SYSTEMATIZATION OF GOOD PRACTICE
PROJECT:
STRENGTHENING EMPLOYMENT OPPORTUNITIES FOR LABOUR MIGRATION – MECAL
All rights reserved. No part of this document may be reproduced, stored in a retrieval system or transmitted by any electronic, mechanical, photocopying, recording or otherwise, without the prior consent of the publisher.

The limits and names shown, and the designation used in the maps of this document follow those used by the United Nations and do not imply official endorsement or acceptance by the International Organization for Migration (IOM).

**Head of Mission:** Christopher Gascón

**Project Coordination:** Laura Canché, Coordinator of WHP Mexico

**Virginia Negro,** Specialist in Labour Migration

**International Organization for Migration (IOM)**

**Address:** Francisco Sosa # 120 Colonia Barrio Santa Catarina, Del. Coyoacán, CP. 04000

---

**Publication date:** April 2020

**Email:** vnegro@iom.int

**Email:** kmhubregional@iom.int
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHIFORES</td>
<td>International Fruit and Vegetable Alliance for the Promotion of Social Responsibility</td>
</tr>
<tr>
<td>CURP</td>
<td>Unique Population Registration Code</td>
</tr>
<tr>
<td>INM</td>
<td>National Institute of Migration</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organization</td>
</tr>
<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>TVR</td>
<td>Regional Visitor Card</td>
</tr>
<tr>
<td>RENAPO</td>
<td>National Population Registry</td>
</tr>
<tr>
<td>SAGOB</td>
<td>Government Secretary</td>
</tr>
<tr>
<td>SDG</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SNE</td>
<td>National Employment Service</td>
</tr>
<tr>
<td>STPS</td>
<td>Secretary of Labour and Social Welfare</td>
</tr>
<tr>
<td>WHP</td>
<td>Western Hemisphere Program</td>
</tr>
</tbody>
</table>
TABLE OF CONTENTS

CREDITS .......................................................................................................................... 3
ABBREVIATIONS ........................................................................................................... 4
TABLE OF CONTENTS .................................................................................................... 5
  Good practice summary ............................................................................................... 6
  Introduction ................................................................................................................... 7
  Context ........................................................................................................................... 7
  Description of the good practice .................................................................................. 8
  Implementation of the good practice .......................................................................... 10
LESSONS LEARNED ...................................................................................................... 12
RECOMMENDATIONS .................................................................................................... 12
ANNEXES ....................................................................................................................... 13
## SUMMARY OF THE GOOD PRACTICE

<table>
<thead>
<tr>
<th>GOOD PRACTICE</th>
<th>Strengthening Employment Opportunities for Labour Migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESCRIPTION</td>
<td>This initiative sought to reinforce migrants’ skills with regards to labour integration, with partnerships such as with private companies and government institutions. The actions carried out start from the collaboration with information hubs, creation of job fairs, and awareness raising processes, in order to build commitments for effective labour inclusion.</td>
</tr>
<tr>
<td>OBJECTIVE</td>
<td>Establish a mechanism of labour integration for migrants, coordinating with different public and private actors in favor of the insertion of migrants into labour markets.</td>
</tr>
<tr>
<td>LOCATION</td>
<td>Mexico</td>
</tr>
<tr>
<td>BENEFICIARY POPULATION</td>
<td>Migrants in circumstances who have mobilized in search of employment and with visa conditions that allow them to work</td>
</tr>
</tbody>
</table>

### MAIN ACTIVITIES OF THE IMPLEMENTATION

- Working collaboratively with Information Hubs
- Job fairs and employment forums, labour inclusion events
- Strengthen the capabilities of companies and government
- Awareness and support processes
INTRODUCTION

The good practice presented below was developed by the International Organization for Migration (IOM), from its Mexico office. The pilot strategy was named “Strengthening Employment Opportunities for Labour Migration” (MECAL in Spanish) and was part of the “Western Hemisphere Program” (WHP) which contributes to the development of strategies for the promotion of regular, orderly migration in Mesoamerica and the Caribbean.

