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**CREATING OPPORTUNITIES FOR ECONOMIC REINTEGRATION OF RETURN MIGRANTS AND
VULNERABLE LOCAL POPULATION IN CENTRAL AMERICA'S NORTHERN TRIANGLE**

(RG-T3924)

DONORS MEMORANDUM

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PROJECT SUMMARY

CREATING OPPORTUNITIES FOR ECONOMIC REINTEGRATION OF RETURN MIGRANTS AND VULNERABLE LOCAL POPULATION IN CENTRAL AMERICA'S NORTHERN TRIANGLE

(RG-T3924)

Migratory flows from the countries in the Northern Triangle of Central America are historical, complex, and driven by many different causes rooted principally in poverty, violence, a lack of opportunities, poor human development, low access to services, the social exclusion of vulnerable groups (youth, women, and indigenous populations), and the impacts of climate change on this region. In recent years, a significant rise has also been seen in the number of migrants returning to Guatemala, El Salvador, and Honduras. According to the International Organization for Migration (IOM),¹ more than 770,000 migrants were returned between 2017 and 2020, mainly from Mexico and the United States to their countries of origin in the Northern Triangle (46% to Guatemala, 15% to El Salvador, and 39% to Honduras). Of the total number of returnees, 48% were women. Returnee numbers remain high in 2021, despite border closures or restrictions due to the COVID-19 pandemic. Many migrant workers have been forced to return, as they belong mainly to one of the groups most affected by pandemic-induced job losses, according to the Economic Commission for Latin America and the Caribbean (ECLAC).²

Returnee women and men face many challenges, first and foremost the factors that forced them to flee, such as a lack of economic opportunities, fear for personal safety, violence, and limited or nonexistent support from their families, communities, and the State. Additionally, returnees frequently face discrimination and stigmatization, since their reasons for return are often perceived as associated with involvement in criminal activity or conflicts. This stereotype often gives rise to negative perceptions among family and community members, further complicating their social inclusion and access to job markets. Moreover, in many cases returnee women have been subjected to physical and emotional abuse. This complex situation often pushes returnees to try emigrating again, thus creating a vicious circle. This stigma and the limited job offerings, especially for youth and women, are also coupled with unfavorable structural and socioeconomic barriers to entering the labor market.

In view of this multicausal phenomenon, and recognizing people's right to pursue a better quality of life, it is necessary to address one of the main problems faced both by those returning to their countries and the local population: the lack of opportunities to generate economic income. The project objective is to contribute to increased economic opportunities for return migrants and the migration-prone vulnerable local population of local communities in Guatemala, El Salvador, and Honduras through three main actions: (i) creating employment and entrepreneurship opportunities for returnee and local vulnerable women and youth; (ii) strengthening the communities' social cohesion; and (iii) promoting the use of new technologies to determine people's migration propensity and offer up-to-date, accessible information on support services or job opportunities.

¹ International Organization for Migration (IOM) / [Northern Triangle Migration Information Management Initiative](#).

² Economic Commission for Latin America and the Caribbean (ECLAC), [Social Panorama of Latin America, 2020 \(cepal.org\)](#).

The project will benefit 1,250 women and young people returning and in vulnerable local communities, who will receive support to develop professional skills, launch entrepreneurial ventures, and obtain training, job placement services, and access to formal employment. Through the promotion of technology tools, the Tuchan mobile app, and a multinational communication campaign, the project is expected to reach some 70,000 returnees in the three countries and provide comprehensive, up-to-date, and relevant information, so as to reintegrate these populations and prevent irregular migration. The project will also benefit 1,082 women and youth, who will have opportunities to generate income in agricultural production activities. By the end of the project, the beneficiaries are expected to increase their income by at least 20%, and decrease their migration propensity, as a result of improved productive activities, while making investments (themselves and via third parties) in greater resilience, sustainability, and climate change adaptation.

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ABBREVIATIONS

CBO	Community-based organization
DINAF	Dirección de Niñez, Adolescencia y Familia [Department of Children, Adolescents, and Family]
EWS-M	Migration Early Warning System
IOM	International Organization for Migration
LQAS	Lot quality assurance sampling
M&E	Monitoring and evaluation
NGO	Nongovernmental organization
PSR	project status report
SDGs	Sustainable Development Goals
SICA	Sistema de la Integración Centroamericana [Central American Integration System]
UNHCR	United Nations High Commissioner for Refugees

EXECUTIVE SUMMARY

CREATING OPPORTUNITIES FOR ECONOMIC REINTEGRATION OF RETURN MIGRANTS AND VULNERABLE LOCAL POPULATION IN CENTRAL AMERICA'S NORTHERN TRIANGLE

(RG-T3924)

Country and geographic location:	El Salvador, Guatemala, and Honduras		
Executing agency:	Fundación Visión Mundial Guatemala (World Vision Foundation Guatemala)		
Focus area:	Climate-Smart Agriculture, Inclusive Cities		
Coordination with other donors/Bank operations:	The project will coordinate with other donors such as the United States Agency for International Development (USAID), the United Nations High Commissioner for Refugees (UNHCR), and the International Organization for Migration (IOM). The project has been designed with the IDB Migration Unit, to align with its operations, and is aligned with the IDB Group's plan to secure economic and social development in Latin America and the Caribbean for 2021-2025. It will coordinate with projects HO-T1339, GU-T1270, and RG-T3766.		
Project beneficiaries:	The project is expected to benefit 1,250 returnees and people in vulnerable local communities, mainly women and youth, who will receive support to develop professional skills, launch entrepreneurial ventures, and obtain training, job placement services, and access to formal employment; 70,000 people reached through a communication campaign; and 1,082 women and youth in agricultural production.		
Financing:	Nonreimbursable technical-cooperation funding:	US\$1,404,575	53%
	Other IDB Lab financing:	-	-
	Total IDB Lab contribution:	US\$1,404,575	53%
	Counterpart:	US\$1,238,292	47%
	Total project budget:	US\$2,642,867	100%
Execution and disbursement period:	36 months for execution and 42 months for disbursement.		
Special contractual conditions:	None.		
Environmental and social impact review:	This operation was prescreened and classified pursuant to the IDB's Environment and Safeguards Compliance Policy (Operational Policy OP-703) on 8 June 2021. Given the limited impacts and risks, the proposed classification for the project is category "C" (low risk).		
Unit with disbursement responsibility	IDB Lab staff at the Bank's Country Office in Guatemala (MIF/CGU)		

