

COLLABORATING FOR INCLUSION AND SOLUTIONS: GOOD PRACTICES AND OPPORTUNITIES

Practice brief








Global Collaboration Framework for Inclusion and Solutions, 2023-2025

Prepared for the Global Refugee Forum, December 2023

UNDP–UNHCR GLOBAL COLLABORATION FRAMEWORK 2023-2025

The Global Collaboration Framework seeks a step change in collaboration between UNDP and UNHCR in seven thematic and results areas where the two organizations bring comparative advantages to collaborative and joint work.

GCF THEMATIC AND EXPECTED RESULTS AREAS

Thematic area	Expected results area
 SDG integration	Forcibly displaced and stateless persons are included in frameworks for achieving the Sustainable Development Goals (SDGs) and the 2030 Agenda.
 Livelihoods	Forcibly displaced people and host communities have access to sustainable jobs and livelihoods.
 Rule of law and local governance	Governance and rule of law institutions at national and local levels are enabled to work across the humanitarian–development–peace (HDP) nexus.
 Conflict prevention and peacebuilding	Conflict sensitivity is integrated across the HDP nexus.
 Nature, climate and environment	Increased access of displaced people and host communities to clean and renewable energy, and protection against climate and environmental risks.
 Internal displacement	Internally displaced persons (IDPs) benefit from durable solutions and a development approach to internal displacement is adopted.
 Statelessness	Statelessness is mainstreamed in development institutions, forums, plans and discourse.

Collaboration between UNDP and UNHCR is growing worldwide. It is diverse in type, focus and scale, ranging from collaboration in major multi-country regional platforms to joint country-specific projects and activities, jointly developed tools and coordination mechanisms with partners.

This practice brief presents examples of how UNDP and UNHCR are collaborating and putting into action the Global Compact on Refugees and the [UN Secretary-General's Action Agenda on Internal Displacement](#).

GLOBAL COMPACT ON REFUGEES

In 2018 the UN General Assembly adopted the [Global Compact on Refugees](#). The compact is a “framework for more predictable and equitable responsibility-sharing, recognizing that a sustainable solution to refugee situations cannot be achieved without international cooperation.”

The four key objectives of the compact are to:

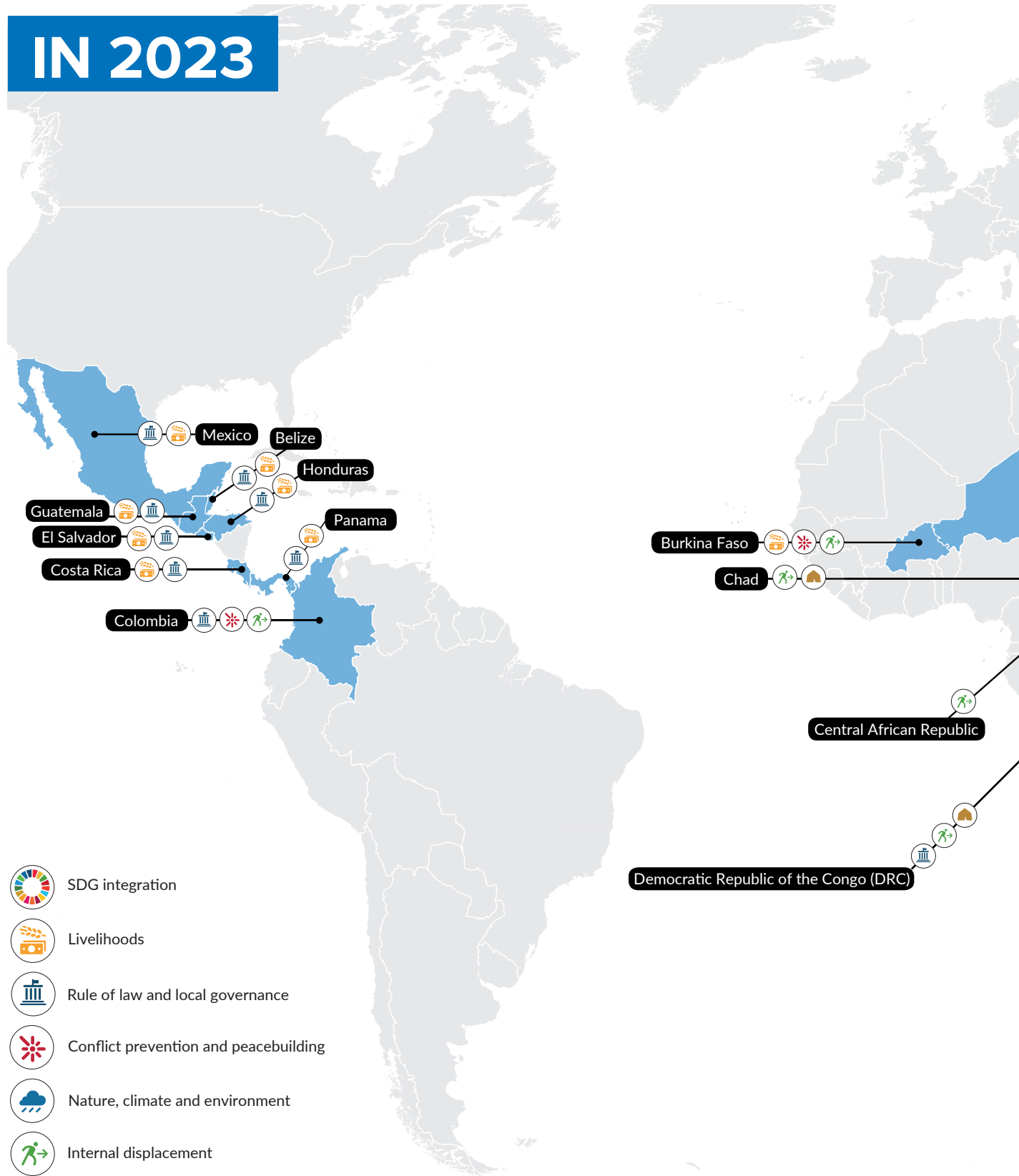
- Ease the pressure on host countries
- Enhance refugee self-reliance
- Expand access to third country solutions
- Support conditions in countries of origin for return in safety and dignity

