

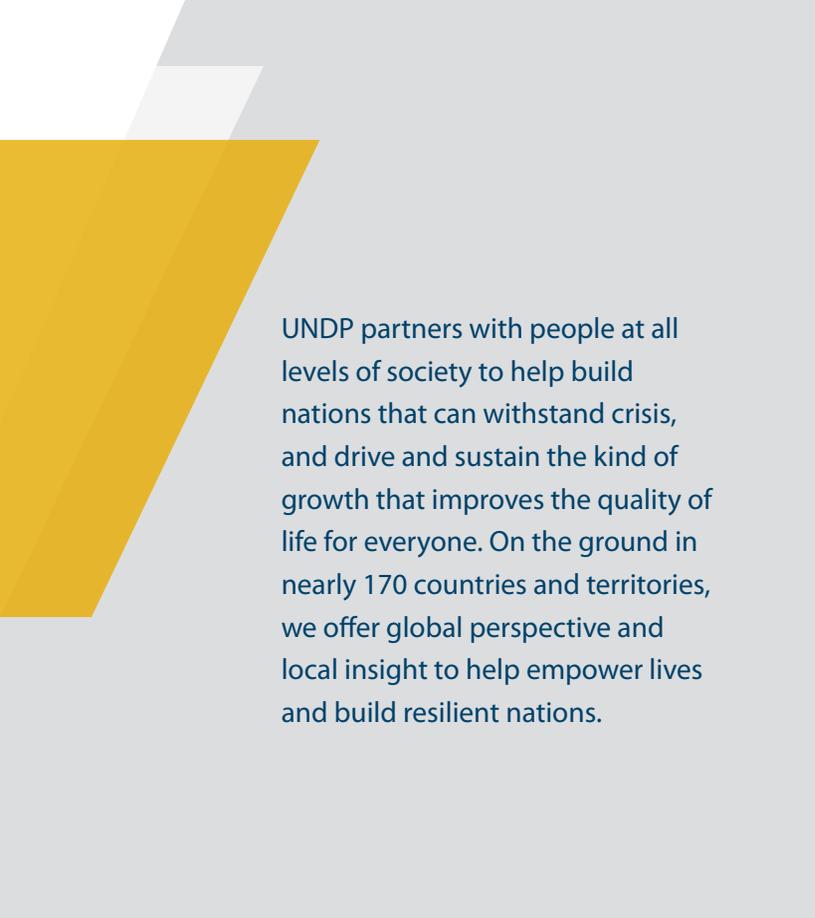


GLOBAL REPORT  
2016-2018

UNITED NATIONS DEVELOPMENT PROGRAMME

# DEVELOPMENT APPROACHES TO MIGRATION AND DISPLACEMENT

Key Achievements, Experiences and Lessons Learned 2016-2018



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.

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United Nations Development Programme  
One United Nations Plaza  
New York, NY, 10017 USA  
[www.undp.org](http://www.undp.org)

Cover photo: Sudan Women attend English classes at IDP  
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Chapter opener photos: © UNDP



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# 1

## BACKGROUND AND CONTEXT

### **There are currently more than 258 million international migrants globally.**

Female migrants constitute about 48 percent of this number, although women are the majority of international migrants in Europe (52.4 percent) and North America (51.2 percent). According to UNDESA (2017), between 2000 and 2015, migration contributed 42 percent of the population growth in North America and 31 percent in Oceania. During the same period in Europe, the size of the population would have declined had it not been for migration.

Despite this, more than a third of all international migrants have moved from one developing country to another. In 2017, Asia hosted the largest number of international migrants (80 million). More international migrants from the South reside in the South than in the North.

In addition to this, today more than 70 million people are forcibly displaced. Amongst these displaced people are about 41 million internally displaced people, and more than 25 million refugees who have been forced to move. While the sheer numbers have grown, so too has the average duration of displacement, which is now 17 years. Displacement is also a phenomenon overwhelmingly affecting developing countries, with 10 countries hosting the most refugees globally.

Between 2008 and 2014 a yearly average of 22.5 million people were displaced by weather- and climate-related natural hazards, both within and across national borders. Risks from climate change, environmental degradation and disasters are emerging as among the top drivers of displacement in the world today with 203.4 million people displaced by disasters in the past eight years alone. The upward trend shows no sign of abating as projections dictate that climate change alone could uproot over 143 million people by 2050.<sup>1</sup> This may accelerate global urbanization even further as the displaced flee within, to and between cities, increasing the need to respond in urban settings.

### HIGHLIGHTS OF DISPLACEMENT ISSUE



More than **5.6 million** registered Syrian refugees reside in Turkey, Lebanon, Jordan, Iraq and Egypt.



Another **6.1 million** people are displaced within Syria.



In Nigeria, Niger, Chad and Cameroon, Boko Haram has caused the displacement of more than **2.5 million** people in the region, of whom **1.7 million** are internally displaced in Nigeria.



More than **650,000** Rohingya have left Myanmar for Bangladesh.

<sup>1</sup> World Bank, Groundswell: Preparing for Internal Climate Migration, March 2018, available at: [https://openknowledge.worldbank.org/bitstream/handle/10986/29461/WBG\\_ClimateChange\\_Final.pdf](https://openknowledge.worldbank.org/bitstream/handle/10986/29461/WBG_ClimateChange_Final.pdf)

According to the ODI-UNDP Report (2017),<sup>2</sup> internal displacement associated with sudden-onset climate hazards is more common where vulnerability is high and capacity to cope in-situ is difficult (See Table 1). There are exceptions, though, such as China and the United States, where climate-related hazards can lead to large displacements – in part because of early warning and evacuation mechanisms.

In light of the above, migration and displacement have become important topics of our time. While displacement can be prevented, migration is a normal phenomenon since time immemorial. We need to ensure that people move not out of necessity but choice, and enable safe, regular and orderly migration. UNDP provides support in response to increasing requests from countries across all regions to develop tailored programmatic responses on migration and displacement. This means programming to address the distinct human development needs of migrants, internally displaced persons (IDPs), refugees and their host communities.

**Table 1** | Countries with high internal sudden-onset disaster displacement numbers for 2016 and their climate change vulnerability and readiness scores<sup>3</sup>

Country	Region	Vulnerability to climate change <sup>4</sup>	2016 climate-related displacement
Philippines	South East Asia	50.8	5,930,000
India	South Asia	46.4	2,400,000
Indonesia	South Asia	50.9	1,246,000
Myanmar	South East Asia	37.6	509,000
Ethiopia	East Africa	40	347,000
Democratic Republic of Congo	Central Africa	32.5	130,000
Nigeria	West Africa	40.1	78,000
Yemen	Middle East	32.2	45,000
Colombia	South America	56.2	31,000
Afghanistan	Central Asia	32.4	7,400

<sup>2</sup> <http://www.undp.org/content/undp/en/home/librarypage/climate-and-disaster-resilience-/migration-report.html>

<sup>3</sup> Source: Data from IDMC Database, 2017; ND-GAIN, 2017; Chen et al., 2015

<sup>4</sup> The ND-GAIN Index, which ranges from 0 to 100, measures a country's vulnerability to climate change in combination with its readiness to improve resilience. The lower the number, the more vulnerable the country. Source: Data from IDMC Database, 2017; ND-GAIN, 2017; Chen et al., 2015

**Box 1**

## Defining international migrants, internally displaced persons (IDPs) and refugees

**International Migrants**

Although there is currently no universally agreed definition for who constitutes an international migrant, statistical definitions include all persons who reside outside their country of birth, irrespective of the motivation to move. Several countries collect information on foreign citizens only, regardless of their country of birth. Often the term migrants is used to refer to voluntary migrants, who choose to move across international borders, as opposed to forced migrants, who are compelled to leave their communities of origin.

**Internally Displaced Persons (IDPs)**

Displacement is a forced removal of persons from their home or country, often due to armed conflict or natural disasters.

An internally displaced person, or IDP, is someone who is forced to flee his or her home, but who remains within his or her country's borders. So unlike refugees, an IDP has remained inside their home country.

The Guiding Principles on Internal Displacement outline the rights of IDPs and the responsibilities of national governments to protect and assist them<sup>5</sup>

**Refugees**

According to the 1951 UN Refugee Convention and the 1967 Protocol, refugees are persons who have fled their country because of a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group, or political opinions. Regional refugee conventions namely the 1969 Organisation of African Unity Convention and the 1984 Cartagena Declaration also regard refugees as people who flee because of external aggression, occupation, foreign domination or events seriously disturbing public order.



Returnees and host community members participate in skills training together  
© UNDP Democratic Republic of the Congo

<sup>5</sup> (<https://www.brookings.edu/wp-content/uploads/2016/07/GPEnglish.pdf>).



## PURPOSE OF THIS REPORT ON MIGRATION AND DISPLACEMENT

**This report gives the highlights of UNDP's key achievements, lessons learned and experiences on migration and displacement policy and programming,** which form an intrinsic part of the overall implementation of these initiatives at the global, regional and country levels. They provide programme and policy implementers and other stakeholders with an opportunity to take stock of UNDP's key achievements, experiences and lessons learned in 2016/2017.

This may then result in UNDP and/or its partners replicating lessons in new policy and programming initiatives, making adjustments to the design, management or implementation of similar policy and programmes on migration and displacement. It is expected that the experiences and lessons learned will, therefore, feed into the design and implementation of future policy and programme initiatives on migration and displacement in line with UNDP Strategic Plan (2018-21) and the 2030 Agenda.

The compilation of these experiences and lessons learned will be an ongoing exercise with periodic updates as policy and programmes on migration and displacement are implemented and new lessons are learned by UNDP at global, regional and country levels. This strengthens UNDP as a global knowledge platform.

UNDP will use different knowledge platforms, migration and displacement websites, meetings, conferences, workshops and the UNDP Technical Working Group on Migration and Displacement as platforms to share key achievements, lessons and experiences on policy and programme implementation in various countries. Such an exercise will enrich UNDP's overall work on migration and displacement by cross-fertilizing lessons and experiences from across regions: Africa, Arab States, Latin America, Europe and CIS and Asia and the Pacific.

Lessons and experiences on migration and displacement from the global level will inform what happens at the country level. In turn, experiences and lessons from country level policy and programme implementation will feed into the global migration and displacement interventions, and shape their scope and content.



# 3

## UNDP'S DEVELOPMENT APPROACH TO MIGRATION AND DISPLACEMENT

**In many countries, migration and displacement have become a crisis mainly because national and local governments lack the capacities to address the situation early on;** they have no means at policy and institutional levels to better equip themselves to provide humanitarian and development support to migrants, refugees, IDPs and/or host communities; they lack resources, coordination and integrated approaches that address the full spectrum of the needs of the affected groups of migrants, refugees, IDPs and host communities. In some cases, there is lack of commitment to address the situation affectively. Where response is undertaken, it is through a silo approach and not necessarily through a holistic government/society approach.

