



Summary of Discussions on Results-Based Management Regional Technical Team on Jobs and Livelihoods 2024





Jobs and livelihoods

Background


The promotion of self-reliance among displaced persons, as well as the advancement of sustainable economic opportunities for both refugees and host communities, remains a priority for the States that are part of the Comprehensive Regional Protection and Solutions Framework (MIRPS) — Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, and Panama — in line with their national commitments and the Global Compact on Refugees.

Through the MIRPS Regional Technical Team on Jobs and Livelihoods, MIRPS countries are working to create enabling conditions for refugees, asylum-seekers, internally displaced persons, returnees with protection needs, and stateless persons to access decent work and entrepreneurship opportunities. This is pursued through the employability mechanisms of relevant government institutions, national legislation, and applicable policies. Moreover, MIRPS countries are advancing the implementation of the strategy for the recognition of skills, knowledge, and competencies, with the support of the International Labour Organization (ILO), as a member of the team's expert advisory group. MIRPS countries also receive support from the MIRPS Technical Secretariat, composed of UNHCR and the General Secretariat of the Organization of American States (OAS), through its Department of Social Inclusion.

As part of their 2024 priorities, MIRPS member States held virtual working sessions and an in-person Workshop on Results-Based Management and Communications, in Panama City on September 4 and 5, 2024.

Representatives of MIRPS member States participating in the Regional Technical Team on Jobs and Livelihoods carried out an analysis of results-based management through four key stages:

1. Problem Analysis: Identification of the root causes of the main challenges in the regional and national contexts;
2. Theory of Change: Definition of the changes required to address these challenges and achieve impact for displaced persons;
3. Results Framework: Structuring of impacts, outcomes, and outputs to articulate, communicate, and operationalize the proposed changes;
4. Monitoring and Evaluation: Discussion on how progress in the implementation of the results framework is measured.

