assistance, ensuring that gender equality and GBA+ considerations are embedded in all aspects of the project, fostering durable, safe socioeconomic integration for women on the move in Mexico.

6. Human Rights Considerations (max 300 words): Outline how your initiative reflects your human rights analysis, including how you are applying the key human rights principles of universality, equality and non-discrimination, participation and inclusion, transparency, and accountability, and how you are developing human rights-related capacities of identified stakeholders?

The project embodies a robust human rights approach, grounded in key principles of universality, equality and non-discrimination, participation and inclusion, transparency, and accountability. It aligns with the GCM and the Global Refugee Forum (GRF), emphasizing the integration of international human rights instruments such as the Universal Declaration of Human Rights and various UN conventions related to discrimination and the rights of specific groups, including migrants and women.

Transparency and accountability are paramount. To facilitate meaningful participation of beneficiaries in the feedback processes of the project, we will implement the following specific Accountability to Affected Populations (AAP) mechanisms:

- Feedback Mechanisms: We will establish multiple channels for beneficiaries to provide feedback, including anonymous surveys, and suggestion boxes. This will ensure that everyone can express their views without fear of repercussions.
- Regular Reporting: We will commit to regular updates to stakeholders on project progress and how beneficiary feedback has been integrated. These updates will be shared in accessible formats to ensure transparency.

To promote equality, all activities will be accessible to government, civil society, and migrant and returnee beneficiaries without discrimination based on sex, race, nationality, age, or other factors. Labour rights initiatives will specifically address migrants' access to legal protections, with inclusive practices such as holding public events in accessible locations and providing multilingual materials to ensure participation from all rights-holders.

Guided by the ILO's Fair Migration Agenda, emphasizing a human-centered, gender-based approach and Decent Work, the project aims to strengthen governance in labour migration. This includes efforts to prevent forced labour, discrimination, while promoting the fair recruitment of migrant workers in line with ILO's Principles and Guidelines on Fair Recruitment standards. Additionally, the project will adhere to IOM's Rights-Based Approach and Integrated Approach to Reintegration, equipping staff with essential training and resources to uphold these human rights principles throughout the project lifecycle. UNHCR and UNDP`s Guidelines on Human Rights will also be considered. Finally, UNDP's Gender Equality Strategy for 2022-2025 will also be incorporated, ensuring that gender equality and the empowerment of women are central to all aspects of the project.

7. Project Risk Assessment and Mitigation Strategies: Complete the below table, and add rows as required. Mitigation measures should be concise, indicating the level of risk remaining after mitigation. Consider: What are the risks associated with this project? How will these risks be mitigated during the project? What is the remaining risk?

In addition to identifying individual risks and assessment (impact, likelihood), please assess overall risk of the project and consequent mitigation measures.

Risk	***Impact (very limited;limited,moderate, high)***	***Likelihood (very unlikely, unlikely, likely, very likely)***	***Mitigation Measures***
Legislative and policy changes not implemented by the Government.	Moderate	Likely	Strengthen advocacy efforts through high-level diplomatic engagement, leveraging international partnerships and continuous engagement with government officials. Establish evidence-based policy recommendations supported by data from previous and ongoing initiatives. Develop alternative implementation pathways to ensure project continuity in case of

			policy setbacks. Implement an early-warning system to identify legislative roadblocks and adapt strategies accordingly.
The socio-political situation in the country limits the participation or engagement of private sector and workers´ organizations with project activities.	Moderate	Very likely	Utilize PUNOs' long-standing partnerships and networks to maintain engagement with both public and private actors at various levels of government. Expand engagement strategies to include non-traditional stakeholders, civil society, and informal sector representatives. Establish remote and flexible engagement mechanisms (e.g., virtual platforms, decentralized coordination models) to ensure continuity despite socio-political instability. Develop incentives or assurances for private-sector involvement, such as public-private partnerships or regulatory guarantees.
Lack of coordination among UN partner agencies.	High	Likely	Define clear roles and responsibilities among UN agencies to prevent overlaps and inefficiencies. Establish structured coordination mechanisms, including regular meetings, shared action plans, and real-time collaborative digital tools for information sharing. Implement a crisis-response protocol to address unexpected disruptions in coordination and improve inter-agency adaptability. Introduce performance tracking mechanisms to evaluate and enhance collaboration effectiveness.
Regulatory and bureaucratic hurdles at Government level.	Moderate	Very likely	Provide targeted technical assistance and capacity-building for government agencies to improve administrative efficiency. Strengthen advocacy efforts to streamline regulatory processes through legal and policy reforms. Develop preemptive contingency plans to mitigate delays, including alternative approval channels and phased project rollouts. Establish a liaison unit to facilitate smoother interactions between project stakeholders and government institutions.
Disasters and / or conflicts occur that limit the scope for implementing project activities.	High	Likely	Ensure that intervention areas have disaster prevention and risk mitigation mechanisms activated at national and local levels. Develop scenario-based contingency planning, allowing for adaptive strategies based on different levels of disruption. Secure emergency response funding to enable rapid adjustments in project implementation. Foster community resilience initiatives, integrating disaster risk reduction and conflict prevention measures into local development programs.
Competing priorities, lack of time and / or resources do not allow buy-in and/or participation from institutions and organizations and makes coordination difficult among the stakeholders for the project implementation.	Limited	Unlikely	Leverage PUNOs' existing relationships and regular engagement with institutions to align project activities with their needs and capacities, ensuring relevance and buy-in. Increase stakeholder engagement efforts, emphasizing project benefits and synergies with national priorities. Establish incentive mechanisms to encourage active participation, such as recognition programs or institutional capacity-building support. Conduct periodic progress reviews to identify emerging constraints and implement corrective actions promptly.

PUNOs have robust mitigation strategies, strong partnerships, and ongoing experience to manage these risks effectively, ensuring that the project's objectives can still be achieved despite potential challenges.

8. Communications (max 300 words): Indicate whether a manual, report or other published (online or hard copy) communications product will be produced in relation to the project.

Note: IRCC reserves the priority on communications related to formally announcing the funding and project milestones to IRCC's Project stakeholders, including recipient country governments, from the date of the signature of an Arrangement. The Participating UN Organizations will not make any public announcement before providing notice and obtaining written consent from IRCC's designated representative. IRCC reserves the right to have first priority on all communication activities, including engagement with project stakeholders, such as the host government, after a funding decision is made. This point will be explicitly included in the UNJP Steering Committee's Terms of Reference. All Implementing Partners undertake to display the Government of Canada word mark on all communications products related to the project, unless otherwise specified by IRCC.

All communication products containing the Government of Canada word mark must be approved by IRCC before publication.

Section IV of the SAA specifies, Ownership of equipment and supplies procured, and intellectual property rights associated with works produced, using funds transferred to the Participating UN Organization under the MoU, will be determined in accordance with the regulations, rules, policies and procedures applicable to such Participating UN Organization, including any agreement with the relevant Host Government, if applicable

The following terms will supplement section IV of the SAA with respect to intellectual property created under this Programme:

1. Works will be licensed under a Creative Commons Attribution BY 4.0 licence (CC BY 4.0). This Creative Commons licence permits the reproduction, distribution and adaptation (including translation) of work for any purposes, as long as credit is given to the respective author/creator.
2. Additional details are available at Rights and permissions | International Labour Organization
3. The rights and obligations under this provision shall survive the termination of the Arrangement.

The communication strategy will be carried out in synergy between ILO and other agencies (IOM, UNDP, UNHCR). The project will produce online manuals, research reports, training guidelines, courses and other inputs for the capacity building processes. It will focus on raising awareness with refugees and migrants, governments, trade unions, and employers and other key actors regarding opportunities for expanding, enhancing or establishing regular pathways in Mexico, Fair Recruitment practices, public employment services in the inclusion of refugees and migrants in the formal labour market, amongst others. The communication strategy will have a pivotal goal of fighting xenophobia by highlighting the contributions given by refugees and migrants to local economies. The communication strategy will be carried out in synergy with the regional ILO communication strategy on labour migration and mobility and in coordination with other ILO, IOM, and UNHCR IRCC-funded projects, as well as the communication strategies of the other agencies.

9. Sustainability (max 500 words): What measures have been taken to ensure that the sustainability of the project outcomes beyond the life of the project? Respond to the following questions:

a) Project context: Is this project an independent intervention, or part of a proven, larger or ongoing initiative?

b) Follow-up: What practical measures are being implemented to ensure the sustainability of the project's results beyond its duration? Examples include train-the-trainer-approach, multi-phase initiatives or plans, and follow-up tracking and warranties.

c) Support/Demonstrated Commitment: To what extent does this initiative have the continued support, including financial backing, from domestic or international stakeholders, including after the project's completion?

a) Project Context: This project will build on ongoing work on labour migration and socioeconomic integration implemented by the ILO, IOM, UNDP, and UNHCR in Mexico. These initiatives have already advanced in the strengthening of labour migration governance and promotion of the socioeconomic integration of people on the move in host communities, providing Mexico with a leadership role in the region in this regard. The start of the project will coincide with the start of the new Government, which is not expected to cause any delays as the issue remains a priority. During the 24- month project period, the agencies will support Government and other key actors to integrate some of the ongoing processes, and transfer methodologies to Government institutions, while considering that some of the follow-up work and consolidation may have to continue after the project duration, due to the project's limited implementation period (see point b) regarding follow-up). The project will build on the PUNO's ongoing programming, and the good practices formulated with government, to ensure stronger buy in from project stakeholders.

b) Follow-Up: To contribute to the sustainability of the project's results beyond its duration, we will implement a capacity-building strategy centered on a train-the-trainer approach. Training programs will be institutionalized, with designated focal points established in each participating organization to guarantee the continuation of proposed activities. Additionally, sustainability meetings will be held at the conclusion of the two-year project period to secure written commitments from government counterparts regarding follow-up actions necessary to consolidate the activities supported during the project.

Furthermore, all agencies will systematize the various experiences and compile a comprehensive collection of materials produced to ensure the preservation and retention of the knowledge generated.

c) Support/Demonstrated Commitment: This initiative is firmly aligned with Mexico´s global commitments such as the Agenda 2030, the Global Compact on Migration, and the Global Compact on Refugees, and ILO's Global Fair Recruitment Initiative, that Mexico co-chairs. The project is also aligned, and will contribute to Mexico´s regional commitments, and national and local priorities.

To maximize the project's impact, the project will link activities to specific requests from the Government of Mexico, aligning our efforts with federal and state priorities. By fostering enabling conditions, employing a capacity-building approach, and highlighting project results, the project will strengthen support, buy-in, and commitment from stakeholders. Moreover, engaging government institutions—such as STPS, SNE, the Secretary for Women, RENAPO, UPMRIP, INM, SRE, and others—in co-implementing activities aimed at migrants and refugees. This strategic approach will ensure that commitments are documented and integrated into the Government of Mexico's migration governance framework during this critical transition period marked by changes in administration. Finally, the PUNOs will leverage the diverse methodologies developed by each agency to identify and document best practices emerging from project implementation. This "Best Practice" document will serve as a valuable resource for replicating successful initiatives in Mexico and beyond in the future.

10. Methodology for Measuring Success (max 350 words): (a) Project performance assessment: How will the achieved outcomes be measured? Consider the following measurement methods: evaluation forms, participant testing, observation, and reporting of training and or other events, stakeholder or beneficiaries surveys, monitoring site visits, and peer review of technical products.

(b) Formal evaluation: Will the project undergo a formal evaluation? If so, what aspects of the project will be evaluated and by whom? What methodology will be used? To whom will the results be disseminated? If the project undergoes a formal evaluation, Canada is to receive a copy of the evaluation's findings and recommendations pertaining to its funded initiative.

a) Project performance assessment: the project will implement various measurement methods, which includes pre- and post-knowledge assessments for capacity building activities, reporting of activities and training with standardised reporting formats for all four agencies, monitoring site visits will take place on a regular basis, and as a standard practice all technical products produced by each agency will be reviewed by their technical specialists.

b) Formal evaluation: The project includes a mid-term evaluation, led by either the ILO or an external specialist, and a final evaluation led by IRCC to assess progress, impact, and alignment with objectives**.**

11. Budget: As annex to this Project Proposal Document, complete the Budget Template in Excel.

12. Results: As annex to this Project Proposal Document, complete the Project Logic Model (LM) and Performance Measurement Framework (PMF) Template. All **Participating UN Organizations (PUNOs)** will use the provided template to ensure consistency in reporting and performance measurement. **ILO**, as the Administrative Agent (AA), will

lead the consolidation of the results from all PUNOs. Further details and responsibilities regarding this process will be specified in the **Steering Committee's Terms of Reference (TORs)**.

The ultimate outcome should relate to one of the priority areas identified on page 1 of this Project Proposal Document, representing a sustainable change in state, condition, or well-being among (ultimate) beneficiaries (not of surrounding conditions), such as *"Enhanced protection to refugees and asylum seekers"; "Increased socio-economic integration of migrants and refugees", "Strengthened cross-border mobility*" etc.

Intermediate outcomes: Statements should represent a change in behaviour, practice, or performance:
Examples:

- Increased migrants, returnees access to rights
- Enhanced asylum seekers and refuges' access to protection systems;
- Increased (labour) regularization of migrants;
- Implemented/upgraded institutional structures in identity or border management of targeted countries

Immediate outcomes: Statements should represent a change in capacity: skills, knowledge, access to something, abilities:
Examples:

- Improved knowledge/ability/skills of asylum officials on refugee status determination.
- Improved vocational skills of migrants and refuges to fulfill market gaps demands
- Enhanced travel document verifications' capabilities in air border points in country X;

ANNEX B: Schedule of Payments

Schedule of Payments[21]: **Amount:**

First payment: Upon signature of the **SAA**, in the amount of **one million nine hundred eighteen thousand nine hundred thirty nine dollars and seventy cents ($1,918,939.70)** Canadian dollars.

Second payment: **June 20th, 2025**, in the amount of **one million one hundred fifty thousand, four hundred seventy four dollars ($1,150,474)** Canadian dollars.