In light of all this, in 2016 the United Nations General Assembly adopted the New York Declaration for Refugees and Migrants, making bold commitments to save lives, protect rights and share responsibility on a global scale. Members committed to ensure safe, orderly, regular and responsible migration; and, for refugees, (i) ease pressures on host countries; (ii) enhance refugee self-reliance; (iii) expand access to third country solutions; and (iv) support conditions in countries of origin for return in safety and dignity.

UNDP made its own commitments in support of Member States. UNDP's commitments focus on addressing drivers of migration and root causes of displacement, mainstreaming migration and displacement into development policies and plans, including during localization of SDGs; advocating, with partners, for the four main shifts needed<sup>6</sup> to facilitate the necessary inter-agency coordination to transcend the humanitarian-development-peace divide in addressing protracted displacement and migration; and supporting affected countries, migrants, displaced people and host communities to cope, recover and protect development gains.

At the World Humanitarian Summit in 2016, UN agencies, Member States and governments reiterated their commitments to leave no one behind in addressing forced displacement by i) Implementing a new approach to addressing displacement; ii) Supporting durable solutions for refugees and IDPs and reducing internal displacement by half by 2030; iii) Providing host countries and communities with increased financial and political support; iv) Sharing responsibility for refugees and v) Strengthening the protection of refugees and IDPs. In addition, key UN agencies and governments agreed to reduce and resolve internal displacement through prevention, protection and solutions for IDPs as part of a Plan of Action for the 20th Anniversary of the Guiding Principles for Internally Displaced People.

The adoption of the Global Compact for Migration, the Global Compact on Refugees and the GP20 Plan of Action in 2018 provides opportunities for UNDP to scale up its development approaches to migration and displacement.

It is, therefore, in this context that UNDP's migration and displacement approach rests on the following three focus areas of the Strategic Plan:

- a) Eradicating poverty in all its forms and dimensions, and keeping people out of poverty;

<sup>6</sup> Four main shifts include: i) A new approach to strategic planning through joint development-humanitarian assessments, analysis, and multi-year planning and programming for collective outcomes; ii) Localized solutions, including collaboration with local governments/authorities, CSOs and the private sector to implement solutions that work and ensure that "displacement" is included in local-level plans, programmes and budgets; iii) A new approach to flexible additional and multi-year financing; and iv) Strengthened policy and legal frameworks to protect and foster inclusion of refugees, IDPs and migrants.

- b) Accelerating structural transformations for sustainable development, especially through innovative solutions that have multiplier effects across the Sustainable Development Goals;
- c) Building resilience to crises and shocks, in order to safeguard development gains.

The 2030 Agenda and the Sustainable Development Goals form the overall framework for implementation of the migration and displacement agenda. In line with this, UNDP’s development approach to migration and displacement focuses on **FOUR SPECIFIC AREAS as follows:**

- I) Addressing the root causes of displacement and mitigating the negative drivers of migration and factors compelling people to leave their homes;
- II) Supporting governments to integrate migration and displacement issues in national and local development plans, including during the localization of SDGs, and strengthening positive impacts of migrants/diaspora;
- III) Supporting refugees, migrants, IDPs and host communities to cope, recover and sustain development gains in crisis and post crisis situations (‘resilience-based development’); and
- IV) Supporting national and local authorities achieve sustainable community based re/integration

Strengthening the evidence base for policy and programmes through (joint) assessments and analysis cuts across all the four areas of UNDP’s work. Our support is based on needs and demands from countries, that are informed by analysis of the context.

UNDP recognizes that migrants, refugees and IDPs may face many common challenges and similar vulnerabilities. They are all entitled to the same human rights and fundamental freedoms, which must always be respected, protected and fulfilled. While they may be particularly vulnerable to the risk of violations and abuses of their rights, only refugees are entitled to additional protections under international refugee law.

Table 2 therefore provides clarity on UNDP’s offer for specific groups (migrants, IDPs and refugees) and their host communities.

**Table 2** | UNDP’s offers on key groups: migrants, IDPs and refugees

USE OF THE SUSTAINABLE DEVELOPMENT GOALS AS AN OVERARCHING FRAMEWORK

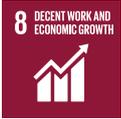
<b>Migrant and Host Communities</b>	<b>Internally Displaced People &amp; Host Communities</b>	<b>Refugees and Host Communities</b>
<p><i>UNDP’s specific offer on migration:</i></p> <ol style="list-style-type: none"> <li>1. Supporting countries to address the drivers of migration;</li> <li>2. Supporting countries to maximize the impact of migration on sustainable development (includes mainstreaming into development, national/local policy and institutional strengthening, etc.);</li> <li>3. Supporting Member States to create conditions for sustainable re/integration.</li> </ol>	<p><i>UNDP’s specific offer on internally displaced people and host communities:</i></p> <ol style="list-style-type: none"> <li>1. Supporting governments to address the root causes of displacement;</li> <li>2. Supporting governments to integrate displacement issues in national and local development plans, in particular for the localization of SDGs;</li> <li>3. Supporting IDPs and host communities to cope, recover and sustain development gains in crisis and post crisis;</li> <li>4. Supporting governments on community based re/integration of IDPs.</li> </ol>	<p><i>UNDP’s specific offer on refugees and host communities:</i></p> <ol style="list-style-type: none"> <li>1. Supporting governments to address the root causes of forced displacement;</li> <li>2. Supporting governments to integrate refugee issues in national and local development plans, in particular for the localization of SDGs;</li> <li>3. Supporting refugees and vulnerable host communities to cope, recover and sustain development gains in crisis and post crisis;</li> <li>4. Supporting governments on community-based re/integration of refugees/former refugees.</li> </ol>

With women and youths forming the majority of migrants and displaced persons, UNDP's policies and programmes on migration and displacement fully integrate and focus on empowering these groups in countries of origin, transit, destination and return. While addressing their (women and youth) development needs is important, empowering them to contribute to development, in particular the achievement of the sustainable development goals, is essential. The four specific areas of work prioritize gender and women's economic empowerment, with this focus strengthened through partnership with agencies such as UN Women and Ministries/Departments of Women's and Youth Affairs in the different countries of origin, transit, destination and return.

Table 3 shows how UNDP's migration and displacement work is linked to and contributes to achievements of key SDGs, with indicative programming.

**Table 3** | SDGs and Indicative UNDP's Migration and Displacement Policy and Programming

SDGs	SDG Targets (Paraphrased)	Possible UNDP Migration/ Displacement Relevant Policy and Programme Activities	Link to UNDP global offer / Focus Areas on Migration/ Displacement
	<b>1.1</b> Eradicate extreme poverty; <b>1.2</b> (reduction by half); <b>1.3</b> (Social protection); <b>1.4</b> (Equal rights and access); <b>1.5</b> (Build resilience of poor); <b>1.A</b> (Significant mobilisation of resources); <b>1.B</b> (Sound policy frameworks for poverty).	<ul style="list-style-type: none"> <li>Integrating migration and displacement into poverty reduction policies and development plans;</li> <li>Extending social protection to migrants/IDPs/refugees;</li> <li>Addressing inequalities in basic services and land/property ownership;</li> <li>Increase access to economic resources/opportunities for migrants/IDPs/refugees;</li> <li>Promoting diaspora investment and similar financial flows to assist poverty eradication;</li> <li>Include human mobility in municipal development planning and support.</li> </ul>	<ol style="list-style-type: none"> <li>Addressing root causes /drivers.</li> <li>Mainstreaming /positive contributions of migrants/diaspora.</li> <li>Re/integration.</li> </ol>
	<b>5.2</b> Eliminate all forms of violence; <b>5.A</b> Undertake reforms to give women equal rights to economic resources, etc.	<ul style="list-style-type: none"> <li>Combating all forms of trafficking of women and girls;</li> <li>Addressing violence against and exploitation of migrant/IDP/refugee women and girls;</li> <li>Ensuring protection and economic empowerment of migrant and displaced women (e.g. women heads of households);</li> <li>Addressing gender inequalities in economic resources, ownership and control over land and property, financial services, etc.</li> </ul>	<ol style="list-style-type: none"> <li>Addressing root causes /drivers.</li> <li>Resilience building.</li> <li>Re/integration.</li> </ol>
	<b>7.1</b> By 2030, ensure universal access to energy; <b>7.B</b> By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services etc.	<ul style="list-style-type: none"> <li>Improve access to affordable, reliable and modern energy, including both host communities and migrants/refugees/IDPs;</li> <li>Increasing migrant and diaspora investment, knowledge and skills transfers, and other mechanisms, into initiatives that address sustainable energy infrastructure and technology.</li> </ul>	<ol style="list-style-type: none"> <li>Addressing root causes /drivers.</li> <li>Mainstreaming/ positive contributions of migrants/diaspora.</li> <li>Resilience building.</li> <li>Re/integration.</li> </ol>



**8.3** Promote development-oriented policies that support productive activities, decent job creation, etc; **8.5** By 2030, achieve full and productive employment and decent work for all women and men, etc; **8.6** By 2020, reduce the proportion of youth not in employment, education or training.

- Promote policies that support decent jobs, entrepreneurship, innovation, and formalization:
  - Address un-/under-employment, poor working conditions and lack of entrepreneurship opportunities as potential drivers of migration/displacement;
  - Address un-/under-employment of refugee/IDP/migrants including women and youth;
  - Protect migrant/refugee /IDP workers by guaranteeing adequate working conditions;
- Inclusive approaches to job creation, entrepreneurship, innovation and formalization that integrates needs and interests of all migrants/refugees/IDPs along with host communities;
- Expanding access of all migrant/IDP/refugee groups to financial services;
- Undertake targeted studies on female migration cycles where women are frequently isolated, and more vulnerable to exploitation, violence and abuse;
- Building e-ID and digital reputation for migrants and displaced persons, as a way to facilitate access to work, finance (credit), health, education and payment transactions system (cutting across SDG 1, 3, 4, 8, 10);
- Advocate for issuance of work permits and access to labor market in transit or destination countries.

1. Addressing root causes /drivers.
3. Resilience building.
4. Re/integration.



**10.1** Achieve and sustain income growth of the bottom 40%; **10.2** Empower and promote the social, economic and political inclusion of all; **10.4** Adopt policies to progressively achieve greater equality; **10.7** Facilitate orderly, safe, regular and responsible migration.

