

Internal Displacement Pivot Review

A Guidance Note

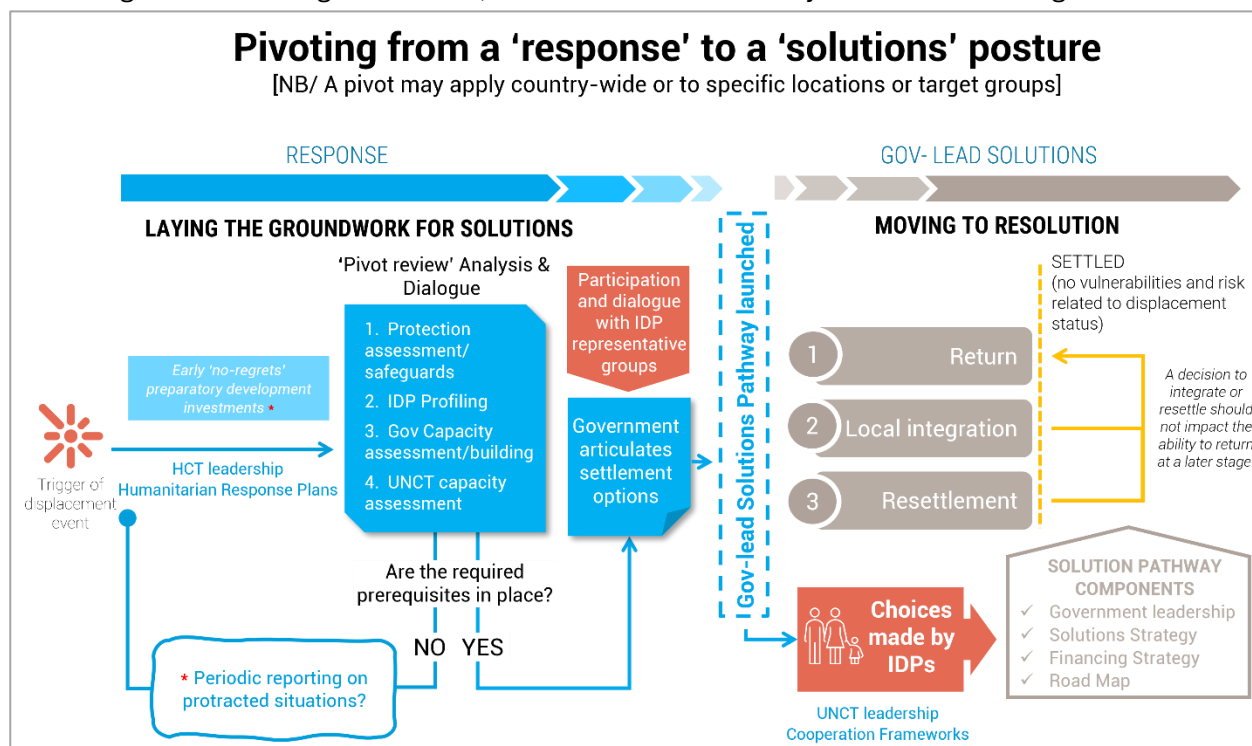
For testing and consultation

1. Background

In the Action Agenda on Internal Displacement the Secretary General (UNSG) expressed his “full support for a shift towards a strengthened development approach to solutions and confirm the UN’s commitment to deliver in this direction”. The UNSG encouraged “displacement-affected States to put in place a mechanism coordinated by a high-level focal point that draws together all these actors to ensure collaboration at the national and local levels. Their work should be guided by a whole-of-government solutions strategy that is developed through a consultative and inclusive process.” To embed a more joined-up and development-oriented approach on the ground” the Secretary General designated, “the UN Resident Coordinators as the UN’s lead on solutions at the country level” and called on “all UN agencies and entities offering their full collaboration, expertise and assistance to UN Resident Coordinators in carrying out their solutions-leadership role.”

To operationalize this, the Report of the High-level Committee on Programmes at its forty-eighth session highlighted in the United Nations System-wide Approach to Internal Displacement that “UN Country teams will periodically review their overall posture to mitigate the risk of path dependency, bringing together Government and key stakeholders, including IDPs and affected communities, to review whether and how to move IDPs more quickly onto Government-led solutions pathways.”

This brief guidance note provides an approach for undertaking these periodic reviews, for RC/HCs initiating and overseeing the reviews, as well as the UN Country Teams undertaking them.



2. Definition

The Internal Displacement Pivot Review is a tool that the RC/HC can utilize in case she or he feels the need to take stock of the operational posture of the UN and its partners with regards to solutions for internally displaced people.

The goal of this light tool is to review (i) whether there are opportunities (ii) and what needs to be done by whom to benefit from these opportunities to further transition from lifesaving assistance to a solutions-oriented posture.

The review can happen periodically, once a year for example, with concrete actions recommended and undertaken by UN Agencies and partners in between the reviews. The review doesn't need to be a standalone process and can be attached or associated with humanitarian programme cycle or cooperation frameworks processes.

3. Process

The Internal Displacement Pivot Review is a tool that can be used with the initiative of the RC/HC, to be conducted as and if needed in addition to the early protocols and mechanisms spelled out in the HLCP, namely the elaboration of an “internal displacement strategic approach” and the establishment of a “Solutions Working Group”.

3.1 How can the review be triggered? The Resident Coordinator can call the UNCT for a Review and defines a date with a three months' notice. This is ideally done through discussion on the methodology with the UNCT in the weeks preceding and possibly dedicating a specific UNCT meeting to provide an overview of the process. Expert capacity from the Hub can be invited to join and prepare the meeting as determined useful by the RC/HC.

3.2 How can the review be prepared? The UNCT, under the leadership of the RC/HC and with support from the Hub prepares for the Review with a light analysis on:

- (i) IDP Profile coordinated by IOM; *Annex 1*
- (ii) Safeguards analysis coordinated by UNHCR, *Annex 2*
- (iii) Rapid multi-level government capacity assessment coordinated by UNDP, *Annex 3*
- (iv) UN Country Team capacity snapshot coordinated by DCO, *Annex 4*

3.3 How will the review take place? The Review meeting can be held at the capital level over one or two days chaired by the Resident Coordinator and will include participation of the UNCT and other partners as relevant from national and sub national levels. The review will feature amongst other a presentation of the light analysis conducted by the agencies above followed by a strategic discussion.