Third payment: **June 20th, 2026**, in the amount of **two million five hundred thousand dollars ($2,500,000)** Canadian dollars.

ANNEX C: Standard MOU between Participating UN Organisations, Administrative Agent and Convening Agent

[21] The amounts listed in this payment schedule are in Canadian dollars (CAD). The equivalent amount in United States dollars (USD) will be determined using the United Nations operational exchange rate in effect on the date of receipt of each payment. The Administrative Agent will not absorb any gains or losses on currency exchange, as section I.1 of this Agreement.

ANNEX D Logic Model and Permance Measurement Framework

Title	***Durable and safe socioeconomic integration for people on the move in Mexico***	***Project Number (IRCC Internal use)***		***contact person***	***Name: Erika Flores Title: Program Officer Email: florese@ilo.org Telephone: +52 55 2769 4044***
Country/Region	***Mexico***	***Budget***	***5,569,413.7 CAD***	***Duration***	***2 years***
Envelope (IRCC internal use only)	***ACBE and MCEE***				

When developing the Logic Model, please remove/add boxes as needed to reflect the project's proposed immediate outcomes. The intermediate outcome can reflect the main priority area selected in the proposal package – Priority Areas.

Ultimate Outcome	***Decrease in irregular migration into to (towards) the northern perimeter.***		
	↑ é é		
Intermediate Outcomes	***1100 Federal, state, and local authorities in the Government of Mexico design legislation and policies in favor of the socioeconomic integration of people on the move in Mexico and implement concrete, rights-based and gender-sensitive actions to facilitate access to regular pathways.***	***1200 The Government of Mexico, the private sector, employers, unions, and other key stakeholders facilitate access to decent, formal employment opportunities for people on the move, including for groups in vulnerable situations (i.e., women, youth).***	***1300 Governmental and non-governmental actors ensure access to social protection services and promote social cohesion from a sustainable development perspective, in collaboration with people on the move and host communities.***
	↑ é é		
Immediate Outcomes	***1110 The Government of Mexico and other key stakeholders have enhanced awareness and capacity to design and implement legislative, normative, and policy frameworks which facilitate access to regular pathways for people on the move and their socioeconomic integration.***	***1210 The Government of Mexico, the private sector, employers, unions, and other key stakeholders have enhanced knowledge and capacities to generate the enabling conditions to facilitate access to decent, formal employment opportunities for people on the move.***	***1310 People on the move access social protection services and opportunities for social cohesion, contributing to durable socioeconomic integration.***

Outputs	***1111 Federal and state law and policymakers have access to a wide range of tools, recommendations, and other technical assistance to design evidence-based laws, regulations, and policies that enhance the socioeconomic integration of people on the move.***	***1112 Various needs assessments, practical recommendations, information sessions, direct orientation services, communication campaigns, and roadmaps are available to the Government of Mexico, other key stakeholders, and directly to people on the move to enhance their access to regular pathways in Mexico.***	***1211 Key governmental actors and the private sector have access to various trainings, tools, guidelines, and procedures to facilitate fair recruitment of people on the move.***	***1212 Trainings, information, orientation, and other resources are available to the Government of Mexico, private sector, and people on the move to facilitate their job insertion in the formal labour market.***	***1213 Entrepreneurship training and capacity building services are delivered to migrants with government support.***	***1214 Technical procedures, exchange events, recommendations, and trainings focused on protection of labour rights and safe, orderly, and regular labour mobility are provided to the Government of Mexico and other key stakeholders.***	***1215 The government, financial service providers, and individuals are given information, recommendations, and studies to promote knowledge and access to financial services and products tailored for people on the move.***	***1311 Federal and subnational governments, the private sector, and people on the move have access to mechanisms which facilitate participation in social protection systems and generate cohesion with local host communities.***
Activities	***Activity 1111.1 International laws: Promote the ratification, implementation and follow-up on international frameworks, conventions, and standards in favor of the protection of labour rights of people on the move in Mexico (ILO).*** ***Activity 1111.2: National migration laws: Provide technical assistance***	***Activity 1112.1: Regular pathways (labour): Design and implement capacity-building and orientation exercises, to promote access to and expansion of regular pathways for labour mobility in Mexico (ILO, IOM).*** ***Activity 1112.2: Regular pathways (human rights): Carry out various capacity-building and orientation exercises to promote access to and***	***Activity 1211.1: Fair recruitment: Promote fair recruitment practices of people on the move through outreach, training and information sharing sessions for the government, private sector, employers, unions, and other key stakeholders (ILO, UNDP).***	***Activity 1212.1: Collect data and identify needs and profiles: Identify labour market needs and opportunities in Mexico and collect information and data on the educational and labour profiles of people on the move, including groups in vulnerable situations, to promote successful job matching according to relevant skills (ILO and UNHCR).*** ***Activity 1212.2: Support the private sector to hire people on***	***Activity 1213.1: Improve access to entrepreneurship: Improve access to entrepreneurship for people on the move, identifying good practices and case studies, barriers, and opportunities, facilitating knowledge-sharing, networks,***	***Activity 1214.1: Enhance justice and remedy systems for people on the move: Develop gender-sensitive, state-level institutional protection routes (including referral mechanisms) to address abuses, discrimination, and violations of labour rights, as well as recommendations and roadmaps to improve labour***	***Activity 1215.1: Financial education. Build the capacities of the Government to facilitate access and involve the public and private financial sector reduce barriers to financial education and information and resources on financial inclusion for people on the move, with a***	***Activity 1311.1: Multisectoral (health, housing, education, care). Develop local pilots to enhance access to social programs and services for people on the move, in coordination with local health, education, housing, and other authorities (among other social protection programs and services) (ILO, IOM, UNDP, UNHCR).*** ***Activity 1311.2: Enhance social cohesion. Implement community-level activities with authorities, civil society, private sector, and people on the move and***

to the Government of Mexico for the reform of the Migration Law, to contribute to safe, orderly, and regular migration (IOM, UNHCR). *Activity 1111.3: Other national laws: Analyze a broader range of multi-thematic legislative frameworks to identify gaps and opportunities for legal reform to support integration of people on the move (ILO, IOM, UNDP, UNHCR).* *Activity 1111.4: National policies: Deliver inputs to the development of national and state thematic and sectoral plans and policies on migration and associated areas under the new administration (ILO, IOM, UNDP).*	*expansion of regular pathways in Mexico from a protection focus, including international protection, internally displaced persons, legal identity, regularization through family ties, and victims of crime (IOM, UNHCR).* *Activity 1112.3: Other regularization documents: Provide orientation to refugees to access legal documents (beyond residence permits) to facilitate their socioeconomic integration (UNHCR).*		*the move: Provide information, orientation, and concrete tools to the private sector to facilitate the process for companies to hire people on the move (ILO, UNHCR).* *Activity 1212.3: Strengthen government capacities to facilitate access to jobs: Provide trainings, resources, and other capacity-building mechanisms to government institutions how to facilitate access to safe, formal, and decent employment for people on the move (ILO, UNHCR).* *Activity 1212.4: Prepare people on the move: Provide information, resources, and orientation to people on the move on how and where to access jobs in Mexico in collaboration with state Secretariats of the Economy, Inclusion, and I, local offices of the National Employment Service (ILO, UNHCR, IOM).* *Activity 1212.5: Education and*	*provide technical training, workshops, mentorship that have a strong focus on social impact for migrant and host communities, to strengthen their initiatives. (IOM, UNDP).* *Activity 1213.2: Enhance government support to migrant entrepreneurs: Enhance the capacities of the Government of Mexico at the local and national levels to support migrant entrepreneurs (IOM, UNDP).*	*protection services (ILO, IOM).* *Activity 1214.2: Enhance national/regional cooperation for governance of labour mobility: Facilitate the creation and reactivation of local/ state coordination mechanisms and strengthen regional governance frameworks, focused on enhancing rights-based labour migration governance and socioeconomic integration (ILO, UNHCR).*	*gender perspective (IOM, UNDP, UNHCR).*	*host communities to promote social cohesion and combat xenophobia and discrimination (IOM, UNDP, UNHCR).* *Activity 1311.3: Diaspora support. Strengthen the capacities and resources of refugee diaspora organizations to enhance their agency in promoting socioeconomic integration of people in need of international protection (UNHCR).*

			vocational training: Facilitate access to education and vocational training for people on the move to promote professional and personal development and identify and address barriers in the process for (re)accreditation and (re)validation of education, training and skills gained abroad (ILO, UNDP, UNHCR).				

Performance Measurement Framework

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
1.	***Ultimate Outcome: Positive change in state, conditions or well-being for ultimate beneficiaries***							
Decrease in irregular migration into to (towards) the northern perimeter	***1. # of individuals directly receiving assistance from the PUNOs, with Canadian funding, to enhance the sustainable socioeconomic (re)integration of people on the move in Mexico (through direct assistance and orientation, trainings, information campaigns, technical cooperation, capacity building exchanges) during the period of project implementation.*** ***Disaggregation: Sex, country of origin, migration status.***		***0***	***40,000 (at least 40% female) – including people on the move, host community members, policymakers and government officials, non-governmental organization staff***	***Consolidated project statistics***	***Review of data sources to generate statistics***	***End of the project***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
2.	*Intermediate Outcome: Positive change in behaviour, practice or performance of a beneficiary or intermediary*							
1100 Federal, state, and local authorities in the Government of Mexico design legislation and policies in favor of the socioeconomic integration of people on the move in Mexico and implement concrete, rights-based and gender-sensitive actions to facilitate access to regular pathways.	*2. Number of governmental legislative frameworks, policies or plans that have been enhanced or implemented to promote access to regular pathways and socioeconomic integration of people on the move, with assistance from the PUNOs under Canadian Government financing.*	*# of new or improved legal and social protection mechanisms by countries, measured by changes in relevant policies and legislation.*	*NA*	*3 governmental legislative frameworks, policies or plans that have been enhanced or implemented to promote access to regular pathways and socioeconomic integration of people on the move.* *(ILO/UNHCR/IOM/UNDP)*	*Consolidated project statistics*	*Review of data sources to generate statistics*	*Annual*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
1200 The Government of Mexico, the private sector, employers, unions, and other key stakeholders facilitate access to decent, formal employment opportunities for people on the move, including for groups in vulnerable situations (i.e., women, youth).	*3. Number of stakeholders (employers, recruitment agencies and unions) that adopted/institutionalized fair recruitment practices.*		*NA*	*10 stakeholders (ILO/UNHCR)*	*Consolidated project statistics*	*Review of data sources to generate statistics*	*Annual*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	4. Number of people on the move benefitting from support to access employment by way of improvements in federal and state legislative frameworks and policies. *Disaggregation: sex, age, country of origin and migration status.*		*NA*	*3,000 people on the move (2,000 male, 1,000 female) (ILO/IOM/UNHCR)*	*Consolidated project statistics*	*Review of data sources to generate statistics*	*Annual*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
1300 Governmental and non-governmental actors ensure access to social protection services and promote social cohesion from a sustainable development perspective, in collaboration with people on the move and host communities.	*5. Number of government social protection frameworks, policies, or programs where enhancements have been made to ensure more equitable access for people on the move.*	*# of new or improved legal and social protection mechanisms by countries, measured by changes in relevant policies and legislation.*	*NA*	*2 frameworks (ILO/IOM/UNDP/ UNHCR)*	*Consolidated project statistics*	*Review of data sources to generate statistics*	*Annual*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
Immediate Outcome: direct and immediate changes in knowledge skills, awareness, or attitudes of target audiences as a result of project activities.								

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
1110 The Government of Mexico and other key stakeholders have enhanced awareness and capacity to design and implement legislative, normative, and policy frameworks which facilitate access to regular pathways for people on the move and their socioeconomic integration	*6. Number of government institutions officials or other stakeholders' staff that, because of participating in trainings, workshops, or technical assistance initiatives have increased their capacity to develop legislation, policies, or plans on the socioeconomic integration of people on the move.*	*# of key institutions in the region with strengthened national migration and protection policies, procedures, and/or systems.*	*NA*	*782 government officials or other stakeholders' staff (391 male, 391 female)* *(ILO/IOM/UNDP/ UNHCR)*	*Aggregate statistical information from outputs*	*Review of data sources to generate statistics*	*Biannual*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
	7. Number of states with enhanced multi-sectoral public policy frameworks to enhance socioeconomic integration for people on the move		*NA*	*7 states (ILO/IOM/UNDP/ UNHCR)*	*Aggregate statistical information from outputs*	*Review of data sources to generate statistics*	*Biannual*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
	8. Percentage of decisionmakers reporting	*% increase in ability and/or knowledge of*	*NA*	*60% (30% male, 3% female)*	*Aggregate statistical*	*Review of data sources to generate statistics*	*Biannual*	*The Project's staff, including the Project Manager*

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
	enhanced capacities and tools to design laws and public policies that promote regular pathways and socioeconomic integration for people on the move. Disaggregation: sex, institution	stakeholders to develop or support regular pathways.		(ILO/IOM/UNDP/ UNHCR)	information from outputs			and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
1210 The Government of Mexico, the private sector, employers, unions, and other key stakeholders have enhanced knowledge and capacities to generate the enabling conditions to facilitate access to decent, formal employment opportunities for people on the move.	9. Number of government institutions that adopted guidelines and tools to improve job referral mechanisms or integration programs.	# of key institutions in the region with strengthened national migration and protection policies, procedures, and/or systems.	NA	6 government institutions (ILO/UNHCR)	Aggregate statistical information from outputs	Review of data sources to generate statistics	Biannual	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
	10. Number of people on the move that received labor intermediation services and/or labor rights information.		NA	26,725 people on the move (ILO/IOM/UNHCR)	Aggregate statistical information from outputs	Review of data sources to generate statistics	Biannual	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	Disaggregation: sex, age, country of origin and migratory status							***in collaboration of the various staff from the PUNO***
1310 People on the move access social protection services and opportunities for social cohesion, contributing to durable socioeconomic integration.	***11. Number of people on the move and host communities' members that access social protection services and/or are beneficiaries of social cohesion activities.*** ***Disaggregation: sex, age, and country of origin.***		***NA***	***11,550 people on the move (5,775 male, 5,775 female)*** ***(ILO/IOM/UNDP/ UNHCR)***	***Aggregate statistical information from outputs***	***Review of data sources to generate statistics***	***Biannual***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***
	12. Number of events, activities, initiatives and/or assessments to promote or foster social cohesion of people on the move.		***NA***	***22 activities*** ***(IOM/UNDP/UNHCR)***	***Aggregate statistical information from outputs***	***Review of data sources to generate statistics***	***Biannual***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***
Outputs: tangible and measurable products, services, or activities that directly result from the implementation of the project (specific, quantifiable, and observable)								

