



UNDP–UNHCR

Joint

Collaboration

Framework

2026–2030

In Yobe State, Nigeria, once displaced by conflict, women are returning to their farms, restoring livelihoods, and driving recovery.

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Introduction

UNDP and UNHCR launched the previous Global Collaboration Framework for Inclusion and Solutions in December of 2022. Since then, the landscape of global displacement has changed rapidly.

The conflict in Sudan has emerged to become the largest displacement crisis in the world. Others, including those in the Democratic Republic of Congo, Myanmar, South Sudan, and Ukraine, have continued to worsen. While a number of people have returned home in the past two years, lowering the total number of forcibly displaced people, these journeys are often under adverse conditions and to areas where insecurity persists.

Amidst these changes, many things remain the same for forcibly displaced people. Global displacement remains, in most cases, protracted and concentrated in the low- and middle-income countries, where 71% of refugees and other forcibly displaced people reside. Displaced people continue to face heightened risk of poverty, food insecurity, exposure to

violence, and other physical and mental health vulnerabilities. The collapse in humanitarian funding since the start of 2023 has put enormous pressure on the most vulnerable people across the world, including forcibly displaced people and the communities which host them.

The new UNDP–UNHCR Joint Collaboration Framework for 2026–2030 responds to the realities of displacement today. It is designed to make cooperation between the agencies clearer, more focused, and better aligned with national priorities, so that support reaches communities earlier and with greater impact. It remains aligned with each agency’s strategic plans and international agreements, such as the Global Compact on Refugees. It also reflects new ambitions, including reflects the UN80 vision of a United Nations that delivers more by working better together.

For UNDP and UNHCR, this means deeper collaboration across the humanitarian, development and peace nexus and more practical support for nationally led solutions. It means leveraging complementary expertise, data, and analysis to strengthen country-level delivery, advocate with a common voice, and mobilize resources more efficiently. It means working jointly to build self-reliance that reduces dependence on humanitarian aid, strengthen resilience to climate shocks, and support reintegration when and where returns are most unstable.

Together, UNDP and UNHCR will support governments to lead, strengthen institutions and embed displacement and statelessness into national systems and financing. We will expand opportunities for self-reliance, ensure access to rights and services, and support both displaced and host communities. By working together more effectively, we can help ensure that displacement does not define lives indefinitely.

UNDP–UNHCR

Joint Collaboration Framework

2026–2030

The United Nations Development Programme (UNDP) and the Office of the United Nations High Commissioner for Refugees (UNHCR) are renewing their collaboration for 2026–2030.

Together, they support governments, national and local actors, and displacement-affected communities to advance nationally led, inclusive and solutions-oriented responses to forced displacement and statelessness. Building on the 2023–2025 framework, this document reflects a shared commitment to move from broad areas of cooperation to fewer, clearer priorities with stronger country-level delivery. It responds to lessons learned from past collaboration, which highlighted the need for sharper complementarity, more practical joint action and stronger alignment with national systems, institutions and financing.

The partnership between UNDP and UNHCR is grounded in the 2030 Agenda and the Global Compact on Refugees. It recognises forced displacement and statelessness as protection, development and governance challenges that require nationally led and locally owned responses, stronger institutions and longer-term investment.

The Framework supports UNHCR’s goal of reducing by 50 percent the number of refugees and others in need of international protection in protracted displacement and dependent on humanitarian assistance by 2035. It also contributes to the implementation of the Secretary-General’s Action Agenda on Internal Displacement, building on the designated roles of both organizations’ principals as Solutions Champions on Internal Displacement, as well as their support to Resident Coordinators (RCs).

Through this partnership, UNDP and UNHCR align with the UN80 vision of a more coherent and effective UN system. This means leveraging each agency’s complementary mandate to

help create the conditions for durable solutions to displacement by advancing protection, supporting access to rights and documentation, promoting social cohesion, socioeconomic inclusion and self-reliance, strengthening governance and institutional capacities, and mobilising development and climate financing in displacement-affected contexts.