3.4 What will the outcome of the review be? The review will lead to a set of decisions that could vary from a clear agreement to maintain a life-saving posture throughout the operation to taking steps that can advance pivoting to a solutions-posture in specific areas of the country or across the whole operation.

The set of decision can include steps towards:

- ❖ Improved analysis and information on solutions through additional data collection or further joint analysis.
- ❖ Evolved UN posture through increase of the presence of development and peace oriented expertise and programmes.
- ❖ Strengthened government leadership on solutions through public commitment to solutions, agreement on new solutions enabling policies and or laws and or the appointment of an interministerial body in charge of solutions.
- ❖ Defined Government strategy on solutions and sub national implementation plans.
- ❖ Improved displaced people representation including through clear participation measures and representation of displaced people in coordination, planning and operational processes.
- ❖ Defined solutions financing strategy through costing of the Government solutions strategy and sub national plans and where needed establishment of financing coordination group with the Government, development partners, IFIs and private sector.

The decisions including the roles and responsibilities of UN Agencies could be documented in a UN roadmap to solutions that clearly defines accountabilities. This roadmap could be overseen by a country-level UN Steering Group on Solutions to ensure effective follow-up.

3.5 How can the review and its decisions be supported globally? Decisions from the pivot review can be further supported by global mechanisms coordinated through the Hub:

- ❖ Support missions of political, strategic or technical natures from the Global Champions Group
- ❖ Consideration to unlocking the Global Solutions Fund on Internal Displacement for up to US\$3 million per operation.
- ❖ Deployment of a Solutions Adviser to the Resident Coordinator Office for up to 3 years.
- ❖ Support from the Data for Solutions to Internal Displacement Group.
- ❖ Support from the Global Development Finance Coordination Group

Annex 1: Internal Displacement Profile [Coordinated by IOM]

I. Background

The Pivot Review for internal displacement operations was proposed by the Special Adviser on Solutions to Internal Displacement with the goal to accelerate a shift towards a solutions-oriented posture that is defined by strong Government leadership and adequate development financing. The “Pivot Review” process is to be triggered by the RC/HC within 18 months of a humanitarian IDP response and involves a series of analysis and dialogues to determine if the context is conducive for such as pivot.

The first step of the Pivot Review process is to ask internally displaced households if pivoting to a State-led, development-oriented posture accurately reflects their needs and intentions. To produce the “IDP Profiling” step of the Pivot Review, IOM proposes a fast and light overview of displacement dynamics coupled with analysis of IDP profiles and intentions within the country context. The overall goal is to ensure that displacement dynamics and IDP voices guide UN decision making.

The process outlined in this paper couples pre-existing data processes with a dedicated household level survey tool and is meant to be flexible and adaptable to country contexts. Wherever possible, this exercise will be completed in close coordination with other data actors and taking advantage of pre-existing data collection exercises and coordination forums. The final product will be a country profile, offering a snapshot of displacement dynamics and IDP intentions within the country context. The approach follows the recommendations of the Data for Solutions to Internal Displacement (DSID) Working Group.

II. Overview of IDP Profiling within the Pivot Review

To support the country-level circuit-breaker mechanism, IOM has been tasked to design and develop an approach that provides the UN community and the Government with up-to-date information and analysis on displacement dynamics in country and IDPs profiles and intentions.

The IDP Profiling within the circuit breaker will include **information collected through key informants** (community leaders, local authorities, partners, IDP representatives) on the number and displacement trigger of the IDPs present at a given location. These processes are already active in more than 30 displacement contexts worldwide. A full explanation of these pre-existing processes can be found in [DTM’s Methodological Framework](#).

Additionally, IOM will integrate a household-level interview into its pre-existing data collection processes. The household-level interview will offer granular information on IDP profiles and intentions. This household level interview will be piloted in 2024 and will be used to inform subsequent publications of the Periodic Global Report on the State of Solutions to Internal Displacement (PROGRESS Report).

HH Member	When were you displaced for the first time?? (Month & Year)	When did you arrive in this location? (Month & Year)	What was the reason you left your place of origin/home? *	Did you have family and/or friends living in the location where you are living now?	What is your movement intention in the next 12 months?	How many times have you been displaced since you left your place of origin/home?	Number of HH members living in HH now	What is the gender of HH Member?	In what year was the HH member born?
			☐ Armed conflict ☐ Communal violence/clashes ☐ Climate related disaster ☐ Non-climate related disaster	☐ Yes ☐ No	☐ Stay in current location ☐ Return to place of origin ☐ Move to a 3rd location	☐ Once ☐ Two times ☐ Three times ☐ More than 3 times		☐ Male ☐ Female	
1									
2									
3									
4									
5									
6									

Figure 1 Example of household level questionnaire

Data from key informants will be combined with the results of the household level surveys to produce a country profile on displacement dynamics. The goal of the country profile is to provide UN decision makers with a snapshot of displacement dynamics and IDP intentions (**see the attached annexes as examples of country profiles**).

The country profile will be complete with the following information:

- Overall displacement figures
- Locations of displacement and areas of origin of IDP households
- Household composition (number of household members, sex and age breakdown)
- Displacement history (first displacement, number of displacements, date of arrival in location)
- Reasons of displacement
- Movement intentions in the next 12 months (return, relocation, local integration)

Furthermore, as the DTM's standard implementation is already coordinated with authorities at the national and sub-national levels, the processes used to create the country profile will involve close coordination with Governments from the onset. At regional and global level, the standard implementation of steps used to generate the country profile will also facilitate cross-country data and analysis comparability and inter-operability to inform regional and global policy discourse. Data collection and analysis will be coordinated through data for solutions working groups in countries where such platforms are established, in line with the DSID Recommendations.