The MECAL strategy sought to improve the integration of migrants in Mexico, through mechanisms of coordination between government institutions, civil society and the private sector, with the purpose of facilitating labour insertion in a safe way.

This implementation focused on strengthening the capacities of partners such as private companies and government institutions, in terms of employment guidance and integration for migrants. The actions started from offering a platform that allows an intersectoral dialogue in order to identify recipients, recognize practices and build commitments regarding effective labour inclusion.

The MECAL initiative directly supported objective # 8 of the Sustainable Development Goals (SDGs) that states: *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*², which proposes that societies directly create the necessary conditions for people to access quality jobs, stimulating the economy. In addition, create job opportunities for the entire population of working age, with decent working conditions. In reference to the Global Compact for Safe, Orderly and Regular Migration (GCM), it directly contributes to objective 16, which requests States to empower migrants and societies to realize full inclusion and social cohesion.

MECAL worked jointly with the National Employment Service in Mexico (SNE), to be the public institution at the national level that promotes the link between job suppliers and job seekers, guiding job seekers and supporting their qualifications, especially people in situations of employment vulnerability.

The support to carry out this systematization work was made possible by the implementing team with Virginia Negro.

CONTEXT

Mexico is considered a key country in the migratory routes of Central America, since it is one of the places where migration originates, where there is migratory transit and where there are high rates of return. In recent years, IOM statistics² have shown that Mexico is also being considered a destination country. Its geographical area has an encouraging panorama of labour fields and employment generation, and states such as San Luis Potosí, Baja California, Sonora, Coahuila, among others, stand out for their industrial growth. The mobility of workers contributes to economic growth in their countries of origin, as well as that of the countries of transit and destination. However, it is important for migrants to have immigration documents that are issued by the National Migration Institute, because otherwise those who do not possess these documents cannot apply for recruitment with regular businesses and eventually end up working irregularly, in situations that violate their human and labour rights.

Mexico is one of the thirteen main investment destinations in the world, one of the main challenges that arises is linking investors or entrepreneurs with global value chains, in order to strengthen the country’s economy in global markets, and thus comply with international standards. The geographical location of the country is also a competitive advantage, as it holds an extensive network of agreements to facilitate trade with the most important markets in the world, competitive production costs and qualified human capital.

The challenge of creating decent work is that it must consider aspects such as the size of the population within an economically active age range, the labour profile of the population, supply and demand of the labour force, as well as the magnitude and characteristics of migrant populations. It is also necessary to highlight the interdependencies of the main actors such as government institutions, the private sector and civil society.

---

²For more information on the SDGs and Goal #8, visit: [https://sustainabledevelopment.un.org/sdgs](https://sustainabledevelopment.un.org/sdgs)

²These statistics are taken from the analysis of data obtained through the assistance of the Hubs that are located along the entire migratory route but concentrated mainly on the Southern Border (Arriaga, Huixtla, Las Margaritas, Motozintla, Palenque, Suchiate, Tapachula) and the Northern Border (Tijuana and Puebla). Apart from providing assistance and information to people, they were given with a diagnosis that included their work profile.
In this context, the International Organization for Migration (IOM), collaborated with international organizations, especially with the International Labour Organization (ILO) and government institutions such as the National Employment Service of the Ministry of Labour and Social Prevention, at Federal and State level, the National Institute of Migration (INM) among others, as well as civil society at the local level and representatives of the private sector, to promote the implementation of a mechanism to strengthen employment opportunities for people in conditions of mobility. The mechanism articulates services that are provided from different sectors through a cooperation agreement between the parties.

