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United Nations Development Programme

PROMOTING DEVELOPMENT APPROACHES  
TO MIGRATION AND DISPLACEMENT:

# FIVE UNDP SPECIFIC FOCUS AREAS

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UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in nearly 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

Cover: A tomato farmer in a green house in Tartous, Syria. The farm is one of the businesses supported by UNDP Syria. Crops provide food for conflict-affected Syrians. © UNDP Syria

# A. Introduction

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Around the world, people are on the move, escaping hardship and looking for safer environments in which to live and find work. In 2015, there were 244 million international migrants globally.<sup>1</sup> The impact of migration is overwhelmingly positive- both for countries of origin and for receiving countries. Yet, regular and orderly migration is not always the norm. Forced displacement presently affects over 60 million people worldwide, of which over 40 million are internally displaced.<sup>2</sup> At the same time, the duration of displacement has lengthened significantly. More than 80 per cent of refugee crises last for ten years or more; two in five last 20 years or more. The persistence of crises in countries with internal displacement is also alarming.<sup>3</sup> National and local government capacities and systems are increasingly strained as they strive to provide adequate protection and access to basic services, while generating opportunities for jobs and livelihoods.

Refugees and internally displaced persons (IDPs) are also increasingly joining the tide of urbanization: approximately half of the world's refugees and at least 80 per cent of IDPs are thought to live in urban areas. For many, this means they forgo access not just to humanitarian assistance, but also to rights and services. Displaced people thus join the growing ranks of the urban poor who rely on the informal economy for survival.

The 2030 Agenda for Sustainable Development fully recognizes migration and displacement as a core development consideration. It has introduced a range of specific SDG targets on migration<sup>4</sup> and pledges to “leave no one behind”, including refugees, displaced persons and host communities. The SDGs also underscore the need for development investments in preventing and resolving protracted displacement. There is widespread and growing recognition that migration and displacement are not merely short term issues, but that their costs, benefits and dynamics are part of longer term global trends. Effective and sustainable solutions can only be reached through joint actions by development and humanitarian actors.

The objective of this note is to provide a snapshot of UNDP's key areas of work as they relate to migration and displacement, and explore five key focus areas for UNDP to promote development approaches to migration and displacement as part of its broader sustainable development work.

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- 1 United Nations (2015). *International Migration Report 2015*, UNDESA, Population Division. [www.un.org/en/development/desa/population/migration/publications/migrationreport/docs/MigrationReport2015\\_Highlights.pdf](http://www.un.org/en/development/desa/population/migration/publications/migrationreport/docs/MigrationReport2015_Highlights.pdf)
  - 2 *Global Trends on Forced Displacement in 2015*, <https://s3.amazonaws.com/unhcrsharedmedia/2016/2016-06-20-global-trends/2016-06-14-Global-Trends-2015.pdf>; IDMC, 2016. *Global Report on Internal Displacement, 2016*. Available from <http://www.internal-displacement.org/globalreport2016/>.
  - 3 Crawford, N. and others, 2015. *Protracted displacement: uncertain paths to self-reliance in exile*. ODI, Humanitarian Policy Group. Available from: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications...files/9855.pdf>.
  - 4 The SDGs urge all states and development partners to protect migrant workers' labour rights, promote safe and secure working environments (Target 8.8); implement planned and well-managed migration policies (Target 10.7); reduce the transaction costs of migrant remittances (Target 10.c); and produce high-quality, timely and reliable data disaggregated among others by race, ethnicity, and migratory status (Target 17.18).