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
1111 Federal and state law and policymakers have access to a wide range of tools, recommendations, and other technical assistance to design evidence-based laws, regulations, and policies that enhance the socioeconomic integration of people on the move.	***13.Number of government or key stakeholder entities that have received technical assistance, training, recommendations, and/or evidence-based resources in developing migration-related laws and policies.*** ***Disaggregation: date, location, type of stakeholder, name of the stakeholder, type of technical assistance/training***	***# of technical assistance or information sessions delivered.***	***NA***	***19 entities*** ***ILO: 6*** ***IOM:6*** ***UNHCR: 7***	***ILO/IOM/UNHCR: Training participants lists, e-mail communication, official communiqués, attendee lists / memorandum documents summarizing encounters.***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***
	14.Number of high-level encounters carried out with governmental and non-governmental stakeholders to promote legislative and/or normative	***# of technical assistance or information sessions delivered.***	***NA***	***14 high-level encounters*** ***ILO_6,*** ***IOM: 4,*** ***UNHCR:4.***	***ILO/ IOM: Event agendas, calendar invites, procurement contacts (event space, other services).***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of***

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
	reforms in benefit of regular pathways and socioeconomic integration for people on the move. ***Disaggregation: date, location, type of encounter, topic of the encounter, stakeholder type, stakeholder name***							***the various staff from the PUNO***
	15. Number of legal analyses, assessments, proposals, or inputs elaborated to identify areas of improvement in national, state, and local legislation, plans, programs, and policies to facilitate durable socioeconomic integration for people on the move. ***Disaggregation: date of elaboration, location, type of***	***# of technical assistance or information sessions delivered.***	***NA***	***22 documents*** ***ILO:5*** ***IOM: 6*** ***UNDP:7*** ***UNHCR:4***	***ILO: Legal analysis documents/reports*** ***IOM/UNHCR: Laid out / designed reports, agency website, annotated documents with comments from government counterparts /staff***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	document (assessment/analysis), thematical gaps/areas of opportunity identified (legislation, plan, program, policy), proposal							
1112 Various needs assessments, practical recommendations, information sessions, direct orientation services, communication campaigns, and roadmaps are available to the Government of Mexico, other key stakeholders, and directly to people on the move to enhance their access to regular pathways in Mexico.	***16. Number of capacity-building workshops and training sessions conducted for government officials and key stakeholders on enhancing access to regular pathways for people on the move.*** ***Disaggregation: date, location, type of actor/stakeholder, name of the actor or stakeholder, type of technical assistance/training***	***# of capacity building initiatives delivered, broken down by thematic area.***	***NA***	***13 sessions*** ***IOM: 2*** ***UNHCR: 11***	***IOM/UNHCR: Event agendas, calendar invites, procurement contacts (event space, other services)*** ***Participants lists***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	17. Number of participants from government institutions and other key stakeholders in capacity-building workshops and training sessions conducted on enhancing access to regular pathways for people on the move. Disaggregation: date, location, type of actor/stakeholder, name of the actor or stakeholder, type of technical assistance/training Disaggregation: date, location, type of actor/stakeholder, sex, age, type of technical assistance/training	***# of trainings delivered.***	***NA***	***335 participants (168 male, 167 female)*** ***IOM: 35*** ***UNHCR:300***	***IOM/UNHCR: Training participants lists, e-mail communication, official communiqués, attendee lists / memorandum documents summarizing encounters***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
	18. Number of people on the move provided with orientation and/or assistance to access regular pathways Disaggregation: date, location, sex, age, type of assistance provided.	# of beneficiaries targeted (direct and indirect), disaggregated by sex.	NA	9,400 people on the move (5,000 male, 4,400 female) ILO: 150 IOM: 1250 UNHCR:8000	ILO: ILO Multiservice Center internal monitoring system IOM/UNHCR: beneficiary monitoring system, participants lists in group sessions, records of individuals provided with legal advice	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
	19. Number of information campaigns carried out to assist people on the move with their regularization process. Disaggregation: date, location, topic, language	# of technical assistance or information sessions delivered.	NA	1 information campaign UNHCR:1	UNHCR: campaign materials/social media impact statistics	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
	20. Number of analyses, studies or diagnoses elaborated to improve access to regular pathways		NA	7 documents ILO 4	ILO/IOM: Laid out/ designed reports/analysis, agency website, annotated documents with	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	for people on the move. ***Disaggregation: date, type of document (analysis, study, diagnose), thematical gaps/areas of opportunity (legislation, plan, program, policy, proposal***			***IOM 3***	***comments from government counterparts /staff***			***responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***
1211 Key governmental actors and the private sector have access to various trainings, tools, guidelines, and procedures to facilitate fair recruitment of people on the move.	***21. Number of capacity-building workshops and training sessions conducted for private sector stakeholders on fair recruitment practices and labor rights.*** ***Disaggregation: date, location, type of technical workshop/training, topic, training/workshop modality,***	***# of capacity building initiatives delivered, broken down by thematic area.***	***NA***	***8 capacity building workshops*** ***ILO: 4*** ***UNDP: 4***	***ILO/UNDP: Participants lists, workshops presentations, memorandum documents summarizing activities***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	22. Number of private sector entities that participated in capacity-building workshops and training sessions conducted on fair recruitment practices and labor rights. *Disaggregation: date, location, type of private sector entity, type of technical workshop/training, topic*	*# of trainings delivered.*	*NA*	*306 entities* *ILO: 2* *UNDP: 4* *UNHCR: 300*	*ILO/UNDP/UNHCR: Participants lists, workshops presentations, memorandum documents summarizing activities*	*Review of data sources to generate statistics*	*Quarterly*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
	23. Number of assessments, analyses, or proposals elaborated to improve fair recruitment regulations, policies, and practices of people on the move. *Disaggregation: agency, date of*	*# of technical assistance or information sessions delivered.*	*NA*	*3 analysis/assessments.* *ILO: 3*	*ILO: Analysis documents/reports*	*Review of data sources to generate statistics*	*Quarterly*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
	elaboration, type of recommendation, thematical gaps/areas of opportunity, recommendations							
1212 Trainings, information, orientation, and other resources are available to the Government of Mexico, private sector, and people on the move to facilitate their job insertion in the formal labour market.	***24. Number of government officials that have been trained to identify, assist, and refer people on the move to formal job opportunities.*** ***Disaggregation: location, date, institution, sex, age***	***# of trainings delivered.***	***NA***	***147 government officials*** ***ILO: 100*** ***UNHCR: 47***	***ILO/UNHCR: Participants lists, trainings presentations, memorandum documents summarizing activities***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***
	25. Number of initiatives or trainings undertaken to inform, ensure and enhance the access of people on the move to integration services and programs. ***Disaggregation: location, type of***	***# of technical assistance or information sessions delivered.***	***NA***	***46 initiatives*** ***ILO:3*** ***UNDP: 3*** ***UNHCR: 40***	***ILO: Internal monitoring system, technical careers homologation curriculum*** ***UNDP: Participants lists, trainings presentations, memorandum documents summarizing activities***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	initiative/training, date				*UNHCR: sensitization activities agendas, memorandum documents summarizing activities*			
	26. Number of people on the move informed, referred, or assisted with referral mechanisms for integration initiatives or programs. *Disaggregation: location, sex, sex, age, nationality migratory status, initiative/program, institution of referral*	*# of beneficiaries targeted (direct and indirect), disaggregated by sex.*	*NA*	*10,960 people on the move (6,960 male, 4,000 female)* *ILO: 800* *IOM: 2160* *UNHCR: 8000*	*ILO: Migrant Workers Resource Centers monitoring system* *IOM: central IOM beneficiary monitoring system, participants lists in group sessions, records of individuals provided with legal advice* *UNHCR: beneficiary monitoring system, participants lists in group sessions, records of individuals provided with legal advice*	*Review of data sources to generate statistics*	*Quarterly*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	27. Number of assessments, analyses, or initiatives elaborated to identify areas of improvement for the (re)accreditation and (re)validation of education, training, and skills of people on the move. *Disaggregation: date, type of analysis, thematical gaps/areas of opportunity, recommendation*		*NA*	*4 assessments/initiative* *ILO: 4*	*ILO: Assessments/analysis elaborated and labour intermediation database*	*Review of data sources to generate statistics*	*Quarterly*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
1213 Entrepreneurship training and capacity building services are delivered to migrants with government support.	*28. Number of information products generated to share information on the migrant entrepreneurship ecosystem in Mexico.* *Disaggregation: date, type of product, topic.*		*NA*	*2 products* *IOM/UNDP: 2*	*IOM/UNDP: Final laid out, designed, content approved report published on IOM and UNDP websites and final entrepreneurial interactive dashboard published online*	*Review of data sources to generate statistics.*	*Quarterly*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	29. Number of capacity-building encounters (trainings, workshops, etc.) carried out with key stakeholders and migrants to promote an inclusive economic and social migrant entrepreneurial ecosystem in Mexico. ***Disaggregation: date, location, type of actor/stakeholder, name of the actor or stakeholder, type of capacity building encounter***	***# of capacity building initiatives delivered, broken down by thematic area.***	***NA***	***6 capacity building encounters*** ***IOM/UNDP: 6***	***IOM/UNDP: Event agendas, calendar invites, procurement contacts (event space, other services)***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***
	30. Number of migrants, policymakers, and other persons participating in capacity-building encounters focused on migrant entrepreneurship	***# of beneficiaries targeted (direct and indirect), disaggregated by sex.***		***120 participants (60 male, 60 female)*** ***IOM/UNDP: 120***	***IOM/UNDP: Training participants lists, e-mail communication, official communiqués, attendee lists / memorandum documents***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of***

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
	ecosystems in Mexico. Disaggregation: location, sex, age, migration status, type of capacity building encounter				summarizing encounters			the various staff from the PUNO
	31. Number of migrants/migrant-supporting entrepreneurs receiving direct mentorship to strengthen their entrepreneurial skills and knowledge. Disaggregation: location, sex, age, country of origin, type of training/workshop/ program	# of beneficiaries targeted (direct and indirect), disaggregated by sex.	NA	30 participants (15 male, 15 female) IOM: 15 UNDP: 15	IOM/UNDP: beneficiary monitoring system, based on participants in capacity-developing entrepreneurship activities	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
1214 Technical procedures, exchange events, recommendations, and trainings focused on protection of labour rights and safe, orderly, and regular labour mobility are provided to the Government	32. Number of participants in labor abuse and exploitation prevention training and capacity-building initiatives.	# of trainings delivered.	NA	150 participants (75 male, 75 female) ILO:100 IOM: 50	ILO/IOM: Training participants lists, e-mail communication, official communiqués, attendee lists / memorandum documents	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
of Mexico and other key stakeholders.	Disaggregation: sex, age, type of participant, type of training/workshop/ program, training/workshop/ program topic"				summarizing encounters			the various staff from the PUNO
	33. Number of assessments elaborated to analyze existing state-level mechanisms and resources for labor protection of migrant workers. Disaggregation: date of elaboration, type of product, thematical gaps/areas of opportunity, proposal"		NA	2 assessments IOM:2	IOM: Final documents shared by communique to corresponding government agencies with all inputs included / email correspondence from institutions confirming approval of report contents	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
1215 The government, financial service providers, and individuals are given information, recommendations, and studies to promote knowledge and access to financial services and	34. Number of people on the move provided with information or training on how to access financial services in Mexico.	# of beneficiaries targeted (direct and indirect), disaggregated by sex.	NA	6200 people on the move (3,500 male, 2,700 female) UNDP:200 UNHCR: 6000	UNDP/UNHCR: internal beneficiaries monitoring, information sessions participants list.	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
products tailored for people on the move.	Disaggregation: date, location, type of training/program, sex, age, migratory status, nationality.							in collaboration of the various staff from the PUNO
	35. Number of guidance notes, roadmaps, assessments, and/or studies elaborated to analyze the current state of financial inclusion frameworks and processes for people on the move. Disaggregation: date of elaboration, type of product, thematical gaps/areas of opportunity identified proposal"		NA	2 IOM/UNDP/UNH CR: 2	IOM/UNDP/UNH CR: Final document shared by communique to corresponding government agencies with all inputs included / email correspondence from institutions confirming approval of report contents	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
1311 Federal and subnational governments,	36. Number of initiatives developed to		NA	5 initiatives	ILO: link to the published digital platform.		Quarterly	The Project's staff, including the Project Manager

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
the private sector, and people on the move have access to mechanisms which facilitate participation in social protection systems and generate cohesion with local host communities.	strengthen and promote access to social protection Disaggregation: date, location, type of initiative			ILO:1 IOM: 1 UNHCR: 3	IOM: Link to published report evaluating return and reintegration programs UNHCR: Internal records	Review of data sources to generate statistics		and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
	37. Number of beneficiaries of initiatives that strengthen and promote access to social protection services/programs for people on the move. Disaggregation: date, location, type of training/program, sex, age, migratory status, nationality.	# of beneficiaries targeted (direct and indirect), disaggregated by sex.	NA	6050 beneficiaries (3,025 male, 3,025 female) ILO: 50 IOM: 6000	ILO: beneficiaries monitoring system. IOM: central IOM beneficiary monitoring system, based on participants in information sessions for returnees	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO
	38. Number of community activities organized to foster social cohesion. Disaggregation: date, type of activity, location.		NA	17 activities IOM:6 UNDP: 3 UNHCR: 8	IOM/UNDP/UNHCR: Event agendas, calendar invites, procurement contacts (event space, other services)	Review of data sources to generate statistics	Quarterly	The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of