III. Next steps

The integration of household-level data collection into DTM's regular information collection processes has been piloted in 4 countries (Ethiopia, Somalia, South Sudan, and Chad) with additional 14 countries (Afghanistan, Burundi, Cameroon, Central African Republic, Democratic Republic of the Congo, Haiti, Kenya, Lebanon, Libya, Nigeria, Pakistan, Sudan, Venezuela, Yemen) targeted for roll-out in 2024. The production of country profiles that can be used to inform the circuit breaker model can take place within these contexts in 2024. Full roll out to all DTM operations in internal displacement context globally aims to start in 2025.

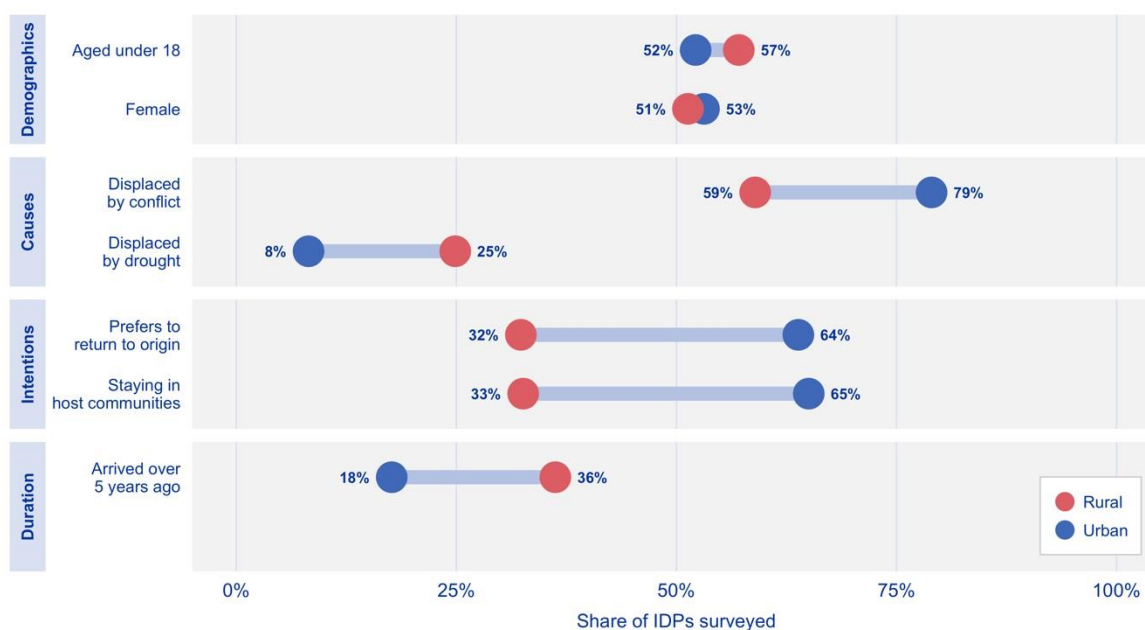


Figure 2 Sample analysis of demographics, displacement triggers, intentions and duration of displacement by area (urban - rural).

Notes:

- While the standard exercise is aimed to be covering the overall displacement caseload nationwide, further adjustments in relation to target areas or population groups may be decided in country, based on the request or prioritization made by the RC or governments.
- The frequency of the roll out will also be dependent on funding scale and availability of the standard DTM rounds of implementation in target countries.

Annex 2: Safeguards analysis [coordinated by UNHCR]

Purpose

The purpose of this note is to provide a methodology for developing a joint protection risk assessment tool for use by the RC and the UN CT/HCT in the context of government-led solutions processes for IDPs. The objective of the tool is to identify particular risks related to solutions initiatives, including groups that may be left behind, and to recommend mitigation measures. It is not meant to be a comprehensive overview of the protection environment in a country or duplicate the essential analysis of the Protection Cluster and protection actors.

In line with the recommendations of the UN Secretary-General's High-Level Panel on Internal Displacement, the Secretary-General's Action Agenda on Internal Displacement emphasizes the importance of adopting government-led, development-oriented approaches to solutions. As part of this, the Special Adviser to the SG on Solutions to Internal Displacement identified the creation of a protection risk assessment tool to apply in the context of government-led solutions efforts as a concrete deliverable to help advance the objectives of the Action Agenda.

Achieving solutions is the ultimate protection outcome.¹ Nonetheless, the pursuit of solutions can lead to protection risks, while humanitarian protection activities do not necessarily generate lasting outcomes. There is a need to ensure that solutions initiatives do not leave segments of the population further behind or create new protection risks, just as there is a need to orient protection interventions toward achieving progress on solutions.

The Protection Risk Assessment Tool is meant to result in a short document (no more than three pages) in table format that presents information in a manner that is accessible to protection specialists and non-specialists alike. The exercise requires contributions from a wide range of both protection and development actors to ensure "joint ownership" of the resulting analysis and suggested ways forward that are both principled and pragmatic.

Methodology²

Under the leadership of the RC and as service for the UN country team, the tool is intended to be initiated in a consultative way by UNHCR, with substantive inputs from key actors – especially those engaged in durable solutions processes/mechanisms. It is intended to focus on areas relevant to proposed or ongoing solution initiatives and the communities that will be impacted, either directly or indirectly. The following methodology serves as a baseline for completing the template below and can be adapted based on context.

- 1) Conduct a light desk review with available information and data to look at identified protection risks, as well as major gaps in the protection environment that are directly relevant to solutions initiatives.³ The desk review should draw from existing protection monitoring and reporting but

¹ [IASC Policy on the Protection of Internally Displaced Persons](#), 2024, page 11.

² N.B. The methodology herein is dynamic and will be updated and refined as more countries continue to test the tool and gather experiences/ lessons.