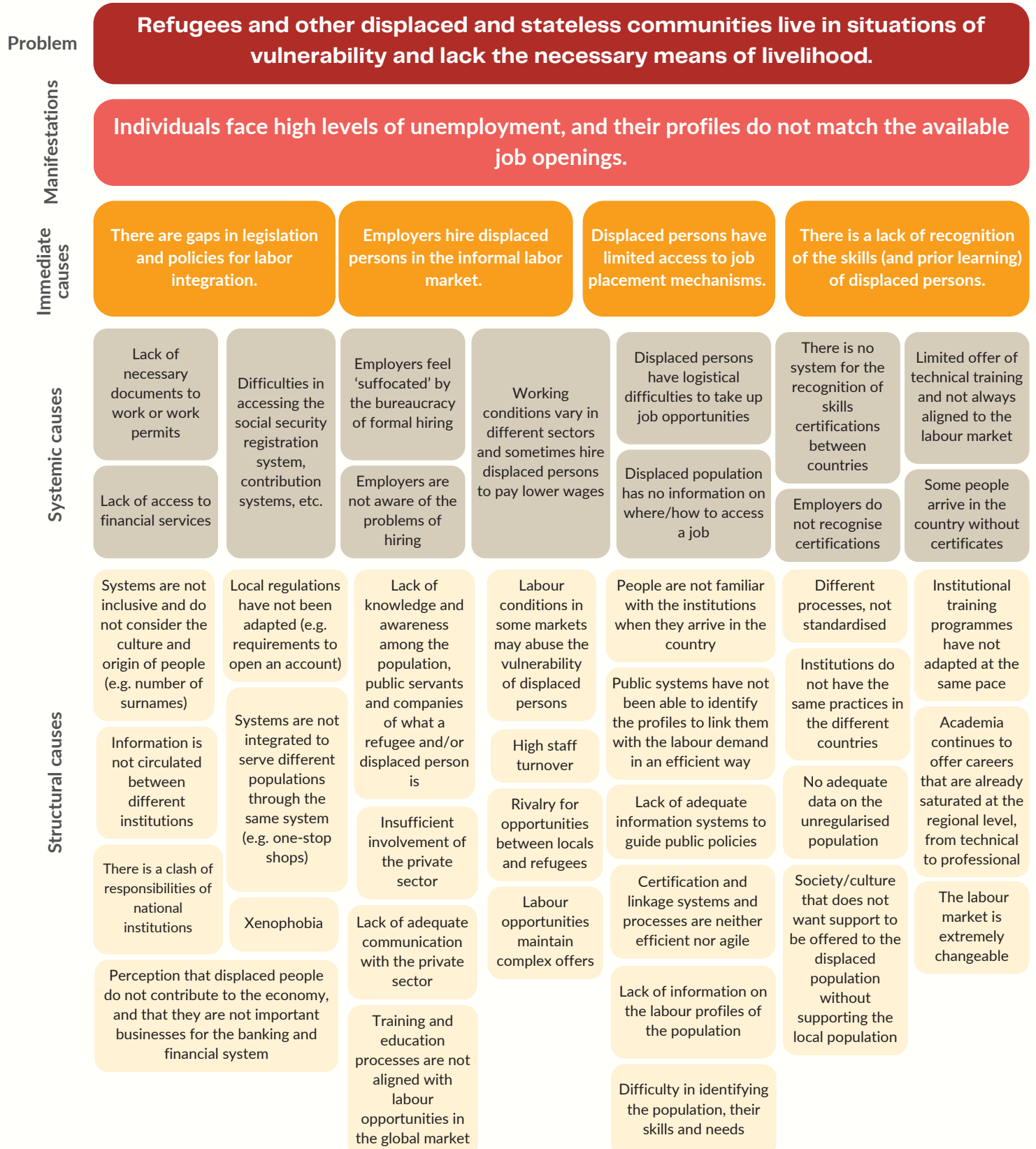


The analysis of results-based management—particularly the theory of change—allows for the development of a regional vision regarding the expected changes. It ensures that strategies are built upon strategic thinking and helps identify other key partners necessary to achieve those changes. Its objective is to guide the planning and monitoring of MIRPS initiatives aimed at strengthening integration programs through employment and livelihoods, at both regional and national levels.

This summary, prepared by the MIRPS Technical Secretariat, presents the outcomes of the analysis conducted by the members of the Regional Technical Team across the four stages of results-based management. This document does not entail additional commitments from MIRPS Member States; rather, it strategically supports the work being carried out at the national and regional levels. Additionally, for the information of MIRPS Member States, annexes include the pledges made at the Global Refugee Forum and MIRPS commitments related to socioeconomic integration outlined in the National Action Plans.



Step 1: Problem Analysis





Step 2: Theory of Change

Impact

Refugees and other displaced and stateless communities are self-sufficient and have the necessary means of subsistence.

Manifestations

People have effective access to decent employment according to their profile.

Long-term changes

Regulations, legislation and public policies facilitate labour integration

Employers hire displaced persons in the formal market

Displaced persons have effective and efficient access to labour market linkage mechanisms

Competencies (including prior learning) of displaced persons are recognised.

Medium-term changes

Displaced persons can access the registration system, social insurance, contribution systems, etc.

Processes for formal recruitment of displaced persons are less bureaucratic and streamlined

Employers in a variety of sectors ensure working conditions and pay equal wages to displaced persons

The displaced populations have information on where/how to access work

People can access certificates when they do not carry them

Employers recognise the certifications

Displaced persons have the necessary documents to work and/or work permits

Employers are aware of formal recruitment processes

Public servants and companies know what a displaced person is and understand their rights

Public employment systems identify profiles and efficiently link them with labour demand

There is a system for the recognition of competencies between countries

There is a wide offer of technical training aligned with labour market opportunities (global and/or local)

Information is circulated efficiently between different institutions

Local regulations are adapted (e.g. requirements for opening an account)

Minimum requirements for labour integration are available across countries

There are logistical facilities for displaced people to access job opportunities

Institutions standardise their processes between countries in an effective and efficient manner

Institutional training programmes adapt to the market at the same pace

Different actors have a 'common thread' to effectively coordinate efforts at regional level with national involvement

Displaced persons can access financial services

Working conditions do not abuse people's vulnerability

Countries have adequate information systems to develop public policies

Certification and labour linkage systems and processes are more efficient

Academia offers technical to professional careers that respond to market needs.

There are clear complementary responsibilities and good coordination between national institutions

Systems are inclusive based on culture and origin (e.g. consider that the number of surnames may vary)

Private and public sector engage in labour inclusion strategies

People have complete information on institutions when they arrive in a new country

'Timid' efforts are strengthened

Displaced people and employers are more aware

Strategies to minimise bureaucracy

Systems are integrated to serve different populations through the same system (e.g. rather than through one-stop shops)

Pilot projects available in countries create opportunity for empowerment and independence

There is a better identification of the population, their capacities and needs.

There is accessible information on the labour profiles of the population

Different actors are aligned on local opportunities

Communication and advocacy strategies increase political support

Communication is adapted to the language of the private sector

There is a repository of information on the population with different migration statuses, their certifications and opportunities.

Communication strategies to fight xenophobia

Communication and advocacy strategies on the economic contribution of the displaced population



Step 3: Results Framework

Impact

Refugees and other displaced and stateless communities are self-sufficient and have the necessary means of subsistence.

Outcomes

Public policies facilitate labour integration

Displaced persons have access to decent work (with social security) and financial services

The skills (including prior learning) of displaced persons are recognised

Outputs

Countries have labour market information systems, adapted to the profiles of the displaced population, to develop public policies.

Displaced persons have the necessary documents to work.