The compact has encouraged the development of responsibility-sharing arrangements, such as Support Platforms that facilitate regional and context-specific support for refugees and host communities. Examples of this include the [Support Platform for the Solutions Strategy for Afghan Refugees](#), the [Comprehensive Regional Protection and Solutions Framework](#) (MIRPS) in Central America and Mexico, and the [Regional Refugee and Resilience Plan](#) (3RP) for humanitarian and development partners responding to the Syria crisis, which is co-led by UNDP and UNHCR.

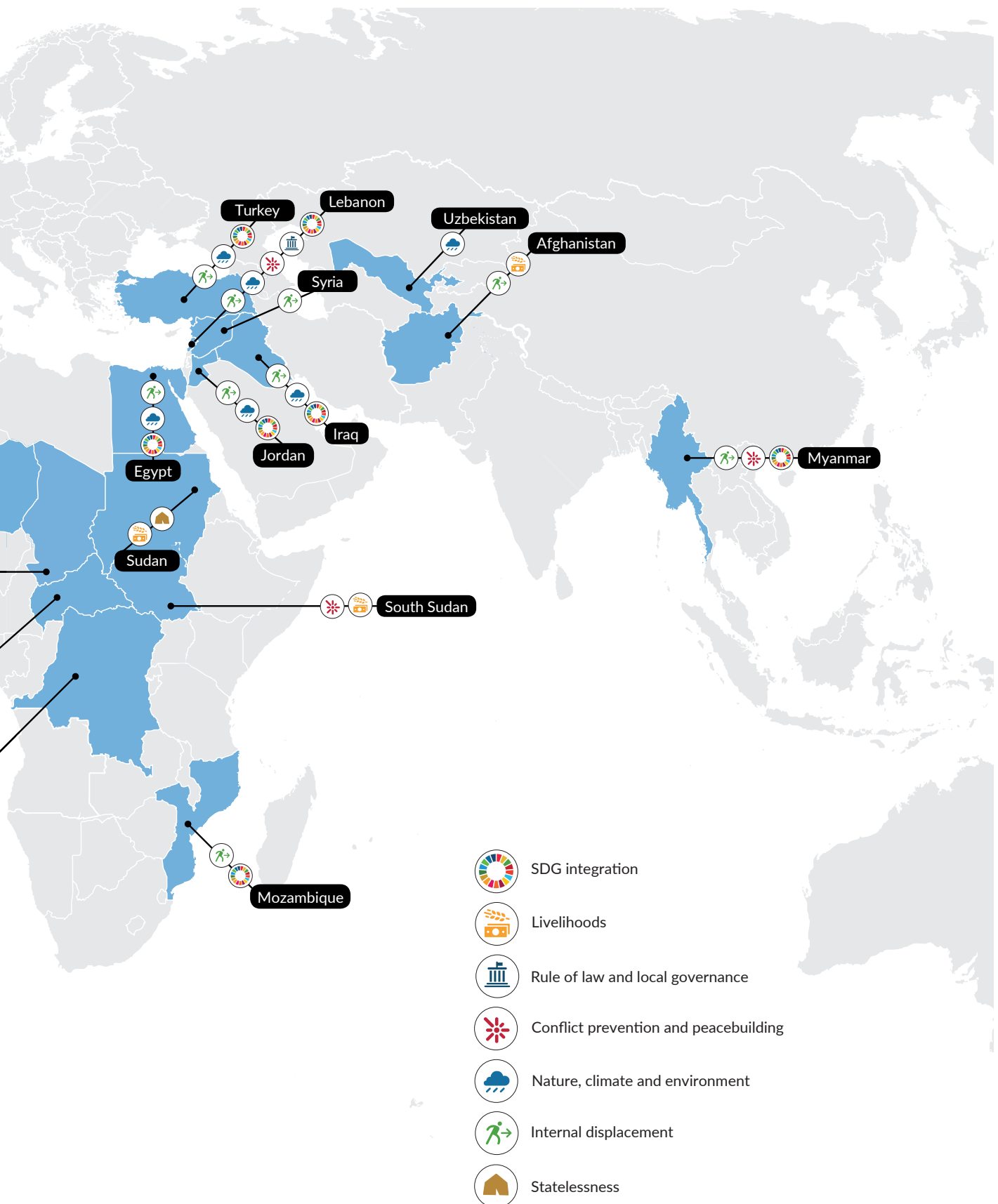


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AT A GLANCE: COLLABORATION IN 2023



-  SDG integration
-  Livelihoods
-  Rule of law and local governance
-  Conflict prevention and peacebuilding
-  Nature, climate and environment
-  Internal displacement
-  Statelessness



COLLABORATION IN PRACTICE

Collaboration between UNDP and UNHCR takes many forms, as the following examples show.

MYANMAR



In Myanmar, UNDP and UNHCR have collaborated in a five-year joint project in Rakhine State. This has aimed to create conducive conditions for refugee returns from neighbouring Bangladesh, by putting the humanitarian–development–peace nexus principles into action and supporting recovery and resilience-based development for the benefit of all communities in Rakhine State.

The nexus project builds on the experience of a prior area-based programme in Rakhine and past efforts by UNDP, UNHCR and humanitarian actors to support IDPs and host communities. Part of the basis of the project has been a tripartite [Memorandum of Understanding](#) between UNDP, UNHCR and the Government of Myanmar, first signed in 2018. This has aimed to secure the government’s commitment to work for comprehensive and durable solutions to the displacement of persons in and from Rakhine State, and incorporate the recommendations of the Rakhine Advisory Commission.

The project and memorandum have provided for a process of rapid needs assessments, quick-impact project (QIP) design, technical working group meetings and QIP implementation. By the end of 2022, 115 QIPs had been designed and 95 QIPs (in 63 villages) were under way or had been