I. THE PROBLEM

A. Background

- 1.1 The crisis of migration from the northern countries of Central America (known as the Northern Triangle and comprising Guatemala, El Salvador, and Honduras) has been a complex, historical challenge for the region. The causes of migration from these countries, while many and varied, could be summed up as looking for economic opportunities, family reunification, the impacts of natural disasters, food insecurity, and fleeing violence. However, people making the difficult and desperate decision to migrate in search of a better life do so by pawning what they have or falling into debt, facing the risks of dying or being detained along the way and deported back, forced to return to their countries of origin. In many cases this return is highly traumatizing, as people may have experienced multiple violations of their rights, and once back in their country of origin they find that their bid for a better life has consumed their resources or their health, and are confronted with the uncertainty of restarting their lives, often worse off than before they migrated.
- 1.2 According to the International Organization for Migration (IOM),³ between 2017 and 2020 more than 770,000 migrants were returned, mainly from Mexico and the United States, to their countries of origin in the Northern Triangle (46% to Guatemala, 15% to El Salvador, and 39% to Honduras). Of the total number of returnees, 48% were women. Returnee numbers remain high in 2021, despite border closures or restrictions due to the COVID-19 pandemic. One of the causes is that many migrant workers have been forced to return, as they belong to one of the groups most affected by pandemic-induced job or livelihood losses, according to the Economic Commission for Latin America and the Caribbean (ECLAC).⁴
- 1.3 Returnees face cultural, structural, and socioeconomic conditions that work against their social reintegration and rejoining the workforce as formal employees or self-employed professionals. Overall, 80% of the Central American workforce works in low- and middle-skilled occupations and has not completed secondary school; the average schooling for 60% of the economically active population is six years or less. Although coverage rates are high at the primary school level, throughout the region, diversified secondary school coverage is less than 40%. In 2013, the regional average investment in education was US\$250 per inhabitant, with amounts ranging from US\$693 in Costa Rica to US\$64 in Nicaragua. In addition, 60% of people ages 15-24 (5.4 million people) are outside the education system, and a large portion (36%) work in low-quality, low-paid jobs; one fourth (23%) neither study nor work, and only 29% study full-time.⁵ At the same time, they face violence and little or no support from family members, their communities, or the public sector. In the current context of the pandemic, these vulnerabilities have been further exacerbated for returnees. For instance, they often face problems with

³ International Organization for Migration (IOM) / [Northern Triangle Migration Information Management Initiative](#).

⁴ Economic Commission for Latin America and the Caribbean (ECLAC), [Social Panorama of Latin America, 2020 \(cepal.org\)](#).

⁵ Research Report, Intraregional Labour Migration Flows: Current Situation, Challenges, and Opportunities in Central America and the Dominican Republic. IOM; International Labour Organization; Sistema de la Integración Centroamericana [Central American Integration System] (SICA); Network of Labour Market Observatories.

identity credentials, are unable to obtain their papers to apply for formal employment and end up working for significantly lower pay than in the work they were doing abroad. The precarious job markets in Central America affect the population in general, especially young people and women. The lack of jobs and the economic factor are still determinative, but domestic violence has also been a major trigger for women's decision to migrate.⁶ Not only do women experience high rates of unemployment, but they also work at informal jobs without a social safety net and are usually paid below minimum wage.⁷

- 1.4 Additionally, returnees frequently face discrimination and stigmatization, since their reasons for deportation are often perceived as associated with involvement in criminal activity in the United States or Mexico. This stereotype often gives rise to negative perceptions among family and community members, further complicating their social inclusion and access to job markets. Depending on the time they have spent abroad, moreover, return migrants also feel that they have lost their sense of belonging, their community roots, their cultural identity, or even their native accent. For this reason, returnees are afraid to share their true history, identity, and origin. Furthermore, in many cases returnee women have been subjected to physical and emotional abuse. Women's return to their places of origin means they go back to the relationships of subordination they left behind on their departure, which are an underlying factor of gender violence. Added to this is the stigmatization they suffer because of their status as return migrants.⁸

B. Description of the problem

- 1.5 **The main problem addressed by this proposal is that returnees and vulnerable locals face cultural, structural, and socioeconomic conditions that hinder their reintegration as formal employees or self-employed professionals.** The differing capabilities of men and women are put to the test despite various structural problems in the education, health, work, or security system. Despite their capabilities, employment or entrepreneurship opportunities are often limited. Many young people in Central America have no opportunity to access employment, despite having completed a formal education. According to data from the Central American Social Development Observatory (2017), youth unemployment rates in Central America, Panama, and the Dominican Republic are higher than the rate for adults. In El Salvador the adult unemployment rate was 4.04, versus 8.4 for young people; in Guatemala it was 2.23 for adults and 4.7 for young people; and in Honduras it was 7.4 for adults and 11.9 for young people.

⁶ SICA General Secretariat, Democratic Security Office, Factores de riesgo y necesidades de atención para las mujeres migrantes en Centroamérica. Estudio de actualización sobre la situación de la violencia contra las mujeres migrantes en la ruta migratoria en Centroamérica [Risk factors and care needs for migrant women in Central America. Update on the situation of violence against migrant women on the migrant route in Central America] (2016).

⁷ Economic Commission for Latin America and the Caribbean (ECLAC), Atlas of migration in Northern Central America (LC/PUB.2018/23), Santiago, 2018. https://repositorio.cepal.org/bitstream/handle/11362/44288/1/S1801071_en.pdf.

⁸ Clériga Morales, D., G. Espinoza Santos, M. Garcés Vergara, M. Alvarado Chávez, M. R. González Rodríguez and J. Erazo Caravantes, 2016. Violencia contra las mujeres en contextos de migración [Violence against women in migration contexts]. Guatemala: Voces Mesoamericanas Acción con los Pueblos Migrantes A.C., Centro de Derechos Humanos Fray Matías de Córdova A.C. and Equipo de Estudios Comunitarios de Acción Psicosocial.

Conditions are even worse among young women and the poorest youth. The economic environment in which the youth labor force operates is not particularly conducive to its use in productive activity. In other words, economic growth has low “youth employment intensity,” whereas “more modern” activities in the service sector are more likely to employ young people (International Labour Organization).⁹ According to a 2019 Duke DevLab survey of return migrants to Guatemala, 78% expressed their intent to remigrate to the United States because they had not found work three to six months after returning to their country. Many development cooperation organizations have done good work in the past on the ground in working with the same issues and have been effective, but they have had scaling or scoping problems. Accordingly, programs need to be expanded, and new tools promoted that are supported by technology and innovation.

C. Participating population

- 1.6 Returning despite the fear and uncertainty was the prospect faced by Denia Carranza, a 24-year-old who fled Honduras with her son in 2019 after being forced by local gang members to sell drugs to her workmates. When she refused, the gang members threatened to kill her, and she decided to flee to Ciudad Juárez, Mexico. Yet there, too, she encountered drug trafficking and violence: “I’m afraid to go back to Honduras,” she said, “but I’m even more afraid to stay here.”¹⁰ This project seeks to support youth and women like Denia who flee due to violence or a lack of opportunities in the Northern Triangle countries but who, upon their return, simply seek economic stability and peace of mind so as not to migrate again, while building a more prosperous future for themselves and their children.
- 1.7 The direct beneficiaries will be young returnees (men and women ages 18-29) and the migration-prone vulnerable local population¹¹ (where at least 70% of the participants will be women). The estimated number of direct beneficiaries/participants of the project will be: 1,250 participants who will receive support from the private sector and civil society to launch entrepreneurial ventures and obtain training, job placement services, and access to formal employment; and 30 local civil society organizations (10 per country) which will receive support and training in human rights and training to help them connect, mobilize, learn about, and promote activities that address returnees’ needs, including social inclusion and protection, legal advice, and psychological support. Through the promotion of technology tools, the Tuchan mobile app, and a multinational communication campaign (via traditional and social media), the project is expected to reach some 705,000 returnees in the three countries and provide comprehensive, up-to-date,

⁹ Juventud y trabajo decente y las vinculaciones entre trabajo infantil y empleo juvenil. Centroamérica, Panamá y República Dominicana [Youth and decent work and the linkages between child labor and youth employment. Central America, Panama, and the Dominican Republic]. p. 19. International Labour Organization. 2008.