- Support governments to achieve and sustain income growth, to address poverty as a potential driver of migration/displacement;
- Integrating rights and needs of migrants/IDPs/refugees in poverty reduction policies;
- Recognizing and promoting linkages between migration/displacement, development and poverty reduction, e.g. the relationships with sectors such as health and education;
- Ensuring social protection policies and programmes grant eligibility, coverage and equal access to migrants/IDPs/refugees;
- Addressing inclusion and reintegration needs, including financial inclusion.

1. Addressing root causes /drivers.
3. Resilience building.
4. Re/integration.



**11.A** Support positive economic, social and environmental links between urban, per-urban and rural areas; **11.B** Increase # of cities and human settlements adopting & implementing integrated policies/ plans.

- Integrate migrants/displaced and their needs in urban planning, urban DRR, etc
- Address displacement by natural disasters, climate change in urban planning;
- Strengthen capacities to include human mobility in municipal development planning and to establish adequate institutions; as well as adapt to challenges of large movements;
- Improving municipal service delivery for migrant and displaced populations;
- Ensuring policy coherence between migration related policies and policies targeting general population/host communities.

3. Resilience building.
4. Re/integration.



**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters; **13.2** Integrate climate change into national policies; **13.B** Raise capacity for effective climate change-related planning in least developed countries and small island developing States, etc.

- Reducing the risk of displacement due to climate change and including climate-related hazards and disasters;
- Strengthening adaptation strategies and other mechanisms by which people can cope with climate-related hazards and/or adapt to climatic changes that may otherwise cause displacement;
- Integrating migration/displacement into local/national strategies on climate change adaptation, environment and natural resource management, and DRR, including NDCs and ensuring policy coherence across sectors;
- Including DRR and climate change considerations (e.g. science/projections, adaptation approaches) into policies, strategies and planning on migration and displacement;
- Addressing environment-related displacement in climate-related policy, planning and budgeting;
- Strengthening abilities to address climate-related security risks, adaptation and human mobility issues e.g. in SIDS;
- Support Government sin advancing their efforts to meet commitments as per Paris Agreement on NDCs, LEDs, MRV, NAPs, etc.

1. Addressing root causes /drivers.
2. Mainstreaming/ positive contributions of migrants/diaspora
3. Resilience building.
4. Re/integration.



**15.3** By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought, floods.

- Addressing displacement or migration of people due to desertification and land degradation;
- Increasing migrant/diaspora investment into initiatives addressing land degradation.

1. Addressing root causes /drivers.
2. Mainstreaming/ positive contributions of migrants/ diaspora.



**16.3** Promote the rule of law at the national and international levels and ensure equal access to justice for all; **16.6** Develop effective, accountable and transparent institutions.

- Improving access to justice, due process and equal legal treatment to address the needs and human rights of all migrant/IDPs/Refugee groups, including migrant workers, irregular migrants, victims of trafficking, asylum seekers and refugees;
- Ensuring all refugee, migration or migration-related ministries and authorities, institutions and systems are accountable/transparent at all levels;
- Building capacity of local government /authorities to address migration and displacement issues including e.g. access to basic services.

1. Addressing root causes /drivers.
3. Resilience building.
4. Re/integration.



**17.9** (Support capacity-building in developing countries to support national plans to implement SDGs); **17.14** Policy coherence for sustainable development

- Engaging in efforts to mainstream migration and displacement into development policy and programmes that build capacities of governments to more effectively manage migration;
- Enhancing vertical and horizontal policy coherence in all areas of migration governance and migration interventions and activities.

1. Addressing root causes /drivers.
2. Mainstreaming/ positive contributions of migrants/diaspora.
4. Re/integration.

As UNDP supports the implementation of migration and displacement policies and programmes it is guided by international laws and conventions<sup>7</sup>, e.g. the 1951 Refugee Convention and its 1967 Protocol, Regional Conventions on the same, International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, and guiding principles such as the Guiding Principles for Internally Displaced Persons, among others. UNDP supports Member States in their commitment to protecting the safety, dignity, human rights and fundamental freedoms of all migrants, regardless of their migratory status, at all times.

UNDP recognizes the need to address the special situation and vulnerability of migrant women and girls by, *inter alia*, supporting the incorporating of a gender perspective into migration policies and strengthening national laws, institutions and programmes to combat gender-based violence, including trafficking in persons and discrimination against women and girls.

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<sup>7</sup> See also Preamble Pg2 Global Compact for Migration - <https://www.iom.int/global-compact-migration>.



# 4

## SUMMARY OVERVIEW OF KEY RESULTS AND IMPACT

**Since 2006, UNDP implemented 180 initiatives on migration amounting to \$375 million.** These are mainly in support of integrated development programmes that harness the positive potential of migration for development, sustainably addressing the negative drivers of migration and human trafficking. A key flagship initiative has been the joint UNDP-IOM Global Programme on Mainstreaming Migration into National Development Plans. UNDP has also been a key partner in joint global migration initiatives, including the Global Migration Group (GMG)<sup>8</sup> and the Global Forum on Migration and Development (GFMD)<sup>9</sup>.

On forced displacement, UNDP has engaged in 125 displacement-related initiatives amounting to \$1.3 billion since 2011. At the onset of crises, UNDP interventions range from supporting early recovery coordination to comprehensive, resilience-based responses for host communities and refugees. This includes support to core government functions at local and national levels, jobs and livelihoods, enterprise recovery, environmental rehabilitation, support to local municipalities, social cohesion and conflict prevention, access to rule of law and justice. In the medium and longer term, UNDP supports initiatives on addressing root causes of forced displacement and where applicable, the return and reintegration of displaced persons. A key flagship initiative is the joint UNDP-UNHCR Regional Refugee and Resilience Plan<sup>10</sup> (3RP) in response to the Syria Crisis and neighbouring regions.

The sections below provide a summary of achievements and impact of UNDP policy and programming on migration and displacement in 2016-2017.

### **1. Supporting national and local governments to develop and implement comprehensive national policies and institutional frameworks that address migration and displacement issues.**

Supporting Member States to develop anti-trafficking policy and institutional mechanisms: Through the United Nations Action for Cooperation Against Trafficking in Persons (UN-ACT), UNDP has strengthened COMMIT (Coordinated Mekong Ministerial Initiative against Trafficking, an inter-governmental process between the Greater Mekong Sub-Region countries) at a regional and national level to build systems for counter-trafficking related to policy, victim protection, criminal justice and trafficking prevention. This includes supporting COMMIT on developing important instruments such as “COMMIT Guidelines on Victim Identification and Referral Mechanisms,” “ASEAN-COMMIT Indicators of Human Trafficking and Related Forms of Exploitation,” and “Guidelines on Fair Recruitment” of migrant workers. These instruments will strengthen national legal frameworks and improve migration governance between countries.

UN-ACT has also enhanced access to evidence-based research to inform policy and programming for policymakers, academics, non-government actors and the public through publications including a major migration report, “Human Trafficking Vulnerabilities in Asia: A Study on Forced Marriage between

<sup>8</sup> <http://www.globalmigrationgroup.org>.

<sup>9</sup> <http://www.gfmd.org/>.

<sup>10</sup> <http://www.3rpsyriacrisis.org/>

Cambodia and China.<sup>11</sup> Moreover, this initiative has assisted civil society, private sector and other non-state actors to more effectively contribute to anti-human trafficking efforts including through the CSO Platform and COMMIT Youth Forum.

**Migration in Jamaica:** UNDP and IOM have supported the Government of Jamaica in mainstreaming migration into development plans. Jamaica developed the first National Policy on International Migration and Developed in the English-speaking Caribbean. This policy was approved and laid in Parliament as a White Paper in June 2017. The National Policy seeks to ensure inter-institutional coherence among policy areas and interventions with an aim to maximize the benefits of migration, improve the government’s capacity to monitor and manage international migration in line with Jamaica’s socio-economic development objectives.

The areas addressed in the policy are grounded in nine themes (Governance and Policy Coherence; Human Rights and Social Protection; Diaspora and Development; Labour Mobility and Development; Remittances and Development; Return, Integration and Reintegration; Public Order, Safety and Security; Family, Migration and Development; and Data, Research and Information Systems), which were identified through a Rapid Assessment Survey based on national priorities. In successive Medium Term Socio-Economic Policy Frameworks (2012-2015 and 2015-2018), Jamaica has highlighted migration as a priority area which is used as a key mechanism for monitoring the outputs and actions of Vision 2030 Jamaica– National Development Plan. More specifically and moving towards a more consolidated migration and development approach, Jamaica has formulated and approved a Strategic Implementation Plan 2017-2022.



*Social workers prepare to facilitate reintegration of trafficking victims in Lao PDR*  
© UN-ACT

<sup>11</sup> <http://un-act.org/publication/human-trafficking-vulnerabilities-in-asia-a-study-on-forced-marriage-between-cambodia-and-china/>

**Displacement in Somalia:** Together with other agencies in the government-led Durable Solutions Initiative in Somalia, UNDP has supported the elaboration of a National Development Plan. Other humanitarian and development partners, international financial institutions, civil society, and the private sector have also played a key role in supporting a government-led process to produce a National Development Plan. The NDP demonstrates a whole-of-society approach to addressing the root causes of displacement and finding durable solutions for displaced people in Somalia. The NDP is also anchored in the New York Declaration and the CRRF, and creates linkages between global, regional and national processes. The coordination and implementation structures will also be the same, and therefore no duplication is expected.

Moving ahead in Somalia, it is necessary to learn lessons from other similar contexts in order to address the issue of returnees. Improving data collection on migration in the Somali context, integrating tenets of do no harm relating to gender mainstreaming and conflict sensitivity are crucial to the Somali context, as well as reducing and preventing dependence on humanitarian aid.

**Mainstreaming Migration into Development Plans in the Philippines:** Since the 1970s, the Philippines has supplied all kinds of skilled and low-skilled workers to the world's more developed regions. Although the country is largely a country of emigration, it also attracts some foreigners to its shores.

It is in this context that the **Joint Migration and Development Initiative (JMDI)**<sup>12</sup> – a joint programme of UNDP and five agencies (IOM, ILO, UNHCR, UNFPA and UN Women) – supported the Municipality of Naga City in the Philippines to mainstream migration into local development planning. To achieve this, a well-managed coordination mechanism among the national, regional and local levels has been 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, while remaining aligned with the relevant policies at the national level.



*Displaced women and children wait to receive food at an IDP camp in Gedo region, Somalia © UN Photo / Ilyas Ahmed*

<sup>12</sup> For further information on the JMDI, see: [http://www.undp.org/content/brussels/en/home/ourwork/sustainable-development/in\\_depth/migration-and-development.html](http://www.undp.org/content/brussels/en/home/ourwork/sustainable-development/in_depth/migration-and-development.html).