## B. Promoting development approaches to migration and displacement – UNDP Key Areas of work

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Providing development approaches to migration and displacement is at the core of UNDP's work. UNDP provides support to a wide range of countries across all regions through different programmatic responses on migration and displacement. Between 2006 and 2014, UNDP implemented 180 migration-related initiatives, costing about US\$ 375 million. Since 2011, UNDP has engaged in 125 displacement-related initiatives with an overall funding envelope of about US\$ 1.3 billion. UNDP has also been a key partner in joint global displacement and migration initiatives, including the Global Migration Group (GMG)<sup>5</sup>, the Global Forum on Migration and Development (GFMD)<sup>6</sup>, the Solutions Alliance<sup>7</sup> and the Regional Refugee and Resilience Plan<sup>8</sup> (3RP) in response to the Syria Crisis. UNDP supports integrated development programmes that harness the positive potential of migration for development, address the drivers and root causes, and provide comprehensive responses to a range of situations, including protracted displacement, sudden crisis and the return and reintegration of formerly displaced persons.

UNDP focuses on **three broad areas of work as its global offer**, building on existing capacities at the national, regional and global levels:

- **Developing comprehensive national policy and institutional frameworks for migration.** By supporting the formulation and implementation of comprehensive national policy and institutional frameworks for migration, UNDP helps to strengthen government capacities to integrate migration into regional, national and sub-national development strategies and plans.
- **Managing migration for long-term positive development impacts at the sub-national and local level.** UNDP works with host communities and communities of return to address the local drivers of migration and root causes of displacement (economic, social, political or environmental) while managing the impacts of immigration, emigration, internal migration and displacement. Efforts focus on leveraging the potential of migration for local sustainable development with an emphasis on joint inter-agency programming and inter-agency solutions.
- **Resilience-based development solutions for migration and displacement in times of crisis, conflict and disaster.** UNDP works with countries and communities affected by crisis, conflict and/or disaster to help them cope, rebuild, recover and protect development gains. By partnering with and harmonizing humanitarian and development interventions, UNDP helps affected institutions and communities to withstand shocks. This approach builds resilience while ensuring that communities not only recover from crisis, but also enhance the longer-term development prospects needed to move towards lasting peace and prosperity.

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5 <http://www.globalmigrationgroup.org>.

6 <http://www.gfmd.org/>.

7 <http://www.solutionsalliance.org/>.

8 <http://www.3rpsyriacrisis.org/>.

There are **five specific focus areas** of UNDP's support within the above three broad areas under its global offer. These five specific focus areas include: i) strengthening the evidence base through (joint) assessments and analysis; ii) analyzing and addressing the root causes of displacement and drivers of migration; iii) supporting Government partners with national and local strategy, policy and institutional development; iv) supporting host communities and local integration; and v) enabling voluntary return and community based reintegration. Each of those five key focus areas are presented in more detail below, with examples for each.

## 1. Strengthening the evidence base through (joint) assessments and analysis

UNDP helps strengthen government capacities to assess the impact of migration, such as the impact of remittances and foreign investment from diaspora on economic development and job creation. This includes multi-stakeholder collaboration with national and local governments to better analyse the impact and root causes of migration and displacement and inform policymaking. In (post) crisis contexts, UNDP supports governments, amongst others, in efforts to conduct needs assessments, assessments of the development impact of displacement, and profiling of displaced people, recognizing that these are critical first steps in providing effective, sustainable solutions.

Other areas of interest for UNDP in assessment and analysis include the economic and social impacts of migration, the role of diaspora in sustainable development, documentation and exchange of best practices, and the role of migrants in achieving Agenda 2030 targets. These assessments and analyses all contribute to enhanced evidence-based programme design, which is further strengthened through partnerships with the World Bank, the United Nations High Commissioner for Refugees (UNHCR), the World Food Programme (WFP), the International Labor Organization (ILO) and the International Organization for Migration (IOM).<sup>9</sup>



IDPs from Luhansk Oblast in Ukraine receive packages of bedding and clothing. © UNDP Ukraine

<sup>9</sup> UNDP will build amongst others on the outcomes of the UN-WB high-level private meeting on humanitarian-development collaboration in the global displacement crisis (16 March 2016). In this meeting, UN Principals committed on data and evidence including working together to launch initiatives such as joint risk assessments, to strengthen and harmonize the data and evidence base to inform policies and programs, and to develop a clear action plan with specific deliverables and milestones.