¹⁰ <https://www.dw.com/es/crece-el-n%C3%BAmero-de-migrantes-retornados-a-los-pa%C3%ADses-del-tri%C3%A1ngulo-norte-de-centroam%C3%A9rica/a-51460986>.

¹¹ Lot quality assurance sampling (LQAS), also called “acceptance sampling,” is done using the EWS-M tool, which involves taking a small random sample from each set of elements of the population (approximately 75 families per community). Once the communities within these departments have been identified, a survey of 100% of the families is done to identify which of them are most vulnerable and have profiles that fit the project criteria.

and relevant information, so as to reintegrate these populations and prevent irregular migration.

- 1.8 **Geographical targeting.** The beneficiary population is located in rural and urban areas of San Marcos (Guatemala), San Salvador (El Salvador), and Copán, Santa Bárbara, Cortés, and Yoro (Honduras), which have a high proportion of returnees.¹² In Guatemala, according to IOM data, from January to May 2021 a total of 19,138 returnees were registered,¹³ 16% of them from the Department of San Marcos. In Honduras, according to IOM data, return mobility is changing; in the period 2015-2017 the flow of returnees decreased 36.7% from approximately 75,000 return migrants in 2015 to 48,000 returnees in 2017. This trend changed in the period 2017-2019 with an increase of 127.4% from 48,022 returnees in 2017 to 109,185 in December 2019.¹⁴ In 2019, the nonwestern strip, corresponding to the departments of the proposed target area, contained 42.8% of the returnee population. Geographically, this is the main corridor feeding migrant caravans in recent years. In El Salvador, according to data from the IOM observatory, from January to December 2019 a total of 37,316 people returned to the country, settling mainly in San Salvador, San Miguel, and Santa Ana. In 2020, due to COVID-19 pandemic mobility restrictions, the total number of returnees declined to 10,840. Thus far in 2021 (January to May), 1,827 people have returned. The adult population's reasons for making the trip were: 63% due to economic reasons, 21.3% to family reunification, 14.7% to fear for personal safety, and the remaining percentage to other reasons.¹⁵

II. THE INNOVATION PROPOSAL

A. Project description

- 2.1 The project objective is to contribute to increased economic opportunities for return migrants and the migration-prone vulnerable local population. To achieve this, the project will foster resilience and economic opportunities for returnees and vulnerable locals (mainly young people and women) in the principal municipios for emigration and return in Guatemala, El Salvador, and Honduras.

¹² Other communities may also be considered, if conditions on the ground change.

¹³ <https://mic.iom.int/webntmi/guatemala-dashboards/>.

¹⁴ IOM. Honduras Migration Profile 2019.

¹⁵ <https://mic.iom.int/webntmi/en/downloads/>.

- 2.2 The project will focus on three actions: (i) use innovative technology that contributes to identifying needs, opportunities, and solutions to support migration-prone populations and returnees in the Northern Triangle; (ii) improve the skills and employment opportunities of migration-prone and returnee women and youth; and (iii) promote the social cohesion of migration-prone and returnee women and youth with key stakeholders. This will complement other existing programs¹⁶ in the region that are based on a line of action similar to the one proposed by this project. The project will leverage the existing programs and methodologies implemented by World Vision in these countries, which include the following activities: (a) promoting the creation of employment and entrepreneurship opportunities that strengthen economic environments for returnees, especially women and youth; (b) building and strengthening social cohesion among returnees, families, and local communities to prevent forced migration; and (c) promoting the use of technology tools to determine people's migration propensity, offer up-to-date, accessible information on support services or job opportunities for returnees, promote a forward-thinking strategy to develop a results-based payment instrument and a multicountry communication campaign.¹⁷ The methodologies used by World Vision in its normal programming will be revised and contextualized to address the needs of returnees and migration-prone people as part of the project.
- 2.3 To that end, World Vision will scale up the Migration Early Warning System (EWS-M), a data and statistical tool that aids in understanding the causes of

¹⁶ In Guatemala, the project will complement actions in the community roots and bridges projects funded by the United States Agency for International Development (USAID), which seek to improve the quality of life of young people ages 15-24 in the western highlands of Guatemala by addressing the main factors that drive irregular outmigration through improved access to employment, education, and development and by promoting comprehensive prevention strategies for violence and migration, as well as progress on indicators relating to well-being and quality of life. These have served a total of **18,549 young people** thus far. In addition, in terms of entrepreneurship, World Vision Guatemala supported **328** individuals during 2020 in training processes and setting up income-earning initiatives focused on services and agricultural production. In Honduras, the partnership with the United Nations High Commissioner for Refugees (UNHCR) continues through the "Paths of Hope" project. This project seeks to directly benefit people displaced by violence and deportees in need of national and international protection by strengthening the protection system of the Department of Children, Adolescents, and Family (DINAF) of Honduras, as well as to benefit people affected by recurring emergencies, such as the COVID-19 pandemic and Hurricanes Eta and Iota, by providing basic needs, thereby benefiting approximately 20,000 people (4,000 families), in conjunction with DINAF, community networks, and UNHCR. A joint project is also being coordinated with DINAF, IOM, and World Vision to implement family and community reintegration and follow-up actions for migrant children through teams of specialized reintegrators in San Pedro Sula, Choloma, Villanueva, Santa Bárbara, and Yoro. It will benefit 154 families (500 people on average), who will be reintegrated, assisted, and protected.

¹⁷ World Vision is working through a regional strategy called CA-4, comprising El Salvador, Guatemala, Honduras, and Nicaragua in 53 departments, 262 municipios, and 2,911 communities with a network of 1,345 employees and 4,085 volunteers. Work in the communities involves association with strategic partners at the municipal level, as well as government agencies, local organizations (CBOs and faith-based), civil society, private companies, and other key stakeholders in the field.

migration in different contexts.¹⁸ At present, the EWS-M has been used in Honduras as a component of a community roots project, and there is measurement data in a project implemented in the municipio of Nueva Frontera in Honduras.¹⁹ In addition, through development a methodological proposal and a pilot using artificial intelligence and an innovative data collection algorithm, and through machine learning, the EWS-M's functions can be expanded in the direction of migration prevention. This innovative technology can contribute to reducing forced migration and responding swiftly to the needs identified in migration-prone populations and returnees.