1 - Expected Outcomes	2 - Specific Project Indicators	2.1 - ACBE Performance Indicators (Project Indicators)	3 - Baseline	4 - Targets	5 - Data Source	6 - Collection Method	7 - Frequency	8 - Responsibility
								the various staff from the PUNO
	39. Number of participants in community activities organized to foster social cohesion. Disaggregation: date, type of activity, location, sex, age, nationality, migration status	*# of beneficiaries targeted (direct and indirect), disaggregated by sex.*		*5500 participants (2,750 male, 2,750 female)* *IOM:1200* *UNDP: 300* *UNHCR: 4000*	*IOM/UNDP/UNHCR: Registration lists at community events, invitations*	*Review of data sources to generate statistics*	*Quarterly*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*
	40. Number of analyses, assessments or initiatives developed to enhance access to social protection services for people on the move. *Disaggregation: agency, date of elaboration, location, type of product, thematical gaps/areas of opportunity*		*NA*	*5 assessments* *UNDP:4* *UNHCR: 1*	*UNDP/UNHCR: Final assessments/analysis elaborated*	*Review of data sources to generate statistics*	*Quarterly*	*The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO*

1 - Expected Outcomes	*2 - Specific Project Indicators*	*2.1 - ACBE Performance Indicators (Project Indicators)*	*3 - Baseline*	*4 - Targets*	*5 - Data Source*	*6 - Collection Method*	*7 - Frequency*	*8 - Responsibility*
	identified proposal"							
	41. Number of participants in social protection training ***Disaggregation: date, location, type of actor/stakeholder, institution, type of activity***	***# of beneficiaries targeted (direct and indirect), disaggregated by sex.***	***NA***	***150 participants (75 male, 75 female)*** ***UNDP: 150***	***UNDP: Participants lists, trainings presentations, memorandum documents summarizing activities***	***Review of data sources to generate statistics***	***Quarterly***	***The Project's staff, including the Project Manager and the Monitoring and Evaluation (M&E) Officer, are responsible for overseeing data collection, working in collaboration of the various staff from the PUNO***

Annex E - Budget

IRCC - INTERNATIONAL AFFAIRS (IA)-
BUDGET PROPOSAL

Project Number (to be completed by IRCC):	
Project Title: Durable and safe socioeconomic integration of people on the move in Mexico	
Implementing Partner:International Labour Organization	
Total Project Cost (CAD): 5,569,413.7	
Total Funding requested:	
Envelope (for internal use only): ☐ ***ACBE***	☐ MCEE ☐ Other (specify)
Beneficiary Country: Mexico	

PROJECT ACTIVITIES								PROJECTED EXPENDITURES (from IIR funds)			
								Year 1	Year 2	Budget Total	
Output: List which output under the project Logic Model this activity supports (insert a row to add related output as required)							Other sources fund/in - kind				
Activity		Sub-Activity	*Expense Item*	Expense Item detail				Forecast	Forecast	Forecast	
				# Unit	Cost	Total Cost	Forecast				
Output: 1111: Federal and state law and policymakers have access to a wide range of tools, recommendations, and other technical assistance to design evidence-based laws, regulations, and policies that enhance the socioeconomic integration of people on the move.											Columna double check
1111.1 International laws: Promote the ratification, implementation and follow-up on international frameworks, conventions, and standards in favor of the protection of labour rights of people on the move in Mexico	ILO	Support tripartite actors to update and conduct assessments on gaps in the legal framework and support the ratification of ILO Conventions, including Convention No. 97 on Migration for Employment, No. 143 on Migrant Workers, and No. 181 on Private Employment Agencies (Federal).	*Expert consultancy fees for organize workshops for tripartite actors to review and address gaps in legal frameworks, focusing on the ratification of key ILO Conventions, including logistical costs (venue rental, training materials, transport, catering).*	1	8,125.00	8,125.00		4,062.50	4,062.50	8,125.00	0.00
		Include Mexico in global campaigns for the ratification of Conventions No. 97, 143 and 181, and build the capacities of ILO constituents and other actors on the ratification process (Federal).	*Coordinate public awareness campaigns in Mexico to promote the ratification of ILO Conventions, covering design, production, and dissemination of outreach materials across multiple platforms.*	2	8,750.00	17,500.00		8,750.00	8,750.00	17,500.00	0.00
		Train ILO tripartite constituents and other actors on their obligations regarding the ratification of the Forced Labour Protocol in 2023 (Federal).	*Conduct training sessions for ILO constituents and stakeholders, including venue costs, trainer fees, event space).*	3	3,800.00	11,400.00		5,700.00	5,700.00	11,400.00	0.00
Total Activity 1111.1						37,025.00		18,512.50	18,512.50	37,025.00	0.00
1111.2: National migration laws: Provide technical assistance to the Government of Mexico for the reform of the Migration Law, to contribute to safe, orderly, and regular migration	IOM	(IOM/UNHCR) Meet with newly elected/appointed officials in the House of Representatives, Senate, and Government to share a memorandum of past actions on legal reform, reinitiate conversations on a reform of the Migration Law, and identify thematic priorities, in collaboration with other UN agencies. (Federal)	*Legal reform roundtable discussions with key government actors (local transport, event space, food and beverage, audiovisual services) (per discussion)*	1	3,000.00	3,000.00		1,500.00	1,500.00	3,000.00	0.00
			Expert consultancy fees - accompaniment and systematization of inputs, government consultations (per month)	1	5,800.00	5,800.00		2,900.00	2,900.00	5,800.00	0.00
		(IOM) Consult with civil society, migrant rights advocacy groups, international experts, and affected communities, to gather inputs and feedback on proposed reforms (Federal, XX)	*Public consultations with key stakeholders for the legal reform process (event space, food and beverage, audiovisual services, local transport) (per consultation)*	1	6,000.00	6,000.00		3,000.00	3,000.00	6,000.00	0.00
			Inter-state staff travel - meetings with key stakeholders in the field on migration law reform priorities (per trip)	4	800.00	3,200.00		1,600.00	1,600.00	3,200.00	0.00
			Expert consultancy fees - accompaniment and systematization of inputs, public consultations (per month)	2	5,800.00	11,600.00		5,800.00	5,800.00	11,600.00	0.00
		(IOM) Conduct a gender-sensitive legal analysis of Mexico's current Migration Law, in the context of current migration trends and policies, to identify gaps, inconsistencies, and areas for improvement in alignment with international standards, IOM strategic plans and best practices, reviewed by UN agencies (Federal)	*Expert consultancy fees - elaboration of migration law legal analysis (per month)*	2	5,800.00	11,600.00		5,800.00	5,800.00	11,600.00	0.00
	UNHCR	(IOM/UNHCR) Meet with newly elected/appointed officials in the House of Representatives, Senate, and Government to share a memorandum of past actions on legal reform, reinitiate conversations on a reform of the Migration Law, and identify thematic priorities, in collaboration with other UN agencies. (Federal)	*Organizing costs for meetings (food, beverage, visibility materials) (per seminar)*	10	1,375.00	13,750.00		6,875.00	6,875.00	13,750.00	0.00
		(IOM/UNHCR) Provide ongoing technical support, recommendations, and reviews of migration law reform documents, including to relevant government counterparts and contribute, among others, to draft proposals for legal reforms (Federal)	*Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)*	4	5,000.00	20,000.00		10,000.00	10,000.00	20,000.00	0.00
Total Activity 1111.2						74,950.00		37,475.00	37,475.00	74,950.00	

1111.3: Other national laws: Analyze a broader range of multi-thematic legislative frameworks to identify gaps and opportunities for legal reform to support integration of people on the move	ILO	Engage with government, trade unions, and employers` organizations, private sector, CSOs, to gather perspectives and insights on the effectiveness of existing laws and potential areas for reform	*Organize multi-stakeholder dialogue sessions with government representatives, trade unions, employers' organizations, CSOs, and the private sector to identify key reform areas in the existing law (including costs for venue rental, transportation, and facilitation services).*	9	3,100.00	27,900.00		13,950.00	13,950.00	27,900.00	0.00
		(ILO/UNDP/UNHCR) Conduct a gender-sensitive analysis of federal and state-level legislative frameworks indirectly related to human mobility that carry implications for the durable integration of people on the move, including returnees (e.g. housing, agriculture, health, population, education, employment, discrimination, women's rights), elaborating position papers on potential reforms to better mainstream the multisectoral needs of people on the move	*Develop a gender-sensitive legislative framework analysis addressing human mobility, including expert consultancy fees for research, stakeholder interviews, and drafting of recommendations.*	3	3,200.00	9,600.00		4,800.00	4,800.00	9,600.00	0.00
			Produce and disseminate position papers on legislative reforms to mainstream multisectoral needs, covering expenses for content creation, and design	1	2,800.00	2,800.00		1,400.00	1,400.00	2,800.00	0.00
			Print Publications	3	2,900.00	8,700.00		4,350.00	4,350.00	8,700.00	0.00
	IOM	(ILO/UNDP/UNHCR/IOM) Conduct a gender-sensitive analysis of federal and state-level legislative frameworks indirectly related to human mobility that carry implications for the durable integration of people on the move, including returnees (e.g. housing, agriculture, health, population, education, employment, discrimination, women's rights), elaborating position papers on potential reforms to better mainstream the multisectoral needs of people on the move	*Expert consultancy fees - elaboration of multi-sectoral legal analysis (per month)*	2	5,800.00	11,600.00		5,800.00	5,800.00	11,600.00	0.00
			Layout and design/printing and promotion legal analyses (per analysis)	1	800.00	800.00		400.00	400.00	800.00	0.00
		(IOM/UNHCR) Provide technical support in reviewing draft amendments to existing multi-sectoral laws (housing, agriculture, health, population, education, employment, discrimination, women's rights) to better mainstream the needs of people on the move, in line with international human rights and gender equality principles. (Federal, Chihuahua, Nuevo Leon, Jalisco)	*Inter-state staff travel - meetings with key stakeholders in target states on multi-sectoral legal reform priorities (per trip)*	4	700.00	2,800.00		1,400.00	1,400.00	2,800.00	0.00
	UNDP	(ILO/UNDP/UNHCR) Conduct a gender-sensitive analysis of federal and state-level legislative frameworks indirectly related to human mobility that carry implications for the durable integration of people on the move, including returnees (e.g. housing, agriculture, health, population, education, employment, discrimination, women's rights), elaborating position papers on potential reforms to better mainstream the multisectoral needs of people on the move	*Expert consultancy fees for the elaboration of the gender-sensitive analysis (per analysis)*	1	25,000.00	25,000.00		12,500.00	12,500.00	25,000.00	0.00
			Layout and design, printing and promotion of the gender-sensitive analysis (per analysis)	1	2,500.00	2,500.00		1,250.00	1,250.00	2,500.00	
	UNHCR	(ILO/UNDP/UNHCR) Conduct a gender-sensitive analysis of federal and state-level legislative frameworks indirectly related to human mobility that carry implications for the durable integration of people on the move, including returnees (e.g. housing, agriculture, health, population, education, employment, discrimination, women's rights),	*staff time indicated under staff category*	0	0.00	0.00		0.00	0.00	0.00	0.00
		(IOM/UNHCR) Provide technical support in reviewing draft amendments to existing multi-sectoral laws (housing, agriculture, health, population, education, employment, discrimination, women's rights) to better mainstream the needs of people on the move, in line with international human rights and gender equality principles. (Federal, Chihuahua, Nuevo Leon, Jalisco)	*staff time indicated under staff category*	0	0.00	0.00		0.00	0.00	0.00	0.00
		Provide technical support to review the regulatory framework of the naturalization process and advocate for the decentralization of the process and a reduction in fees in accordance with OECD pair countries. (Federal).	*Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)*	2	6,875.00	13,750.00		6,875.00	6,875.00	13,750.00	0.00
Total Activity 1111.3						105,450.00		52,725.00	52,725.00	105,450.00	
1111.4: National policies: Deliver inputs to the development of national and state thematic and sectoral plans and policies on migration and associated areas under the new administration	ILO	(ILO/UNDP) Conduct a mapping of State Development Plans and subnational migration policies, identifying each state's particular priorities in current local planning regarding the integration of people on the move. (Baja California, Nuevo Leon and Jalisco)	*Conduct workshops to map State Development Plans and analyze subnational migration policies in Baja California, including venue costs and consultant fees*	3	4,800.00	14,400.00		7,200.00	7,200.00	14,400.00	0.00
			Mission/Travel	4	2,475.00	9,900.00		4,950.00	4,950.00	9,900.00	0.00
		(ILO/IOM/UNDP) Support state governments to develop strategies, plans, or programs related to migration (including labour migration policies, return migration, and socioeconomic integration) coherent with employment, gender, and human rights frameworks, and with the participation of tripartite constituents when relevant (Baja California, Chiapas, Jalisco and Nuevo Leon)	*Provide technical assistance to state governments in Baja California and Chiapas, to design migration-related strategies, plans, or programs aligned with employment, gender, and human rights frameworks, covering expert consultancy fees and coordination meetings.*	2	6,500.00	13,000.00		6,500.00	6,500.00	13,000.00	0.00
			Mission/Travel	6	2,475.00	14,850.00		7,425.00	7,425.00	14,850.00	0.00
		Support three state governments to (re) activate and strengthen interinstitutional and tripartite coordination spaces to develop protocols to manage labour migration and socioeconomic integration. (Baja California, Chiapas and Mexico City)	*Mission travel to Baja California, Mexico City and Chiapas)*	9	2,475.00	22,275.00		11,137.50	11,137.50	22,275.00	0.00
			Strengthen interinstitutional coordination spaces in Baja California, Chiapas, and Mexico City through regular multi-stakeholder meetings, development of management protocols, and systematization of inputs, with expenses for facilitation, venue rental, and technical documentation	12	2,850.00	34,200.00		17,100.00	17,100.00	34,200.00	0.00
	IOM	(ILO/IOM/UNDP) Support state governments to develop strategies, plans, or programs related to migration (including labour migration policies, return migration, and socioeconomic integration) coherent with employment, gender, and human rights frameworks, and with the participation of tripartite constituents when relevant (Baja California, Chiapas, Jalisco and Nuevo Leon)	*Local Staff travel - encounters with state authorities for migration policy formation*	5	220.00	1,100.00		550.00	550.00	1,100.00	0.00
			Encounters with state authorities for migration policy formation (venues, organizing costs, printing and promotion of information materials (per encounter)	4	450.00	1,800.00		900.00	900.00	1,800.00	0.00
		Offer technical support to state governments to draft a roadmap for achieving migration-related objectives and activities in sectoral and thematic programs and policies, with funding to support pilot initiatives to meet objectives (Federal, Nuevo Leon and Jalisco)	*Funding pilot initiatives to achieve migrant integration policy objectives outlined in state policies/roadmaps (venue spaces, local transport, food and beverage, supporting materials, printing and production of promotional materials) (per pilot)*	2	16,000.00	32,000.00		16,000.00	16,000.00	32,000.00	0.00
			Staff travel - meetings with key stakeholders in target states on multi-sectoral legal reform priorities (per trip)	3	700.00	2,100.00		1,050.00	1,050.00	2,100.00	0.00
	UNDP	(ILO/UNDP) Conduct a mapping of State Development Plans and subnational migration policies, identifying each state's particular priorities in current local planning regarding the integration of people on the move. (Baja California, Nuevo Leon and Jalisco)	*Expert consultancy fees for the development of local mappings (per mapping)*	3	16,187.50	48,562.50		24,281.25	24,281.25	48,562.50	0.00
			Staff travel for meetings with local authorities (accomodation, DSA, etc.) (per travel)	3	1,000.00	3,000.00		1,500.00	1,500.00	3,000.00	
		(ILO/IOM/UNDP) Support state governments to develop strategies, plans, or programs related to migration (including labour migration policies, return migration, and socioeconomic integration) coherent with employment, gender, and human rights frameworks, and with the participation of tripartite constituents when relevant (Baja California, Chiapas, Jalisco and Nuevo Leon)	*Expert consultancy fees for the development of local strategies (per strategy)*	3	16,187.50	48,562.50		24,281.25	24,281.25	48,562.50	0.00
			Staff travel for meetings with local authorities (accomodation, DSA, etc.) (per travel)	3	1,000.00	3,000.00		1,500.00	1,500.00	3,000.00	
Total Activity 1111.4						248,750.00		124,375.00	124,375.00	248,750.00	
Total Output (1111)								233,087.50	233,087.50	466,175.00	
Output: 1112: Various capacity-building initiatives and resources are available to the Government of Mexico, other key stakeholders, and directly to people on the move to enhance their access to regular pathways in Mexico.											
		Issue recommendations and implement strategies for the improvement of access of women to regular pathways, with special emphasis on the care economy. (Federal, Baja California, Chiapas, Mexico City)	*Develop and issue gender-focused recommendations for improving women's access to regular migration pathways, emphasizing the care economy, with costs for stakeholder meetings, and reports in Baja California, Chiapas and Mexico City*	6	2,800.00	16,800.00		8,400.00	8,400.00	16,800.00	0.00