³ Utilize the [Protection Analytical Framework](#) for reference, as well as these [commonly used definitions of protection risks](#) and [related human rights consideration](#) to guide the collation of information.

also bring in other core material related to development, peacebuilding and governance. Review material such as:

- Government documents, including laws and policies on internal displacement; Solutions strategies, plans, and frameworks; national and local development plans; peace agreements/strategies (if applicable); UPR submissions, etc.
 - Existing protection analysis and reporting, starting with Protection Cluster products (in contexts where clusters are activated), including:
 - Protection Analysis Updates that are informed by a multi-partner analysis process, including quarterly protection risk prioritization for specific population groups;⁴
 - Advocacy notes and briefing documents produced by the Protection Cluster and protection actors (such as UNHCR protection briefs), that are both public and non-public, and Global Protection Cluster country updates;
 - Broader available reporting, including by OHCHR and various Special Rapporteurs (including but not limited to the Special Rapporteur on the human rights of internally displaced persons), UN Security Council reports, and reports by civil society groups and advocacy organisations (e.g., Amnesty International, Human Rights Watch, Refugees International, etc.).
 - Development strategies such as UNSDCFs, UN Common Country Analysis, MDB country strategies – such as World Bank Country Partnership Frameworks, WB ESF, UNDP Conflict and Development Analysis, etc.
- 2) Meet with and gather input from civil society groups and other relevant actors, including protection actors such as national human rights institutions, as well as development actors, including UNDP, Multilateral Development Banks, government donors, etc.
 - 3) Utilize available information from consultations with communities and carry out additional consultations, if needed, to validate or adjust key findings of the analysis, ensuring the views of displaced people and local communities are at the center.
 - 4) Use relevant themes to guide analysis in identifying key protection risks in the context of solutions initiatives, including, first and foremost, whether government-led solutions efforts are based on *free* and *informed* choices, in conditions of *safety* and *dignity*, and in close *consultation* with displacement-affected communities. Key themes include, but are not limited to: safety and security, legal safeguards, civil documentation, housing, land and property rights, gender and child protection, discrimination against certain groups. (See Annex 1 for specific questions to consider for each relevant theme.)
 - 5) Based on the findings and analysis, complete the IDP Protection Risk Assessment Table below. This table is meant to present risks for specific IDP groups (whether based on location and/or specific identity, vulnerability, etc.) related to solutions initiatives, along with recommended mitigation measures. It is important to *link mitigation measures to applicable law/policy frameworks, as well as local institutions*, as relevant. This is a baseline template to be adapted and refined for useability and applicability for different contexts.

⁴ GPC, [Protection Cluster Approach to Joined-Up Protection Analysis Guidance](#), 2024.

Template - IDP Protection Risk Assessment Table

Solutions Initiative	Population group(s) of concern	Risk(s)	Causes & Consequences	Relevant National/Local Institutions, Laws & Policies, Initiatives, etc.	Recommended Risk Mitigation Measures: By whom, to whom, & how
<i>Indicate the solutions initiative that has the potential to increase harm if it moves forward without mitigation measures (ie. 'safeguards') in place</i>	<i>Indicate the specific group(s) of IDPs of concern (eg. in certain locations/ from typically marginalized backgrounds); list multiple groups per initiative as relevant</i>	<i>Explain the risk(s) that the IDP group faces if the initiative moves forward; utilize the analysis by theme to inform explanation of the risk</i>	<i>Indicate the various causes of the risk and consider the potential consequences if the risk occurs, again utilizing the analysis by theme</i>	<i>Identify relevant law and policy frameworks, national/local level institutions or initiatives that may be applicable to mitigation measures and/or that need strengthening</i>	<i>List the recommended mitigation measures here and identify who is responsible for carrying each one forward – with particular consideration for the role of government/local actors -- such as the national ministry or equivalent administrative body responsible for IDPs (if there is one), judiciary, parliament, human rights institutions, etc. -- and applicable national and local laws and policies.</i> <i>Consider both proactive and reactive measures. Proactive measures are actions implemented based on identified causes of the risk (i.e. addressing the threats). Reactive measures are executed after a risk event occurs, thus addressing the consequences of the risk event occurring (i.e by reducing vulnerabilities and/ or increasing capacities).</i>
Solutions Initiative	Population group(s) of concern	Risk(s)	Causes & Consequences	Relevant National/Local Institutions, Laws & Policies, Initiatives, etc.	Recommended Risk Mitigation Measures: By whom, to whom, & how
[Ex. Government-led camp closures with the intention of “resettling” IDPs to their home areas.]	[Ex. IDPs in protracted situations in X living in camp setting.] [Ex. IDPs from minority group living with local community.]	[Ex. Camp/site closures without viable alternatives are likely to increase vulnerability and suffering and limit progress toward solutions.]	[Ex. Cause: Consultations with communities were conducted but failed to inform policies/planning/ decisions Consequence: Solutions initiative carried forward that is not durable and increases vulnerability of displaced communities.]	[Ex. National Human Rights Institution with strong advocacy track records; Local IDP Consultative Bodies (such as IDP Councils) established but not active.]	[Ex. RC, in collaboration with the NHRI, to advocate with local and national authorities to conduct camp closures in line with established guidelines (including X’s national IDP policy and commitments as a signatory to X convention) and involving meaningful participation by IDPs in decision-making. UNCT to mobilize support (such as through training, capacity building) for the active engagement of local IDP consultative bodies to inform gov policies/plans on internal displacement. Donors/development actors engaged to support urban planning and development to allow for local integration/access to services for IDPs in X.]

Key themes to guide analysis

- **Safety and security**

- Is there an assessment of the security situation of potential areas of return/resettlement and local integration and measures to mitigate risks for groups in particular areas? Do humanitarian and development actors have access? Are there acute security risks, such as the presence of explosive devices and ammunition?
- Is there evidence of actual or intentional coercion or forced return/resettlement? Is there evidence of or fear of intentional shifts in the ethnic balance of certain areas for political reasons or to favor or discriminate one group over another?
- What are the available community-based protection systems that can help create a safe environment, including for social cohesion? Are there groups of individuals excluded from this process?
- Are there tensions between groups of IDPs or between IDPs and the host community? Are there any community initiatives to promote social cohesion? Is there any support for these initiatives?