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Vision

UNDP and UNHCR share the vision that durable solutions to forced displacement and statelessness are achieved through national leadership. This includes inclusive regional, national and subnational systems that integrate protection and development. These systems are sustained and strengthened through domestic legal frameworks, inclusive policies, predictable and flexible development financing, and strong, resilient community-

based engagement. Within this vision, inclusion and self-reliance are prioritised, and local systems are strengthened. This enables displacement-affected¹, returnee and stateless communities to rebuild their lives with dignity, resilience and agency, even in the face of conflict and climate-related risks and in a manner that contributes to host communities and socioeconomic growth.

Objective

The objective of this partnership is to support governments and communities to advance nationally owned and locally anchored solutions. This includes reducing vulnerability and dependency on humanitarian assistance, easing pressures on host and return communities, and creating conditions for durable solutions at scale.

UNDP and UNHCR will do this by:

- Supporting coherent and complementary engagement for the transition from humanitarian to development pathways, in line with the Global Compact on Refugees, the Secretary-General’s Action Agenda on Internal Displacement, and the Humanitarian Reset;
- Strengthening law and policy frameworks as well as institutional and financing environments so that forced displacement, returnees and statelessness can be systematically integrated into national development plans, budgets and development partnerships, including with international financial institutions (IFIs); and
- Reducing forced displacement and statelessness risks and advancing inclusion, self-reliance and durable solutions at scale in countries over the lifetime of the partnership.

¹ Under this agreement, the terms “displacement-affected” and “forcibly displaced” people are used to refer to refugees, asylum seekers, internally displaced people, and others in need of international protection unless specified otherwise. The use of these terms emphasises the mutual benefits that joint action by UNDP and UNHCR can offer both nationals and non-nationals, while recognising their distinct legal rights and protection needs.

Partnership Principles

This partnership is grounded in a clear division of labour and mutual complementarity between UNDP and UNHCR, aligned with their respective mandates. It prioritises practical collaboration at the country level, with a primary focus on national and local authorities and the meaningful participation and engagement of displacement-affected communities.



The partnership focuses on delivery and results over process, with streamlined approaches to joint analysis, planning and implementation that can adapt to different political, institutional and displacement contexts. It is anchored in each agency’s comparative strengths and uses shared system-level entry points to reduce fragmentation and duplication.

In line with UN80, the partnership enhances country-level results and impact without expanding mandates or creating additional coordination layers. At the country level, UNDP and UNHCR teams will determine context-specific collaboration arrangements, drawing on existing UN Country Team (UNCT) mechanisms and the RC convening role, the agencies’ respective responsibilities within Humanitarian Country Teams (HCTs) under the Inter-Agency Standing Committee (IASC), and where relevant, the Refugee Coordination Model (RCM) and other existing coordination platforms, to enable engagement with other UN entities and partners.

Complementarity of Mandates

Drawing on their respective mandates and comparative advantages within this partnership:

- UNDP leads on governance, development data and planning, development financing, resilience and climate action through national systems, policies and planning frameworks, and strengthening the systems and institutions that enable solutions to forced displacement with gender equality as a core accelerator.



- UNHCR leads on international protection, asylum systems, forced displacement data, emergency preparedness and response, climate adaptation and resilience in forced displacement settings, IFI partnerships on displacement, and comprehensive pathways towards durable solutions for forcibly displaced people, returnees and stateless people.

Together, the two agencies work at the intersection of protection, humanitarian action, durable solutions and development to help translate global commitments into practical, country-owned outcomes.

Area-Based and Multi-Sectoral Approaches

Joint action will apply area-based, conflict-sensitive and participatory approaches that strengthen local governance, participatory planning and ownership, and connect humanitarian, development and peace efforts in displacement-affected areas, including a focus on climate resilience. These approaches will support integrated recovery, resilience and socioeconomic inclusion by leveraging data, financing and partnerships, including with the private sector, and will contribute to creating the necessary conditions for comprehensive durable solutions.

Strategic Pillars

Pillar 1 — Governance, Systems and Financing for Socioeconomic Inclusion, Self-Reliance and Solutions

Under this pillar, governance, solutions and financing are pursued as mutually reinforcing priorities, recognising that credible institutions and inclusive systems enable solutions at scale. The pillar focuses on integrating responses to forced displacement and statelessness into development planning, strengthening institutions and systems, and mobilising financing to support inclusion, self-reliance and solutions for forcibly displaced people across diverse contexts.