	ILO	with special emphasis on the care economy. (Federal, Baja California, Chiapas, Mexico City)	*Mission/Travel*	4	2,475.00	9,900.00		4,950.00	4,950.00	9,900.00	0.00
		Implement a pilot action in a target state aimed at improving migrant women´s access to childcare services (early childhood care and education services) and their access to the labour market in decent conditions. (Chiapas)	*In partnership with Chiapas state government, and in coordination with UN agencies, the ILO will support the pilot initiative aimed at improving access to formal daycare services for children of migrant women. This initiative seeks to enable women to participate in the workforce by addressing the critical need for reliable childcare options. The ILO's contribution will focus on developing a statistical monitoring framework, creating data collection tools, and disseminating the key findings.*	1	27,000.00	27,000.00		13,500.00	13,500.00	27,000.00	0.00
1112.1: Regular pathways (labour): Design and implement capacity-building and orientation exercises, to promote access to and expansion of regular pathways for labour mobility in Mexico.	IOM	Provide pro-bono orientation and legal advice to migrants in target states on the regularization process, the process to change their condition of stay, and the steps to access other documentation, by way of community workshops, university legal clinics, and local law firms. (Jalisco, Nuevo Leon, Chihuahua)	*Operating costs legal clinic (information materials, orientation days, technology support, legal specialist service, local travel) (per clinic during 24 months)*	3	9,000.00	27,000.00		13,500.00	13,500.00	27,000.00	0.00
			Inter-state staff travel	4	700.00	2,800.00		1,400.00	1,400.00	2,800.00	0.00
			Expert consultancy fees - regularization legal experts (per month)	24	615.00	14,760.00		7,380.00	7,380.00	14,760.00	0.00
		Issue recommendations and support the design of a points-based labour immigration scheme in Mexico. (Federal)	*Expert consultancy fees - elaboration of points based system (per month)*	6	5,300.00	31,800.00		15,900.00	15,900.00	31,800.00	0.00
			Layout and design/printing and promotion legal analyses (per analysis)	1	800.00	800.00		400.00	400.00	800.00	0.00
		Implement pilot initiatives to reduce access barriers for Guatemalan migrant workers in Mexico, including regulatory, operational, administrative and systems improvements, with a focus on cross-border temporary worker programs between the two Governments and with a gender focus (Federal).	*Training and certification sessions for Guatemalan women migrant workers entering the services/agricultural sector in Mexico (venue, travel, IT and audiovisual equipment rentals, food and beverage) (per session)*	3	12,000.00	36,000.00		18,000.00	18,000.00	36,000.00	0.00
			Community activities Guatemalan women migrant workers to share information on vacancies	2	12,000.00	24,000.00		12,000.00	12,000.00	24,000.00	0.00
			Consultations with private sector to implement pilot - inter-state travel, meeting venues, launch events, per TDY	4	700.00	2,800.00		1,400.00	1,400.00	2,800.00	0.00
			Trainings, information sessions, and capacity building for INM officials at administrative offices to facilitate document issuance for regularization of women migrant workers (per office)	3	3,000.00	9,000.00		4,500.00	4,500.00	9,000.00	0.00
Total Activity 1112.1						202,660.00		101,330.00	101,330.00	202,660.00	
1112.2: Regular pathways (human rights): Carry out various capacity-building and orientation exercises to promote access to and expansion of regular pathways in Mexico from a protection focus, including international protection, internally displaced persons, legal identity, regularization through family ties, and victims of crime	IOM	Analyze access barriers to existing humanitarian pathways for people on the move in vulnerable situations who do not qualify for international protection in Mexico, with a focus on regularization through family ties, legal identity, victims of crime, and persons in situations of extreme vulnerability. (Federal)	*Expert consultancy fees - elaboration of humanitarian regular pathways analysis (per month)*	4	6,300.00	25,200.00		12,600.00	12,600.00	25,200.00	0.00
		Draft a roadmap, based on practical recommendations, of actions to be taken to strengthen access to regular migration mechanisms for humanitarian reasons for persons in vulnerable situations who do not qualify for international protection. (Federal)	*Expert consultancy fees - roadmap design (per month)*	2	6,200.00	12,400.00		6,200.00	6,200.00	12,400.00	0.00
			Layout and design - regular pathways analysis and roadmap document (per package)	1	800.00	800.00		400.00	400.00	800.00	0.00
			Validation workshop - venue, food and beverage, AV and IT, local travel (per workshop)	1	1,200.00	1,200.00		600.00	600.00	1,200.00	0.00
		Conduct community registration fairs and disseminate information on legal identity in areas with a high presence of migrant residents, working with authorities to provide birth registration/identity documents to children and adolescents born of migrant parents and supporting parents in their regularization process through family ties. (Jalisco, Nuevo León, Chihuahua)	*Print and promotion Information materials (print, digital) on legal identity and regularization through family ties (per packet)*	800	10.00	8,000.00		4,000.00	4,000.00	8,000.00	0.00
			Organizing costs - community registration fairs (per fair)	4	7,900.00	31,600.00		15,800.00	15,800.00	31,600.00	0.00
			Legal assistance fees - follow-up assistance for regularization (per month)	20	800.00	16,000.00		8,000.00	8,000.00	16,000.00	0.00
			Staff travel - registration fairs (hotel, DSA, flights) (per trip)	6	700.00	4,200.00		2,100.00	2,100.00	4,200.00	0.00
	UNHCR	Facilitate capacity-building and informational sessions on international refugee law, the domestic legal framework for refugee protection, and access to durable solutions. These sessions will target various stakeholders, including INM, RENAPO, the National Civil Registry, civil society organizations (CSOs), and academic institutions. (Federal, Mexico City, Chiapas and Tabasco)	*Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)*	22	2,750.00	60,500.00		30,250.00	30,250.00	60,500.00	0.00
Total Activity 1112.2						159,900.00		79,950.00	79,950.00	159,900.00	
1112.3:Provide orientation to refugees to access legal documents (beyond residence permits) to facilitate their socioeconomic integration (UNHCR).	UNHCR	Design and implement a communication campaign for those in need of international protection with information on where and how to access legal documents required for socioeconomic integration (Federal Taxpayer Registry - RFC), social security registration, Unique Population Registry Code (CURP)). (Mexico City, Chiapas and Tabasco)	*Campaign production including design, development of virtual and printed materials*	1	11,000.00	11,000.00		5,500.00	5,500.00	11,000.00	0.00
		Provide orientation and legal assistance for those in need of international protection refugees to access legal documents required for socioeconomic integration (RFC, social security registration, CURP). (Chiapas and Tabasco)	*Support national legal partners enhance capacities and assure effective legal assistance (legal fees, local trasnportation, organizing costs) (per month)*	24	6,040.00	144,960.00		72,480.00	72,480.00	144,960.00	0.00
Total Activity 1112.3						155,960.00		77,980.00	77,980.00	155,960.00	
Total Output (1112)								259,260.00	259,260.00	518,520.00	
Total Outcome (1100)								492,347.50	492,347.50	984,695.00	
1211: Fair Recruitment: Key governmental actors and the private sector have access to various trainings, tools, guidelines, and procedures to facilitate fair recruitment of people on the move.											
1211.1: Fair recruitment: Promote fair recruitment practices of people on the move through outreach, training and information sharing sessions for the government, private sector, employers, unions, and other key stakeholders	ILO	Develop and implement fair recruitment regulations, policies, and tools based on International Labour Standards to support key actors at federal level and in target states, such as sectoral producers´ associations, private employment agencies, STPS, SRE, employers' and workers´ organizations, in improving their capacities to advance Fair Recruitment practices. (Federal, Baja California, Chiapas and Mexico City)	*Develop fair recruitment regulations and tools aligned with International Labour Standards, covering expert consultancy fees, stakeholder consultations, and the production of regulatory frameworks and guidance documents (Federal, Baja California, Chiapas, Mexico City).*	1	4,875.00	4,875.00		2,437.50	2,437.50	4,875.00	0.00
			Facilitate multi-stakeholder dialogue sessions to align fair recruitment policies and practices with labor rights frameworks, including expenses for roundtable discussions, meeting facilitation, and systematization of stakeholder inputs (Federal, Baja California, Chiapas, Mexico City).	8	2,650.00	21,200.00		10,600.00	10,600.00	21,200.00	0.00
			Print Publications/materials	2	3,437.50	6,875.00		3,437.50	3,437.50	6,875.00	0.00
			Mission/Travel	8	2,475.00	19,800.00		9,900.00	9,900.00	19,800.00	0.00
		Support Mexico as co-chair of the Global Fair Recruitment Initiative to develop a National Road Map on Fair Recruitment according to ILO Guidelines and with involvement of tripartite actors. (Federal)	*Expert consultancy fees to the facilitation and technical support for the development of the National Road Map on Fair Recruitment, ensuring adherence to ILO Guidelines*	1	5,875.00	5,875.00		2,937.50	2,937.50	5,875.00	0.00
		Support CONCAMIN and COPARMEX in the implementation of concrete actions to prevent, identify and eliminate forced labor, as well as to establish dialogue with the government, including public policy issues, related to forced labour and fair recruitment. (Federal, Baja California, Chiapas and Mexico City)	*Expert consultancy fees to develop a Road Map at Federal level and Baja California, Chiapas, and Mexico City)*	1	6,625.00	6,625.00		3,312.50	3,312.50	6,625.00	0.00
			Mission/Travel	3	2,475.00	7,425.00		3,712.50	3,712.50	7,425.00	0.00