- **Legal safeguards**

- Is there a legal framework in place to safeguard the rights of IDPs, such as an IDP law or policy? Are there instances of exclusion from the legal/policy framework? Do all groups of displacement people have access to justice? Do they all have the right to freedom of movement? Is there a government IDP focal point/point of accountability at the national level? Is there an active National Human Rights Institution or “Ombudsperson” to engage on government accountability?

- **Civil Documentation**

- Are there established systems to document and identify all IDPs groups, including the issuance of identification cards or documents that can help them access services, exercise their rights, and facilitate their protection? Do solutions initiatives enhance this access?

- **Housing, Land, and Property rights**

- Are there issues related to land tenure, property restitution, and compensation for lost or damaged property due to displacement addressed on equal basis? Are there legal assistance and dispute resolution mechanisms in place to resolve land and property-related conflicts?

- **Age, Gender and Diversity**

- Are protection considerations for age, gender and diversity mainstreamed in all aspects of development interventions? Are the specific needs and vulnerabilities of women, girls, and boys?

- **Discrimination against certain groups**

- Are there marginalized displaced communities that are at risk of being left further behind by solutions initiatives, due to discrimination, perceived affiliations, etc.?

Annex 3: Rapid multi-level government capacity assessment [coordinated by UNDP]

To support a periodic review by the UNCT of the internal displacement solutions posture UNDP was asked to develop a **rapid capacity-assessment framework to analyze the Government's willingness and capacity to lead on development solutions to internal displacement**.

The capacity of national and local governments to take more ownership over a development solutions process is not always obvious. Eighty percent of IDPs live in fragile settings ([OECD, 2022](#)) where subnational/local authorities generally lack the capacities to respond to the many challenges related to the presence of IDPs in their communities (services, housing, infrastructure, care, employment, security, etc.).

The assessment can show the level of flexibility that national and sub-national government institutions have to adjust their human and financial resources, as well as their management models in the face of the additional needs and challenges posed by the internal displacement context and related capacity gaps. The analysis will help to identify areas for priority development investment and capacity strengthening of relevant authorities.

A capacity assessment to analyze government readiness for promoting development solutions needs to be conducted in the context of a larger **multi-level governance approach** within a given national and subnational political and socio-economic context. Since there is no one-size-fits-all development approach to solutions to internal displacement, the diagnostic tool requires adaptation to the needs of any given capacity-assessment situation.

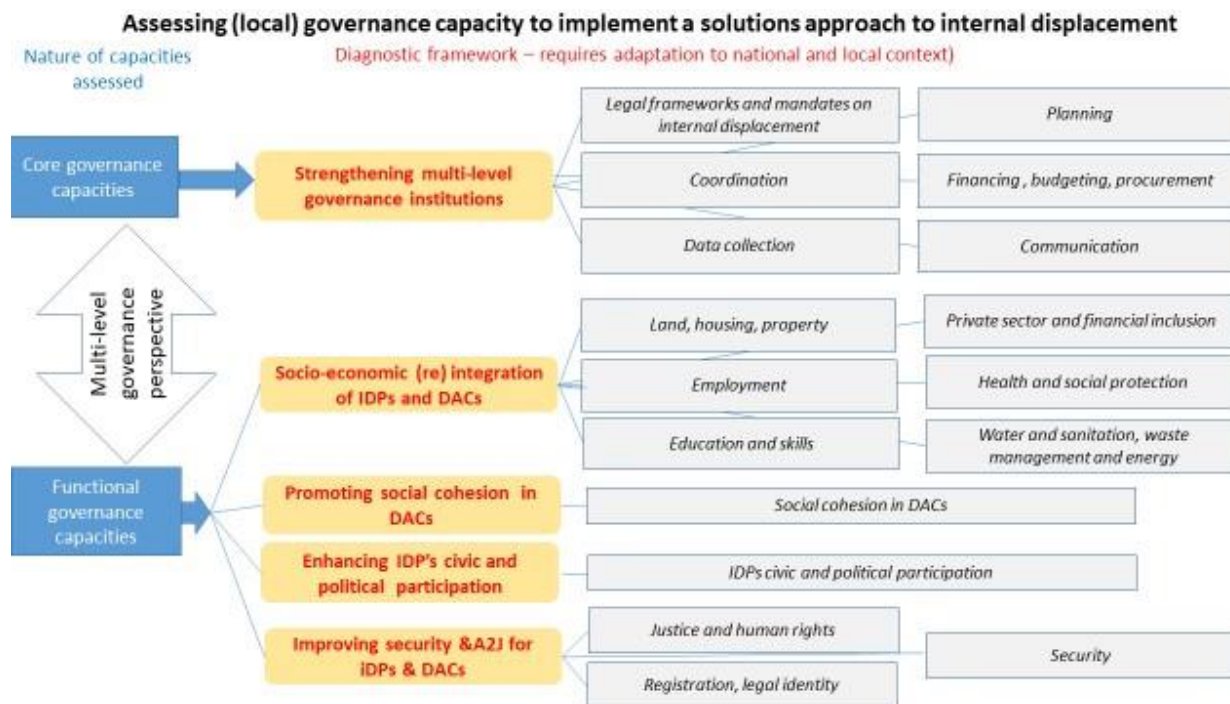
The tool is not an instrument for prevention. It targets situations of active internal displacement and can be used in and adapted to various contexts where internally displaced persons (IDPs) choose to: (a) integrate in local host communities, (b) return to their communities of origin; and/or (c) resettle in other local communities.

I. The capacity assessment framework

The UNDP government capacity diagnostic makes a distinction between **core capacities** and **functional capacities** needed to support a development approach to solutions to internal displacement:

- **Core capacities** are required to strategically address the internal displacement challenges (vision and strategy, coordination, planning, operations, budgeting, data gathering and information management, monitoring and evaluation).
- **Functional capacities** are those associated with areas of expertise needed to support development solutions to internal displacement (e.g., policing and security, employment, social protection, access to justice, gender equality, etc.).

Core capacities are linked to pathway 1 of the [UNDP Institutional Strategy on Development Solutions to Internal Displacement](#) (2023) (governance institutions). Functional capacities are linked to the other four pathways of the Strategy (socio-economic (re)integration, security and access to justice, civic and political participation and social cohesion).