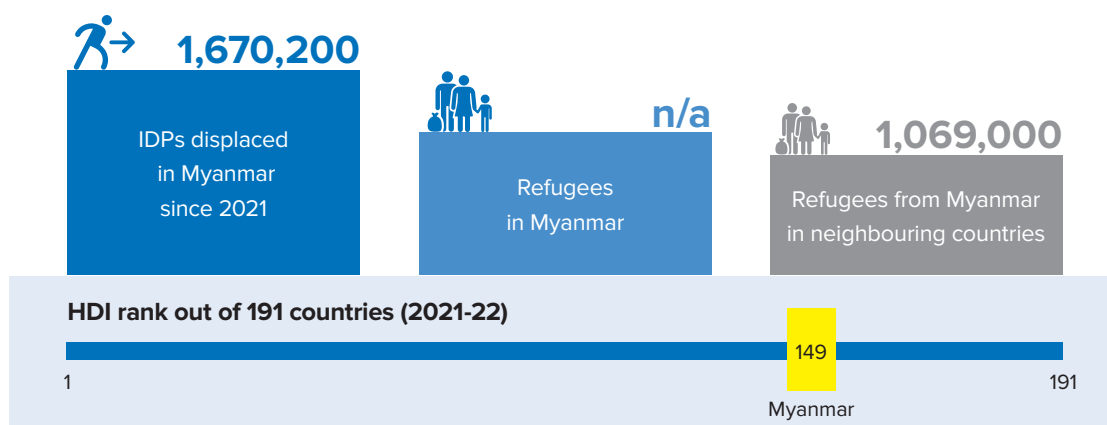
completed. QIPs and activities have included interventions to improve access to food and income by providing basic agricultural and other inputs, revitalizing livelihoods, local production and markets, improving access to essential services and developing community systems to promote social cohesion.

Inevitably, collaboration in the triple-nexus project has faced challenges. In 2020, COVID-19 caused restrictions country-wide, with a suspension of activities. The military take-over in February 2021 further complicated the operational context. However, joint activities and planning continued to be carried out in 2022 and 2023.

Other collaboration in Myanmar has included UNDP and UNHCR co-leadership of nexus working groups for different parts of the country. UNDP has joined a durable solutions working group.



Myanmar: a lengthening displacement crisis



Sources: [ReliefWeb](#), UNDP, UNHCR (2023 data)



The regional framework for the response to the impact of the Syria crisis

Launched in 2015 and co-led by UNDP and UNHCR, the Regional Refugee and Resilience Plan (3RP) has been a major collaboration between UNDP and UNHCR. The 3RP combines regional humanitarian and development responses to the impact of the Syria crisis into a single coherent plan coordinated with national plans and priorities in five countries hosting refugees from Syria – Türkiye, Lebanon and Jordan, with their larger populations of refugees, and Iraq and Egypt. It provides a strategic platform for 270 humanitarian and development partners for coordination, planning, advocacy, fundraising and programming. Between 2015 and 2022 the 3RP channelled over US\$23 billion from more than 20 donors.

The 3RP is the first multi-agency partnership to operate on such a large scale with the purpose of addressing strategic and structural issues resulting from a protracted crisis, and with an approach of integrating humanitarian and resilience-based development responses, aiming to operationalize a nexus approach. As such, it was an influential example for the 2018 Global Compact on Refugees. The 3RP has integrated the Global Compact’s indicator framework into its progress measures.

At the time of writing, the 3RP’s role continues to be critical. In 2023, the twelfth year of the Syria crisis, the 3RP aimed to benefit 7.4 million refugees, asylum seekers and stateless persons (6.8 million of them Syrian), and 6.1 million host community members. An [independent evaluation](#) conducted on the 3RP’s regional work published in 2022

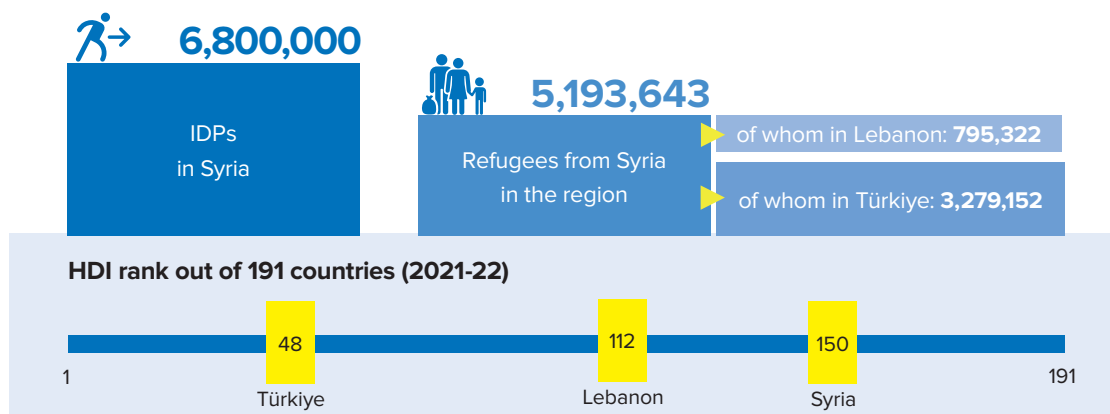
outlines the achievements and areas of improvements, with clear steps taken to action the [recommendations](#).