	UNDP	Provide targeted training programs to improve the private sector's understanding of migration, human rights, and development principles, in collaboration with business associations, industrial parks and companies. (Baja California, Nuevo León and Jalisco)	*Organizing costs of trainings with private sector (venue space, facilitators, materials, food and beverage, etc.) (per training)*	4	4,678.50	18,714.00		9,357.00	9,357.00	18,714.00	0.00
			Staff travel for trainings with private sector (accomodation, DSA, etc.) (per travel)	4	1,000.00	4,000.00		2,000.00	2,000.00	4,000.00	0.00
Total Activity 1211.1						95,389.00		47,694.50	47,694.50	95,389.00	
Total Output (2111)								47,694.50	47,694.50	95,389.00	
1212: Job preparation and placement: Trainings, information, orientation, and other resources are available to the Government of Mexico, private sector, and people on the move to facilitate their job insertion in the formal labour market.											
1212.1: Collect data and identify needs and profiles: Identify labour market needs and opportunities in Mexico and collect information and data on the educational and labour profiles of people on the move, including groups in vulnerable situations, to promote successful job matching according to relevant skills	ILO	Strengthen the capacities of the institutions at federal level and in target states that produce data (SNE and SRE) to include and improve data quality on labour migration and equip them with technical tools for the inclusion of migrants and refugees, and support STPS and SNE to use Labour Market Information System for the development of evidence-based policies and for improving access to the labour market for migrants and refugees. (Federal, Baja California, Chiapas and Mexico City)	*Provision of international technical expertise to assess data collection systems and design capacity-building activities for SNE, SRE, and STPS institutions at the federal level and in target states. Focus on improving the quality of labor migration data and integrating migrant and refugee inclusion measures (per month)*	1	20,000	20,000.00		10,000.00	10,000.00	20,000.00	0.00
			Event space, food and beverage, audiovisual services, and local transport for capacity-building workshops and consultation events (per event)	3	2,650.00	7,950.00		3,975.00	3,975.00	7,950.00	0.00
			Mission/Travel	3	2,475.00	7,425.00		3,712.50	3,712.50	7,425.00	0.00
		Transfer ILO methodologies to STPS and other relevant actors for labour market assessments to identify sectors and occupations with labour shortages and skills gaps in target states, in coordination with employers´ organizations, and match with labour demand. (Federal, Baja California, Chiapas and Mexico City)	*Technical assistance /labour market assessments*	1	6,875.00	6,875.00		3,437.50	3,437.50	6,875.00	0.00
	UNHCR	Strengthen COMAR's capacity to collect and analyze data on refugee profiles based on educational background, job experience, family composition, and protection needs to be able to refer potential participants of the Local Integration Program to the different cities of integration based on profiles, job and service availability, and protection needs. (Federal, Mexico City, Chiapas and Tabasco)	*Travel of DAVI/COMAR personal to PIL cities to strengthen referral routes for the Local Integration Programme (hotel, DSA, flights) (per trip)*	3	2,062.50	6,187.50		3,093.75	3,093.75	6,187.50	0.00
Total Activity 1212.1						48,437.50		24,218.75	24,218.75	48,437.50	
1212.2: Support the private sector to hire people on the move: Provide information, orientation, and concrete tools to the private sector to facilitate the process for companies to hire people on the move	ILO	Promote the use of the microsite México te Emplea through information sessions with employers (federal and target states). (Baja California, Chiapas and Mexico City).	*Development and production of informative materials (videos, brochures, posters, and others) to promote the México te Emplea microsite among employers in federal and target states (Baja California, Chiapas, and Mexico City).*	1	6,875.00	6,875.00		3,437.50	3,437.50	6,875.00	0.00
			Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)	3	2,650.00	7,950.00		3,975.00	3,975.00	7,950.00	0.00
		Design training material for employers, based on the Talento en Movimiento guide and carry out training sessions with employers' organizations on the rights and socio-economic integration of migrant workers (ILO). (Federal, Baja California, Chiapas and Mexico City)	*Print Publications/materials*	1	6,875.00	6,875.00		3,437.50	3,437.50	6,875.00	0.00
			Organization and delivery of capacity-building seminars and training sessions for employers' organizations at the federal level and in target states (Baja California, Chiapas, and Mexico City). The expense covers logistics, including venue rental, event materials, facilitator fees, and participant outreach.	1	18,850.00	18,850.00		9,425.00	9,425.00	18,850.00	0.00
	UNHCR	Enhance outreach efforts with the private sector to promote understanding of refugee hiring processes and the associated benefits, fostering greater private sector engagement in refugee employment. (Federal)	*Staff travel local (hotel, DSA, flights) (per trip)*	4	1,375.00	5,500.00		2,750.00	2,750.00	5,500.00	0.00
		Promote the enrolment of interested private sector entities in the "Alianza por la Inclusión" to become part of the +600 private sector allies in refugee inclusion, stay up to date on recent developments, and receive additional information on how to hire refugee workers. (Mexico City)	*Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)*	4	2,750.00	11,000.00		5,500.00	5,500.00	11,000.00	0.00
Total Activity 1212.2						57,050.00		28,525.00	28,525.00	57,050.00	
1212.3: Strengthen government capacities to facilitate access to jobs: Provide trainings, resources, and other capacity-building mechanisms to government institutions how to facilitate access to safe, formal, and decent employment for people on the move	ILO	Strengthen the federal SNE and SNE offices in target states to improve their procedures and guidelines, train their network of providers in equal treatment and non-discrimination, and strengthen coordination with other services for the integration of people on the move. (Federal, Baja California, Chiapas and Mexico City)	*Conducting thorough assessments of current practices, identifying gaps in service delivery, and providing tailored recommendations to improve efficiency and inclusivity.*	3	5,875.00	17,625.00		8,812.50	8,812.50	17,625.00	0.00
	UNHCR	Enhance the capacity of SNE focal points in main reception cities across Chiapas to effectively refer refugees and asylum-seekers to safe, formal, and decent employment. (Mexico City and Chiapas)	*Travel of gvt staff to targeted states to establish referral pathways from COMAR to SNE and BIENESTAR (hotel, DSA, flights) (per trip)*	4	6,875.00	27,500.00		13,750.00	13,750.00	27,500.00	0.00
		Enhance COMAR's capacity to improve its outreach efforts to connect asylum-seekers and refugees with local integration opportunities across the main reception cities. This includes facilitating referrals to SNE and other essential services for asylum-seekers across target states. (Federal, Mexico City, Chiapas and Tabasco)	*Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)*	4	1,375.00	5,500.00		2,750.00	2,750.00	5,500.00	0.00
		Support the establishment of COMAR's capacity to conduct eligibility assessments and referrals of potential participants to the Local Integration Program Provide in key reception cities across Chiapas and Tabasco. (Federal, Mexico City, Chiapas and Tabasco)	*staff time indicated under staff category*	0	0.00	0.00		0.00	0.00	0.00	0.00
Total Activity 1212.3						50,625.00		25,312.50	25,312.50	50,625.00	
1212.4: Prepare people on the move: Provide information, resources, and orientation to people on the move on how and where to access jobs in Mexico in collaboration with state Secretariats of the Economy, Inclusion, and I, local offices of the National Employment Service	ILO	Provide the Migrant Workers Resource Centre (MWRC) in Tijuana, Baja California with resources to improve and expand the services they provide for people on the move on labour market access. (Baja California)	*This includes the acquisition of software tools to improve data collection, streamline case management, and track the progress of migrant workers accessing employment services. The resources will also cover capacity-building workshops designed to enhance the skills of MWRC staff. Additionally, support will be provided for the development of informational materials*	1	53,000.00	53,000.00		26,500.00	26,500.00	53,000.00	0.00
		Support the creation of a national inter-trade union committee for the defence of the rights of migrant workers build on the experiences in countries in Central America. (Federal)	*Provision of expert technical support for the creation of a National Inter-Trade Union Committee. The technical assistance will include the development of strategic plans, frameworks, and operational guidelines to establish the*	1	24,500.00	24,500.00		12,250.00	12,250.00	24,500.00	0.00
	IOM	In collaboration with government and civil society, conduct weekly job information and know your rights sessions with migrant workers in three target cities, sharing information on how to find employment in the state and on labour protection services. (Guadalajara, Monterrey, Ciudad Juárez)	*Layout and design information materials know-your-rights (per package)*	2	1,400.00	2,800.00		1,400.00	1,400.00	2,800.00	0.00
			Printing and promotion information materials (per month)	500	10.00	5,000.00		2,500.00	2,500.00	5,000.00	0.00
			Organizing Costs - Community know your rights sessions (per session)	500	70.00	35,000.00		17,500.00	17,500.00	35,000.00	0.00
			Local staff travel - coordination with state authorities	10	80.00	800.00		400.00	400.00	800.00	0.00
	UNHCR	Enhance outreach and information campaigns throughout the main reception cities on employment rights for asylum-seekers and refugees and access to employment. (Mexico City, Chiapas and Tabasco)	*Printing of information materials on employment rights for asylum seekers including design, development of virtual and printed materials*	1	6,875.00	6,875.00		3,437.50	3,437.50	6,875.00	0.00

	UNHCR	Facilitate access to formal employment for refugees and asylum-seekers by providing essential in-person information, orientation, and referrals across the main reception cities. (Chiapas, Tabasco)	*Technical assistance to develop information packages and individual orientation sessions (per month)*	24	2,346.00	56,304.00		28,152.00	28,152.00	56,304.00	0.00
Total Activity 1212.4						184,279.00		92,139.50	92,139.50	184,279.00	
1212.5: Education and vocational training: Facilitate access to education and vocational training for people on the move to promote professional and personal development and identify and address barriers in the process for (re)accreditation and (re)validation of education, training and skills gained abroad	ILO	Conduct a comprehensive mapping exercise to identify existing skills recognition mechanisms, accreditation frameworks, and certification programs in Mexico and target states, assessing their relevance, accessibility, and effectiveness for migrants and refugee workers. (Federal)	*International expert consultancy fees - comprehensive mapping (per month)*	1	21,000.00	21,000.00		10,500.00	10,500.00	21,000.00	0.00
		Identify opportunities to promote or improve training, evaluation, and recognition services for work skills in the care sector for women on the move in target states with the Secretary for Women (Baja California, Chiapas, and Mexico City)	*Provision of expert technical support in Baja California, Chiapas and Mexico City (per month). This assistance will involve conducting a comprehensive assessment*	1	12,266.87	12,266.87		6,133.44	6,133.44	12,266.87	0.00
		Work with CONOCER and other key actors such as INTRARE to provide visibility of the skills assessment and certification processes it offers and the development of indicators and databases for the selection of skills assessment and certification services. (Baja California, Chiapas and Mexico City)	*Conducting a comprehensive assessment of existing skills assessment frameworks and certification programs, as well as evaluating their accessibility and relevance for migrants and refugees in Baja California, Chiapas, and Mexico City).*	1	12,000.00	12,000.00		6,000.00	6,000.00	12,000.00	0.00
		Support the implementation of the "Regional Strategy for the Recognition of Labour Skills to facilitate labour mobility in Central America and Mexico" developed as part of MIRPS and with ILO support by implementing a pilot skills certification exercise between Mexico and a country of Northern Central America. (Federal).	*International expert technical assistance will be provided to design the skills assessment criteria, ensure alignment with international standards, and facilitate cross-border recognition of certifications.*	1	21,000.00	21,000.00		10,500.00	10,500.00	21,000.00	0.00
	UNDP	Deliver social-emotional skills training to people on the move to enhance their personal development and facilitate their labour market insertion, in collaboration with key stakeholders such as the INM, the Secretariat of Welfare, and state governments. (Baja California, Nuevo León and Jalisco)	*Organizing costs of trainings with people on the move (venue space, facilitators, materials, food and beverage, etc.) (per training)*	3	4,125.00	12,375.00		6,187.50	6,187.50	12,375.00	0.00
			Staff travel for trainings (accomodation, DSA, etc.) (per travel)	3	1,000.00	3,000.00		1,500.00	1,500.00	3,000.00	
	UNHCR	Provide information and orientation to families on processes for school enrolment across main reception cities. (Chiapas and Tabasco)	*Support to national partners to provide orientation and accompaniment for school enrollment (per month)*	24	5,133.00	123,192.00		61,596.00	61,596.00	123,192.00	0.00
		Organize sensitization activities with teachers and school directives across target states to enhance awareness on the needs of refugee children and their right to access formal education. (Chiapas and Tabasco)	*Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)*	4	1,375.00	5,500.00		2,750.00	2,750.00	5,500.00	0.00
Total Activity 1212.5						210,333.87		105,166.94	105,166.94	210,333.87	
Total Output (2112)								275,362.69	275,362.69	550,725.37	
1213: Entrepreneurship: Migrants have increased knowledge and skills to engage in entrepreneurial activities, with support from the Government											
1213.1: Improve access to entrepreneurship: Improve access to entrepreneurship for people on the move, identifying good practices and case studies, barriers, and opportunities, facilitating knowledge-sharing, networks, provide technical training, workshops, mentorship that have a strong focus on social impact for migrant and host communities, to strengthen their initiatives.	IOM	(IOM/UNDP) Conduct a comprehensive and systemic study of the migrant entrepreneurship ecosystem in Mexico, including demographics, preferred sectors, opportunities, key challenges, and existing best practices. (Federal, Jalisco, Nuevo León)	*Expert consultancy fees - ecosystem analysis (per month)*	4	5,500.00	22,000.00		11,000.00	11,000.00	22,000.00	0.00
			Layout and design ecosystem analysis (per report)	1	500.00	500.00		250.00	250.00	500.00	0.00
			Field consultations with entrepreneurs and key stakeholders (per visit)	5	500.00	2,500.00		1,250.00	1,250.00	2,500.00	0.00
		(IOM/UNDP) Construct a public database with interactive map of entrepreneurial initiatives that are led by and/or support people on the move. (Federal)	*Design, software, web design and IT fees - database management (per month)*	24	700.00	16,800.00		8,400.00	8,400.00	16,800.00	0.00
			Launch events (federal and state presentations, local travel entrepreneurs, food and beverage, etc.)	3	1,800.00	5,400.00		2,700.00	2,700.00	5,400.00	0.00
			Promotion and dissemination dashboard (social media campaigns, social media advertising) (per campaign)	2	2,500.00	5,000.00		2,500.00	2,500.00	5,000.00	0.00
		(IOM/UNDP) Organize workshops and forums to facilitate knowledge sharing and networking between migrant entrepreneurs and stakeholders (government, NGOs, private sector). (Federal)	*Organizing costs - entrepreneurial workshops and forums (per event) - venue space, entertainment, facilitators, promotion, food and beverage*	4	6,500.00	26,000.00		13,000.00	13,000.00	26,000.00	0.00
			Participants travel - entrepreneurial workshops and forums (per person)	50	180.00	9,000.00		4,500.00	4,500.00	9,000.00	0.00
			Staff travel - entrepreneurial workshops and forums (hotel, DSA, accommodation)	4	700.00	2,800.00		1,400.00	1,400.00	2,800.00	0.00
		(IOM/UNDP) Select a pilot group of social entrepreneurs that are migrants or that support migrants' integration (call for proposals) and develop, adapt and implement entrepreneurship programs for specific target groups and contexts. These programs will include, at a minimum, trainings and manuals, practical workshops, mentorship from experienced entrepreneurs/business leaders, and access to resources and legal assistance. (Jalisco, Nuevo León)	*Honorarium - facilitation fees - entrepreneurial capacity building (per month)*	20	600.00	12,000.00		6,000.00	6,000.00	12,000.00	0.00
			Design and printing training materials entrepreneurship (per package)	1	3,000.00	3,000.00		1,500.00	1,500.00	3,000.00	0.00
			Participants travel - entrepreneurial capacity-building activities (per person)	15	500.00	7,500.00		3,750.00	3,750.00	7,500.00	0.00
			Capacity building encounter costs (trainings, mentor sessions, accelerator events, bazars)(venue space, food and beverage, IT and AV services) (per training)	6	6,200.00	37,200.00		18,600.00	18,600.00	37,200.00	0.00
			Local and inter-state Staff travel (hotel, DSA, accommodation) (per trip)	6	700.00	4,200.00		2,100.00	2,100.00	4,200.00	0.00
	UNDP	(IOM/UNDP) Conduct a comprehensive and systemic study of the migrant entrepreneurship ecosystem in Mexico, including demographics, preferred sectors, opportunities, key challenges, and existing best practices. (Federal, Jalisco, Nuevo León)	*Expert consultancy fees for ecosistem analysis (per consultant)*	1	20,799.60	20,799.60		10,399.80	10,399.80	20,799.60	0.00
			Field work (interviews and focus groups with entrepreneurs and key stakeholders) (per visit)	6	1,000.00	6,000.00		3,000.00	3,000.00	6,000.00	
			Design of analysis and communication materials (per report)	1	2,000.00	2,000.00		1,000.00	1,000.00	2,000.00	
			Dissemintation of results (presentation events, food and beverage, etc.) (per event)	1	3,000.00	3,000.00		1,500.00	1,500.00	3,000.00	
		(IOM/UNDP) Construct a public database with interactive map of entrepreneurial initiatives that are led by and/or support people on the move. (Federal)	*Design, software, web design and IT fees - database management (per database)*	1	22,598.74	22,598.74		11,299.37	11,299.37	22,598.74	0.00
			Launch event (venue space, promotion, food and beverage, etc.) (per event)	1	6,000.00	6,000.00		3,000.00	3,000.00	6,000.00	
		(IOM/UNDP) Organize workshops and forums to facilitate knowledge sharing and networking between migrant entrepreneurs and stakeholders (government, NGOs, private sector). (Federal)	*Organizing costs of entrepreneurial workshops and forums (venue space, facilitators, materials, food and beverage, etc.) (per workshop)*	3	6,000.00	18,000.00		9,000.00	9,000.00	18,000.00	0.00
			Staff travel for entrepreneurial workshops and forums (accomodation, DSA, etc.) (per travel)	3	1,000.00	3,000.00		1,500.00	1,500.00	3,000.00	0.00
		(IOM/UNDP) Select a pilot group of social entrepreneurs that are migrants or that support migrants' integration (call for proposals) and develop, adapt and implement entrepreneurship programs for specific target groups and contexts. These programs will include, at a minimum, trainings and manuals, practical workshops, mentorship from experienced entrepreneurs/business leaders, and access to resources and legal assistance. (Jalisco, Nuevo León)	*Honorarium/facilitation fees for entrepreneurial capacity building (per contractor)*	2	8,487.65	16,975.30		8,487.65	8,487.65	16,975.30	0.00
			Staff travel for entrepreneurial workshops and forums (accomodation, DSA, etc.) (per travel)	8	1,100.00	8,800.00		4,400.00	4,400.00	8,800.00	0.00
			Capacity building costs (accelerator events, equipment for entrepreneurs, etc.) (per pilot)	1	36,780.00	36,780.00		18,390.00	18,390.00	36,780.00	0.00
			Design and printing training materials entrepreneurship (per package)	1	5,633.59	5,633.59		2,816.80	2,816.80	5,633.59	0.00
Total Activity 1213.1						303,487.23		151,743.62	151,743.62	303,487.23	
1213.2: Enhance government support to	IOM	(IOM/UNDP) Conduct training programs for government officials on migrant entrepreneurship and share policy recommendations to enhance the regulatory environment for migrant-led / migrant-supporting entrepreneurship. (Jalisco, Nuevo León)	*Organizing costs government trainings (per training) (food and beverage, visual support materials)*	2	1,250.00	2,500.00		1,250.00	1,250.00	2,500.00	0.00
			Staff travel - entrepreneurial policy training	2	700.00	1,400.00		700.00	700.00	1,400.00	0.00
		(IOM/UNDP) Facilitate collaboration by way of policy roundtables between migrant-led/supporting entrepreneurs, government institutions and policymakers, NGOs, and the private sector to create supportive ecosystems and	*Organizing costs policy roundtables (per roundtable*	2	2,500.00	5,000.00		2,500.00	2,500.00	5,000.00	0.00