- 2.4 Strengthening and scaling up a digital services platform where returnees can find information, jobs, and support services is also proposed. This mobile app, called "Tuchan" ("Our Home" in Nawat), was developed a few years ago by World Vision and the Ministry of Education, Science, and Technology of El Salvador with IDB funding (operation ES-T1295). The app was developed to provide information to households with young children about public services and services available from nongovernmental organizations (NGOs) in the community with information on schedules, eligibility, and enrollment processes. For example, the app offers early childhood education and development opportunities with milk banks, libraries with children's books, and food distribution. The app currently offers up-to-date information and relevant NGO services for migrants and returnees in the country with a special focus on supporting children. A new tool will be added to the Tuchan app as part of the project to identify job opportunities and connections with the local job market. Efforts will be made to scale up its reach in El Salvador, and launch in Honduras and Guatemala.
- 2.5 **Contribute to improving skills and provide economic opportunities for returnees and migration-prone vulnerable local population.** This includes a process of training in both hard and soft skills, focusing on digital skills that can complement the specific, innovative, or high-demand skills that they may have gained during their time abroad. This training will help match skills to the needs of employers and the job market in each country with access to job opportunities

¹⁸ The EWS-M was a pilot funded through World Vision Canada, implemented in Nueva Frontera, Santa Bárbara, Honduras, for seven months. The pilot interventions took place in communities with the World Vision sponsorship program and was designed by World Vision Monitoring, Evaluation, and Learning team based on review of documents and reports such as the predictive model of the IDB research paper "Entendiendo las causas de la emigración indocumentada en hogares de bajos ingresos en Honduras" [Understanding the causes of undocumented emigration in low-income households in Honduras], the Damage Assessment and Needs Analysis in the Health Sector in Disasters Situations (EDAN), the batch sampling methodology, and the collection and analysis of LQAS data. Ordinal, binary or categorical variables are categorized, such as: age, gender, marital status, educational attainment, work/employment status, migratory experience, ties with the United States, access to basic services, remittance recipient, presence of minors, exposure to crime, geographic location, expectation of entering the United States, expectation of improvement in quality of life, intention to migrate, socioeconomic profile, forced recruitment (gangs), family reunification, democracy/political crisis, domestic violence, domestic violence, and other factors. The periodicity is based on three data surveys (survey of communities, survey of families, survey of target families).

¹⁹ The EWS-M has been used in Honduras as a component of a community roots project. There is measurement data in the roots project implemented in the municipio of Nueva Frontera, Honduras. Based on the data, a decrease of 12 percentage points was estimated in the migration propensity index. Considering only the responses to the question on the intention to migrate, a decrease of 38 percentage points was seen.

- through partnerships with the private sector. Additionally, depending on the participants' profile and interest, tools will be offered for self-employment through the creation of businesses or ventures (in the agricultural, manufacturing, service, and other sectors), providing them with tools and connections, for example, to access seed capital through financial services from partners (such as a microfinance institution in Guatemala and Honduras, and others to be added).
- 2.6 As a parallel strategy, together with private sector partners, support and outreach centers²⁰ will be set up in different locations, which will play three main roles: (a) serve as a point of entry and contact for returnees to register with the project, enabling an early assessment of their skills and experiences; (b) network with a greater number of private sector partners (in each country), to understand the obstacles they face in hiring returnees and the characteristics of the type of talent they look for, while raising awareness about the significant advantages of hiring returnees, especially youth and women, to foster competitiveness and innovation; and (c) build relationships and set a communication strategy with stakeholders from civil society and international agencies to promote the project's objectives. These outreach centers will be set up in partnership with the respective local government, to ensure sustainability.
- 2.7 **Build and strengthen social cohesion among returnees, families, and local communities to prevent forced migration.** To achieve this, it is proposed to work hand in hand with returnees' families and vulnerable local communities as part of the ongoing programming work of World Vision, which has conducted awareness-raising activities with the targeted communities in the three countries, using various means to promote social cohesion and the fight against stigmatization and discrimination of the returnee population, especially women. The project will thus include such activities as training local organizations on human rights, the causes and effects of migration, services and actors in psychosocial care, the general protection framework, and standards of care, to help them connect, mobilize, learn, and promote activities to meet the needs of returnees.
- 2.8 Lastly, a multinational communication campaign for returnee reintegration will be launched, highlighting the positive impacts and advantages for the countries' economic and social growth, as well as strategies to prevent irregular migration. Use of mass and social media with local partners is proposed, to reach thousands of people in the three countries.
- 2.9 **Innovation.** This project is innovative because it involves: (i) an inclusive response for the Northern Triangle populations in the face of push factors in the region's fragile communities. The proposal presents options for the regional bloc in relation to the needs that push populations in fragile communities to leave their communities. These opportunities are managed in conjunction with communities, their community-based organizations (CBOs) and faith-based organizations, their local governments, civil society, and private enterprise, promoting social cohesion; (ii) livelihood models adapted to the beneficiaries' needs, within a short time frame, that can be implemented in both rural and urban areas; (iii) the use of technology

²⁰ Municipios are identified through official reports and analysis on emigration, identifying out-migration communities. The EWS-M application takes samples in these communities, and family surveys are administered once the most vulnerable communities have been identified.

tools that have been tested at the local level and will be scaled up with this project towards a regional model. These tools will generate information, data on current conditions, and individual, family, and community resilience that will provide vulnerable people and returnees with better opportunities to prosper in their countries of origin; and; (iv) among the proposed technology tools, an artificial intelligence pilot for data collection using machine learning to identify big data patterns in migrant populations and communities, so as to make predictions, supporting authorities and civil society in making decisions that lead to inclusion, creation of opportunities, and promotion of social cohesion.

Component I: Use of reliable and efficient technology that contributes to identifying needs, opportunities, and solutions to support migration-prone vulnerable populations and returnees in the Northern Triangle (IDB Lab: US\$121,040; Local counterpart: US\$353,600)

- 2.10 Under this component, the innovative Migration Early Warning System (EWS-M) will be scaled up in the Northern Triangle countries, making it possible to determine people's migration propensity as a result of an exhaustive analysis of socioeconomic and safety risk factors including gender, marital status, personal or family ties living abroad, and other factors. This innovative tool will also generate information and data on the current status and individual, family, and community resilience capacities, to help provide returnees with better opportunities to thrive in their countries of origin. These data, handled anonymously, confidentially, and securely by World Vision, would be collected via a mobile digital solution that captures the information, providing real-time analysis through the KoBo toolbox and Power BI. This information would be used to strengthen and generate preventive scenarios regarding job placement and other services that would be necessary to offer returnees and their families through various public, private, and civil society providers. One of IDB Lab's contributions will be to strengthen the Tuchan app²¹ and scale up its current work to fit the profile and needs of returnee families in El Salvador, Guatemala, and Honduras. With IDB Lab support, the Tuchan app will be developed as a tool to identify the profile of return migrant families and to provide information on basic services such as health, education, employment, sports, culture, and art. Once the tool is developed, it can be scalable and linked to other existing initiatives, such as the OportuGuate app.²²
- 2.11 **The component activities are as follows:** (i) validate the regional EWS-M; (ii) train operators to use and collect data from the regional EWS-M; (iii) conduct a pilot using artificial intelligence and machine learning, creating an innovative algorithm with big data collection; (iv) prepare a pilot report in Guatemala and El Salvador; (v) hold events on monitoring and strengthening the EWS-M; (vi) hold

²¹ The Tuchan app is a free navigation application for Android, created to provide information on public childcare services related to the categories of education, health, legal aid, and arts and recreation, as well as options on how to find them using Google maps in two municipios. The app has geolocation functions, complete addresses of service centers, hours, and available bus service. It can be used offline and was created and developed during the project, but not launched due to the COVID-19 pandemic, so it does not have a number of users or results reports on its effectiveness. No similar tools are available in El Salvador. In Guatemala, the OportuGuate app is being developed, which is a mobile application designed for migrants to find employment and entrepreneurship opportunities and certify their skills. <https://blogs.iadb.org/educacion/en/teachinggrandparentstoplay/>.