The regional partnership between UNDP and UNHCR on the 3RP is governed by a regional Memorandum of Understanding, which provided for the creation of a Joint Secretariat staffed by UNDP and UNHCR, that jointly manages the 3RP. As well as overseeing the processes of producing and advising on the overall regional and country-level plans, the Joint Secretariat has developed a wide range of research and operational guidance notes to support 3RP implementation.

Recent examples include a report on [social cohesion](#) and dynamics between host communities and refugees in each of the 3RP countries, with recommendations on how social cohesion approaches can be strengthened, and an accompanying [guidance note](#). In 2022 the 3RP published a report on [how to maintain environmental sustainability and clean energy access](#) in 3RP implementation. This highlighted the links between ecological fragility and humanitarian and development needs. The report made recommendations for the programmes and actions of stakeholders.



Lebanon, Syria and Türkiye: 12 years after war began in Syria



Sources: [ReliefWeb](#), UNDP, UNHCR (2023 data)

BURKINA FASO



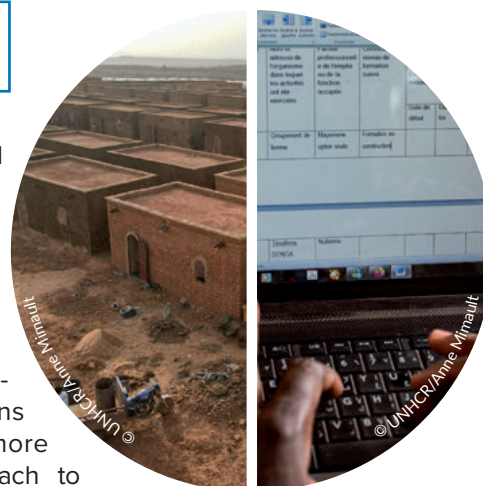
In Burkina Faso, collaboration between UNDP and UNHCR has been anchored in the complementarity and value of what each organization could provide in the context of the growing difficulties and crises in the country since 2015. UNDP has brought to the collaboration its knowledge and experience on social cohesion and operationalizing the HDP nexus, while UNHCR has brought its knowledge and capacities for responding to forced displacement, as well as its strong field presence.

Two joint published studies clarified what each organization could bring to working together. The first joint study, published in 2021, was about conflict and local land governance in two regions, Cascades and Hauts-Bassins, where risks of inter-communal conflict had risen at the same time as the regions were receiving IDPs fleeing from other regions. The second joint study, published in 2023, was about perceptions of gender-sensitive community security in specific communes in the Cascades, Hauts-Bassins and Sud-Ouest regions. This study therefore built on the work of the first, making a wide range of programmatic recommendations for improving how security is produced, including the roles of national defence and security forces, consideration of gender in community security, and the engagement of IDPs and civil society.