migrant entrepreneurs: Enhance the capacities of the Government of Mexico at the local and national levels to support migrant entrepreneurs		reduce structural barriers for migrant entrepreneurs. (Jalisco, Nuevo León)	*Staff travel - entrepreneurial roundtables (per trip) (hotel, DSA, accommodation)*	2	700	1,400.00		700.00	700.00	1,400.00	0.00
	UNDP	(IOM/UNDP) Conduct training programs for government officials on migrant entrepreneurship and share policy recommendations to enhance the regulatory environment for migrant-led / migrant-supporting entrepreneurship. (Jalisco, Nuevo León)	*Organizing costs of government trainings (venue space, materials, food and beverage, etc.) (per training)*	2	4,000.00	8,000.00		4,000.00	4,000.00	8,000.00	0.00
			Staff travel for government trainings (accomodation, DSA, etc.) (per travel)	2	1,000.00	2,000.00		1,000.00	1,000.00	2,000.00	0.00
		(IOM/UNDP) Facilitate collaboration by way of policy roundtables between migrant-led/supporting entrepreneurs, government institutions and policymakers, NGOs, and the private sector to create supportive ecosystems and reduce structural barriers for migrant entrepreneurs. (Jalisco, Nuevo León)	*Organization costs of policy roundtables (venue space, materials, food and beverage, etc.) (per roundtable)*	2	7,000.00	14,000.00		7,000.00	7,000.00	14,000.00	0.00
			Staff travel for policy roundtables (accomodation, DSA, etc.) (per travel)	2	1,100.00	2,200.00		1,100.00	1,100.00	2,200.00	
Total Activity 1213.2						36,500.00		18,250.00	18,250.00	36,500.00	
Total Output (2113)								169,993.62	169,993.62	339,987.23	
1214: Labour rights and labour migration governance: The Government of Mexico and other key stakeholders possess enhanced capacities, tools, and coordination spaces to protect the labour rights of people on the move and effectively promote safe, orderly, and regular labour mobility.											
1214.1: Enhance justice and remedy systems for people on the move: Develop gender-sensitive, state-level institutional protection routes (including referral mechanisms) to address abuses, discrimination, and violations of labour rights, as well as recommendations and roadmaps to improve labour protection services	ILO	Strengthen capacities of the Migrant Workers Resource Centre (MWRC) in Tijuana, Baja California with resources to improve and expand gender-sensitive services they provide for women and LGTBQ+ population on the move for their labour market access, and support trade unions in other target states to provide information on access to justice for people on the move. (Baja California)	*Organizing costs trainings (per training) (food and beverage, visual support materials)*	2	3,474.50	6,949.00		3,474.50	3,474.50	6,949.00	0.00
			Provision of expert technical support to develop a tailored gender-sensitive training program for the staff of the MWRC. The training will focus on supporting women and the LGBTQ+ population on the move. Additionally, resources will be allocated to support the creation of informational materials that raise awareness of labor rights and employment opportunities for women and LGBTQ+ migrants	2	3,500.00	7,000.00		3,500.00	3,500.00	7,000.00	0.00
			Mission/Travel	4	2,475.00	9,900.00		4,950.00	4,950.00	9,900.00	0.00
	IOM	Realize analyses in target states to determine existing mechanisms and resources available to migrant workers to access labour protections, designing/proposing an institutional referral route for labour protection of migrants in each state. (Chihuahua and Jalisco)	*Expert consultancy fees - labor protection referral mechanism mapping (per month)*	6	5,300.00	31,800.00		15,900.00	15,900.00	31,800.00	0.00
			Printing and promotion referral routes (per state)	2	450.00	900.00		450.00	450.00	900.00	0.00
			Staff travel meetings with authorities for mapping (per trip) (flights, DSA, accommodation)	2	700.00	1,400.00		700.00	700.00	1,400.00	0.00
		Train government and civil society on the operationalization of the labour protection route, including on monitoring, identifying, accompanying, and referring possible victims of labour abuses. (Chihuahua and Jalisco)	*Training organizing costs - labor protection routes*	2	3,400.00	6,800.00		3,400.00	3,400.00	6,800.00	0.00
			Staff travel trainings (per trip) (flights, DSA, accommodation)	2	700.00	1,400.00		700.00	700.00	1,400.00	0.00
Total Activity 1214.1						66,149.00		33,074.50	33,074.50	66,149.00	
1214.2: Enhance national/regional cooperation for governance of labour mobility: Facilitate the creation and reactivation of local/ state coordination mechanisms and strengthen regional governance frameworks, focused on enhancing rights-based labour migration governance and socioeconomic integration	ILO	(ILO/UNHCR) Support the Mexican government in leading and implementing prioritized labor migration activities, such as thematic and exchange events/webinars, research and mapping, and policy recommendations, in regional forums like MIRPS, RCM, and the Action Package Committee of the LA Declaration. (Federal).	*Organization of thematic and exchange events/webinars, designed to foster knowledge-sharing and best practice exchanges on labor migration issues. The venue cost cover space rental, food, and printing materials.*	2	6,340.00	12,680.00		6,340.00	6,340.00	12,680.00	
	UNHCR	(ILO/UNHCR) Support the Mexican government in leading and implementing prioritized labor migration activities, such as thematic and exchange events/webinars, research and mapping, and policy recommendations, in regional forums like MIRPS, RCM, and the Action Package Committee of the LA Declaration. (Federal).	*Travel of gvt personel to participate to International Fora MIRPs, RCM, Action Package Committee of the LA Declaration (hotel, DSA, flights) (per trip)*	4	2,062.50	8,250.00		4,125.00	4,125.00	8,250.00	
Total Activity 1214.2						20,930.00		10,465.00	10,465.00	20,930.00	
Total Output (2114)								43,539.50	43,539.50	87,079.00	
1215: Financial inclusion and education: The government and financial service providers have enhanced skills, knowledge, and tools to offer accessible financial services and products for people on the move.											
1215.1: Financial education. Build the capacities of the Government to facilitate access and involve the public and private financial sector reduce barriers to financial education and information and resources on financial inclusion for people on the move, with a gender perspective	IOM	(IOM, UNDP, UNHCR,) Consolidate the results of existing studies in financial inclusion of people on the move (including returnees) and work with key actors (such as the CNBV) to share recommendations and develop a roadmap to reduce barriers, particularly for women on the move. (Federal)	*Elaboration, layout and design, printing and promotion financial inclusion report*	1	11,000.00	11,000.00		5,500.00	5,500.00	11,000.00	0.00
	UNDP	Design and implement a pilot project to improve financial inclusion among women on the move, incorporating a gender-sensitive approach, which can be scaled up by governments. (Baja California)	*Honorarium/facilitation fees for financial inclusion capacity building (per contractor)*	2	8,487.65	16,975.30		8,487.65	8,487.65	16,975.30	0.00
			Staff travel for entrepreneurial workshops and forums (accomodation, DSA, etc.) (per travel)	4	1,100.00	4,400.00		2,200.00	2,200.00	4,400.00	0.00
			Capacity building costs for financial inclusion (including access to tailored financial products, digital financial services, etc.) (per pilot)	1	15,592.89	15,592.89		7,796.45	7,796.45	15,592.89	0.00
			Design and printing training materials entrepreneurship (per pilot)	1	12,121.79	12,121.79		6,060.90	6,060.90	12,121.79	0.00
		(IOM, UNDP, UNHCR,) Consolidate the results of existing studies in financial inclusion of people on the move (including returnees) and work with key actors (such as the CNBV) to share recommendations and develop a roadmap to reduce barriers, particularly for women on the move. (Federal)	*Elaboration, layout and design, printing and promotion financial inclusion report (per report)*	1	15,000.00	15,000.00		7,500.00	7,500.00	15,000.00	0.00
	UNHCR	(IOM, UNDP, UNHCR,) Consolidate the results of existing studies in financial inclusion of people on the move (including returnees) and work with key actors (such as the CNBV) to share recommendations and develop a roadmap to reduce barriers, particularly for women on the move. (Federal)	*Organizing costs for seminars (venue, food, beverage, visibility materials, rental of equipment as needed) (per seminar)*	1	16,500.00	16,500.00		8,250.00	8,250.00	16,500.00	0.00
		Design information and advocacy sessions with refugees and asylum-seekers to increase awareness of refugee rights and access to financial services. (Mexico City)	*staff time indicated under staff category*	0	0.00	0.00		0.00	0.00	0.00	0.00
Total Activity 1215.1						91,589.98		45,794.99	45,794.99	91,589.98	
Total Output (2115)								45,794.99	45,794.99	91,589.98	
Total Outcome 1200								582,385.29	582,385.29	1,164,770.58	
1311: Social protection and cohesion. Federal and subnational governments, the private sector, and people on the move have access to mechanisms which facilitate participation in social protection systems and generate cohesion with local host communities.											
1311.1: Multisectoral (health, housing, education, care). Develop local pilots to enhance access to social programs and services for people on the move, in coordination with local health, education, housing, and other authorities (among	ILO	Create a platform in one target state for advisory and consultation with representatives from organised women´s organizations, migrant organizations, public institutions, and civil society organizations to provide inputs on how to improve solutions to access childcare for women on the move. (Baja California)	*Provision of elaboration, layout, and design services to create the necessary materials and infrastructure for the Advisory and Consultation Platform*	2	10,000.00	20,000.00		10,000.00	10,000.00	20,000.00	0.00
		Develop a pilot in one of the target states to improve access to social protection programs for people on the move in coordination with state entities involved in the provision of social security services (among other social protection programmes and services). (Chiapas)	*Coordination meetings, data collection, and monitoring and evaluation activities to assess the effectiveness of the pilot and provide policy recommendations for scaling the initiative to other regions Chiapas*	2	11,500.00	23,000.00		11,500.00	11,500.00	23,000.00	0.00
	IOM	Share information with Mexican returnees participating in Procedure for Repatriation to the Interior of Mexico Program (PRIM) and other programs on how to access relevant identity and legal documents and other multisectoral services. (Federal)	*Layout, design, return and reintegration information materials (per material)*	10	400	4,000.00		2,000.00	2,000.00	4,000.00	0.00
			Trainings accompanying government officials partaking in returnee information sessions	2	2,000.00	4,000.00		2,000.00	2,000.00	4,000.00	0.00
			Digital and print communication campaigns on reintegration services	4	2,100.00	8,400.00		4,200.00	4,200.00	8,400.00	0.00
			Printing, promotion return and reintegration information materials (per material)	3000	3	9,000.00		4,500.00	4,500.00	9,000.00	0.00
			Local staff travel - per trip	144	72	10,368.00		5,184.00	5,184.00	10,368.00	0.00
			Field representatives information dissemination	24	1,100.00	26,400.00		13,200.00	13,200.00	26,400.00	0.00
		Evaluate current return and reintegration programs offered by the Government at the federal level and in target states and determine key gaps and opportunities for improvement, creating and presenting a mapping of services	*Expert consultancy fees - return and reintegration programs analysis*	6	5,500.00	33,000.00		16,500.00	16,500.00	33,000.00	0.00
			Layout, design, printing, promotion assessment	1	1,000.00	1,000.00		500.00	500.00	1,000.00	0.00