²² https://kmhub.iom.int/sites/default/files/bp_guatemala_oportuguate_reducida_en_0.pdf.

informational events on project results and implementation; (vii) map returnee care services; (viii) hold workshops with local partners and the returnee population; (ix) prepare a qualitative diagnostic assessment with the returnee population; (x) expand the Tucha app; and (xi) hold Tucha app onboarding and usage workshops for the beneficiary population.

- 2.12 **The component outputs are as follows:** (i) an algorithm designed for data collection (operating); (ii) three promotional materials developed to provide key information supplied by EWS-M; and (iii) three training events held to provide key information on use of the Tucha app.

Component II: Improved skills and employment opportunities for migration-prone and returnee women and youth (IDB Lab: US\$934,150; Local counterpart: US\$422,030)

- 2.13 The purpose of this component is to promote training and capacity-building processes across a range of skills. As a starting point, an assessment or pretest will measure the skills and experience of the participants/beneficiaries prior to the intervention. The information collected via this instrument will lay the groundwork for a training process in soft skills through the Youth Ready methodology,²³ entrepreneurship skills through the Generation of Income Opportunities methodology,²⁴ and agricultural skills through Farmer Field Schools,²⁵ that can build on and expand the participants' existing skills and specific, innovative, or high-demand skills they may have acquired in prior education or from experiences abroad. Additionally, depending on the participants' profile and interest, tools will be offered for self-employment via entrepreneurial ventures (in the agricultural, manufacturing, service, and other sectors), providing tools and connections to access, for example, local markets or seed capital through financial services from partners (such as a microfinance institution).

²³ **Youth Ready methodology:** World Vision's Positive Youth Development programming model helps vulnerable youth around the world discover their potential, plan for their future, and acquire the skills, support, resources, character, and confidence they need to succeed in work and life. This model trains and educates youth in the 90 skills most sought after by employers globally and across the region, including basic skills (financial, math, functional, and digital literacy), positive identity and citizenship, social skills for life and work, livelihood preparedness, job skills, and entrepreneurial skills. The Youth Ready model focuses on the development of technical jobs and entrepreneurial skills that enable adolescents and young people to develop and implement a life plan focused on three possible alternatives: start a business, find a formal job, or return to school.

²⁴ **Generation of Income Opportunities methodology:** The objective of this model is to foster entrepreneurship in different segments of the Central American population, especially the more socially and economically vulnerable, by starting competitive small businesses and identifying market opportunities to offer participants products and services of the necessary quality to build a microenterprise or small business. This model is a three-tiered graduation methodology that equips small-scale entrepreneurs at various levels with reviewed business models and plans, soft and business skills, financial education, technical assistance, and credit management, as well as in-depth training in marketing strategies and market access.

²⁵ **Farmer Field Schools:** The main objective of these schools is for farmers to become experts in productive sectors. Farmer Field Schools seek to enhance the critical analysis of the participants involved, who receive the information required and learn to make informed decisions. It also emphasizes participatory farmer training based on current local conditions by developing technical concepts through learning-by-doing, farmer experimentation, and community organization. For project strategy and rapid intervention, a methodology-based adaptation is implemented, maintaining key elements that involve beneficiaries and communities.

- 2.14 **The component activities are as follows:** (i) hold training sessions on soft skills for living (social, emotional, cognitive, and communication skills), positive leadership, and citizenship skills; (ii) hold training sessions on financial education, entrepreneurship, business mindset, organizational matters, the formation of business units, and the preparation of business plans (Guatemala-Honduras); (iii) hold training sessions on agricultural practices, soil conservation, and the promotion of new technologies (Honduras-Guatemala); (iv) set up savings groups of migration-prone and returnee women and youth (Guatemala-Honduras); (v) set up business units; (vi) map private sector stakeholders, potential partners, and job opportunities for participant job placement; and (vi) connect migration-prone or returnee women and youth with job opportunities, internships, or business networks.
- 2.15 **The component outputs are as follows:** (i) 840 migration-prone women and youth with improved skills after completing job skills training; (ii) 410 returnee women and youth with improved skills after completing job skills training; (iii) 490 migration-prone women and youth participating in basic and soft skills training; (iv) 220 returnee women and youth participating in basic and soft skills training; (v) 140 migration-prone women and youth trained in the Generation of Income Opportunities methodology; (vi) 60 returnee women and youth trained in the Generation of Income Opportunities methodology; (vii) 21 savings groups in operation; (viii) 1,082 migration-prone women and youth trained in agricultural production through Farmer Field Schools; (ix) 463 returnee women and youth trained in agricultural production through Farmer Field Schools.

Component III. Promotion of the social cohesion of migration-prone and returnee women and youth with key stakeholders (IDB Lab: US\$85,190; Local counterpart: US\$300,670)

- 2.16 Under this component, efforts will be made to work hand in hand with returnees' families and local communities as part of the ongoing programming work of World Vision, which has been conducting awareness-raising activities with the targeted communities in the three countries, using various means to promote social cohesion and the fight against discrimination and stigmatization of the returnee population, especially women. The project will thus include such activities as training local organizations on human rights, the causes and effects of migration, services and actors in psychosocial care, the general framework for protection, and standards of care in terms of social inclusion and protection, legal advice, and psychological support, to help them connect, mobilize, learn, and promote activities that address returnees' needs.
- 2.17 **The component activities are as follows:** (i) form alliances with public and private sector partners to promote employment and entrepreneurship opportunities for migration-prone and returnee women and youth; (ii) in partnership with the private sector, create job fairs for participants; (iii) hold events to raise private sector and business awareness about the importance of supporting vulnerable populations in joining the workforce and supporting youth entrepreneurship; (iv) train CBOs on the causes and effects of migration, human rights, services and actors in psychosocial care, the general framework for protection, and standards of care; and (v) conduct an awareness-building campaign in local/national/subregional media for returnee reintegration, highlighting the positive impacts and

advantages for the countries' economic and social growth, as well as strategies to prevent irregular migration.