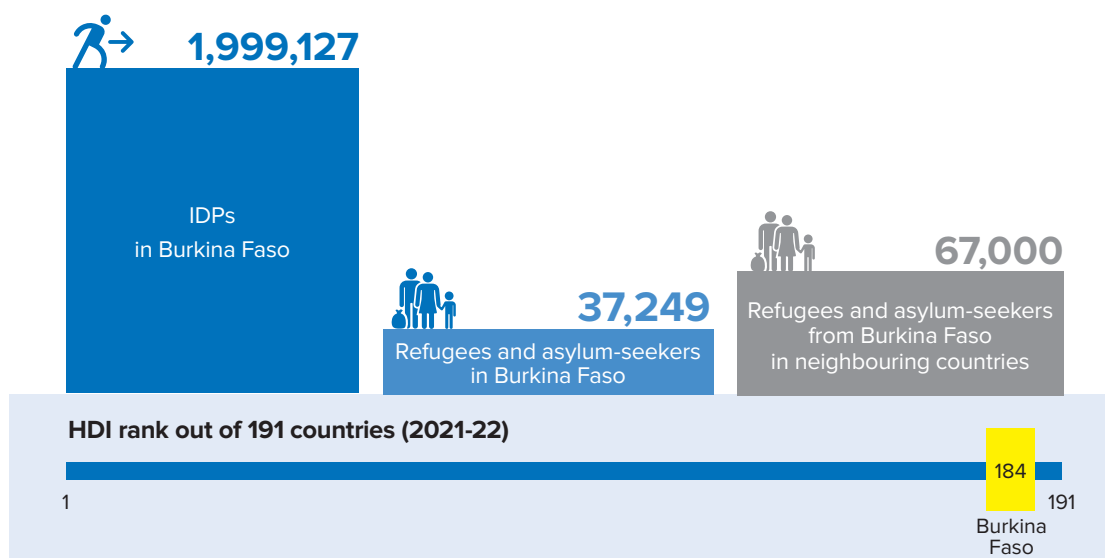
Combined with collaborations in the context of project implementation in the field, the joint studies have helped with an initiative to support the government to develop a 2023-2027 national strategy for

recovery and assistance for IDPs and host communities. The strategy addresses the need for durable solutions and takes a more holistic approach to dealing with medium- and long-term needs caused by protracted displacement. It was prepared through a participatory and inclusive process, overseen by a government committee set up to oversee the process. Embedded in the strategy is the concept of the HDP nexus and its relevance in Burkina Faso, given the needs for peacebuilding, social cohesion and improving living conditions of populations affected by displacement and insecurity.

To support further collaboration, UNDP and UNHCR are discussing a joint action plan which will take into account a Memorandum of Understanding on inclusion and solutions for IDPs, stateless persons and host communities in Burkina Faso. The Memorandum is intended to establish frameworks for coordination and reflection, to help with further development of common approaches and mobilising resources for joint projects from January 2024.



Burkina Faso: a growing displacement crisis



Sources: [ReliefWeb](https://reliefweb.int/), UNDP, UNHCR (2023 data)

COLOMBIA



In Colombia, collaboration between UNDP and UNHCR has taken on new focuses and priorities since the 2016 peace agreement. Prior to the agreement, during 2012-2015, UNDP and UNHCR collaborated in a transitional solutions initiative, which aimed to help IDPs and vulnerable communities access their rights, in particular for access to land, basic services and local economic development, and for legalization of informal settlements. The \$14.7 million initiative was implemented in 17 communities across the country, classified as areas of return, relocation or urban integration. A strength of the initiative was the continuous interaction it involved between UNDP and UNHCR.

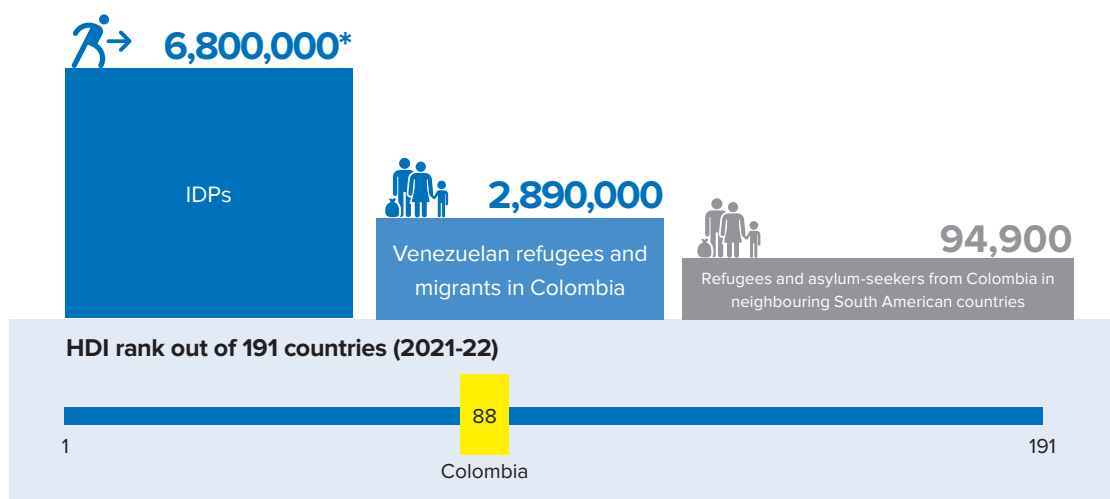
government steering committee on durable solutions was set up, co-led by UNDP and UNHCR. The committee aims to accelerate action on durable solutions through advocacy and advice to national, departmental and local authorities on policy and legal and institutional frameworks, especially on urgent issues such as land, housing, income generation and livelihoods. It also aims to promote demonstration of examples of solutions (with national, departmental and local authorities) that are replicable and scalable, and support the measuring of results. The steering committee has an initial two-year workplan.