## Examples:

UNDP has carried out a comprehensive **sub-regional economic opportunity assessment in six countries<sup>10</sup> affected by the Syria Crisis, in the Arab States and European/CIS region**. This assessment has been conducted through a UNDP-WFP-ILO-UNHCR partnership, as part of the Regional Refugees Resilience Plan (3RP). These joint assessments aimed to support the acceleration of key commitments made at the 2016 London Conference<sup>11</sup> on inclusive labour markets for host communities and Syrian refugees, in particular the creation of 1.1 million jobs and livelihood opportunities. The assessment focused on: (a) identification of critical gaps in employment opportunities; (b) strengthening partnerships at regional level to scale-up employment generation rapidly; and (c) reinforcing advocacy for investment that provides livelihoods at country and regional levels.

**Tunisia diaspora study:** In 2015, UNDP collaborated with IOM and the Government of Tunisia on a comprehensive assessment of the impact of foreign direct investment by diaspora actors on economic development, including job creation. The enterprise survey amongst Tunisian firms that worked with diaspora and non-diaspora foreign investments revealed new information about the impact of investments on sustainable development and the effectiveness of particular policy incentives. In addition to highlighting ways to enhance the development impact of such investments, the assessment also identified good practices for other governments in tracking the foreign direct investments of diaspora actors. The study provides an important foundation for evidence-based policymaking relevant for Tunisia, but also for the increasing number of countries that aim to harness the investment potential of their emigrant and diaspora populations.

**Labor market study in Turkey in response to the Syria crisis** – Turkey currently hosts 2.7 million registered refugees, the largest number of Syrian refugees in the world.<sup>12</sup> The Government of Turkey passed legislation allowing work permits for the Syrian refugees under temporary protection. Information on sectors providing jobs and livelihood opportunities and access to formal jobs is therefore a high priority, in order to better target support programmes. UNDP Turkey, therefore, conducted an assessment study focused on the labor absorption capacity of the local economies in provinces that are hosting the highest numbers of refugees (i.e. Gaziantep, Sanliurfa, Kilis, Hatay and Kahramanmaras).<sup>13</sup> The study estimates that approximately 260,000 additional jobs will need to be created to maintain the unemployment rate and identified, amongst others, value chains and specific sectors that have a high potential to generate jobs and employment opportunities. The study also identified sectors in which Syrian refugees are already employed and can potentially be recruited. The findings also highlight challenges, such as sectors where Syrians and host community members with similar profiles are competing over the same jobs. Finally, the study presents evidence-based guidance for employment service providers.

## 2. Analyzing and addressing root causes of displacement and drivers of migration

Root causes of displacement and key drivers of migration include: insufficient development gains; protracted conflicts; violent extremism; poor governance; systematic exclusion and marginalization; climate change and environmental degradation; and weak natural resources management. The UN Secretary General's Report on *Addressing Large Movements of Refugees and Migrants* (May 2016) urges "investments in sustainable development and conflict-prevention, not only because it is the right thing to do, but also because it is more cost-effective than mobilizing a response to large movements."<sup>14</sup> UNDP addresses root causes through:

- i) Strengthening the capacities of governments to analyse root causes, promote inclusive political processes and guarantee equal access to public services, creating a foundation for effective and targeted programming;

10 Syria, Jordan, Egypt, Lebanon, Iraq and Turkey.

11 <https://www.supportingsyria2016.com/>.

12 <http://data.unhcr.org/syrianrefugees/regional.php>

13 UNDP, *Absorptive capacity and Potential of Local Labour Markets: the case of Gaziantep, Sanliurfa, Kilis, Hatay and Kahramanmaras*, March 2016;

14 UN Secretary General's Report, *In Safety and Dignity: Addressing Large Movements of Refugees and Migrants*, May 2016.