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## 2. Supporting governments and communities in managing migration to harness positive development impacts and address root causes of forced displacement.

**Bangladesh:** Bangladesh's history is one of migration. People have been mobile in the Bengal delta region for centuries. Contemporary labour migration patterns date back to colonial times. Today, in addition to the United Kingdom, the states of the Gulf Cooperation Council (GCC), the United States, Malaysia and India are the most important destinations for Bangladeshi.

UNDP and the Government of Bangladesh are implementing the Bangladesh **Access to Information (a2i) programme**. The Prime Minister's Office/UNDP a2i programme set up the **Probash e-seba** initiative with the Ministry of Expatriates and Overseas Employment. This initiative aims to ensure safe overseas migration by creating a service platform for migrant workers and developing their skills, so that they can earn higher incomes and help Bangladesh achieve annual remittances of \$30 billion within five years (annual remittances were \$14.9 billion in the 2015/2016 financial year, according to information from the Bangladesh Bank).

- **Expatriates Digital Centre (EDC):** Like the union Digital Centres in Bangladesh, a2i is opening some Expatriates Digital Centres overseas to ensure doorstep services for expatriates working in different countries. The initiative started with the opening of three EDCs in Saudi Arabia. Now six centres are operational. Through these centres, more than 10 types of services are delivered to the expatriates. These centres are located far from the Embassy/High Commission/Consulate of Bangladesh.

Though these centres, expatriates can submit applications to the concerned Embassy/High Commission/Consulate through a software system. EDC entrepreneurs help expatriates in seeking their desired services. As a result, the expatriates can save time and money, for example the costs of visiting the Embassy/High Commission/Consulate. The savings made can then be used as remittances to Bangladesh.

- **Labour Market Information System:** Access to Information initiative is closely working with the International Labour Market Information system, government bodies, e.g. Ministry of Expatriates Welfare and Overseas Employment, and other agencies such as ILO in order to establish a competent pool of semi-skilled and skilled workers to ensure dignified migration from Bangladesh. This will reduce irregular and unsafe migration from Bangladesh, and will increase the amount of inward remittances to the country.
- **Informative web page:** Access to Information is focusing on providing all the information relevant to safe and dignified migration through an informative web page. The informative web page is currently under development.

In addition, Bangladesh's **National Urban Poverty Reduction Programme**, a joint collaboration between DFID, the Government of Bangladesh and UNDP, supports the Government of Bangladesh to address the diverse challenges of rapid urbanization as a result of rural to urban migration. This programme also works to build resilience, by improving the integration of poor communities, including migrants from rural areas, into municipal planning, budgeting, management and delivery, with a particular focus on women and girls and their climate resilience.

**Eritrea:** Unemployment is one of the biggest challenges for youth and their families and it may affect youth emigration to other countries, especially in Africa, the Middle East and Europe. UNDP Eritrea is implementing a **Skills Development, Employment and Migration Project**. This project builds on the successes and lessons learned from the previous youth employment and skills development project, implemented on a smaller scale across all regions of Eritrea from 2014 to 2016.

The expanded second phase has youth employment and skills development as one of the four modules of the project. The module is still being implemented in all regions but with an increased number of beneficiaries. The other three project modules are enabling environment for employment creation and



Youth participating in vocational training © UNDP Eritrea

business; safe, orderly, and regular migration (SDG implementation); and diaspora contributions for capacity development.

Between 2017 and 2019, the youth employment and skills development project module intends to equip 4,500 youths with enhanced economic opportunities through acquisition of vocational skills. About 60 percent of the 4,500 are expected to start own business through microcredit grants. Overall, the project mainstreams gender to ensure a gender ratio of 50:50. Complementing these new businesses, project module 2 intends to primarily advocate for ease of doing business for startups in Eritrea.

*Key ongoing activities producing desired results:*

- **Rehabilitation of youth training centres** in six regions; establishment of resource/information centres; five National Union of Eritrean Youth and Students (NUEYS) youth livelihood centres were rehabilitated and better equipped for vocational skills and entrepreneurship trainings. This has expanded skills development opportunities for vulnerable youths through the rehabilitated centres. For example, from 2018 trainings will take place twice or thrice a year, rather than just once as in the previous years.
- **Establishment of small business enterprises** for both repatriated and local youth through provision of microcredit and other business development services. To date, 230 youths (77 percent females) have started their own businesses through receiving the project's business startup microcredit.
- **Provision of vocational skills and entrepreneurship trainings materials.** For example, over 2,641 youths (53 percent females) in all six zobas have increased potential to engage in economic activities through their increased vocational and entrepreneurship skills.
- **Mobilization campaigns on migration and human trafficking, and gender equality** to ensure the participation of vulnerable girls and women in vocational and skills training (VST), and reduced irregular migration. To date, over 1,010,000 people have been reached with awareness messages on the role of youth in building peace, gender equality, irregular migration and anti-human trafficking in Eritrea.

UNDP's lead implementing partner is the NUEYS. NUEYS collaborates with the Ministry of Education, the Ministry of Trade Industry, the Ministry of Labour and Human Welfare, and the National Union of Eritrean Women.

**Moldova:** The main push factors for Moldovan migration are economic, mainly poverty, lack of employment opportunities and low salaries.<sup>13</sup> The main countries of destination are Russia (over 40 percent) and Italy (over 25 percent). Other preferred destination countries include the United Kingdom, Portugal, Greece, Ireland, Ukraine, Turkey, and Spain.<sup>14</sup>

Overall migration trends did not change significantly in 2016-2017, continuing a decreasing trend in the last couple of years. After almost two years of decline, remittances have rebounded to the 2015 level, nearing \$213 million in the third quarter of 2017, fuelling consumption and demand, and are projected to maintain a stable trend in the short term. At the same time, remittance income has diminished by 1.7 percent, due to the appreciation of the Moldovan currency, and wage and price increases.

In response to this situation, UNDP Moldova is supporting the government to implement the **Migration and Local Development (MiLD) Project aiming to link migrants with their native localities** from Moldova and actively engage them in local development at all stages. The concept of mainstreaming migration into local development is piloted in two phases in 38 target Moldovan communities. Below are some highlights on achievements to date:

- All 38 localities successfully mainstreamed migration into local development, both at institutional (city mayors and migration focal points designated and capacitated, local migration databases launched and updated regularly) and policy level (local socio-economic strategies developed/fully mainstreamed with migration aspects), through large consultations with migrants during the entire process;
- All **38 local communities succeeded in establishing Hometown Associations** as an institutional mechanism for migrants' continuous and effective engagement in local planning and development;
- A local **crowdfunding platform was launched and successfully tested** as an instrument for alternative funding for local development, with migrant communities' support, thus empowering local governments to use this tool for ensuring large-scale and well-channelled financial contributions from the diaspora for joint local services projects.
- Over **200 small and medium initiatives were jointly implemented by migrants** and local authorities in the field of education, culture, health, and social care within 2 years.
- **36 local services development projects** were launched and implemented in MiLD partner localities, placed on a local crowdfunding platform, Guvern24, cofunded and co-implemented, in partnership, by local public authorities and migrants. Hence, about 9,000 migrants successfully contributed with over \$3.5 million to bring better local services to their native cities and villages.
- The **automated information system of the National Employment Agency was updated** to allow a better collection of data about their returned migrant beneficiaries. Now government representatives and partner beneficiaries have better capacities to develop reintegration policies and local **employment agencies can better serve the returned migrants**.

Another important achievement is a Government Decision on the Diaspora, Migration & Development (DMD) institutional framework (effective September 2017), that **recognizes the flagship model and builds on MiLD's experience of mainstreaming migration at local level**. It prompted the Moldova Diaspora Bureau to increase its focus on the local level, with a round of informative sessions and capacity-building activities for Moldovan local and central level, public authorities and institutions organized jointly with UNDP and IOM. Those events have heavily capitalized on the experience of MiLD target communities as real-life examples that could be followed by other local communities and scaled up nationally.

<sup>13</sup> See <http://iom.md/extended-migration-profile-republic-moldova-2010-2015> for the 2010-2015 Extended Migration Profile of the Republic of Moldova.

<sup>14</sup> See <http://nexusnet.md/rom/publicatii>.

### 3. Working with countries and communities affected by crises (conflict/disasters) to help them cope, rebuild, recover and protect development gains – towards a “resilience-based development” approach to displacement.

**Iraq:** Iraq faces a large-scale humanitarian crisis, which extends beyond affected populations to all institutions, systems and political processes. Conflict, violent extremism and insecurity affect not only Iraq, but also surrounding countries in the region, causing widespread displacement. Within Iraq, around 3 million IDPs have fled their homes in the central and northern areas. In response to the crisis, UNDP developed the *Iraq Crisis Response and Resilience Programme (ICRRP) for the period 2014-2018*.<sup>15</sup>

UNDP is enabling access to sustainable livelihoods for more than 23,500 persons (40 percent of whom are women), while responding to the urgency of securing income sources for the most vulnerable crisis-affected groups through cash-for-work. Support has also included the identification of niche markets, local value chain assessments, public-private partnerships, vocational trainings based on market demands, and business expansion support for small and medium enterprises (SMEs) provided that they employ job-seekers from the displaced and local populations.

UNDP has undertaken more than 25 infrastructure rehabilitation or construction projects with the local authorities, such as electricity networks, water or sewerage networks, roads and health clinics in both refugee/IDP camps and host communities, to meet increased demand.

Support to access basic services has benefitted over 72,000 refugees, IDPs and host community members. UNDP built key infrastructure for 1,400 vulnerable IDP families in IDP/refugee camps in Kurdistan. Partnerships with the local government will ensure the maintenance of the infrastructure.



*Reconstruction worker in Mosul © UNDP  
Iraq / Lindsay Mackenzie*

<sup>15</sup> See more information on [http://www.iq.undp.org/content/iraq/en/home/operations/projects/crisis\\_prevention\\_and\\_recovery/ICRRP.html](http://www.iq.undp.org/content/iraq/en/home/operations/projects/crisis_prevention_and_recovery/ICRRP.html)

As part of UNDP's work supporting the prevention of Sexual and Gender Based Violence (SGBV), seven legal service centres have been established, servicing 5,000 IDPs and refugees for legal consultation, court representation and investigation in SGBV cases. Over 10,000 IDPs and refugees, mainly women and girls, attended legal awareness-raising sessions and received awareness materials.

To enhance social cohesion among displaced and local people with different ethnic and social backgrounds, UNDP has established community dialogue platforms in six governorates. Nearly 2,000 people participated in consultation and dialogue sessions, and over 3,795 people participated in community activities. UNDP has also supported mine risk education for over 90,000 displaced people settled in the Kurdistan region.