II. Assessing national and local capacities

For each of the five pathways, a set of questions has been formulated. They can be adapted to address context specific needs. In line with the multi-level governance approach, questions related to each of these pathways will not only target the concerned local government. Where needed, questions will also inquire on the role of/support from other layers of government.

III. Core capacity – governance institutions for solutions (pathway one)

Legal frameworks and mandates on internal displacement

- What – if any - are the national government policies towards internal displacement (ID)? Alternatively, or concurrently, how is internal displacement mainstreamed or incorporated into different sectoral policies?
- If national policies on ID exist, how do they involve, concern, integrate and affect subnational governments and actors (regional and/or local)?
- Is the current legal and regulatory framework on decentralized governance and ID appropriate to facilitate a development approach to solutions to internal displacement?
- Is there a lead agency (at central and/or subnational level) mandated to address internal displacement? Does the lead agency have sufficient financial, technical, and human resources?
- Is there an inter-ministerial coordination mechanism at national level, or inter-sectoral mechanisms, at subnational level, mandated to coordinate actions related to internal displacement?
- Do sub-national / local governments have a formal mandate to make or implement policies at the local level on IDP related matters? If so, what is their mandate?
- Are the functions of the line ministries, their technical departments, or their decentralized offices well defined with regards to ID? Do these offices regularly report to the local/central government on their performance related to ID?

- Are there appropriate mechanisms to monitor such performance?

Is guidance provided to the local governments by the central government? Does the central government provide direct technical support to local governments in the delivery of their functions through its deconcentrated services and/or provincial governments?

Coordination

- What are the coordination mechanisms (if any) currently used by the central and sub-national governments with regards to IDP's integration/return/resettlement? Is there a multi-sectoral coordination mechanism related to ID in place?
- Which are the national institutions with whom the concerned local governments cooperate/coordinate most closely on matters related to international displacement?
- How do local governments coordinate with higher-level sub-national authorities (district/provinces/regions/states)?
- How do the national/local governments engage and coordinate with non-state actors (CSOs, private sector, the media)? Does the national/local government effectively facilitate the involvement of nonstate actors in finding solutions for the integration/return/resettlement of IDPs?
- What is local governments' responsibility with regards to international cooperation? Is the local government aware of humanitarian/development assistance to the country from international donors on ID?
- If so, how does the [national] and local governments engage/coordinate with international organizations present in their jurisdiction?

Data collection

- Is the central/local government able to produce timely, and trustworthy data regarding the presence of IDPs? Are they using adequate ICT support for that function?
- Are these data disaggregated by age, gender, place of origin and migration status?
- Do the different offices of the line ministries have sufficiently structured/documented (disaggregated) data and information to report on their performance related to IDPs?
- Do the offices concerned of the local government have an installed capacity (HR, IT, infrastructure)?
- How are the international organizations sharing IDP related data, experiences, and other resources with the central/local governments?

Planning

- Are there mechanisms in place to actively consider ID, as well as the needs and rights of IDPs, in the design and implementation of policies? Do these adequately consider gender, age and other relevant dimensions?
- How is the local planning process considered or integrated into the national planning process?
- Is that local planning process well-coordinated with the other institutions / organizations / line ministries responsible for complimentary roles with regards to IDPs?
- Are IDPs included in administrative data for planning (at national and local levels – i.e., censuses, household surveys etc.)? Is this disaggregated by gender, age, disability?
- Is local/regional development planning participatory? If so, do IDPs have a voice in that process?

- Does the national/local planning process consider the perspective, needs, opportunities and experience of IDPs (considering gender, age, disability etc.) and communities affected by internal displacement?
- Is there a specific national/local plan to address the internal displacement challenges? If so, do these plans sufficiently consider the contextual realities?

Financing/budgeting/procurement

- How is the budget of the local government funded? What are the main sources of funding? What is the degree of local revenue generation and breakdown between different sources (taxation, fees, subsidies, Local Development Funds (LDF), others)? Is the central government collecting taxes and other local revenues on behalf of local governments? If so, how are those revenues redistributed to local governments?
- Is there a block grant systems/LDFs⁵ that can be used to address ID?
- What is the total expenditure on ID in the local government, in general and by line ministry local office? What is the proportion of expenditures relatable to the ID response?
- Are the central government or sub-national governments (state/province/district) providing additional financial allocations to address the ID challenges? If so from which sources?
- Is the local government benefiting from international aid in support of ID? What are the main sources?
- Does the local government have an adequately assigned and well-organized procurement function that operates in compliance with procurement laws and regulations?

Communication

- Is ID raised in public discussions/ media forums at the national and local levels?
- How is ID portrayed in the national and local media? Do media stakeholders play a significant role in influencing public perceptions of ID?
- Which are the communication tools utilized by central/local governments to ensure/monitor that affected communities and the public at large receives up to date information on the IDP situation?
- Does the local government hold regular public meetings with citizens? Are IDP representatives included in such meetings?
- Does the local government run civic education programmes on local public affairs? Are these also used as public outreach campaigns on ID and integration-related issues?

IV. Assessing functional capacities (pathways two to five)

In addition to the core capacities (quality of governance institutions), UNDP will assess functional capacities related to the four other pathways identified to accelerate progress towards a development solutions approach (see graph above).

V. Fostering socio-economic (re)integration of IDPs and wider displacement-affected communities (pathway two)**Housing, land and property (HLP)**

- To what extent do HLP issues affect solutions/tensions between IDPs and displacement-affected communities (DACs)?

⁵ Within a LDF, funding windows could be created to support a solutions approach to ID. Local execution, where funds are remitted entirely to the local government, has the greatest capacity-building impact and increases local ownership, but it is also riskier from a fiduciary point of view.

- What local institutions have the mandate to resolve HLP related disputes? Have specific capacity development initiatives been taken to train staff on HLP related challenges and opportunities?
- Are there particular plans to construct new housing for the return/integration or resettlement of IDPs, or for residents in the communities, including IDPs? How will the local government finance these housing plans?
- Is the local government directly generating revenues from local HLP taxation (cadaster)? Or are they getting a pro rata share of national cadastral tax revenues?