- ii) Conflict prevention, including targeted investment in prevention of violent extremism;
- iii) Support to national and local governments on disaster preparedness, including building communities' resilience to future shocks, reducing the need for future movement;
- iv) Targeted sustainable development programmes in areas that are prone or vulnerable to displacement, creating an enabling environment for people to stay. This may include jobs and livelihoods opportunities in rural areas (such as value chain development), better access to basic services, or enhanced security through support for establishing the rule of law.

## Examples:

**UNDP and the Government of Sudan collaborate to address radicalization:** A key driver of (forced) migration and displacement in Sudan is the increase in violent extremist groups. UNDP Sudan signed a Memorandum of Understanding (MoU) with the Ministry of Guidance and Endowments in June 2016, agreeing to collaborate on strengthening the stability and resilience of citizens who could potentially be radicalized and mobilized to join violent extremist groups, including at-risk youth. The collaboration will include analysis to understand violent extremism in Sudan, advocacy and information-sharing with population groups at risk of recruitment, the provision of alternative livelihoods and promotion of peaceful co-existence and social cohesion in target communities. UNDP is initiating research on the reasons for radicalization, the incentives for youth to join violent extremist groups, and the linkages between radicalization and forced migration and displacement. UNDP will also develop public information materials. In addition, UNDP has been supporting the initiatives of Sudan to forge unity among the Arab countries to prevent violent extremism as migration, displacement and violent extremism are interlinked and have trans- country dimensions.

**Support to Afghanistan Livelihoods and Alternatives to Migration (SALAM):** The forthcoming UNDP SALAM programme in Afghanistan aims to: i) support comprehensive and coherent national policy and institutional frameworks for migration in time of crisis and (protracted) conflict; ii) support to the Government of Afghanistan in dissuading Afghans from irregular migration; iii) reduce poverty and other factors that drive migration, and support reintegration of returnees through development solutions at sub-national and local levels; iv) provide innovative and legitimate alternatives to irregular migration for semi-skilled and unskilled workers; v) institutionalize linkages between national and international private sectors; and vi) engage with vulnerable groups, community leaders and powerbrokers.<sup>15</sup>



© UN Photo/Luke Powell

15 The various programme components under SALAM also indirectly contribute to curbing people-smuggling gangs and dissuade citizens from migrating.

### 3. Support to government partners on national and local level strategy, policy and institutional development

UNDP supports national and local governments with the **integration of migration and displacement into national and local development plans** and United Nations Development Assistance Frameworks (UNDAFs). For example, UNDP works with IOM in supporting national and local governments to mainstream migration into their development plans through the Joint Global Programme on Mainstreaming Migration into National Development Strategies (see example below).

Globally, UNDP facilitates international cooperation, knowledge-sharing and learning on migration mainstreaming. Through the Joint Migration and Development Initiative (JMDI), UNDP and its partners have created tools such as the “My JMDI Toolbox”<sup>16</sup>, a collection of good practices and training materials on managing migration at the local level, and the Joint Migration and Development Initiative (JMDI) *White Paper on Mainstreaming Migration into Local Development Planning*.<sup>17</sup> These tools assist local and regional authorities in their roles as first responders to the challenges and opportunities of migration and displacement.

UNDP also works with UNHCR on joint strategy development for Durable Solutions. In addition to implementing its own early recovery activities, UNDP is the lead agency for the Early Recovery Cluster that coordinates, harmonizes and standardizes the early recovery efforts of international and national partners. In this capacity, UNDP leads other UN agencies and organizations in the implementation of the October 2011 Secretary General’s Decision on Durable Solutions.<sup>18</sup> UNDP and UNHCR provide joint technical expertise to support UN country offices in developing strategies on durable solutions, in collaboration with national actors and other key partners.