Certification processes include displaced people in an efficient manner.

Advocacy strategies increase political support for labour market integration.

Individuals and the private sector have up-to-date information on institutions, opportunities, rights and requirements for labour integration.

Training institutions facilitate access to education and training programmes and services for displaced persons.

Public employment systems identify displaced persons' profiles and efficiently link them to job opportunities.





Step 4: Monitoring and Evaluation

The indicators reported by MIRPS countries in the MIRPS 2023 Annual Report related to work in jobs and livelihoods at the national level are:

- **On access to work permits:**
 - Refugee applicants who were granted a work permit during the period of this report- *Costa Rica*
 - Work permits granted to refugees- *Guatemala*
 - Work permits granted to refugee applicants- *Guatemala*
 - Refugees and refugee applicants trained to know and use the PEX platform- *Guatemala*
 - Officials trained in the use of the PEX platform- *Guatemala*
- **On access to labour integration programmes:**
 - Number of people who have accessed the 'My First Job' programme of the Ministry of Labour and Social Security (MTPS)- *El Salvador*
 - Asylum seekers and refugees benefited by the Local Integration Programme- *Mexico*
- **On access to training programmes:**
 - Asylum seekers and refugees registered in technical, vocational, language, employability and/or entrepreneurship programmes- *Belize*
- **On the economic situation of displaced persons:**
 - Refugee applicants or refugees living in poverty and extreme poverty- *Costa Rica*
 - Refugee applicants or refugee children living in poverty and extreme poverty benefiting from a study grant- *Costa Rica*

ANNEXES

MIRPS pledges on socioeconomic integration

Global Refugee Forum

Regional pledge

In support of the Multi-stakeholder Pledge on Economic Inclusion and Social Protection, and in the framework of the MIRPS Working Group on Jobs and Livelihoods, the MIRPS countries commit to promoting the self-reliance of refugees and other displaced or stateless communities by facilitating access to decent work and entrepreneurship, through the employability mechanisms of involved government institutions; national legislation and relevant policies; and by facilitating the recognition of competencies, knowledge and skills, with the support and assistance of the members of the MIRPS Support Platform, and in partnership with the private sector and civil society.

Belize

•**GRF 08001** The Government of Belize will promote the organization of regional learning activities and twinning opportunities to share best practices and technical support related to livelihoods and local integration for refugees.

El Salvador

•**GRF03542** Continue to expand opportunities for vocational training, entrepreneurship initiatives and access to formal employment for displaced persons and persons at risk of displacement, refugees and asylum seekers, as well as returnees in need of protection. More specifically, the state seeks to expand opportunities through the government led program named “Mi First Job”, so that displaced population can access their first formal employment opportunity.

Costa Rica

•**GRF 09055** Strengthen the processes of socioeconomic inclusion of asylum-seekers, refugees, persons at risk of statelessness, and stateless persons through employability mechanisms that facilitate the recognition of skills, access to work permits, and participation in training and capacity-building programs for employment.

Guatemala

•**GRF 08068:** Develop a certification of labor competencies model and vocational technical training programs for refugees, refugee status applicants and returnees, aligned with the National Employment Policy and regional efforts to standardize competencies in Central America.

•**GRF 08069:** Strengthen systems for registering the profile of returnees, refugees and refugee status applicants for a safe and legal insertion or reintegration into the Guatemalan labor market.

•**GRF 08070:** Strengthen national employment services so refugees, refugee status applicants and Guatemalan returnees can access employment opportunities.



MIRPS pledges on socioeconomic integration

Global Refugee Forum

Honduras

• **GRF 08200** Establish inter-institutional dialogue spaces among various government entities and local governments with the aim of facilitating the access of returnees to socioeconomic inclusion mechanisms, specifically through the Municipal Units for Returnee Assistance (UMAR). These dialogue spaces seek to coordinate efforts and work closely with local authorities to ensure the successful and sustainable reintegration of individuals who have returned to the country after being displaced or away from their place of origin.

UMARs serve as key contact and support points, providing information, assistance, and facilitating the connection of returnees with available programs and resources for their socioeconomic inclusion. This strategy aims not only to address the immediate needs of returnees but also to promote effective and tailored integration, adapted to the specific circumstances of each host community.

Inter-institutional collaboration is essential to ensure the effectiveness of these efforts and to foster ongoing dialogue that allows for adjustments and improvements based on the experiences and direct feedback of returnees and local communities.

Mexico

• **GRF 08744** On the basis of what has been developed in terms of inter-institutional roundtables and the Local Integration Programme, strengthen and implement a public policy to address the needs of refugees, applicants for refugee status and beneficiaries of complementary protection, by strengthening the development of actions, strategies and thematic inter-institutional mechanisms for identity, health, education and employment issues at the three levels of government, with the aim of coordinating and coordinating the actions carried out by the APF agencies, without prejudice to the actions that the authorities are developing on an ongoing basis within the scope of their powers.