**DESCRIPTION OF THE GOOD PRACTICE**

This experience focuses on the work carried out by IOM in Mexico in addressing the different needs of migrants in terms of employment. Since 2010, Mexico participated in the launch of the “WHP which aims to contribute to the development and implementation of strategies in Mesoamerica and the Caribbean for the promotion of regular, orderly and safe migration. The intention is to promote regional dialogue and coordination to offer options and alternatives for labour migration and regulation in the region.

The MECAL strategy used a series of agreements and letters of intent as a tool. In its execution, it was very important to generate an alliance with the Migrant Assistance Hubs, as these function as an important element, although not the only one, of strengthening employment opportunities for labour migration. The general objective of MECAL was: To establish a mechanism of strengthening employment opportunities for migrants, coordinating with different public and private actors to promote the labour insertion of migrants.

The SNE carries out permanent actions in the field of labour ties, such as job boards and labour counseling, IOM strengthened its capabilities in terms of labour inclusion for migrants, with the purpose of improving the socio-labour integration of migrants and, in the future, generate regional cooperation and labour mobility programs.

The target audience was all those people in the context of a mobilized migration in search of employment with conditions of stay that allow them to work (holding a visitor card for humanitarian reasons).

---

3The MECAL Program on labour migration utilizes the technical advice of the ILO. The ILO was created in 1919, it is the first specialized agency of the United Nations, and the only one of a tripartite nature, which brings together the governments, employers and workers of 187 member states in order to establish labour standards, formulate policies and develop programs promoting decent work on four pillars: job creation, social protection, rights at work and social dialogue.


5The Information Hubs are centers that provide safe and truthful information about immigration procedures, services for migrants, the risks of irregular migration and regular migration options. They are coordinated by national and local authorities and are supported by IOM. Hubs seek to contribute to better migration management and promote the protection of migrants. Currently there are 34 Hubs located in the 8 countries of the Mesoamerican region. For more information on each hub you can enter the following link. 

https://www.programamesoamerica.iom.int/es/ventanillas

6The National Migration Institute (INM) makes available the Regional Visitor Card (TVR) with which you can enter the southern border of Mexico for a limited time easily and safely. For more information 
THE MAIN PARTNERS OF THE PROJECT WERE CLASSIFIED AS FOLLOWS:

<table>
<thead>
<tr>
<th>Public sector</th>
<th>Civil society</th>
<th>Private sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary actors:</strong></td>
<td><strong>Primary actors:</strong></td>
<td><strong>Primary actors:</strong></td>
</tr>
<tr>
<td>• INM</td>
<td>• Shelters / Houses for Migrantes</td>
<td>• Local and national businesses</td>
</tr>
<tr>
<td>• National Employment service</td>
<td>• NGOs</td>
<td>• Chamber of industry, agriculture and commerce</td>
</tr>
<tr>
<td><strong>Secondary Actors:</strong></td>
<td><strong>Secondary Actors:</strong></td>
<td><strong>Secondary Actors:</strong></td>
</tr>
<tr>
<td>• Local governments</td>
<td>• Centre of Defence of Human Rights</td>
<td>• Banks and credit institutions</td>
</tr>
<tr>
<td>• Information hubs</td>
<td></td>
<td>• Philantrophic funds</td>
</tr>
<tr>
<td>• Secretariat of Finance and Public Credit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• IMSS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consular network</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social businesses</td>
<td>Social businesses</td>
</tr>
</tbody>
</table>

**International organizations (OIT-ACNUR)**

It is important to identify that labour migration is a condition that affects varied dimensions of migrants, including their personal, family, social and economic dimensions; and which in turn has effects in the countries of origin, transit and destination. The creation of decent employment is a challenge due to the size of the population currently of economically active age\(^7\). The supply and demand of the labour force, as well as the magnitude and characteristics of the migrations are some of the elements that help to understand the phenomenon in an integral way. The following graph shows some of the benefits of labour migration.