Syrian refugees in a Jordanian community at Zaatari camp Jordan. © Salah Malkawi/UNDP

16 See <http://www.migration4development.org/en/resources/toolbox/training>.

17 See <http://www.migration4development.org/en/node/45876>

18 Decision No 2011/20- Durable Solutions: Follow up to the Secretary General’s 2009 report on Peacebuilding, 4 October 2011.

## Examples:

Funded by the Swiss Government, through the Swiss Agency for Development and Cooperation, the IOM and UNDP are implementing the **Global Joint Programme on Mainstreaming Migration into National Development Strategies**. The project is being implemented in eight countries across the globe, i.e. Bangladesh, Ecuador, Jamaica, Kyrgyzstan, Moldova, Morocco, Serbia and Tunisia. The aim of the programme is to enable governments and their partners to better measure, and make more visible the human development impacts of migration; and to govern migration to increase the human development outcomes and mitigate the risks for migrants, their families and communities at origin and destination. The programme is jointly implemented at the global level by IOM headquarters and UNDP New York. National level implementation is overseen by the IOM and UNDP staff at the country level in partnership with the respective Governments. The programme, which started in 2011 as a pilot in four of the eight implementing countries, is currently in its second phase (1 February 2014 – 31 January 2018).

In **Myanmar's** Rakhine state, UNDP supported the development of a National Strategy for long-term Recovery and Reintegration through its **Durable Solutions** initiative, through inclusive consultations with humanitarian and development actors. The strategy covers all aspects of (re)integration (economic, social and political), as well as social cohesion and conflict sensitivity; and outlines a phased approach (before, during/around, and after the return IDPs for interventions).

In 2010, UNDP **Burundi** worked closely with national counterparts to support the community-based reintegration of returnees, IDPs and ex-combatants. A **National Reintegration Strategy** was developed in cooperation with the Ministry of Social Affairs and other line ministries, and value-chain assessments were carried out in collaboration with the ILO. These formed the basis for the National Employment Policy, which was formally adopted in 2013.<sup>19</sup> UNDP is currently supporting the development of a National **Durable Solutions strategy**.

**Enhancing migration management at local and national level in the Philippines:** The JMDI has been supporting the Municipality of Naga City in the Philippines to mainstream migration into local development planning. To achieve this, a well-managed coordination mechanism between the national, regional and local levels was set up, with centres, councils and technical working groups on migration and development to lead the main activities in each municipality. These initiatives have allowed the migration management process to be localized and effective, whilst still remaining aligned with the relevant policies at the national level.

## 4. Supporting host communities, local integration and innovation

Host communities and countries provide a global public good by hosting refugees, migrants and/or IDPs. They are the first to absorb the shock of any major influx of displaced persons, often demonstrating extraordinary generosity. Increasingly, displaced people are residing outside camps and are without access to humanitarian support, relying instead on the informal economy. UNDP supports host communities to cope with and recover from the impact of displacement and protect development gains through:

- i) Support for municipalities to accommodate the high numbers of displaced persons in their communities and ensure **access to basic services**. For instance, UNDP helps strengthen the capacities of local authorities to remove and recycle increased volumes of municipal waste, where possible through cash-for-work and small businesses initiatives;
- ii) **Jobs and livelihood opportunities:** Real or perceived competition over access to livelihood opportunities may create tensions between host community members and displaced persons. UNDP supports sustainable livelihood opportunities for members of both communities, including cash-for-work, vocational training and small and medium enterprise development.

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<sup>19</sup> Please see here a video about the 3x6 approach, used to support the return and community based reintegration of IDPs and refugees. Available from: <http://www.youtube.com/watch?v=QWmVrWeTkXk>.