In addition, UNDP and UNHCR jointly implement a project, "Establishment of Greenhouses and Value Chains," in three Syrian refugee camps in Arbat, Gawilan, and Darashakran in Iraq. Based on the results of a market and agro-value chain assessment, 10 greenhouses with irrigation system have been installed in Gawilan camp and 5 greenhouses with irrigation system in Darashakran camp. Renovation work for 15 greenhouses in Arwat camp is ongoing. In addition, vocational and business development training courses are being held for 120 refugees to increase their skills in agricultural production, small scale agro- processing, and good nutrition and hygiene practices in order to run the greenhouses and improve sustainable livelihoods opportunities.

**Nigeria:** The north-east region of Nigeria has become the epitome of insecurity and terrorism in Nigeria. The violence of Boko Haram that erupted in 2009 and the resulting military operations left about 7.7 million people in need of urgent humanitarian support. These include 1.6 million IDPs and 1.3 million returnees as of January 2018 in the three most heavily affected States of Adamawa, Borno and Yobe.

UNDP launched its integrated early recovery programme, "Integrated Community Stabilization Programme," to provide multisectoral early recovery support for the affected communities, including support for the return of IDPs to their place of origin. With an area-based approach to the communities affected by the conflicts and displacement, UNDP's integrated support focuses on: 1) enhancing **livelihoods** of conflict-affected people; 2) restoring **basic services** in target communities; 3) establishing effective and accountable local **governance** at community and state level; and 4) rebuilding **social cohesion** and re-establishing community **security**. From 2016 to 2017, UNDP supported a number of these early recovery, social cohesion and livelihoods projects.

Interventions resulted in the rebuilding of over 300 houses for resettlement of IDPs/returnees; reconstruction of over 30 public structures including schools, hospitals, local government secretariats and police stations; provision of cash for work (earning opportunities), technical and vocational skills, and small businesses for more than 3,200 IDPs/returnees; support to over 20,000 farmers and female-headed households with agricultural inputs and agro-processing equipment.

In addition to this, 200 schools received solar power facilities; over 800 police/law enforcement officers were trained on protection of civilian and de-radicalization; 700 community leaders were trained on social cohesion and community reconciliation; 2,000 Civilian Joint Task Force members were trained on conflict resolution including mediation, dialogue and peacebuilding, human rights, and protection of sexual and gender-based violence; over 38,000 people received mine-risk education; 26 episodes of radio drama serial to prevent violent extremism/de-radicalization, and promote reconciliation in the Lake Chad Basin were produced and broadcast to reach more than 5 million people, and 19 local courts in 3 states were furnished and made functional to accelerate citizens' access to justice. These interventions have resulted in socio-economic growth for women and youths, improved food security and economic well-being of IDPs and their host communities; and ensured peaceful co-existence and stability.

**Turkey:** As of April 2018, Turkey hosted 3.5 million refugees, the largest number in the world. This significantly affects the national and local labour markets, creates additional demands on service providers, pressure on public service delivery and essential services in cities that received a sudden increase in population, as well as issues with social cohesion. Syrians are mainly located in the Southeast Anatolia region bordering Syria, but, as the crisis is prolonged, the Syrian population has been expanding to other regions as well.

In January 2016, the Regulation on Work Permits of Refugees under temporary protection (hereafter Work Permit Regulation) was adopted by the Government of Turkey, granting all beneficiaries of temporary protection the right to apply for a work permit and access formal employment, enabling Syrian refugees to become more self-reliant and resilient. Since its introduction, the number of work permits granted to Syrians under temporary protection (as of 31 March 2018) is 19,925 and the number of work permits granted to Syrians with residence permits (as of 31 March 2018) is 20,993. In this period, 13,776 work permits were granted to Syrians who set up their own businesses.

Information on sectors providing jobs and livelihoods opportunities and access to formal jobs therefore remains a high priority, to better target support programmes. In addition to that, continued support and data collection remains important with respect to the overall implementation of the Work Permit Regulation.

UNDP implements the **Syria Crisis Response and Resilience Programme**. The main objective is to strengthen the resilience of refugees, host community members, local municipalities and relevant national institutions to cope with and recover from the impact of the large influx of Syrian refugees. Specifically, the programme focuses on three major areas: i) livelihoods, employment and local economic development; ii) basic needs and essential services; and iii) social cohesion, women and youth empowerment and protection.

Through UNDP support to the municipal governments under this programme, so far over 477,000 refugees and host community members have benefited from improved access to municipal services, including municipal solid waste management, waste water management and other services. The volume of waste ending up in landfills, for instance, was reduced by over 7,200 tons per year as a result of the recycling of waste. In terms of support to jobs and employment opportunities, over 1,463 refugees attended vocational training and 3,335 refugees took part in life skills training and Turkish language courses. More than 58 percent of the beneficiaries are women. In addition to that, over 4,500 Syrian women and women host community members benefited from empowerment and social cohesion activities. Of these, 700 Syrian women were engaged in income-generating activities through cooperation with the private sector. UNDP Turkey is in the process of expanding its response with support to the protection of Syrians through supporting access to legal aid and justice, including Syrians affected by SGBV.

In addition, UNDP conducted an **assessment study focused on the labour absorption capacity of the local economies** in provinces hosting the highest numbers of refugees (Gaziantep, Sanliurfa, Kilis, Hatay and Kahramanmaras). The study estimates that approximately 260,000 additional jobs must be created to reduce the unemployment rate. The study identified, among others, value chains and specific sectors that have a high potential to generate jobs and employment opportunities. It also identified sectors in which Syrian refugees are already employed and more can potentially be recruited. The findings also highlight challenges, such as sectors where Syrians and host community members with similar profiles are competing for the same jobs. Finally, the study presents evidence-based guidance for employment service providers.

**Syria:** Now entering its ninth year, the conflict in Syria has drastically rolled back the country's human development achievements. More than 250,000 people have been killed, and nearly 13 million Syrians are displaced, of which some 6.5 million people are internally displaced.



Syrian refugee engaged in agricultural work  
© UNDP Turkey / Gözde Dogan

UNDP has been implementing **targeted programmes and interventions to mitigate the impact of crisis on IDPs and host communities in Syria**. In 2017, UNDP's response focused on the following main thematic areas:

- Basic and social infrastructure rehabilitation in addition to solid waste and debris management, and electricity support.
- Socio-economic recovery, including business revival and restoration and income-generation support to females heading households.
- Rehabilitation and social protection support to persons with disabilities.
- Youth-led initiatives promoting tolerance and acceptance.
- Strengthening technical capacities at the national and local level.
- Advocacy and coordination for enhanced resilience-building.

In 2017, UNDP contributed to strengthening the resilience of 4,647,744 people in nine governorates in Syria—Lattakia, Aleppo, Homs, Deir-ez-Zor, Al-Hassakeh, Hama, Tartous, Rural Damascus and Damascus—through the implemented early recovery and livelihoods restoration efforts in partnership with more than 51 local actors including NGOs, CBOs and FBOs. Accordingly, UNDP Syria provided 89,866 monthly job opportunities through implementing 221 local projects, which directly benefited more than 547,774 crisis-affected persons. This was achieved through rehabilitation of **community infrastructure** and restoration of **basic services** using a labour-intensive approach, solid waste and debris management and quick repairs in the crisis-affected governorates.

The implemented projects have also facilitated the **revival of businesses** through productive assets replacement, start-up kits distribution, vocational training, job placements, value-chain development and market restoration. UNDP also focused on targeting vulnerable groups where female-headed households and women in general, in addition to people with disabilities, benefited from tailored interventions to support their livelihoods and employability. Youth were also targeted through enhancing their capacities and providing them with opportunities to come up with youth-led initiatives that promoted social cohesion. Overall, these UNDP interventions have contributed to stimulating the local economy through fostering local production and prioritizing local procurement.

In addition, in 2017, UNDP conducted **gender-responsive assessments** to better understand community needs in five locations: Hasaka, Rural Damascus, Latakia, Aleppo, and Tartus. The findings informed the rollout of two pilot community security initiatives, one in Maaraba and one in Baniyas. Working with religious institutions, community leaders, and IDPs, the initiative brings IDPs and host community members together to work towards rehabilitating their city, restoring public spaces, and engaging in social dialogue to solve daily challenges. UNDP also provided civic education trainings to host communities and IDPs to discuss topics such as peaceful co-existence, legal awareness, and gender sensitivity in conflict-affected settings.

**Yemen:** Yemen has about 3 million displaced people, according to the latest projection from the Task Force on Population Movement (TFPM, April 2018). This represents about 10 percent of the total population (28 million). Around 88 percent of IDPs have been displaced for more than a year. In addition, about 1 million have returned to their places of origin.

UNDP Yemen contributes to the restoration of livelihoods and access to key services and mitigation of the impacts of the crisis on the vulnerable groups including IDPs and returnees and host communities. The projects contribute to the creation of immediate income opportunities while improving productive community assets, rehabilitation of key social services, and business creation and recovery that benefit both the local communities and IDPs/returnees.

The **Yemen Emergency Crisis Response Project (YECRP)** in partnership with the World Bank aims to mitigate the impact of the current crisis on local households and communities and assist their recovery from the bottom up using local systems, capacities and institutions to progressively resume and scale up service delivery. As of 31 March 2018, about 216,571 (54 percent of the total target) directly benefited from improved livelihoods and access to services from **emergency employment** and **community infrastructure** rehabilitation. The project has created about 3,885,034 working days (43 percent of the total target). Over 879,508 (35 percent of the total target) beneficiaries benefited from access to community assets implemented thus far. IDPs and returnees constitute approximately 23 percent (versus the target of 20 percent), women constitute 31 percent (target – 30 percent) and youth



35 percent (target – 35 percent) of the total beneficiaries. The total budget of the project is \$300 million, out of which \$110 million has currently reached target beneficiaries and communities.

The **Enhanced Rural Resilience in Yemen (ERRY) Project** in partnership with the European Union (EU) aims to enhance the resilience and self-reliance of crisis-affected rural communities in four governorates to better manage local risks and shocks through improving community livelihoods opportunities, economic self-reliance and improved access to alternative and reliable energy sources to overcome the fuel shortage. 3,000 youth were engaged in Cash for Work (CfW) and business training activities. Further 1,699 individuals (of which 377 were women) were able to **establish micro businesses**. 3,200 individuals were supported with portable **solar energy lanterns**, and 52 schools and 52 hospitals received solar energy support to continue their services in the targeted areas. 186 communities in the 8 targeted districts were supported with **small scale infrastructure projects** to resolve conflicts and improve access to basic services. The initiatives targeted 13 districts within the 4 governorates, of which 5 districts have a high IDP population; with a total of 43,443 direct and indirect beneficiaries. The project's overall budget is \$16 million.