Integrating Displacement and Statelessness into National Development Planning

Through UNDP's development planning and policy integration, and building on UNHCR's protection and displacement expertise to inform solutions pathways, the partnership will support governments to:

- Include forced displacement and statelessness in national services and development plans, sector strategies, and subnational planning, including through the participation of displaced people, returnees and stateless people, as well as host communities with a focus on gender-responsive planning processes.
- Implement comprehensive government-owned and locally led response and durable solutions frameworks.
- Strengthen cross-border and regional cooperation to improve protection conditions and foster durable solutions.

Strengthening Institutions and National Systems

Building on UNHCR's engagement with designated forced displacement institutions, and through UNDP's broader institutional capacity and systems strengthening, the partnership will:

- Strengthen national and subnational institutions responsible for planning, budgeting and delivering inclusive public services, including gender-responsive services and systems.
- Support national systems to enhance the transition from humanitarian to government-led responses.
- Help align and implement national legal and policy frameworks with international norms and standards.
- In contexts where national governance is limited or contested, prioritise laying the foundations for inclusion, self-reliance and comprehensive durable solutions through area-based approaches and coordination and community-based structures.
- Support the advancement of enabling regulatory and policy frameworks that enable displacement-affected and stateless communities to achieve socioeconomic inclusion, self-reliance and durable solutions.
- Support responses to onward movements of refugees and asylum-seekers, leveraging analysis of key drivers to address structural factors and support early responses.

Strengthening Integrated Financing

Through development finance and financing system reforms, UNDP will support governments and partners to advance sustainable, country-led financing systems, building on the respective agencies' partnerships with IFIs, including UNHCR's strong engagement with the World Bank, on forced displacement, to:

- Include forced displacement in Integrated National Financing Frameworks (INFFs). This will align policies, planning and financing more effectively with durable solutions strategies.
- Develop coherent, integrated financing strategies for displacement solutions, grounded in credible national financing systems and aligned with national priorities and the Sustainable Development Goals.
- Enhance government and UN access to financing from IFIs by strengthening policy, institutional and coordination frameworks and providing technical assistance for IFI loan disbursement in fragile and crisis-affected contexts.
- Develop tailored financing solutions for gender-responsive recovery, livelihood support and durable solutions portfolios in displacement-affected settings, supporting coherent and complementary engagement to transition from humanitarian to resilient development pathways, in line with the Humanitarian Reset.



Pillar 2 — Climate Adaptation, Resilient Recovery and Sustainable Livelihoods

Under this pillar, climate adaptation, resilient recovery and sustainable livelihoods are mutually reinforcing priorities. Together, they aim to reduce risks of new, onward and protracted displacement in the context of climate change, reduce vulnerabilities and protection concerns of already displaced communities that are heightened due to the adverse effects of climate change, and strengthen resilience and self-reliance over time.

The pillar focuses on integrating displacement considerations into climate action, advancing participatory and preventative approaches, and scaling inclusive, climate-resilient preparedness, adaptation and recovery, and livelihood pathways in displacement-affected contexts. The partnership will enhance area-based and local economic development to ensure benefits for all population groups while addressing the differentiated impacts of climate change.

Integrating Climate and Displacement Considerations into Policy and Planning

Through UNDP's climate policy and planning support, recognising UNDP's role in leading and coordinating UN efforts to support countries' Nationally Determined Contributions (NDCs), and building on UNHCR's displacement risk and protection expertise, the partnership will:

- Strengthen integration of forced displacement, returnee and statelessness considerations and displacement-sensitive risk assessments into national and subnational climate, disaster risk and resilience policies, strategies and planning processes across sectors.
- Adopt forward-looking approaches to climate-related mobility including strengthening early engagement with receiving countries, regions and urban areas through climate-informed planning, service delivery and social cohesion measures across areas of origin and destination.