---

7 The economically active population, also called the “work force”, corresponds to the number of people in a working or productive stage of life. This group includes people who have an occupation and those who do not but are seeking employment. It includes the population capable of providing goods or services to the market because they meet certain variables such as age range, level of education, work experience, among others. More information can be found at [https://concepto.de/poblacion-economicamente-activa/](https://concepto.de/poblacion-economicamente-activa/)
Beneficiaries in the countries of origin
• Increase in social and productive investments through remittances.
• Improved efficiency in the supply chain and creation of conditions for economic development in the geographical areas of origin of the migratory flow, creating opportunities and conditions of decent employment.

Beneficiaries in the countries of transit and destination
• Creation of a link between job openings and demand.
• Promotion of the implementation of practices of equitable hiring and labour integration, promoting the sustainability of communities and companies.

Beneficiaries in the private sector
• Creation of conditions for fairer competition and a more stable business environment.
• Help in solving productivity problems such as staff turnover.
• Participation in processes aimed at establishing codes of conduct for responsible business practices.
• Improvement in the quality of national requirements to international standards.
• Increase in their active participation in the international arena and improved dialogue with governments, creating the opportunity to contribute to the development of international policies.

IMPLEMENTATION OF THE GOOD PRACTICE

The MECAL strategy works together with different partners (see Annex 3) in order to facilitate the exchange of experiences and knowledge between the different actors, seeking better job placements for migrants based in Mexico and strengthening the processes of labour inclusion.

MECAL, in its first phase, focused on strengthening the private sector and the chambers of industry, to integrate migrants into their recruitment process. To this end, the project coordinated with the INM to provide training for the orientation and employment of migrants.

ACTIVITIES IMPLEMENTED BY MECAL FOR WORK WITH PRIVATE COMPANIES

I. Collaborative work with Information Hubs
The Information Hub is a physical space where migrants find support through information on services, regularization procedures, job guidance, support in the creation of a curriculum vitae and enrollment in the National Employment Service platform.

The Hubs also channel migrants towards shelters and assistance centers. This facilitates the procurement of information on the number of migrants located in shelters, generating statistics and data on labour profiles and the monitoring cases of labour recruits.

The creation of the new Hubs in the northern and central border of Mexico facilitated the identification and subsequent linkage with partners from private companies. The Hubs also support the management of corresponding immigration documentation.
MIGRATION DOCUMENTATION MANAGEMENT.

For the management of migration documentation, the project contributed to the procedure for obtaining the Unique Population Registration Code (CURP), identification issued by the National Registry of Mexican Population (RENAP) ; which allows migrants to register within the national immigration administrative system.

II. Job fairs and employment forums
MECAL joined the efforts of the National Employment Service (SNE) in promoting the labour inclusion of populations in conditions of vulnerability, participating in the Employment Fairs and employer meetings that the SNE carried out consistently.

The Job Fairs were a means of free, direct and agile linking offered throughout the country by the Ministry of Labor and Social Welfare, through the National Employment Service. At these events, job seekers can interact and build relationships with representatives of companies from different sectors that require staff. Thanks to MECAL, the participation of migrants in these events was encouraged.

In addition, specific Job Fairs were organized for people in circumstances of mobility, and Labour Inclusion Days, which are the culmination of a previous project with:

- Migrants, through talks in shelters with information on the possibilities of working in Mexico in a formal way.
- The private sector, through awareness-raising workshops on the issue of migrants’ labour inclusion, and information on necessary documentation for hiring foreigners with the National Migration Institute, and advice on issues of access to financial services with credit institutions.

The conference aims to be a space to link job seekers with available vacancies, such as in a Job Fair, but also by offering a basic job guidance workshop for people interested, as well as a space to establish an intersectoral dialogue, identifying challenges and advancing proposals to improve the labour inclusion of migrants.

This was completed through the creation of accessible material, which explains step by step (see Annex 1) problems related to the processes necessary for companies to hire migrants. It is important to underline that MECAL works hand in hand with the Ministry of Labour and Social Welfare and the National Employment Service.