- iii) **Protection and access to justice:** UNDP supports a wide range of rule of law institutions and actors who contribute to strengthening the protection of different groups, including displaced persons. Areas of support include working on cross border management, enhancing community security by focusing on violence reduction and small arms control as well as working with justice institutions to promote access to legal aid services, facilitate legal documentation, right to work, housing, access to banking and to basic services.
- iv) **Social cohesion and community participation:** UNDP facilitates dialogue and conflict mitigation between host communities and displaced persons. Social cohesion is further supported through participatory planning, and promoting community projects that involve joint work by host community members and displaced persons.

### Examples:

The **UNDP Lebanon Host Communities Support Project (LHSP)** supports the Ministry of Social Affairs to enhance stability and promote local development as part of the national strategy to respond to the influx of Syrian refugees. The LHSP is a comprehensive, coordinated and durable response to the impacts of the Syrian Crisis in Lebanon. It aims to build capacities of municipalities, increase stability, alleviate tensions and prevent conflict, through the creation of job opportunities and improving the basic service delivery. So far, over 1.1 million Lebanese and more than 332,000 Syrian refugees have benefitted from the project.<sup>20</sup> The rehabilitation of community infrastructure addressed the needs of more than 680,000 host community members and almost 500,000 Syrians; and access to energy was improved for more than 20,000 Lebanese and 20,000 Syrians. UNDP and UNHCR also worked closely with the Ministry of Interior and Municipalities to strengthen the capacities of the municipal police, including development of Standard Operating Procedures and a Code of Conduct. Twenty-five regional security cells were provided with training and a data-collection tool to improve information management and serve as early warning for potential conflicts.

#### **An inclusive approach to the integration of people in mixed migration flows in Pichincha, Ecuador:**

Through the JMDI, UNDP supports the Provincial Government of Pichincha with the social, economic and cultural integration of mixed migrant flows (including refugees, returning migrants, transit and economic migrants). This includes support for strategy development and strengthening of local level capacities. The Provincial Government of Pichincha has developed a highly successful integration model through its Human Mobility Unit, which includes, for instance, an awareness raising campaign to mitigate xenophobia and promote mutual understanding between migrants and locals. It also provides services such as skills development, job placements, and financial and technical support for entrepreneurship. The Human Mobility Unit model is now being replicated in other provinces with the endorsement of the national government.



UNDP Syria is supporting families in highly affected areas in Rural Damascus through providing job opportunities that help them to secure an income and rebuild their lives. © UNDP Syria.

20 Lebanon Host Communities Support Project (LHSP) [http://www.lb.undp.org/content/lebanon/en/home/ourwork/Response\\_to\\_the\\_Syrian\\_Crisis/in\\_depth/](http://www.lb.undp.org/content/lebanon/en/home/ourwork/Response_to_the_Syrian_Crisis/in_depth/)

## 5. Enabling voluntary return and community based reintegration

UNDP helps create an enabling environment for people to return to their own communities. In both conflict and disaster affected contexts, this may include support for local authorities through debris management, rehabilitation of socioeconomic community infrastructure, mine action, and stabilization; but can also include facilitating the diaspora's participation in peacebuilding processes. The socioeconomic reintegration of returnees is supported through the creation of jobs and sustainable livelihood opportunities, including cash-for-work, development of small and medium enterprises, vocational and business skills training and value-chain development. Often, economic activities are also used as an entry point to enhance social cohesion through community dialogue and conflict mitigation.

UNDP also supports refugee communities in exercising their political rights, for example, facilitating out-of-country voting for forcefully displaced migrants, advocating for the political rights of refugees and supporting member states in conceptualizing and implementing out-of-country voting exercises. The political participation in electoral and other political processes is often a key aspect of voluntary repatriation.

### Examples:

In **Burundi**, UNDP supported the return of IDPs and refugees between 2012-2013 through community based reintegration. This included cash-for-work activities, creating more than 600,000 working days for over 9,000 participants<sup>21</sup>; along with social cohesion measures through dialogue and conflict mitigation. Eighty-eight per cent of the cash-for-work participants chose to invest their individual savings into joint economic initiatives, secured a sustainable income and became financially self-reliant; and almost 2,200 beneficiaries<sup>22</sup> set up their own small and medium enterprises (SMEs).