Anticipatory Action and Inclusive Climate Adaptation

- Advance UNDP-led anticipatory and preventative approaches that harness climate forecasts and risk analytics to enable early action and financing. These approaches help mitigate climate-related displacement risks, reduce vulnerabilities and protection risks for already displaced communities and their hosts, and safeguard livelihoods ahead of shocks.
- UNHCR will contribute displacement risk analysis, protection analysis, linkages to humanitarian preparedness and analytics on the nexus of climate change and displacement in refugee and other relevant contexts.
- Expand UNDP's development programmes in displacement-affected contexts, leveraging UNHCR's operational footprint, data and protection mandate to support the inclusion of forcibly displaced populations, host communities and returnee populations.





In Uganda, refugees and host communities are supported through a joint humanitarian and development approach.

@UNDP Uganda

Climate Action and Resilience Financing

- Leverage UNDP's expertise on climate action and UNHCR's presence, protection and displacement expertise to mobilise development-oriented climate and resilience financing support, where appropriate and feasible. This will complement humanitarian responses and support longer-term resilience, recovery, economic development, and durable solutions.
- Strategically align UNDP's climate and resilience financing with UNHCR's engagement with the World Bank Group's International Development Association (IDA) and other concessional financing mechanisms. The agencies will also jointly leverage their relationships with multilateral climate funds through coordinated advocacy, sequencing and project pipeline development. This will help maximise development finance flows to displacement-affected countries and reduce reliance on humanitarian funding over time.

Pathways towards Self-Reliance

- UNHCR will leverage its knowledge, partnerships and mandate responsibilities to ensure that policies and programmes reflect realities on the ground, and that self-reliance pathways are equitable, sustainable and grounded in real conditions.
- UNDP will draw on its development expertise to strengthen national and local institutions, integrate forced displacement into development planning, and expand inclusive economic opportunities, helping governments and communities create the structural conditions for displaced populations to achieve sustainable self-reliance.

Pillar 3 — Protection, Rule of Law, Social Cohesion, Justice and Peacebuilding

Under this pillar, protection, justice and peacebuilding efforts are grounded in an inclusive, conflict-sensitive and vulnerability-sensitive approach. These efforts address protection risks, gender inequalities and the specific needs of different groups to strengthen social cohesion, conflict prevention and management, and access to justice.

Institutional Reforms, Legal Identity and Access to Justice

- Leverage UNDP's leadership on governance, rule of law and system development to complement UNHCR's protection expertise to ensure access for forcibly displaced people, returnees and stateless people to national service delivery systems.
- Support institutional reforms that expand access for forcibly displaced, returning and stateless people to civil registration, trusted legal identity and digital public infrastructure, alongside strengthened legal aid services, justice institutions and legal empowerment initiatives.

Asylum, Protection and Governance Interface

- Support the development of fair, efficient and sustainable national asylum systems, combining UNHCR's technical expertise on international protection standards with UNDP's work on institutional capacity development and governance reform.
- Advocate for the inclusion of forcibly displaced, returnees and stateless people into national protection systems, such as justice and legal aid services.
- Support voluntary and sustainable return and reintegration by strengthening national systems and expanding access to services, self-reliance opportunities and protection for returnees.
- Integrate protection risk analysis into development planning and local governance strengthening, drawing on UNHCR's protection data and analysis to inform UNDP-led institutional capacity development and risk-informed decision-making across sectors, aligned with national priorities.

Social Cohesion and Peacebuilding

Through UNDP-led peacebuilding programming complemented by UNHCR's community-based protection and inclusion perspectives, the partnership will:

- Advance peacebuilding and social cohesion initiatives that incorporate forced displacement and statelessness considerations, including the meaningful participation of displaced, host and return communities in peace processes, community planning and locally led conflict prevention, dialogue and dispute resolution mechanisms.
- Integrate conflict sensitivity and protection risk analysis across programmes and partnerships, ensuring that interventions are risk-informed and adapted to local dynamics, while contributing to conflict prevention, institutional resilience and social cohesion.



Cross-Cutting Enablers

The following enablers support the implementation of the partnership across all strategic pillars, guiding how UNDP and UNHCR work together in a coherent and flexible manner across diverse contexts.