In addition, UNDP is implementing a European Union-funded initiative providing emergency employment through labour-intensive CfW and community infrastructure rehabilitation to strengthen health services, with a focus on **psychosocial support** (for conflict-related trauma). The project is also rehabilitating schools and critical WASH infrastructure in areas most affected by the conflict, including cholera-prone areas, as part of preventative response in preparation for the rainy season. The project targets both IDPs and returnees, as well as local communities.



# 5

## EXPERIENCES AND LESSONS LEARNED

As highlighted above, UNDP has been supporting national and local governments on migration and displacement with a focus on development approaches for decades. While we achieved success in some of the countries and contexts, a few others have struggled to attain expected results and impacts. Overall, implementation across different countries in all regions has produced significant experiences and lessons learned by the governments, UNDP, UN agencies and other partners. These lessons are invaluable for the overall successes of UNDP's, governments' and partners' policy and programme work on migration and displacement, particularly when heeded, taken seriously, adopted or adapted during the reviews, designs and implementation of programme and policies in different country contexts.

The lessons outlined below are also valuable for consideration in the design, development and implementation of the commitments in the New York Declaration for Refugees and Migrants, The Global Compact on Refugees and the Global Compact on Safe, Orderly and Regular Migration.

1. **Integration and coherence within UNDP in support of policy and programming on migration and displacement:** Migration and displacement are inherently multisectoral. This cross-cutting dimension requires that UNDP's work transcend organizational silos, be they bureaux, clusters or units. To support work related to migration and displacement, multisectoral teams should be established, for example to support the CRRF or the implementation of the Global Compact for Migration or Global Compact for Refugees. This leverages the complementarity among different sectors and areas of expertise. This also strengthens UNDP's ability for SDG implementation, ensuring that targets for migration and displacement are achieved across all SDGs.

The UNDP Technical Working Group on Migration and Displacement has ensured coherence across HQ, regional and country levels on policy and programming for migration and displacement. Policy work carried out at HQ, regional and Country Office level forms part of a contiguous spectrum that goes seamlessly from deep local knowledge to cutting-edge global perspectives and advocacy – and back.

2. **Linking migration and displacement to the Sustainable Development Goals (SDGs) envisioned in the 2030 Agenda:** Migration and displacement solutions are intrinsically linked to the achievement of the SDGs – in particular, targets related to migration. The international community should design and implement projects with a clear contribution to reaching SDGs at national and local levels. Where the migration and displacement policies and programmes have no direct link to current SDG targets and indicators, indicators/targets must be locally formulated and progressively measured along the way. In countries where this link is being done, governments and the international community have seen the importance of the migration and displacement solutions programmes to sustainable development.
3. **Legislation and policies on migration and/or displacement:** Developing policies and institutional frameworks for migration and/or displacement is key to success in achieving safe, orderly and regular migration, finding displacement solutions, and preventing or reducing forced displacement altogether. Countries that have developed and are implementing such policies with legislation and institutional frameworks are better off and prepared for any eventuality, preventing forced displacement, addressing the drivers and harnessing the benefits of migration.

In addition, the international community should not underestimate the time it takes to develop and adopt legislation/ policies. In one UNDP programme country, the adoption of a White Paper on Migration took longer than a year to achieve.

4. **Migration is both local and national, and equal emphasis on both levels is paramount:** Supporting policies and programmes at both national and local levels enhances the policy coherence and whole-society approach. It is not sufficient for programmes to focus on just one or a few areas. Even when funding is earmarked for that area or sector, it is necessary to connect interventions with others that UNDP or its partners might be implementing in other areas. For example, UN agencies' support to migration in Moldova has focused on both local and national levels.
5. **Ensuring political will and strong institutional leadership on migration and displacement:** Success in addressing issues of migration and displacement depends, among other things, on political will, and strong institutions that lead on migration and displacement. For example, strong buy-in by national and local government authorities smoothed the way to mainstreaming migration in development plans, policies and strategies in countries where UNDP and IOM are implementing a joint global project on mainstreaming migration. In Morocco, for example, getting buy-in and commitment for policy and programming on migration was not difficult. The King of Morocco personally initiated the development of a migration strategy. In other countries, wavering political will poses significant challenges to implementation, success and impact on migration and displacement. Clear institutional leadership and commitment are crucial.
6. **Building migration and displacement capacities across the stakeholder spectrum:** Just as programme countries are reporting on capacity-building efforts by a number of agencies including UNDP, they also stress the challenge of intensifying, expanding these efforts and remaining engaged. Government staff turnover is high, so capacities must be built and rebuilt as the migration and displacement solutions continue, costing time and resources. Capacity-building is therefore not a one-off requirement in policy and programming for migration and displacement, but a continuous process that should target both international and local organizations as well as national and local government staff.
7. **Inclusion of migrants and displaced people, including refugees, in plans and systems:** Migrants and displaced people should be included in host communities' support structures and systems from the very beginning. The aim is to allow them to benefit from national services and integrate them into national and local development plans. This process aims to strengthen





inclusion, ensure more predictable support for migrants in crisis, protracted displacement and refugee situations, and to decrease dependency on aid. Support also entails assisting service providers with the coping strategies necessary to respond to the sudden increase of population and pressure on services.

The increased support to national mechanisms and referrals to government services is in line with the Global Compact for Migration (GCM) and the Comprehensive Refugee Response Plan (CRRF). The CRRF aims to enable refugees to benefit from national services and to integrate them into national and local development plans. In the GCM, member states have committed to strengthening migrant-inclusive service delivery systems, in accordance with international human rights law.

To be successful, however, this requires the engagement of multiple actors, including governments, migrants, refugees, IDPs, NGOs, UN agencies as well as the private sector, international financial institutions and civil society (i.e. think tanks, academia and faith leaders). Such principles reflect the main concept agreed on as the New Way of Working as introduced at the World Humanitarian Summit in 2016 and subsequently firmed up in May 2017. It also aligns with the pledge to “leave no one behind” in the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).

8. **Improving coordination within country government departments and ministries, and between country governments and their partners:** Ensuring better coordination at all levels is a major challenge with serious implications for safe, orderly and regular migration and arriving at sustainable solutions for refugees, IDPs and/or host communities. UN agencies and others should put more effort into supporting national and local government authorities to design and implement effective coordination structures that work for that particular country, including in times of crisis and post crisis. In Serbia, a mainstreaming migration project was instrumental in coordinating government and partners’ support during the large movements of migrants passing through the Mediterranean and seeking refuge in Serbia.

Coordination also forms the foundation for inter-agency cooperation. In particular, it is clear that the UNCT plays an important function in leveraging the UN’s expertise, communication, advocacy and interlinkages to support the country in addressing migration and displacement issues. A coordination mechanism for the UN should be linked to government coordination structures to leverage partnership and avoid duplication.

Increased inter-agency coordination and working in synergy with the UN Network on Migration, the Global Forum for Migration and Development, Mayoral Forums and others at the local and international levels lead to enhanced opportunities for achieving and sustaining results expected on migration and displacement solutions.

9. **Data-gathering, Monitoring & Evaluation and benchmarking:** Continuous assessments of social, environmental and economic elements in qualitative and quantitative ways is required to strengthen migration and displacement policy and programming and ensure it is evidence-based.

Benchmarking helps place the intended outcomes of migration and displacement policy and programming in context. Was the achievement good, bad, or indifferent; were targets reasonable; what factors drive performance based on information across regions or areas of work? Overall, collection, analysis and utilization of data are key to benchmarking, results and impact measurements.

Although achievements have been made in data collection and management for migration and displacement in different countries, further improvement in this field (digitization, database-building, statistical analysis, including age- and sex-disaggregated data collection) should still be prioritized by several countries. For this to succeed, UNDP should closely work with agencies such as IOM and UNHCR to provide documentation for migrants and displaced people. Large numbers of migrants are undocumented, and this causes serious issues in monitoring, data collection and accessing assistance.

In addition, capacity-building in data management is as necessary as it is important. The need for investment in dedicated M&E capacities to better link, communicate and report on impacts of migration and displacement initiatives, and track their contributions to SDG achievements, cannot be over-emphasized.

10. **Importance of South-South cooperation for learning purposes and improved policy and programme support on migration and displacement:** Government counterparts from a number of countries benefit from bilateral learning missions to learn from other countries' experiences in managing their migration and displacement-related activities. In the UNDP-IOM mainstreaming migration programme, the learning missions enabled them to acquire first-hand information about programmes and policies to ensure that migration policies contribute positively to national and local development.

For example, in 2016, government representatives from Jamaica, Ecuador, Tunisia and Morocco visited Mexico to learn from its experiences. The visit enhanced their knowledge on integrating migration into national development plans, and on diaspora engagement for national socio-economic development.



In addition, UNDP supported the government representatives to visit the Philippines to learn from its experiences in the development and implementation of migration policy instruments, enhancing the capacity of migrants as partners in developing the local economy in their home country. They learned about the operationalization of a circular, or short-term, migration programme that can maximize the benefits and development potential of migration, while minimizing the social costs associated with overseas employment. A number of countries have praised such South-South cooperation as one of the most important initiatives to benefit countries across regions.

11. **Resilience-based development approach has worked within the Regional Refugee and Resilience Plan (3RP):** Both humanitarian and development actors have acknowledged the necessity of a resilience-based response to protracted crisis. The Regional Refugee and Resilience Plan in the Arab States has paved new ground in the humanitarian and development response to the Syria crisis, and the impact on neighbouring countries (Jordan, Lebanon, Egypt, Iraq, and Turkey). UNDP is the ‘custodian of the resilience component’ of the 3RP, a universe of over 200 partners across 5 countries. Regional Response dashboards provide monthly progress reports to gauge progress towards the goals of the 3RP. The 3RP Regional Guidance Kit provides generic regional guidance to be tailored at the country level in line with specific needs and circumstances in each country. The 3RP was premised on an important partnership between UNDP and UNHCR, resulting in the establishment of a UNDP-UNHCR Joint Secretariat in 2014, which has been delivering on two functions: Knowledge gathering for evidence-based and cost-effective solutions, and innovation and data analysis and support to the Regional Refugee and Resilience Plan (3RP). Through this knowledge hub role, the Joint Secretariat has been filling knowledge gaps in the regional response.

Table 4 provides highlights of other key lessons learned in the design and implementation of the 3RP.

12. **Area-based recovery and development approach to displacement solutions:** Local innovative solutions were made possible by the area-based approach adopted for project planning and implementation. In a number of countries, the area-based approach has proven very efficient in capturing real needs in communities, identifying the most appropriate implementation modality that promotes inclusiveness, ownership, and offers evidence to influence national policies and contribute to sustainability. While UNDP works under the umbrella of both the Humanitarian Response Plan and the UN Strategic Framework (2016-2018), e.g. in Syria, the importance of the area-based approach lies in taking into consideration the different needs and priorities in each area, an element that could not be taken into account in such strategic plans developed at the national level.