Does the return/integration/resettlement of IDPs require new or improved infrastructure works (roads, bridges), to ensure easier access to geographical areas where IDPs will be located? Who is responsible for these infrastructure works (national, sub-national governments, or local governments for smaller infrastructures? How will these infrastructure works be financed?

Employment

- Do IDPs have the right to decent work, equal to other citizens and do they perceive to do so?
- What is the unemployment rate in the locality? Disaggregated by sex and age? What is the unemployment rate among the IDPs, also disaggregated? What is the estimated rate of informal employment?
- Do subnational/local governments have a mandate to support employment services? If so, is there a job seeking support office in the local/sub-national/national government? Do they have specific guidelines to support job seekers, particularly IDPs?
- What are the existing economic development sectors in the local jurisdiction with the high demands of the workforce?
- Do IDPs experience challenges in entering the labour market? Do IDPs of certain gender, age, disability or origin/background face any notable challenges?

Education and skills

- Are children IDPs allowed to go to local schools? What is the share of children IDPs attending school compared to children from host communities?
- Do IDPs benefit from vocational training and skills development opportunities?
- Have IDPs been assessed in terms of skills and experience to identify potentials for economic integration/contributions against the Local Economic Development (LED) priorities identified in the area?

Private sector, entrepreneurship and financial inclusion

- Is there an active private sector that can create additional employment opportunities for IDPs?
- Are there opportunities for new or expanded businesses in the area?
- Is there a public or public/private entity in the territory that promotes and leads on LED?
- Do IDPs benefit from the support of local actors to promote business creation and entrepreneurship? Do would-be IDP entrepreneurs have access to dedicated training and financial support?
- What is the share of IDPs with a bank account compared to the rest of the community? Do IDPs have access to credit?

Health and social protection

- Do IDPs have access to health services on equal foot with local residents? In the case of specific IDP locations, have mobile health services been organized to meet their needs?
- Is there a local office in charge of providing care to persons with social protection needs? If so, does it have sufficient human and financial resources to cope with increasing demands because of the presence of IDPs?
- Do IDPs, in particular women, have access to care facilities for young children, especially babies, hence facilitating their access to training and livelihood opportunities?
- Do IDPs have easy access to social protection systems at the local level?

Water and sanitation, waste management and energy

- Do the areas where IDPs are living or will be relocated have appropriate connection to water and sanitation? Is the local waste management system adequate?
- Are the areas where IDPs are located or will be relocated connected to public or community electricity grid?

VI. Improving security and access to justice for IDPs and displacement-affected communities (pathway three)**Registration – legal identity**

- Is there a large portion of IDPs without proper documentation or proof of legal identity? How does this impact their ability to integrate socially, economically, politically?
- Which national/local government entity is responsible for issuing identity papers, birth and death certificates and land and property titling?
- Have measures been taken to extend these offices' reach to remote areas where IDPs are located?
- Have measures been taken to assist IDPs (and other citizens) who have lost personal documentation?

Justice and human rights

- Are there institutions such as Ombudsperson/public defender, national human rights commission? Are they present at the local level? Do IDPs have easy access to these institutions?
- Have special measures been taken (e.g., mobile legal clinics) to assist IDPs and other vulnerable groups in accessing legal aid? Who provides these legal aid services? Is the BAR association involved? Are CSOs involved?
- Do IDPs of all genders, ethnicities and ages have equal access to information on their rights and how to exercise them?
- Are there services which provide women IDPs with counselling and legal assistance tailored specifically to their needs? Are there well-established referral mechanisms between these legal assistance services and specialists in SGBV care, counselling, and protection?
- Is there any legal/dispute resolution mechanism, formal or informal, at local or community level? Are traditional/religious leaders involved?
- Are there initiatives taken by the local government to formalize a grievance handling mechanism (complaints unit, front desks, and e-governance, open line)? Do IDPs have easy access to it?
- Has human rights training been provided to local government officers dealing with issues related to IDPs?

Security

- Who is the main security “players”? Are local militia’s active?
- Do geographical features (topography and population dispersal) constitute challenges in terms of securing territory and policing?
- Do demographic features (cultural, religious, or ethnic) provide specific security and policing challenges?
- Does internal displacement constitute a source of violence and insecurity? If so in what sense?
- Are IDPs more vulnerable to violence, exploitation and abuse, as well as arbitrary detention?
- Do women IDPs have access to safe spaces to help them address the specific risks, vulnerabilities and discrimination they face, including sexual and gender-based violence?
- Is disarmament/demobilization part of the ID challenges? Does that complicate IDP integration?
- Are the police members of local coordination mechanisms dealing with IDPs, if any?
- Are community security committees in place? Do they have a role engaging with IDPs and DACs?
- Have local security action plans been prepared in relation to the integration/return/resettlement of IDPs? Have specific violence monitoring systems/ early warning systems been established?
Is there a problem in the community with unexploded ordnance? Is that problem specifically affecting IDPs/DACs? If so, have measures been taken for the removal and victim rehabilitation programmes?

VII. Enhancing IDPs civic and political participation (pathway four)

- Are there mechanisms at the local level aimed at promoting IDPs’ participation in local processes (planning, assessment, political, economic, cultural, etc.)?
- Is the local council involved in promoting debate on the IDP issues? Have there been specific training initiatives for local council members on the challenges of representation of IDPs?
- Is the local government organizing information campaigns on IDPs rights (and obligations) as lawful citizens?
- Are CSO’s actively involved in IDP integration in local committees and participatory structures?
- Do IDPs have the right to vote in the local elections? Are data available on voter turnout that can shed light on IDP political participation?
- Can IDPs register as candidates in the local elections? Are local political organizations providing representation opportunities for IDPs?
- If IDP voter turnout is less than for other groups, what are the main causes? (Insecurity, literacy rates, lack of voter information, lack of legal identity documentation, lack of candidates that focus on ID policy issues?).