Evidence, Data and Digital Transformation

UNDP and UNHCR will strengthen shared use of data, joint analysis and digital systems to inform government-led planning, financing and programme design, supporting more coherent, inclusive and evidence-based approaches to durable solutions. This includes promoting the responsible use of digital public infrastructure and data governance approaches that enhance protection, socioeconomic inclusion, self-reliance and solutions for displacement-affected communities.

The framework will enhance collaboration on blockchain and AI opportunities through the UN Innovation Network by co-designing new technology solutions for financial inclusion and emerging tech and accessing partners across the UN system for funding digital transformation.

Joint Analysis, Planning and Programming

UNDP and UNHCR will undertake joint or coordinated analysis and planning where this adds value, to align priorities, inform government-led decision-making and support more coherent approaches to solutions. At the country level, collaboration will build on existing national and UN coordination mechanisms, including the UN Sustainable Development Cooperation Framework (UNSDCF), UNCTs, HCTs and relevant coordination platforms such as Solutions Working Groups where they exist. These arrangements ensure alignment with national priorities and support transitions from humanitarian responses to development pathways.

Where appropriate, UNDP and UNHCR will develop joint or coordinated multi-year programmes and/or portfolios to support more coherent, system-level approaches to solutions aligned with national priorities. Programming arrangements will remain flexible and context-specific, focusing on complementarity and supporting government-led and inclusive responses and solutions, with each agency contributing according to its comparative strengths.

Capacity Development and Learning

The partnership will strengthen capacity development alongside joint learning and exchange across countries and regions, including through peer exchange and South-South and cross-regional cooperation. These efforts will support more coherent, effective and context-responsive approaches to advance socioeconomic inclusion, self-reliance, climate resilience and durable solutions.

Resource Mobilisation

UNDP and UNHCR will pursue a coherent and complementary approach to resource mobilisation across global, regional and country levels, including coordinated engagement with donors, IFIs, multilateral climate funds and other financing partners. Joint efforts will focus on increasing development-oriented financing for displacement-affected contexts, strengthening alignment with national priorities and financing systems, and reducing reliance on humanitarian funding over time.

Operational Arrangements and System Efficiencies

The partnership will be guided and overseen by the UNDP Administrator and the UNHCR High Commissioner. A Joint Steering Group co-chaired by the Assistant Secretary-General of the Crisis Bureau (UNDP) and the Assistant High Commissioner for Operations (UNHCR) will provide oversight, while an operational task force co-chaired by the operational leadership of the two agencies will facilitate and support the implementation of the Framework.

The Joint Steering Group will meet once a year to set priorities, assess progress and address bottlenecks. The operational task force will meet quarterly and at the request of regional and country operations, including to discuss major policy and operational issues and provide strategic direction to the partnership.

The collaboration framework will be operationalised through strengthened regional and country-level mechanisms and focus countries. An implementation plan will guide the framework and the work of in-focus countries, which will develop multi-year Joint UNDP–UNHCR work plans that will identify at least two of the framework’s strategic pillars, with measurable annual targets. In-focus countries will also be supported by the operational task force and report biannually on progress, bottlenecks and resource mobilisation.

At country level, UNDP and UNHCR teams will determine context-specific collaboration arrangements. This will draw on existing UNCT mechanisms and the RC’s convening role, as well as their respective responsibilities within HCTs under the IASC. Where relevant, it will also include the RCM and other existing coordination platforms to enable engagement with other UN entities and partners. UNDP and UNHCR country teams will determine simple and flexible arrangements suited to their diverse contexts to undertake joint analysis, advocacy, programming and resource mobilisation.

Where required, the agencies will apply standard UN-to-UN agreements to expedite implementation at country level.

Both agencies will also explore the use of pooled technical capacity for analytics, Monitoring, Evaluation, Accountability, and Learning (MEAL), governance and digital systems.

Duration and Amendments

Duration

The Framework covers the period **1 January 2026 to 31 December 2030**. A Mid-Term Review will take place in 2028.

Amendments

Revisions may be made through mutual written agreement at mid-term or as required by global policy shifts.

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