An area-based approach ensures the engagement of different local partners and social groups, be they IDPs, refugees or host communities, in planning, implementing and monitoring their own communities’ activities. This contributes also to re-creating a sense of unity in affected communities and ensures constructive feedback from affected people and beneficiaries. Moreover, the area-based approach is critical for responding to sudden shifts and priorities within governorates in a timely manner.

## Table 4 | Key lessons and experiences from the Regional Refugee Resilience Plan<sup>16</sup>

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- a. **Supporting Syria's neighbouring countries in aligning crisis priorities with national development goals to better integrate humanitarian and development interventions.** National ownership and perspectives are fundamental in ensuring a contextually appropriate and sustainable response to the crisis. The Jordan Response Plan (JRP) and the Lebanon Crisis Response Plan (LCRP) represent a significant and ground-breaking achievement.
  - b. **Moving from pure "needs assessment" to comprehensive "risk and vulnerability" frameworks:** For example, the 'Resilience Index' captures the extent to which existing systems and communities are vulnerable. The 'Resilience Lens' is now understood as an integral part of a humanitarian-development response to a refugee and IDP crisis. The application of these risk and vulnerability tools has generated evidence of vulnerability for government, donor and UN decision makers to better target interventions, and has contributed tremendously by encouraging diverse stakeholders to adopt a common resilience agenda at the international level.<sup>17</sup>
  - c. **Advocating for predictable funding for predictable planning:** The 3RP has tried to advocate for financial predictability as a key feature in the new generation of aid architecture for protracted crises. This approach received a major boost when Germany, Kuwait, Norway, the UK and the UN organized the Supporting Syria & the Region Conference in London, and strongly requested donors to make multi-year pledges.
  - d. **Opting for local delivery systems to cope with present as well as future shocks:** By supporting local service delivery systems (local governments, private sector and civil society) that serve both refugees and host communities, the resilience-based development response builds lasting capacity where it is most needed. And by strengthening the resilience of countries and communities in the region, the approach helps to fortify their stability in an unknown future. Evidence suggests that support to municipalities allows them to maximize their available resources, and to better plan, assess, and manage the response to the crisis, while mainstreaming conflict-sensitive approaches.
  - e. **Leveraging resources by integrating humanitarian and development partners in a single regional platform – the 3RP:** The 3RP is a unique coordination initiative that aims to scale up resilience and stabilization-based development to complement humanitarian assistance. The plan is articulated around two interlinked refugee and resilience components with a strong emphasis on host communities.
  - f. **Understanding that improved livelihoods and employment generation are the best alternatives to address aid-dependency:** The February 2016 London Conference recognised UNDP's longstanding emphasis on livelihoods as a fundamental building block in managing the refugee challenge in the countries neighbouring Syria and in supporting the people in need inside Syria. The London Conference also acknowledged the importance of a comprehensive engagement with the private sector as a driver of economic growth.
  - g. **Diversifying sources of funding by bringing private sector and international financial institutions to support national durable solutions:** Complementing humanitarian efforts implies more active involvement of development banks and financial institutions.
  - h. **Focusing on resilience-building inside Syria is an effective way to tackle refugee influx and prepare the ground for further reconstruction:** Despite many challenges and the overall conflict environment, UNDP has reached the lives of 4.5 million Syrians through targeted early recovery and livelihoods restoration efforts in partnership with more than 150 local actors including NGOs, CBOs and faith leaders. More focus needs to be put on reconstruction in more secure pockets of Syria so that eventually, at least some of these people have something to return to.
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<sup>16</sup> Please also refer to: Compendium on Good and Innovative Practices in the Regional Response to the Syria and Iraq Crisis: Volume II launched by UNHCR-UNDP Joint Secretariat

<sup>17</sup> Early assessments that informed the resilience-based development response include the impact study, "The Syrian Crisis: Tracking and Tackling impacts addressing challenges to sustainable development in neighboring countries - insights from Lebanon and Jordan."

13. **Government involvement, culture of innovation, theories of change, IT, management of risks and multi-year funding are important dimensions of migration and displacement policy and programmes:** Table 5 below highlights important lessons and observations.

**Table 5** | Highlights of key lessons and experiences to note in policy and programming

- Ensure close government engagement in all parts of the response to large movements of migrants, IDPs, refugees in any country.
- Create a culture of innovation that supports new thinking, is open to new ideas from unusual places, actively learns from failure, collaborates to widen perspectives, and facilitates independent thinking by increasing autonomy and decreasing rigid boundaries/rules.
- Invest in strategy development for migration and displacement, as well as theories of change in certain sectors to be able to communicate how several projects or components link to each other and lead to higher level objectives, particularly in protracted displacement contexts.
- Execute policy and programmes on migration and displacement in multi-year plans with multi-year funding.
- Get both in-kind and cash contributions from the communities in order to ensure ownership and sustainability of interventions. Ensuring participatory planning and implementation leads to better results and sustainability.
- Use information technology systems to effectively oversee activities implemented over geographically disbursed locations, especially in remote areas.
- Manage risk by assessing potential risks and assumptions and articulating how risks will be mitigated. Agencies should utilize a step-by-step process to experiment, test, and learn while adapting or innovating in order to more easily address complexity and rapidly changing environments such as adaptive management, adaptive leadership, prototyping, and design thinking.

14. **Locally-led response:**<sup>18</sup> Localization of programmes and locally-led approaches are a way to benefit from local knowledge and expertise and address the scale of the crisis, as seen in Syria (and surrounding countries), Northern Nigeria, and Myanmar. For successful locally-led responses, programmes should go above and beyond to understand needs of refugees, migrants, IDPs and/or host communities, and then develop a response that helps affected people to cope with immediate shocks and also contributes to sustainable solutions.

A very active “learning by doing,” where agencies innovate quickly, adapt rapidly to changes and find ways to experiment or test new solutions as they are being implemented is a good practice. Organizations that follow this route excel in cost-effectiveness and self-sufficiency, adapting out of necessity and with limited resources, and discovering surprisingly cost-effective, practical solutions. Strength of local knowledge is also one of their assets, with innate knowledge of beneficiaries’ needs, sensitivity to local culture, and the ability to quickly build local networks that can solve complex problems in a participative way. Partnerships between local and international organizations strengthen what each organization can offer, and benefits are mutual.

15. **Adapt, reuse, improve:**<sup>19</sup> Find ways to adapt, reuse and improve existing programmes and products based on knowledge, pilots and experience on migration and displacement. Use existing knowledge and experience as a basis to develop new innovations. This can include approaches

<sup>18</sup> See also UNHCR-UNDP (2017), Compendium of good and innovative practices in the Regional Response to The Syria and Iraq Crisis Vol. 2: [http://www.3rpsyriacrisis.org/wp-content/uploads/2018/01/Compendium-II\\_Soft-Copy.pdf](http://www.3rpsyriacrisis.org/wp-content/uploads/2018/01/Compendium-II_Soft-Copy.pdf)

<sup>19</sup> Ibid.



such as 1) learn by doing while adapting to changes in the crisis and creating new adaptations of an intervention in real time, 2) utilize action research, action inquiry or other feedback mechanisms to gather data and reflect on performance and learnings, 3) gather feedback from end users, evidence from prototypes, tests, pilots, and lessons learned from implementation; use evidence-based approaches to understand what is working and what is not in order to adapt innovations, 4) use approaches that encourage fresh thinking that creates value: recognizing the need for the new and also focus on the impact, and 5) utilize creative problem solving by recognizing that it is not just about novelty, but also results and benefits.

16. **Supporting return and reintegration:** Return migration provides an opportunity for migrants to use the skills and experience they have acquired abroad to achieve positive development outcomes. However, policy and programme implementers should understand that not all return experiences or returnees are the same. There is mixed evidence on the success of reintegration/integration programmes.<sup>20</sup> One of the oft-cited challenges relates to targeting (i.e. countries do not always know who is returning). The international community should have readily available programmes and policies on reintegration (e.g. in the socio-cultural sphere and areas of employment, housing, education, health, investment and access to credit). Countries should have a mechanism on how best to obtain disaggregated data on who is returning to the country.

Analysis by the Global Knowledge Partnership on Migration and Development (KNOMAD) Thematic Working Group on Policy and Institutional Coherence<sup>21</sup> shows that even countries with well-established migration policies can further increase their efforts to collect disaggregated data on return migrants and to establish reintegration programmes. The Ministry of Labour in Moldova identified the creation of reintegration offices across the country targeting all types of returnees. The Philippines has a range of different reintegration programmes targeting different groups of migrants facing different types of return. The challenge for these programmes is to know who is returning, a common issue in other country contexts.

<sup>20</sup> McKenzie and Woodruff, 2014.

<sup>21</sup> KNOMAD *Thematic Working Group on Policy and Institutional Coherence* Measuring Policy and Institutional Coherence for Migration and Development - A dashboard of indicators. See: <https://www.oecd.org/dev/migration-development/knomad-dashboard.htm>

17. **Establish a robust mechanism for joint monitoring, evaluation and reporting on migration and displacement:** Monitoring is a critical component of policy and programming on migration and displacement. UN agencies and their counterparts should either strengthen or form a monitoring and evaluation (M&E) task force to conduct periodic M&E activities to ensure progress in the implementation of migration and displacement initiatives, support knowledge management and global outreach and advocacy at national, regional and global levels.

Joint monitoring visits with partners or within UNDP itself (cross-section of teams in a CO, Regional Hub and/or Headquarters) should be undertaken to collect data to track progress on the activities, outputs and outcome levels, to review the advancement on the implementation of migration and displacement interventions with a focus on mechanisms involved in the integration, synergy and complementarity of interventions.

Specific objectives of the monitoring missions could be to:

- Collect data and review the operational management process, results of main activities, project performance progress towards achieving outputs and outcomes, as well as existing monitoring, communication and coordination mechanisms;
- Analyse overall coherence, complementarity and scaling-up mechanisms across the programme outputs and their combined contribution to achieving the expected outputs and outcomes as well as factors contributing to or impeding achievement of the outcomes in the country;
- Propose recommendations to ensure that migration and displacement initiatives achieve expected impact and outcomes, including suggestions on reinforcing the sector's results framework, M&E mechanisms, risk matrix, partnership strategies, and communication;
- Identify best practices and lessons learned and suggest recommendations for programme expansion.