- 2.18 **The component outputs are as follows:** (i) 26 governmental, public, or private agencies promoting the economic inclusion of women and youth; (ii) 9 campaigns promoting the economic inclusion of migration-prone and returnee women and youth; (iii) 18 advocacy events held with stakeholders to raise awareness and promote support for returnee women and youth; (iv) number of members of CBOs and local governments strengthened on migration, protection, and the inclusion of migration-prone populations and returnees; (v) number of people reached through the campaign; and (vi) 9 campaigns promoted for the economic inclusion of migration-prone and returnee women and youth.
- 2.19 **Project outcomes, measurement, monitoring, and evaluation.** The project expects to directly benefit 1,250 migration-prone youth and women and returnees over a three-year period and 26 CBOs, and to indirectly benefit 70,000 through the communication campaign.
- 2.20 **The project outcomes will be:** (i) 352 project participants with jobs or internships in the project municipios; (ii) 710 project participants who have launched their own venture; (iii) 541 women with jobs or internships or who have launched their own venture; and (iv) 2,472 people identified through the EWS-M and targeted by project actions.
- 2.21 **Project monitoring.** The executing agency will develop a monitoring and evaluation (M&E) plan consisting of the processes, methods, systems, and resources to be used to measure results during implementation and at the end of the project. The executing agency will use the data gathered and analyzed via this plan to monitor the performance of project activities, adaptively administer the project based on continuous learning, make evidence-based programmatic decisions, and support accountability reporting with IDB Lab and project participants. The M&E plan will thus include ongoing monitoring, which will be the main source of data to track and report on the achievement of the project's processes and outputs. The executing agency will capture the nature of the activities undertaken, participants, locations, immediate results, and progress towards results. A baseline will be set, and a final evaluation will assess performance and effectiveness, based on ongoing EWS-M monitoring, for a thought and action approach to draw lessons learned and recommendations about the project implementation process and gain information on the level of beneficiary satisfaction. Indicator traceability is ensured by monitoring the beneficiaries during and after execution with a local technical team from the executing agency. The qualitative and quantitative results of the evaluation will be compared with the baseline data. At a minimum, the project effectiveness, coverage, and accountability will be evaluated using the following questions: Did the project reach the expected number of beneficiaries and territorial coverage? Did the project address the needs of the most vulnerable groups (e.g., households headed by women)? Were there any unexpected outcomes (either positive or negative)? Did the project effectively and appropriately involve beneficiary and key stakeholder participation and feedback, including the dissemination of important information relating to programming and guidance?

- 2.22 **Evaluation methods.** Monitoring will be ongoing and in conjunction with the information generated by the EWS-M, as well as information compared to the baseline, including household surveys and observation guides. The EWS-M is applied at several different stages of the project, providing reliable information for programmatic decision-making and data validation for M&E. This will include program beneficiaries, program staff, local stakeholders, and community leaders. Relevant project documents will also be reviewed, to evaluate the performance of certain project indicators, particularly survey reports to help evaluate the overall level of beneficiary satisfaction. The final evaluation will identify opportunities, lessons learned, challenges, and sustainability factors for the execution of future projects. The KoBo field data and format management design platform is used for EWS-M applicability. This technology toolkit, developed by the Harvard Humanitarian Initiative, provides a set of open-source tools for data collection and analysis in humanitarian emergencies and other challenging environments, enabling the design of field-applicable surveys using mobile data collection technology. This adaptability allows EWS-M community teams to collect data that generate information transferred to the database management platform (MS Power BI) for subsequent analysis.
- 2.23 **Knowledge.** EWS-M is used to collect data for analysis and decision-making. It generates knowledge products that help ascertain the causes, needs, and conditions that push people to leave their communities. This knowledge is used to carry out relevant interventions custom-tailored to the needs of returnees and migration-prone families in the short term. In addition, the EWS-M will be fine-tuned to improve its predictive power.

III. ALIGNMENT WITH THE IDB GROUP, SCALABILITY, AND PROJECT RISKS

A. Alignment with the IDB Group

- 3.1 **IDB Lab.** This project is aligned with IDB Lab's strategic priorities as it is geared towards generating innovation for inclusion. It is part of the Climate-Smart Agriculture and Inclusive Cities pillar as it promotes climate change adaptation by smallholder farmers and provides opportunities for returnees and migration-prone vulnerable locals in cities with skills and job opportunities. The project focuses specifically on small and medium-sized enterprises, gender equality, and diversity and on the development of inclusive and sustainable agriculture that responds to the challenges of climate change (document MIF/GN-237). For the development of an artificial intelligence tool using machine learning, the project will be coordinated with the principles of the "fAIr LAC" initiative.²⁶
- 3.2 The project is aligned with the strategies of the three participating countries. For El Salvador,²⁷ this initiative contributes to the priority of **revitalizing and restructuring production**, as well as the **dialogue area of migration** (outmigration and return migration), especially given its focus on digital transformation through the use of reliable, efficient technology that contributes to

²⁶ fAIr LAC is a partnership between the public and private sectors, civil society, and academic institutions, designed to influence public policy and the entrepreneurial ecosystem for the promotion of responsible and ethical use of artificial intelligence.

²⁷ IDB Group Country Strategy with El Salvador 2021-2024. Approved in June 2021.

- identifying needs, opportunities, and solutions to support migration-prone populations and returnees. For Guatemala, it is especially aligned with the objective of eradicating extreme poverty, as this project expands telecommunications coverage and access to work for women and the indigenous population. It is also aligned with the axis of the “change of the productive matrix” by reducing vulnerability to climate change. Lastly, for Honduras, the project is aligned with the strategic area of productive and resilient infrastructure, especially as it relates to bringing connectivity to rural areas. Innovation is also a crosscutting issue in the Bank’s country strategy.
- 3.3 The project is aligned with the **IDB Group’s operational priorities and sector framework documents**, specifically **gender and diversity**, as a priority in the IDB Lab portfolio, to ensure gender equality and women’s economic empowerment; **social protection and poverty**, in addressing the needs of the most vulnerable households; and **labor** with its goal of promoting successful careers while improving productivity and social inclusion. This project has also been designed in coordination with the **IDB Migration Unit**, seeking to join efforts with other existing operations and align with the Migration Action Framework and its objective of implementing a more comprehensive agenda to transform migration challenges into development opportunities for the region’s countries by utilizing financial and nonfinancial instruments, leveraging investments, and scaling innovative solutions that contribute to the successful integration of migrants in their host communities.
- 3.4 **IDB Group Vision 2025 – “Reinvesting in the Americas.”** The project is aligned with the IDB Group’s plan to advance economic and social development in Latin America and the Caribbean for the period 2021-2025, especially with two of the opportunities for recovery and growth: (i) support for small and medium-sized enterprises through the promotion of entrepreneurship; and (ii) gender and diversity, given that the project’s actions include a crosscutting strategy to support women and youth in the three beneficiary countries.
- 3.5 **Update to the Institutional Strategy.** The project is also aligned with the Update to the Bank’s Institutional Strategy 2010-2020, as the operation’s vertical logic is related to access to the labor market and expansion of opportunities for women as entrepreneurs. It would reduce poverty and inequality by: (a) finding a tool to better match the skills acquired at school closer to those sought by the labor market; and (b) incorporating the economic activities of ethnic and rural minorities into value chains.
- 3.6 **Sustainable Development Goals (SDGs).** Lastly, the project is aligned with the SDGs, particularly: (i) SDG 1.4 – By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, new technology and financial services, including microfinance; (ii) SDG 4.4 – By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship; (iii) SDG 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life; and (iv) SDG 10.2 – By 2030, empower and promote the social,

economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.