Through approaching and raising awareness, private companies, chambers of commerce, the SNE and IOM generated a network of entrepreneurs interested in learning more about the process of hiring migrants.

During the awareness-raising process, workshops and forums on employment, migration and labour inclusion were held (Cuidad de México, Tuxtla, Tijuana, San Luis Potosi y Cuidad Juárez), which created meetings on the topic. Public officials, civil society organizations were invited to participate for thematic discussions related to the labour inclusion of migrants in three main areas: migration management, social labour integration and future perspectives. (Annex 2)

III. Negotiation with companies and government
To support the employability process, MECAL created an Informative Manual and a Basic Manual to Hire Migrants. Both function as a guide prepared by IOM with the aim of offering recommendations future policies to make the recruitment mechanisms of migrant populations settled in Mexico viable. It is also a practical guide that identifies the step-by-step process of hiring a migrant, and acts as form of support for all private companies that are interested.

The document responds to the needs identified by businessmen and chambers of commerce during the meetings in which they demonstrated their interest in understanding more about the recruitment process. The procedure for hiring migrants tended to be unclear, so the guide provided the basic guidelines and clarified the hiring process.

IV. Awareness and Support Processes
MECAL worked in collaboration with the National Employment Service (NES) , the Ministry of Labour and Social Welfare, the National Institute of Migration (NIM), as well as with other agencies such as the ILO emphasizing advice in developing capacity building workshops on the issue of migrants’ labour inclusion. The workshops were given to private companies with the main intention of raising awareness about labour migration and the rights of migrant workers (see Annex...
4) The workshops were aimed at directors, managers and supervisors of companies, executives and human resources areas of independent companies. The ILO supported the National Migration Institute in the creation of a Migration Procedures Guide for people who wish to carry out paid activities in Mexico and employers.

A high participation was achieved during the presentation of the different workshops, specifically in the informative part on the management of immigration procedures, clarifying with the INM many questions in a flexible and friendly way. In some cases, the issue of labour exploitation and ethical recruitment was also explored.

WORKSHOP METHODOLOGY

A guiding methodological work mechanism was used to facilitate an understanding of the issue of labour migration. The modules were facilitated by experts from IOM and INM, and by staff of the NES.

The MECAL strategy proposes a change of thinking, it is necessary to strengthen the socio-labour inclusion of migrants. In doing so, it seeks to improve the quality of life of the country’s population, including both nationals and foreigners, promoting productive and commercial development, based on a joint-responsibility model.

---

9This material is available at: https://www.gob.mx/cms/uploads/attachment/file/507585/Guia_de_tramites.pdf
11The guiding methodology used is the Experiential Learning Cycle (CAV) and is based on Andragogy Theories (refers to adult education and is based on their positions and practices well differentiated from pedagogy, making adults responsible for their learning process and self-direction) and Group Dynamics (it is a teaching-learning process where links between participants are generated, problematizing and transforming educational practice).
LESSONS LEARNED

• The approach of the MECAL strategy allowed for the recognition of the labour profiles of migrants. It was essential that the employment exchanges used by the National Employment Service of Mexico were continuously updated both through the data provided, as well as in the identification of labour profiles, which allows for a more expedited search of labour demands made by private companies.

• The experience of partnership work of MECAL with the Information Hubs made it possible to demonstrate the importance of strengthening training and continuously updating the information available to people working in the Hubs. For the strategy, the work in the Hubs is essential.

• When doing the partnership work with the private company, it has been shown that the sector has a great interest in supporting initiatives that dignify the work, although they also show a lack of knowledge regarding migration, so they request support to understand and reinforce some gaps even in legal terms about hiring migrants. Employing active listening to these needs allowed for the strengthening of the experience of MECAL and the permanent partnership.