Rapid technological advances in digitization, data, and analytics are providing opportunities for monitoring and evaluation where data and information are used. UNDP should adopt new ways of generating, collecting, and organizing data. This can be done by switching from legacy data systems to a more nimble and flexible architecture that can get the most out of big data and analytics. It is important to try now to digitize operations more fully in order to capture more data from beneficiaries, supply chains, equipment, and internal processes to scale up and improve impact of our migration and displacement policy and programme support.

18. **Future of work and migration:** Most migrants move to destination countries in search of better living, achieved through securing a good job. However, the future of work is changing due to advancement in technology, automation, robotization, artificial intelligence, etc. Will there be enough work and jobs left after automation; how will the changing models of work and work structures affect migrants and refugees, especially since people may be under a gig economy; will migrants work and earn enough to be able to make a living or not; and how will this drive inequalities? Governments and the international community should brace themselves to address these issues through policies, institutional frameworks, and processes that benefit both migrants and nationals in countries of origin and destination.
19. **Use of technology to address needs of migrants and displaced persons:** In addition, technology should be used to address the needs of migrants, refugees, IDPs and/or host communities. Simple apps can help to collect information and relay it to use for education, health, water and sanitation, security, employment opportunities, etc. The transfer of money should be made much easier and cheaper through these new technologies.

20. **Gender and migration:** A gendered human rights approach to migration is required for both men and women to benefit from human mobility. To achieve this feat, policy and programming on migration should:

- Undertake (joint) assessments on migration and displacement with a gender lens, identifying issues, programmes and policies that better address women's and men's needs and aspirations.
- Enable women and men to take up opportunities that safe and regular migration may offer, and which enhances the positive impacts of migration on their social and economic development in countries of both origin and destination. Measures that ensure sufficient regular channels for women's entry, to avoid them being pushed into riskier irregular channels should be implemented. Countries of origin and destination should enter into bilateral agreements protecting women migrants' rights.
- Advocate for better compliance with the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families<sup>22</sup> along with the frameworks necessary to foster the protection of women migrants to ensure that governments ratify and adhere to such. This includes not only those relating to migrants, trafficked peoples, refugees and displaced peoples, but also women-specific frameworks such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), UN Resolution 1325 and the Beijing Platform for Action.<sup>23</sup>



Women attend English classes at an IDP camp in Darfur, Sudan © UN Photo / Albert González Farran

<sup>22</sup> <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CMW.aspx>

<sup>23</sup> <http://www.bridge.ids.ac.uk/bridge-publications/cutting-edge-packs/gender-and-migration>

- Work closely with other UN agencies to ensure that female migrants have universal access to family planning and reproductive health service.

21. **Finding sustainable solutions to displacement and migration needs dynamic partnership:**

True partnership is at the heart of progress toward a more cost-effective and impactful response to migration and displacement. UNDP has formed new and inclusive partnerships that increase efficiencies, reduce costs, and foster innovation. These partnerships have become adept in including a wide range of stakeholders, agreeing upon common goals, and translating talk into action.

The most successful partnerships are those that have found a way to establish common ground, build trust between partners, and generate new solutions that benefit from the synergies of working together. True partnerships are not easy. Partners need to develop trust with each other and ask difficult questions such as how to achieve and maintain alignment around shared goals, how decisions are made, how to resolve disagreements, how to address the difficult issues when resources are involved, how roles are distributed and how to engage as partners. These can be uncomfortable questions, yet, if they are addressed, performance increases dramatically. Partnerships entail risk, yet they can also pave the way for more innovative, relevant, and cost-effective responses to crisis.

It is clear that strengthening the humanitarian-development and peace nexus requires a cross section of expertise, mandates and experiences that many humanitarian and development actors can achieve only through partnership, working as one, always defining and agreeing on collective outcomes. Integrated policy and programming on migration and displacement is achieved if agencies are working together, each focusing on its comparative advantage but all contributing to agreed outcome(s).



# 6

## WAY FORWARD

The New York Declaration for Migrants and Refugees adopted by Member States in September 2016 forms the foundation of how the international community intends to address the issues of refugees and migrants. The December 2018 adoption of The Global Compact on Refugees (GCR) and The Global Compact for Safe, Orderly and Regular Migration (Global Compact on Migration, or GCM) will better guide and bring together the international community in effectively tackling issues of migrants and refugees. The 2030 Agenda for Sustainable Development should remain the foundation upon which migration and displacement policy and programme support to countries and communities is structured.

As a development agency, UNDP continues to advocate for and use the SDGs to frame the support on policy and programming for migration and displacement. Partnership and collaboration with other UN agencies, CSOs, private sector and governments at national and local levels will also drive the ways UNDP engages on migration and displacement focusing on development approaches on the following target groups: refugees, migrants, IDPs and host communities. The new UNDP Strategic Plan recognizes migration as an emerging issue, but also provides clear targets for UNDP's displacement agenda.

To support Member States' commitments in the New York Declaration, Global Compact for Migration, Global Compact for Refugees and WHS, UNDP will work with its partners within the framework of the 2030 Agenda for Sustainable Development and SDG achievements on the following areas:

**A: Analysing and addressing root causes of displacement and negative drivers of migration (also applies to Section IV of the NY Declaration commitments that apply to refugees). UNDP will continue to:**

- I. Support programme countries in effectively analysing and addressing the drivers and root causes of migration and forced displacement, including violent conflicts, climate change and environmental degradation, poverty and lack of good governance.
- II. Build the UN system's capacity to increase the number and strengthen the skills of experts on conflict prevention and resolution to better support national and local administrations as well as international and regional organizations to analyse and address root causes of displacement and drivers of forced migration. UNDP will advocate for early action to prevent potential crises from deteriorating into violent conflict by supporting programme countries to collect, analyse, share and act on early warning information.

**B: Mainstreaming migration and displacement into national development plans and SDG implementation (also applies to Section II of the New York Declaration commitments that apply to both refugees and migrants). In particular, UNDP will continue to:**

- III. Work closely with Member States to ensure that migration and displacement issues are clearly included in the efforts towards achieving the SDGs at the national level and localizing the SDGs at the territorial level where UNDP is supporting the 2030 Agenda for Sustainable Development;
- IV. Strengthen advocacy for and support to governments and United Nations Country Teams on the integration of migrants, IDPs, refugees and host communities into national development plans, strategies and United Nations Development Assistance Frameworks (UNDAFs) in all countries where UNDP is actively engaged in addressing migration and displacement.

Specifically, this will include building the capacity of United Nations Country Teams, national and local government counterparts in at least 30 countries for mainstreaming migration and displacement in the UNDAFs, for example, through the use of the Guidance Note on Integrating Migration and Displacement into National Development Planning,<sup>24</sup> and other training tools.

**C: Humanitarian-development cooperation in preparing for, analysing and addressing large movements of displaced persons (also applies to Section IV of the New York Declaration commitments that apply to refugees)<sup>25</sup>. Together with its partners, UNDP will focus on:**

- V. Advocating, with partners, to facilitate the necessary inter-agency coordination to transcend the humanitarian-development divide in addressing protracted displacement, including the four main shifts needed:
- a. A new approach to strategic planning through joint development-humanitarian assessments, analysis, and multi-year planning and programming for collective outcomes. In particular, this will include strengthening multi-stakeholder collaboration and national and local government capacity-building to improve and harmonize the data and evidence base on the development impact of migration and forced displacement, to inform policies and programmes in countries affected by forced displacement and large movements of migrants.
  - b. Localized solutions, including collaboration with local governments/authorities, civil society and the private sector to implement solutions that work and ensure that “displacement” is included in local-level plans, programmes and budgets;
  - c. A new approach to flexible additional and multi-year financing; and
  - d. Strengthened policy and legal frameworks to protect and foster inclusion of refugees, IDPs and migrants.

**D: Scaling up the response to large movements by strengthening the resilience of host communities, refugees, returnees and internally displaced people (also applies to Section IV of the New York Declaration commitments that apply to refugees)<sup>26</sup>**

UNDP is supporting a number of countries on policy and programming in this area. From now on UNDP will:

- VI. Double its investment in strengthening national and local systems and capacities for undertaking resilient recovery, in order to address large movements of refugees and migration. Particularly, UNDP will support resilience-based development for the displaced (IDPs and refugees), returnees, migrants and host communities in countries of transit as well as communities to which people return. This includes:
- a. Strengthening core governance functions, especially local governance and service delivery, for crisis response and resilient recovery in countries affected by large movements of displaced people (IDPs and refugees) and returnees, and forced migration due to protracted crisis and/or by a high degree of fragility. UNDP will target subnational entities, focusing on areas of urban crisis;

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<sup>24</sup> Guidance note: Integrating Migration and Displacement in United Nations Development Assistance Frameworks (UNDAFs), prepared by the Global Migration Group (GMG), Working Group on Mainstreaming Migration into Development Planning.

<sup>25</sup> Commitments below are from WHS—approved by UNDP.

<sup>26</sup> Commitments below are from WHS—approved by UNDP; but now refocused on migration/displacement.



Border crossing at Donetsk © UNDP Ukraine

- b. Supporting inclusive and participatory local governance processes through work with civil society organizations, at least 30 percent of which will be women's groups, to lead community-driven prevention, preparedness, recovery, and sustainable development in crisis-prone countries, including those particularly affected by large movements of displaced people (IDPs and refugees), returnees and migrants;
- c. Strengthening local capacities to create jobs and livelihood opportunities, including through innovative partnerships with the private sector, enabling a rapid return and re/integration to sustainable development and inclusive growth for key crisis-prone countries, especially those affected by large movements of displaced persons (IDPs and refugees) and forced migrants;
- d. Supporting rule of law institutions and actors who contribute to strengthening the protection of different groups, including displaced persons in key countries. This includes enhancing community security, capacitating security service providers; improving access to justice; supporting human rights-compliant informal justice systems, engaging with civil society and strengthening legal aid services, addressing specific rights-related to IDPs such as housing, land and property rights and ensuring their integration in transitional justice processes, support to ameliorating SGBV and facilitating women's access to justice etc.
- e. Ensuring that women and girl refugees, IDPs and host communities receive between 40 and 60 percent of the benefits of its employment generation/early recovery programmes in a number of key countries.<sup>27</sup>

<sup>27</sup> Women, Peace and Security agenda, Indicator 18 of Security Council Resolution 1325 (2000).

*UNDP is grateful for support provided by contributors and partners to enable our work on migration and displacement.*



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United Nations Development Programme  
Recovery Solutions and Human Mobility  
304 E 45th Street New York, NY 10017  
[cb.rshm.newyork@undp.org](mailto:cb.rshm.newyork@undp.org)

<https://www.undp.org/2030-agenda-for-sustainable-development/prosperity/recovery-solutions-and-human-mobility.html>

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