Panama

• **GRF 03605** Panama, as part of the MIRPS, will continue to work on providing comprehensive services for Economic Inclusion and Social Protection, promoting the self-sufficiency of refugees and other displaced or stateless communities, facilitating access to decent work and entrepreneurship, as well as strengthening the institutions responsible for refugee status determination processes, among other actions.

MIRPS commitments in National Action Plans- Jobs and livelihoods

Belize

- **Provide access to employment opportunities** in priority sectors of the economy to respond to the needs of the private sector and labour market.

Costa Rica

- **Labour integration project for LGBTI populations:** The Ministry of Human Development and Social Inclusion, through Bridge to Work or the National Employment System and with the support of UNHCR, will coordinate a training and labour integration programme for refugees from the LGBTI community.
- **Protection of the labour rights of refugees and asylum-seekers:** a) The National Labour Inspection will consider refugees in its procedures to ensure their labour rights and employer obligations are recognized on an equal basis as nationals; b) Informative actions will also be carried out on current legislation to improve the recognition of the identity documents of asylum-seekers and refugees and reduce discrimination and xenophobia during the recruitment and selection processes.
- **Entrepreneurship promotion project:** The Ministry of Economy, Industry and Commerce will include enterprises led by refugees in the Register of Entrepreneurs and will encourage their participation in business meetings and other activities organized by the Ministry to strengthen micro and small businesses.

El Salvador

- Design of **information and awareness campaigns** on the rights of displaced populations and existing services.
- **Creation of a specialized centre** that promotes technical/vocational programmes, access to tertiary education, livelihoods, and the promotion of labour insertion (in coordination with private companies) for forcibly displaced populations.
- **Promote programming for technical skills training and life-skills training**, prioritizing access for forcibly displaced populations.
- **Design of a local inclusion model** for refugees and asylum-seekers that includes actions from a legal, economic, and social perspective.
- **Priority access to job placement programmes** for displaced or at-risk populations.
- **Strengthen awareness-raising processes with the private sector** for hiring vulnerable, displaced, or at-risk populations, refugees, or asylum-seekers, in favour of diversity and inclusion.
- **Provide access to income-generating programmes and services** that favour inclusion and economic autonomy for women who are forcibly displaced or at risk, referred from the Ciudad Mujer Centers and territories.

Guatemala

- **Support access to work permits** for refugees and asylum seekers.
- **Design a strategy to standardize the inclusion** of asylum seekers, refugees, and returned Guatemalans in labor certification programs.
- **Inform and raise awareness among stakeholders in the labor market** about the rights of asylum seekers, refugees, and returned Guatemalans.

MIRPS commitments in National Action Plans- Jobs and livelihoods

Guatemala

- **Identify the profiles of returned migrants, refugees, and asylum seekers**, including their labor skills, to facilitate their integration into the job market.
- Provide asylum seekers, refugees, and returned Guatemalans **with access to employment opportunities**.

Honduras

- **Raise awareness** among government institutions, the private sector, civil society, and the general population about the rights of persons in need of international protection who enter Honduras.
- **Reduce barriers to access state services, programmes, and projects** to generate livelihoods for refugees and asylum-seekers.
- **Establish spaces for inter-institutional dialogue with local governments** for returned population to access the existing socioeconomic inclusion mechanisms through the Municipal Returnee Assistance Units (UMAR).
- **Facilitate access to vocational training programmes** and initiatives for income generation.

Mexico

- Within their jurisdiction, CONOCER and CECATI will continue including **asylum-seekers, refugees, and beneficiaries of complementary protection in public and private job training institutions, as well as skills certification processes or standards**.
- COMAR and the National Employment Service, through the implemented channelling mechanism, will facilitate the labour **inclusion of applicants, refugees, and beneficiaries of complementary protection, including linking them with job offers**. Additionally, they will promote and disseminate the calendar of job fairs that are organized throughout the country.
- The National Commission of Banks (CNBV) will promote actions together with the Association of Banks of Mexico, to **address the reforms of regulations for credit institutions, facilitating the financial inclusion** of asylum-seekers, refugees, and beneficiaries of complementary protection.
- Mexico will support the **integration of refugees and beneficiaries of complementary protection into the Mexican labour market**, through intergovernmental and interinstitutional coordination, with the support of UNHCR, and through the involvement of the private sector in different states of the country.

Panama

- **Raise awareness amongst the private sector** about the refugee population, who are in search of employment.
- Explore the feasibility of **opening bank accounts for recognized refugees**.
- **Promote inclusion of refugees and asylum-seekers admitted for processing in the database of the Ministry of Labour**, for their participation in job listings and employment fairs.