Following the 2016 peace agreement, UNDP and UNHCR collaborated in a joint programme on human security and inclusion of IDPs, host communities and former combatants in five municipalities. The programme aimed to increase understanding about how to build new economic opportunities across the country, reintegrate former combatants and promote social cohesion. Part of the programme explored how to help the private sector work with government and communities to address security and development needs and build sustainable peace. The programme was implemented in partnership with a Colombian business initiative for peace, Peace Startup, and the London School of Economics as a research partner.


In addition to the above, UNDP and UNHCR have both provided technical assistance to the national government authority for migration affairs, Migración Colombia, on the Temporary Protection Permit for Venezuelans. UNDP has helped design and implement an [income-generation strategy for displaced people from Venezuela and host communities](#). It has also been supporting analysis of how national budget investment can accelerate both the socio-economic inclusion of IDPs and refugees, and SDG progress.

Building on these experiences and the ongoing needs for solutions for IDPs, in 2022 a joint UN-

Colombia: ongoing challenges after a peace agreement



Sources: *Colombia [Victims Registry](#), [ReliefWeb](#), UNDP, UNHCR (2023 data)



“Amid so much crisis, we have reached a once-in-a-generation moment. We must make choices that will determine what follows for the rest of our lives and for those who come after us... We should not suspend nor delay development activities and investments but instead pursue these directly with affected communities, rapidly and at scale, so people can get back on their own feet with dignity and agency. An end to crisis is for our common good and should be our common goal.”

Achim Steiner,
Administrator, UNDP

“At a time when global conflicts are at their highest levels since the creation of the United Nations, the evidence demonstrates that investing in development is the best way to prevent crises and maintain international peace.

António Guterres,
Secretary-General of the United Nations

“You have heard me say many times how we need the multilateral system to work to find solutions to today’s global challenges. To deliver the scientific and financial resources needed to end the pandemic; to find the political will to address climate change; and to summon enough coherence and unity to prevent and resolve conflict. Cooperation, political solutions and sustainable peace are needed today more than ever, and yet appear to be further from reach than they have been for decades.”

Filippo Grandi,
United Nations High Commissioner for Refugees





UNDP'S PLEDGE FOR THE 2023 GLOBAL REFUGEE FORUM

UNDP will expand its support to host countries and those welcoming returnees to ease pressure and protect development gains. Leveraging our extensive country presence and development expertise, we will strengthen the capacities of national and local institutions and actors, promote investments in local economies, infrastructure, justice and service delivery systems that benefit both host communities and refugees, and enhance social cohesion.

To respond to the needs for stepped-up development investment in situations of forced displacement, UNDP will:

- Strengthen national/local capacities for coordination and management, service delivery, livelihoods and job creation, access to justice and social cohesion.
- Promote increased access to development financing for host countries, including through Integrated National Financing Frameworks.
- Address the drivers of forced displacement and expand work in peacebuilding, including conflict, violence and aggravating effects of climate change.

By 2027, UNDP will mobilize additional funding to support more than 30 countries impacted by forced displacement, including: Afghanistan, Bangladesh, Burundi, Cameroon, Chad, Chile, Colombia, Costa Rica, Democratic Republic of Congo, Ecuador, Ethiopia, Egypt, Guatemala, Georgia, Iran, Iraq, Jordan, Kenya, Lebanon, Mexico, Moldova, Myanmar, Niger, Pakistan, Panama, Peru, Rwanda, Somalia, South Sudan, Sudan, Thailand, Türkiye, Uganda and Zambia.

Further Information: The complete pledge and UNDP support to the implementation of the Global Compact for Refugees is available on the UNHCR Multistakeholder Pledges dashboard, via this [link](#).

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