B. Scalability

- 3.7 World Vision enters into cooperation agreements with the local governments of the relevant municipios to implement programs and projects that can benefit vulnerable communities. Project interventions are thus coordinated with the strategic plans of each municipio, and action plans are established, so that resources can be allocated appropriately. Similarly, agreements, projects, and support have been established with international organizations such as the United Nations High Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM). In each community, various community-based organizations (CBOs) are supported and strengthened and, in turn, actively involved in putting forward solutions and opportunities for their communities. Local governments, local chambers of commerce, and CBOs provide support in identifying and engaging lenders, businesses, companies, and the media in strengthening local initiatives and generating productive dynamics in household savings (training workshops, trade fairs, savings groups, campaigns, etc.). Once the new digital tools, such as the artificial intelligence algorithm, have been tested and verified, they can then be replicated and scaled up in similar environments and with other partners in the region. World Vision intends to scale up the project; a pilot in Honduras is serving as a launch pad for El Salvador and Guatemala. This will provide validation and strengthening of the Migration Early Warning System (EWS-M) and of the tailored interventions, to ensure responsiveness in fragile environments with forced migration problems. It also involves scaling up and testing the functioning of the Tuchan app from El Salvador to other contexts in Guatemala and Honduras. Subsequently, the project's results and impact will be shared in other regional spaces, opening up the opportunity for scaling in other contexts dealing with high irregular migration and similar conditions. The first aspiration is to reach other countries after the pilot in Honduras and implement the EWS-M, to identify families with the greatest vulnerability and migration propensity. Local governments receive training on migration dynamics, form response teams to monitor families, and provide sustainability to deliver solutions for their population. If the collaboration agreements remain in place, World Vision can continue to provide services to analyze the collected information.

C. Project and institutional risks

- 3.8 The identified risks are classified according to whether they are internal or external. The main identified internal risks to the model are: (i) financial risk; (ii) ethical risk; and (iii) the safety and protection of personnel. **Mitigation actions:** (i) World Vision has a rigorous financial system that allows any cash diversions to be detected quickly, as well as significant fraud protection policies, procedures, guidelines, and standards; and (ii) World Vision is governed by protection policies that ensure the protection of all vulnerable populations, especially women, girls, boys, adolescents, youth, and adult participants in its programs. These policies apply to all World Vision personnel across all job categories, including but not limited to employees, consultants, interns, and full-time volunteers, as well as partners, contractors, and visitors. As mitigation measures, safety policies and protocols are followed, situational analyses are

done frequently, employees participate in ongoing safety training, and coordination efforts are made with local authorities and community leaders.

- 3.9 The main external risks are: (i) natural disasters (landslides and floods, hurricanes, earthquakes); (ii) common crime/organized crime; and (iii) impact on health. **Mitigation actions:** (i) Regions may be affected during the rainy season from June to November. Mitigation includes tracking weather conditions, alerts from authorities, and safety notifications, as well as establishing a medical and communications functional plan, avoiding areas and routes identified in the risk map due to blocked roads, landslides, or floods, and cultivating relationships and coordination with agencies, government response institutions, and community leaders; (ii) profiles are properly managed (identified personnel, vehicles with organizational logo, low profile, limited hours for transit, coordination of activities with local leaders), implementation teams are provided with safety instructions and high-risk areas are avoid, and access and distributions are coordinated with local authorities/leaders; and (iii) personnel receive training in personal safety and biosafety protocols. Personnel comply with the biosafety protocols established by World Vision to handle COVID-19 cases, and personal protective equipment is used in all work activities.

IV. INSTRUMENT AND BUDGET

- 4.1 The project has a total cost of US\$2,642,867. Of that amount, US\$1,404,575 (53%) will be contributed by IDB Lab as nonreimbursable technical-cooperation funding, and US\$1,238,292 (47%) will be contributed by the counterpart.

	IDB Lab	Local counterpart contribution	Total US\$
Project components	US\$	US\$	US\$
1. Use of reliable and efficient technology that contributes to identifying needs, opportunities, and solutions to support migration-prone vulnerable populations and returnees in the Northern Triangle	121,040	353,600	474,640
2. Improved skills and employment opportunities for migration-prone and returnee women and youth	934,150	422,030	1,356,180
3. Promotion of the social cohesion of migration-prone and returnee women and youth with key stakeholders	85,190	300,670	385,860
Coordination and administration	208,195	135,992	344,187
Evaluations, contingencies, and audits	56,000	26,000	82,000
Grand total	1,404,575	1,238,292	2,642,867
% of financing	53%	47%	100%

V. EXECUTING AGENCY AND IMPLEMENTATION STRUCTURE

A. Description of executing agency

- 5.1 World Vision, the executing agency for this project, is a nongovernmental organization working with children, families, and their communities around the world to reach their full potential by addressing the causes of poverty and injustice in over 100 countries. Addressing the root causes of forced migration is at the heart of World Vision's work in Central America. To achieve its impact, it partners with communities, local governments, faith-based organizations, and others to promote sustainable solutions that help prevent forced migration (focusing on individual, family, and community resilience through youth and women's empowerment, education, food security, climate change resilience, economic development, water, sanitation and hygiene, and other actions). Today, World Vision is active in more than 3,000 communities, many of which are the hardest to reach in the most emigration-prone municipios.
- 5.2 As part of the project, World Vision will leverage the pre-existing relationships with local municipios, local community organizations, religious partners, microfinance institutions, individual organizations, and private sector associations at the local and national level. The project will also strengthen partnerships with the Instituto Guatemalteco para las Migraciones [Guatemalan Migration Institute], the Instituto Hondureño para las Migraciones [Honduran Migration Institute], and the Dirección General de Migración y Extranjería [General Directorate of Migration and Non-nationals] in El Salvador and will advance and align with the shared priorities endorsed by international organizations such as the United States Agency for International Development (USAID), the United Nations High Commissioner for Refugees (UNHCR), and the International Organization for Migration (IOM), building on existing efforts in each country to advance the project's objectives. These partners will provide a coordinated response to support returnees without duplication of effort, in order to strengthen the migration system's local and regional assistance and care structures for the positive reintegration of returnees, and support the identification of profiles for different groups of returnees facing vulnerability, so that assistance can be channeled through the best approaches and resources. In addition, these partners can assist the project in expanding the scope and impact of the communication campaign.
- 5.3 World Vision has prior experience executing projects with the IDB, demonstrating technical capacity, advocacy with key decision-makers, and regional coordination, such as the project on "Use of Social Networks to Reduce Neonatal Mortality in Rural Areas of Honduras" (two phases from 2016 to 2018), contracts: SCL/SPH.15.23.00-C (phase I) and C-0001-2017 (phase II). It also has experience administering and implementing IDB projects, such as the project on "Implementation of the Tuchen Pilot" (C-ES-T1295-P0002), "Tender Upbringing: Grandparents Raising Grandchildren in the Northern Triangle" (C-ES-T1282-P0002), "Poverty Reduction Through the Regional Integration of Local Capacity for Comprehensive Business Development in the Poorest Parts of Honduras, El Salvador, Guatemala, Nicaragua, and Costa Rica," and "Interlacings" (ATN/ME-12219-RG). In addition, World Vision's local engagement in the Northern Triangle, which has special features given its socioeconomic conditions with a population ranging from vulnerable to extreme poor, as well as