• The work in association with the different instances of the State, allowed for the recognition of the main support mechanisms that migrants have during the process of regularization, this also highlighted the challenges and difficulties to guarantee the right to an identity, so it is important to encourage the modification of the legislation on the hiring of migrants, as well as improve inter-institutional coordination to carry out socio-economic studies that allow exempting the payments of stamps to people who are in a greater condition of vulnerability.
RECOMMENDATIONS

• One of the most important elements from the practical experience of the MECAL strategy is to generate a link between labour demand and supply, through coordination with all the entities involved.

• It is also important to work with intersectoral committees on a continual basis, involving financial institutions, and the financial inclusion of migrants must be considered as a fundamental element for good labour inclusion.

• It is recommended that the Information Hubs have a more agile system of data monitoring, which allows for the monitoring of cases of recruiting migrants, and that they have a continuous link with the National Employment Service.

• In addition, it is recommended to generate a protocol associated with the Government to follow all phases of the recruitment of migrants, in order to support the fulfillment of human and labour law, as well as labour ethics.
Annex 1
Accessible graphic to identify the steps to be taken by private companies for hiring migrant workers.

# MECAL STEP BY STEP

<table>
<thead>
<tr>
<th>Support in Migration management</th>
<th>Support in labor orientation</th>
<th>ID of profiles</th>
<th>Registration of candidates for employment exchange national service of employment</th>
<th>Close up + interview of the company / employer with the candidates</th>
<th>Hiring between parts</th>
</tr>
</thead>
</table>

With the support of civil society and the collaboration with shelters, OIM staff and hubs

- It is important that the person inform the staff about their condition of stay in Mexico (if they are an asylum seeker) to be able to manage their possible relocation in the best way.
- The candidate’s personal data will be managed and shared with the company through the National Service exchange of Employment.
Annex 2
Example of poster used for Job Fairs
Annex 3
Table of contents of the Basic Manual for hiring migrants

<table>
<thead>
<tr>
<th>1. KNOW THE MIGRATORY DOCUMENTS</th>
<th>2. KNOW THE REQUIREMENTS FOR CONTRACTING IMMIGRANT PERSONS</th>
<th>3. CHANGE OF CONDITION OF STAY</th>
<th>4. PROCEDURES COMPLEMENTARY</th>
</tr>
</thead>
</table>
| - Migratory documents credit a condition of stay in Mexico. | - Proof of registration of the employer.  
- Update of the proof of registration of the employer.  
- Procedures represented by legal representative or attorney.  
- Work permit: Procedures and requirements.  
- Process to obtain the border worker visitor card.  
- Visa for job offer when the person is abroad. | - Change from visitor for humanitarian reasons to temporary resident for job offer.  
- Regulation for having an expired document or carry out unauthorized activities. | - Validity of temporary residence card for job offer.  
- Job change.  
- Documents for recruitment (CURP, NSS, RFC key, passport). |
Annex 4
Diagram of presentation of actors who were involved in the implementation of MECAL.

**THE ACTORS OF THE MECAL**

<table>
<thead>
<tr>
<th>PUBLIC SECTOR</th>
<th>Primary actors</th>
<th>Secondary Actors</th>
<th>Social Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• National Institute of migration</td>
<td>• Local governments (axis windows) Secretariat of Finance and Public Credit</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• National service of employment (SNE)</td>
<td>• IMS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Consular network</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIVIL SOCIETY</td>
<td>Primary actors</td>
<td>Secondary Actors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Shelters</td>
<td>• NGO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• migrant house</td>
<td>• Center for the defense of human rights</td>
<td></td>
</tr>
<tr>
<td>PRIVATE SECTOR</td>
<td>Primary actors</td>
<td>Secondary Actors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Local companies, cameras industry, agriculture and trade by sector</td>
<td>• Banks and credit institutions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• philanthropic foundations</td>
<td>• philanthropic foundations</td>
<td></td>
</tr>
</tbody>
</table>