VIII. Promoting social cohesion in displacement-affected communities (pathway five)

- Is access to natural resources (e.g., water) a potential cause or factor in conflicts between IDPs and DACs?
- Are there early-warning (tensions monitoring) systems in place at the local/sub-national level to alert to potential risk of tensions and violence? Is there adequate coordination between different early warning systems, at different levels?

- Are there local infrastructures for peace (e.g., community peace or security commissions, conflict management panels⁶) that are empowered to mediate issues of community security, gender-based violence, social cohesion and justice, including those linked to possible IDP-DACS tensions?
- Are there national/regional/local cultural/religious practices that may have an impact on people's opinions about IDPs? Are there traditional powerholders in the local communities and how do they influence the debate on internal displacement?
- Are there transitional justice initiatives (e.g., reconciliation and transitional justice committees) underway or planned that can have an impact on the relationship between IDPs and DACs?
- Are there functioning channels at the local level for airing grievances? Do IDPs have easy access to these?

V. Methodology and next steps

It is anticipated that a three-month minimum notice will be provided by the RC to UNDP to conduct the needed analysis and prepare a (maximum) three-page analytical note to support the UNCT discussion, under the RC leadership.

The questions are largely qualitative and would be completed through a desk review and complemented as needed by key information interviews with government officials and other stakeholders (other UN agencies and national and local actors) at national at sub-national levels in areas where IDPs are currently located (local integration), anticipated return communities (return) and/or where IDPs are anticipated to move (re-settlement). The analysis could encompass all IDP locations/anticipated locations or applied to a specific group of IDPs based on the request by the RC.

⁶ A group of mediators drawn from respected community and religious leaders, lawyers, etc. that belong to different ethnic and religious groups, as well as youth, women, civil society actors and academics.

Annex 4: UN Country Team capacity snapshot [coordinated by the RCO]

A. Background and context

Building on The UN Secretary-General (SG) proposals in his 2017 reports to the General Assembly and subsequent reports, the 2024 QCPR (79/226 OP 111) calls upon the UN development system to “to engage in country team configuration discussions facilitated by the Resident Coordinators and finalized through open and inclusive dialogue between the host Government and the United Nations development system, to support the implementation of the United Nations Sustainable Development Cooperation Framework by ensuring that their presence at the country level is tailored to meet the specific challenges, priorities and needs of programme countries and that the necessary skills, capacities and expertise are available, and requests that efforts be taken to ensure that this expertise is accessible whether or not an entity has presence in a country;” It is this call for a team that is fit for purpose and able to, in this case, respond to specific displacement challenges that frames the approach to the assessment of country capacities in the context of solutions to internal displacement.

A country team responding to and driving forward a solutions approach should have specific capacities in place that enable a holistic response to the displacement situation, namely:

- I. Development and governance expertise, at both national and sub-national level that can build capacity in areas where the government should coordinate, and lead solutions work. This would also ideally support sectoral public policy efforts relevant to solutions.
- II. Technical expertise in major programmatic areas required for solutions, including urban planning, land restoration, livelihoods, housing policy and financing and statistics / data.
- III. Robust planning capacities that: i) can ensure solutions are a central part of the Cooperation Framework; and ii) have the knowledge of national and sub-national planning processes that are linked to budget allocations.
- IV. Capacities in public sector financing/budget management. Ideally, the financing capacity also has expertise on IFI engagement and partnership building.

In addition, where solutions have been particularly successful are in cases where there is an agreed structure for coordination with local authorities in each national and sub-national unit/team in addition to the needed UNCT capacities. As necessary, this can be done, for example, by the RC giving individual UN agencies the responsibility and accountability to convene the UN engagement with regional and / or subregional authorities.

Other UNCT support structures that can be helpful in augmenting the UNCT capacity include well-defined Cooperation Framework Results Groups that national and sub-national Solutions Working Groups can hook into to ensure linkages to wider SDG and development-financing support.

B. UNCT capacity snapshot

A key component of the pivot review is a capacity snapshot⁷ of the UNCT that provides analysis of the composition of the team against the needed capacities to implement solutions, the operational

⁷ A capacity snapshot can take different forms, e.g. an excel data file, narrative analytical write-up or mapping based on the data.

locations of the development system at the national and sub-national levels and the configuration of the team overall at the national, and sub-national levels.

The purpose of providing this analysis is to allow for the RC and UNCT to assess whether the team's capabilities and expertise matches the ambition of a government led, development-focused, UN supported solutions work and take a measured decision on where changes might need to occur.

During the pivot review, the snapshot should be used in conjunction with the three other assessment tools, namely: i) The IDP profile; ii) Safeguards Analysis; and iii) the Government capacity assessment. This is to provide a comprehensive picture of solutions in the country and a comprehensive evidence-base for decision-making.

Overall, the analytical components of the country snapshot include: UNCT programme priorities and CF Outcomes; geographical distribution of operational presence and expertise; assessment of financial requirements for solutions (if available at the time); determination of UNCT capacity requirements against the strategic priorities of the solutions plan (if available at the time); and analysis of coordination structures.

The RCO would coordinate the generation of a snapshot pulling together some elements of the above based on available humanitarian, development and security data with input and support from UNCT members as needed.

Specifically, the capacity snapshot could include the following data points and information:

Overall, at national level:

- i) The UN's geographic presence in the country ie. locations with staff presence and total personnel per entity in each location. Source: UNDSS
- ii) The UN's total and humanitarian vs development financial investments as defined by expenditure across the JWP and HRP (UN only) (per geographic area / region if available). Source: UN INFO & FTS
- iii) Financial investments against Cooperation Framework Outcomes vs planned needs. Source: UN INFO
- iv) Overview of current coordination structures at national and sub-national level, including status of involvement of Government entities. Source: RCO and OCHA

For high-priority IDP locations:

- i) Overview of humanitarian vs. development priorities i.e. planned and/or ongoing sub-outputs in the JWP and cluster/sector workplans from HRP: Source UN INFO and OCHA
- ii) Estimation of primary focus on humanitarian vs. development expertise per geographic area / region. Source: Agencies/Funds and Programmes

Based on this information, the RCO should provide a brief analysis of capacity (i.e. type of presence and financial investments) vs. where the IDP needs are.