the ability to build social capital and institutional coordination at the local and regional levels, mean that it possesses the necessary capabilities to lead the project. The project will be executed in association with a number of local partners in each country, including Microsoft, which guarantees significant capillarity throughout the territory and the necessary adaptations based on each country's special features, as well as coordination with municipal and provincial governments. The proposal offers a new approach in terms of the type of activities proposed, the type of population to be served, as well as geographic location, since it will implement activities within the Northern Triangle in areas identified as prone to outmigration, where World Vision is active. World Vision methodologies adapted to the populations reached by the project will also be used, such as Youth Ready, adopting only certain modules and adding other activities. World Vision is currently implementing the "Jóvenes Súper Pilas" [Youth Ready] project in seven Latin American countries with financial support from the Barrett Foundation. Using this methodology, it works with teenagers and young people in developing life skills enabling them to implement a life plan focused on three possible alternatives: technical-vocational skills, specialized technical training, and entrepreneurship. It also has financial support for projects with UNHCR and IOM to support the migrant population (returnees, forcibly displaced populations, victims of violence) through improved economic opportunities, COVID and natural disaster emergency response, and strengthening of government institutions that address migration issues.

B. Structure and implementation mechanism

- 5.4 World Vision will be responsible for strategic planning, project execution, and reporting to IDB Lab and key partners. World Vision key staff will be assigned to monitor this project and ensure that it builds synergies with its various areas of action and aligns with the strategic priorities of Fundación Visión Mundial Guatemala [World Vision Foundation Guatemala] and IDB Lab. The execution unit will thus consist of a regional general manager, an administrative and financial officer for each country, a technical coordinator for each country, and a country monitoring and evaluation officer. The execution unit will be responsible for promoting and ensuring the effective coordination and strategic partnership of the project's key stakeholders: corporate partners, financial institutions, local organizations and governments, and other private sector partners, etc. The regional general manager will be responsible for the regional annual work plan and for coordinating execution among the three countries, as well as for the six-monthly project status reports (PSRs) and administrative and financial supervision. The planning and six-monthly PSRs must be approved by the execution unit and IDB Lab. The main role of the country technical coordinators will be to ensure that the necessary collaboration agreements are in place with the communities to guarantee that the project activities are performed in each country. In addition, they will coordinate the preparation and effective performance of the annual work plans in each country. The technical coordinator will report regularly to the regional general manager on the project's progress and difficulties in each region and will deliver quarterly reports. The technical coordinators will discharge their duties based on the local social-sector organizations in each country: El Salvador, Guatemala, and Honduras. The activities under the different components will be coordinated with the relevant national institutions, as well as with local

governments and other appropriate government institutions, for greater impact, efficiency, and consistency and with the objective of sharing resources, knowledge based on practical experience, innovation, and discoveries, so that World vision can adjust activities in the project target areas. Additionally, at project-start, the objectives and implementation process will be discussed in detail with partners and local governments, so that they are involved in the early stages, including planning.

- 5.5 To ensure effective project governance, a structure will be created to oversee the project's strategic vision and direction, as well as achievement of the project's aims and due accountability. This structure will have an Executive Committee made up of representatives from each country on behalf of World Vision, IDB Lab, and the representatives of organizations that have experience in migration and local economic development. The Executive Committee will support the executing agency in achieving the project's strategic objectives by developing new strategic alliances, leveraging funds, and reaching agreements with the network of organizations in the field. The Committee will meet in person three times a year. A strategic review and planning meeting will be held at the beginning of the calendar year, inviting lenders (including IDB Lab) and other partners. This meeting will analyze project progress, annual planning, and such other matters as may arise, on which the parties can collaborate.

VI. FULFILLMENT OF MILESTONES AND SPECIAL FIDUCIARY ARRANGEMENTS

- 6.1 **Results-based disbursements and fiduciary agreements.** According to the institutional assessment, World Vision is a civil association organized and operating under private law with its own administration and procurement policies that meet criteria of transparency, economy, and efficiency. Organizationally, it has the fiduciary and financial capacity to carry out the project. Accordingly, for the purposes of supervision of this operation, World Vision's operational policies will be followed and applied for project administration and procurement.
- 6.2 Technical and fiduciary supervision will take place at the IDB Country Office in Guatemala. World Vision is headquartered in Guatemala, so all supporting documentation for disbursements and procurements will be on file at World Vision's headquarters in Guatemala, which will originate payments locally in the three participating countries, transferring the necessary funds according to the approved commitments. These transaction costs will be borne by World Vision International.
- 6.3 **Procurement.** The executing agency's policies will be used for procurement. In conjunction with the annual work plan, the planning for the necessary procurements for project execution and fulfillment of milestones will be submitted annually. Those procurements technically critical for IDB Lab will be established, and their technical aspects will be reviewed. The rules for use of the innovation fund (described in paragraph 2.18) will set the basic competitive conditions necessary to select and finance solutions (provided by goods and/or services) for the identified challenges. These solutions will be purchased without any additional selection process and will be payable against results.
- 6.4 **Milestones.** Attached is a preliminary table of results-based milestones that must be met for disbursements to be made. At the beginning of the calendar year, the

milestones to be met during the year will be validated within three months and may be modified as necessary, provided that such modification does not alter the project objectives or outcomes. If the Bank deems necessary, a reassurance audit may be requested for verification of the milestone, which will be financed out of the contribution.

- 6.5 **Financial statements and reviews of use of the contribution.** The executing agency will deliver its audited annual financial statements to the Bank, containing a specific note on use of the IDB Lab contribution. With contribution resources, the Bank may engage a third party to review the financial statements and make revisions to the use of resources applied to the project, verifying financial practices and procurements. The Bank may also conduct audits.

VII. ACCESS TO INFORMATION AND INTELLECTUAL PROPERTY

- 7.1 **Access to information.** Under the Bank's Access to Information Policy, this document is public.
- 7.2 **Intellectual property.** World Vision and the solution developers (as agreed with them) will own the intellectual property of the solutions. World Vision will hold the intellectual property rights of the knowledge products generated under the project. World Vision will license the use of copyrights, patents, and any other intellectual property rights to the Bank on a free, noncommercial, and irrevocable basis for an indefinite term.