In **Nigeria**, UNDP is currently supporting the return of IDPs to the North East region, who had fled their homes due to Boko Haram attacks. UNDP has started debris management, mine clearance and awareness raising on mines, community infrastructure rehabilitation, and community security activities to support the safe return of IDPs.

In **Pakistan**, UNDP's Refugee Affected and Hosting Areas (RAHA) programme supports the peaceful coexistence of Afghan refugees with host communities, and strengthens governance and public service delivery. The programme has improved the living standards of more than one million Pakistanis who are hosting Afghan refugees, and the return of Temporarily Dislocated Persons (TDPs) through small-scale community-based reintegration initiatives that strengthen the community absorption capacity. This includes the rehabilitation of damaged infrastructure such as bridges, access roads, and water supply projects. From a longer term perspective, UNDP is also addressing factors that contributed to the rise of militancy in the region.



Somali refugees at their camp in Malkadiida, Ethiopia. © UN Photo/Eskinder Debebe

21 43 per cent of the project beneficiaries were women.

22 60 per cent of the project beneficiaries were women.

## C. How does UNDP collaborate with others?

### By convening actors around joint solutions for protracted displacement and migration

UNDP is a board member of the Solutions Alliance.<sup>23</sup> The Solutions Alliance is a platform for development and humanitarian actors to work together to find solutions to protracted displacement, and to rethink the way we respond to displacement from the outset. It is an inclusive forum that brings together donor and host governments, UN agencies, multilateral financial institutions, civil society organizations, international NGOs, the private sector, and academia in pursuing strategic and high-level policy engagement. The current co-chairs of the Solutions Alliance are UNHCR and Denmark. In 2017 this will pass to UNDP and Turkey. UNDP also co-chairs the Thematic Working Groups on *Engaging the Private Sector in Finding Solutions for Displacement*<sup>24</sup> and on *Rule of Law*.<sup>25</sup>

UNDP also leads the JMDI, the global inter-agency programme implemented in partnership with IOM, the international training centre (ITC) of the ILO, UN Women, UNHCR, the United Nations Populations Fund (UNFPA) and the United Nations Institute for Training and Research (UNITAR). The JMDI aims to maximize



Women's Center at Abu Shouk IDP Camp, North Darfur. © Albert Gonzalez Farran/UN.

23 The Solutions Alliance Governing Board members include the International Rescue Committee (IRC), the Ministry of Foreign Affairs of Denmark, the Ministry of Foreign Affairs of Turkey, UNDP, and UNHCR.

24 <http://www.solutionsalliance.org/private-sector>.

25 <http://www.solutionsalliance.org/rule-of-law>.

the potential of migration for local development, by tapping into the group's collective technical and financial expertise to scale up existing locally-led migration and development initiatives across eight target countries. It also provides capacity-building for project partners, and enables a large community of practitioners to connect, share knowledge and link up to national and international dialogue on migration and development through an online knowledge platform and global events like the Global Forum on Migration and Development.

UNDP co-chairs the Global Migration Group Working Group on *Mainstreaming of Migration*, and the Global Knowledge Partnership on Migration and Development (KNOMAD) Working Group on *Policy and Institutional Coherence*.<sup>26</sup>

### Examples:

UNDP drafted the **Durable Solutions** Operational Guide (2016)<sup>27</sup>, which guides field practitioners in developing strategies for returnees. The guide is currently undergoing field testing. UNDP is also supporting the development of Durable Solutions indicators for IDPs and refugees in partnership with other UN agencies, implemented by the Joint IDPs Profiling Services (JIPS).

At the country level, UNDP works through the **Solutions Alliance** National Groups (currently in Somalia, Uganda, Tanzania and Zambia), creating a space to exchange views, experiences, and lessons learned, along with strengthening partnerships, and aligning private sector actors with those of humanitarians.