other social protection programs and services)		that can be shared with returnees. (Federal, Chihuahua, Nuevo Leon, Jalisco)	*Staff travel realization and coordination of assessment*	3	700	2,100.00		1,050.00	1,050.00	2,100.00	0.00
	UNDP	Conduct comprehensive assessments of the health, housing, education, food security, social cohesion, and income needs of people in the move using the UNDP Integrated Strategy's Vulnerability Index as a framework. (Baja California, Jalisco and Nuevo León).	*Elaboration, layout and design, and printing of assessments (per assessment)*	3	13,189.72	39,569.16		19,784.58	19,784.58	39,569.16	0.00
			Staff travel for meetings with local authorities (accomodation, DSA, etc.) (per travel)	3	1,000.00	3,000.00		1,500.00	1,500.00	3,000.00	0.00
		Launch a call for a sample of local programs (state and municipal) interested in strengthening access and inclusion of people on the move, considering technical support, and the design of roadmaps and monitoring and evaluation strategies. (Federal)	*Organizing costs of workshop with local authorities (venue space, facilitators, materials, food and beverage, etc.) (per workshop)*	1	20,625.00	20,625.00		10,312.50	10,312.50	20,625.00	0.00
		Provide training for public officials on social inclusion issues, linked to the 2030 Agenda, and capacity building to integrate the SDG targets (8, 10, 11, 12, 16 and 17). (Baja California, Jalisco y Nuevo León)	*Organizing costs of trainings with public officials (venue space, facilitators, materials, food and beverage, etc.) (per training)*	3	4,125.00	12,375.00		6,187.50	6,187.50	12,375.00	0.00
	UNHCR	Advocate for expedited processes to access housing for refugees through the INFONAVIT systems available also in the cities of destination of the "Local Integration Programme", and the elimination of barriers to access housing at the federal level. (Federal, and Mexico City)	*staff time indicated under staff category*	0	0.00	0.00		0.00	0.00	0.00	0.00
Total Activity 1311.1						216,837.16		108,418.58	108,418.58	216,837.16	
1311.2: Enhance social cohesion. Implement community-level activities with authorities, civil society, private sector, and people on the move and host communities to promote social cohesion and combat xenophobia and discrimination	IOM	Implement/participate in various community-level activities in coordination with government, civil society, and community members to promote social cohesion between people on the move and host communities and combat xenophobia and discrimination against people on the move, including film festivals, celebrations for International Migrants' Day, International Book Fairs, and local bazars and culinary events. (Federal, Jalisco, Chihuahua, Nuevo León)	*Organizing costs (food, beverage, and entertainment providers, visibility materials, (per event)*	6	5,000.00	30,000.00		15,000.00	15,000.00	30,000.00	0.00
	UNDP	Organize inclusive soccer tournaments (Mundialito) and cultural activities to foster social cohesion and integration among diverse community members, including people on the move, in collaboration with state governments, local soccer clubs, and community organizations. (Baja California, Jalisco and Nuevo León)	*Organizing costs of soccer tournaments (venue space, materials, food and beverage, etc.) (per tournament)*	3	17,035.50	51,106.50		25,553.25	25,553.25	51,106.50	0.00
	UNHCR	Organize participatory workshops with asylum-seekers, refugees and migrants as well as with host communities, governments, CSOs to understand key triggers and hotspots of xenophobia and discrimination. (Mexico City, Chiapas and Tabasco)	*Organizing costs for "Inclusion Day" events with refugee and local host communities (venue, food, beverage, visibility materials, rental of equipment as needed) (per event)*	8	2,062.50	16,500.00		8,250.00	8,250.00	16,500.00	0.00
		Organize and support cultural events that promote peaceful coexistence between host communities and people on the move in the Multiservice Center in Tapachula. (Chiapas)	*Organizing costs for local events with communities and local government (venue, food, beverage, visibility materials, rental of equipment as needed) (per event)*	4	2,062.50	8,250.00		4,125.00	4,125.00	8,250.00	0.00
Total Activity 1311.2						105,856.50		52,928.25	52,928.25	105,856.50	
1311.3: Diaspora support. Strengthen the capacities and resources of refugee diaspora organizations to enhance their agency in promoting socioeconomic integration of people in need of international protection	UNHCR	Provide support to Refugee-Led Organizations by strengthening their organizational structure through legal registration, capacity building, technical tools, and soft skills enhancement, as well as organizing workshops and developing tools for emotional, mental, and psychosocial support. (Mexico City, Chiapas, and Tabasco)	*Capacity-building and support to Refugee-Led Organizations (RLOs); workshops with RLO leaders on community empowerment*	6	16,500.00	99,000.00		49,500.00	49,500.00	99,000.00	0.00
		Promote collective action for sustainable change through the strengthening and promotion of the network of refugee diaspora organizations. (Mexico City, Chiapas and Tabasco)	*Organizing networking events with refugee diaspora (coffee break costs, rental of meeting equipment, local transportation as needed) (per event)*	8	1,375.00	11,000.00		5,500.00	5,500.00	11,000.00	0.00
Total Activity 1311.3						110,000.00		55,000.00	55,000.00	110,000.00	
Total Output (3111)								216,346.83	216,346.83	432,693.66	
Total Outcome 1300								216,346.83	216,346.83	432,693.66	
Staff & Office Costs											
Staff & Office Costs (list staff and office costs or provide a list in a separate tab, no lumpsums)	ILO		*Staff (Professional and higher P3-08) ILO*	24	24,340.95	584,182.85		292,091.42	292,091.42	584,182.85	0.00
			Staff (ej National Officer, NOA-02, México) ILO	24	7,408.30	177,799.20		88,899.60	88,899.60	177,799.20	0.00
			Staff (Administrative and Finance Assistant) ILO	24	3,713.22	89,117.28		44,558.64	44,558.64	89,117.28	0.00
			Office rental and running cost (year) ILO	24	4,809.11	115,418.64		57,709.32	57,709.32	115,418.64	0.00
			Miscellaneous cost ILO	24	156.80	3,763.20		1,881.60	1,881.60	3,763.20	0.00
			IT services ILO	24	360.00	8,640.00		4,320.00	4,320.00	8,640.00	0.00
			Security Cost ILO	24	261.37	6,272.79		3,136.39	3,136.39	6,272.79	0.00
			Computers ILO	3	2308.83	6,926.49		3,463.25	3,463.25	6,926.49	0.00
			Furniture ILO	3	2,464.00	7,392.00		3,696.00	3,696.00	7,392.00	0.00
Staff & Office Costs (list staff and office costs or provide a list in a separate tab, no lumpsums)	IOM		*Project Manager*	24	1,800.00	43,200.00		21,600.00	21,600.00	43,200.00	0.00
			First Project Assistant	24	4,125.00	99,000.00		49,500.00	49,500.00	99,000.00	0.00
			Second Project Assistant	24	3,369.00	80,856.00		40,428.00	40,428.00	80,856.00	0.00
			Third Project Assistant	24	3,369.00	80,856.00		40,428.00	40,428.00	80,856.00	0.00
			Fourth Project Assistant	24	3,369.00	80,856.00		40,428.00	40,428.00	80,856.00	0.00
			Fifth Project Assistant	24	2,725.00	65,400.00		32,700.00	32,700.00	65,400.00	0.00
			Resource Management Support	24	4,550.00	109,200.00		54,600.00	54,600.00	109,200.00	0.00
			Others staff	0	0	0		0.00	0.00	0.00	0.00
			Support office costs	24	1,874.00	45,504.00		22,488.00	22,488.00	44,976.00	528.00
Staff & Office Costs (list staff and office costs or provide a list in a separate tab, no lumpsums)	UNDP		*Staff UNDP (Project coordination)*	24	3693.33	88639.92		44,319.96	44,319.96	88,639.92	0.00
			Staff UNDP (Project administration)	18	3077.78	55400.04		27,700.02	27,700.02	55,400.04	0.00
			Staff UNDP (Senior specialist)	24	3200.29	76806.99		38,403.48	38,403.48	76,806.96	0.03
			Staff UNDP (Specialist)	18	2691.29	48443.22		24,221.61	24,221.61	48,443.22	0.00
			Office rental and running cost (year) / UNDP	24	550	13200		6,600.00	6,600.00	13,200.00	0.00
Staff & Office Costs (list staff and office costs or provide a list in a separate tab, no lumpsums)	UNHCR		*1 Snr. Durable Solutions Officer, P4*	24	4,224.69	101,392.56		50,696.28	50,696.28	101,392.56	0.00
			1 Snr. Protection Officer, P4	24	2,816.46	67,595.04		33,797.52	33,797.52	67,595.04	0.00
			1 Snr Ext. Relations Off, P4	24	2,816.46	67,595.04		33,797.52	33,797.52	67,595.04	0.00
			2 Asst. Durable Solutions Offi, NA Chiapas, Tabasco	24	7,654.17	183,700.08		91,850.04	91,850.04	183,700.08	0.00
			1 Asst. Durable Solutions Offi, NA CDMX	24	1,913.54	45,924.96		22,962.48	22,962.48	45,924.96	0.00
			1 Asst. Gvt Liaison Officer, NA	24	1,913.54	45,924.96		22,962.48	22,962.48	45,924.96	0.00
			1 Asst. Protection Off, NA (Community Protection)	24	1,913.54	45,924.96		22,962.48	22,962.48	45,924.96	0.00
			1 Associate Economist	24	1,644.84	39,476.16		19,738.08	19,738.08	39,476.16	0.00
			Office rental and running cost (year) UNHCR	2	21,251.55	42,503.10		21,251.55	21,251.55	42,503.10	0.00
			Miscellaneous cost	2	12,210.42	24,420.84		12,210.42	12,210.42	24,420.84	0.00
Total staff costs						**2,551,332.32**		**1,275,402.14**	**1,275,402.14**	**2,550,804.29**	
Sub total Direct Costs ILO								822,129.16	822,129.16	1,644,258.32	
Mid term evaluation (1% of the project grand total)									20,560.75	20,560.75	
Sub total Direct Costs IOM								667,736.00	667,736.00	1,335,472.00	
Sub total Direct Costs UNDP								408,878.51	408,878.51	817,757.01	
Sub total Direct Costs UNHCR								667,738.10	667,738.10	1,335,476.20	
Sub total Direct Costs								**2,566,481.76**	**2,587,042.51**	**5,153,524.28**	

Overhead [list rate] ILO 7%								57,549.04	58,988.29	116,537.33	
Overhead [list rate] IOM 7%								46,741.52	46,741.52	93,483.04	
Overhead [list rate] UNDP 7%								28,621.50	28,621.50	57,242.99	
Overhead [list rate] UNHCR 7%								46,741.67	46,741.67	93,483.33	
Total overheads								179,653.72	181,092.98	360,746.70	
Project Grant Total (cost+overhead)								**2,746,135.49**	**2,768,135.49**	**5,514,271**	
Administrative Fee 1% (OIT)								**27,571.35**	**27,571.35**	**55,143**	
Grant total requested								**2,773,706.84**	**2,795,706.84**	**5,569,413.7**	
				IRCC Payments				**2,773,706.84**	**2,795,706.84**		
				Carry-Forward							

Budget Notes - Important:

Ensure activities are linked to an output under the project logic model.

Delete/add rows as needed. Add columns to indicate expenditures forecast as needed.

Use formulas to sum/multiply values.

The Budget proposal should present activities separated by financial year.

Staff & Office costs should be listed as a separate stand alone activity, clearly indicating number of staff/consultants funded by the present funding.

If project includes equipment, clearly list and quantify items/systems/equipment to be purchased, indicating # units/cost per unit.

Travel and accommodation expenses (including transportation and cash on hand), if any, should be detailed. Values can be calculated in accordance with local practices and travel policies of the Recipient.

Budget must be prepared in Canadian dollars and payments will be issued in Canadian dollars. Payment in US dollars could be considered on an exceptional basis. Should you have to convert estimates from a foreign currency, please refer to the Bank of Canada exchange rate, and the date that the rate was taken. Please note that IRCC is not responsible for any gains or losses related to exchange rate fluctuations.

The Participants acknowledge that this budget is the Recipients representation of the anticipated costs of the project as of the Effective Date of the Grant Arrangement. Variances within the same output that exceed 10%(upwards) require a justification in writing to IRCC. The Recipient acknowledges that the amount of the Grant is definitive and the Grantor will not be responsible for any increases in project costs as a result of the variance of this budget.

Please see Instructions and Eligible Expenses sheets in this document to help prepare this budget proposal.