## Through fostering new and innovative partnerships, including with the private sector

UNDP actively promotes better ways of engaging with the private sector – including local small and medium sized enterprises, as well as international companies – and harnessing their potential to turn displacement challenges into development opportunities. In addition to country level support, UNDP facilitates engagement with the private sector through the Solutions Alliance,<sup>28</sup> to enhance the involvement of the private sector in creating jobs and livelihoods, as well as service provision for displaced persons and host communities.

### Examples:

**Job placement for IDPs in cooperation with the local private sector: UNDP Ukraine** initiated a Rapid Response project, in partnership with local and national institutions, to support the social and economic integration of the IDPs. Support includes the roll out of cash-for work-schemes, enterprise development training, and legal support to IDPs in setting up their own businesses. UNDP worked in partnership with the ILO and the local private sector to support Ukraine's Public Employment Service by providing staff capacity-building and training programmes. By early 2016, more than 1500 IDPs had found jobs through the employment programmes with the private sector, including women with low skills/education. UNDP also partnered with an IT company. In total more than 400 IDPs are being trained to become IT professionals.<sup>29</sup>

26 <http://www.knomad.org/thematic-working-groups/policy-and-institutional-coherence>.

27 <http://www.earlyrecovery.global/sites/default/files/DS-022416.pdf>

28 <http://www.solutionsalliance.org/private-sector>.

29 <http://www.ua.undp.org/content/ukraine/en/home/presscenter/articles/2016/01/11/restarting-life-with-a-new-job/>.

## By promoting multi-country and sub-regional programmes

The transnational nature of displacement and its underlying dynamics of threats to peace, security and development call for multi-country, regional and inter-regional strategies and approaches. UNDP supports trust building and facilitation of inter-regional exchanges, supports multi-country and sub-regional initiatives, including regional planning and assessments (for example, the 3RP, see box below), cross border initiatives, the development of regional approaches and the facilitation of South-South cooperation to foster and share good practices.

### Examples:

UNDP, together with UNHCR, co-leads the **Regional Refugee and Resilience Response Plan (3RP)**. The 3RP anchors an integrated resilience response in national plans. The 3RP has helped to achieve a paradigm shift in how the international community responds to protracted crises.<sup>30</sup> The 3RP brings together more than 200 partners in a country-driven, regionally coordinated response to the Syria crisis. Recognizing the scale and regional dimension of the Syrian refugee crisis, it combines humanitarian and development resources to support the implementation of nationally-owned response plans for Egypt, Iraq, Jordan, Lebanon and Turkey. The 3RP, co-led by UNDP and UNHCR, coordinates and monitors these responses as well as funding commitments.

UNDP manages the **United Nations Action for Cooperation Against Trafficking in Persons (UN-ACT)**<sup>31</sup>, a regional anti-human trafficking project in the Greater Mekong Sub-region (GMS) (Cambodia, China, Lao PDR, Myanmar, Thailand, and Viet Nam) and beyond. Working to counter human trafficking in all its forms, UN-ACT builds the capacities of government agencies, civil society actors and academic institutions, and facilitates a coordinated approach to counter human trafficking between relevant stakeholders, including UN agencies. Key to UN-ACT's work is its support for the Coordinated Mekong Ministerial Initiative Against Trafficking (COMMIT), a government-led, multi-stakeholder process between the GMS countries which was specifically established to counter human trafficking in the sub-region.



*Villagers displaced by conflict returning to the Eastern Antioquia region. © UNDP Colombia*

- 30 Importantly, the Co-Host Declaration of the Supporting Syria and Region Conference confirmed that the event “not only generated financial commitments, but ensured that we take a new approach to how the international community responds to protracted crises.” This is consistent with the outcome of the Resilience Development Forum, the Dead Sea Resilience Agenda and the 2016 London conference.
- 31 <http://un-act.org/>.





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