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Office for the Coordination
of Humanitarian Affairs

Reducing Protracted Internal Displacement:

**A Snapshot
of Successful
Humanitarian-Development
Initiatives**

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FOREWORD

By Walter Kälin, Former Representative of the Secretary-General on the Human Rights of Internally Displaced Persons

This paper provides important analyses to complement the OCHA study I co-authored with Hannah Entwisle Chapisat, *Breaking the Impasse: Reducing Protracted Internal Displacement as a Collective Outcome*. In *Breaking the Impasse*, we proposed seven steps to address internal displacement in fragile contexts where durable solutions often remained elusive. In that study, we also referred to interesting projects which had combined humanitarian and development elements to improve the lives of IDPs. A frequent comment I received when presenting the study was the need to know more about such projects, and what made them successful. This report aims to do exactly that.

While each situation is unique and requires tailored solutions, this paper offers valuable insights on how to best combine short- and long-term initiatives of international organizations, local partners and governments, while taking into account the needs of IDPs and host communities as well as market forces. With the benefit of hindsight and evaluated projects, this research contributes to our knowledge about the sustainability of such initiatives. I thank the authors for undertaking such timely research and would welcome a follow-up report in a few years, as we seek to maximize humanitarian-development collaboration to reduce the vulnerabilities of internally displaced persons and others in need.



SUPPORTING LIVELIHOODS IN BLUE NILE STATE, SUDAN (2013).

CREDIT: CHF (Cooperative Housing Foundation).

EXECUTIVE SUMMARY

The Secretary-General's Agenda for Humanity and the 2016 World Humanitarian Summit focused the world's attention on the need to adopt a new approach to protracted crises, including addressing internal displacement and fostering durable solutions. In the context of the twentieth anniversary of the Guiding Principles on Internal Displacement (GP20), the Special Rapporteur on the Human Rights of Internally Displaced Persons (IDPs), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the Office of the United Nations High Commissioner for Refugees (UNHCR) spearheaded a multi-stakeholder, three-year action plan to prevent and address internal displacement. The plan was designed to garner more international attention on the issue of internal displacement and to boost progress on internal displacement in specific countries, including through the dissemination and use of effective practices. The GP20 Plan of Action (2018–2020) proposes more joined up and strategic action across four areas: participation of internally displaced persons (IDPs); laws and policies on internal displacement; data on IDPs; and addressing protracted internal displacement and fostering durable solutions.

This paper aims to contribute to the reflection on effective practices to address protracted displacement, in support of the GP20 Plan of Action roll-out. It expands on the research conducted by Walter Kälin and Hannah Entwisle Chapuisat for the 2017 OCHA-commissioned study *Breaking the Impasse: Reducing Protracted Internal Displacement as a Collective Outcome*.¹ That study provided a comprehensive picture of the impact of protracted internal displacement, as well as five country case studies in contexts of conflict and disasters. It also offered a road map for addressing such displacement through seven steps, including conducting joint analysis and defining collective outcomes.²

1. Walter Kälin and Hannah Entwisle Chapuisat, "Breaking the Impasse: Reducing Protracted Internal Displacement as a Collective Outcome." 2017. Accessible at: www.unocha.org/sites/unocha/files/Breaking-the-impasse.pdf.
2. In *Breaking the Impasse* (p. 84), collective outcomes are defined as "commonly agreed results to reduce IDPs' displacement-related needs through objectives that are strategic, clear, quantifiable, measurable and achievable through the combined efforts of relevant actors at national, local, region and international levels. Furthermore, action towards achieving collective outcomes should involve displaced people, local communities, civil society and the private sector."

The conclusions and recommendations in *Breaking the Impasse* were widely disseminated. A request from operational actors was to provide additional information on projects that effectively helped address protracted internal displacement and support solutions. This paper aims to respond to this request, by presenting examples of projects that enhanced humanitarian-development cooperation in order to reduce the vulnerabilities of IDPs and host communities and work towards durable solutions. Projects presented in this research have been either the object of internal evaluations or used by research organizations as case studies. Only projects that presented identified good practices are described in this report. Projects were selected to cover a variety of internal displacement situations – in Colombia, Haiti, Somalia, Sudan and Ukraine – with a primary focus on the improvement of the lives of IDPs, taking into account the needs of host communities, and covering issues such as education, training, livelihood support, housing and protection.

Through a detailed review, this paper identifies several elements as having contributed to the success and sustainability of projects in the context of protracted internal displacement. These elements include:

- ✓ **Humanitarian and development organizations have combined their respective expertise or relied on specific local knowledge for the project.** Examples include UNHCR's focus on community engagement/protection combined with the United Nations Development Programme (UNDP) for small business development in Colombia; UN-Habitat's experience in land and housing acquisition and construction together with the Food and Agriculture Organization (FAO) for farming support and the expertise of the United Nations Population Fund (UNFPA) with youth in Sudan; and the Norwegian Refugee Council (NRC) on education in Somalia together with the World Food Programme (WFP) and other international non-governmental organizations (NGOs). Projects often include **local organizations** to ensure detailed knowledge of the specific context and access to local actors, and to enable greater local ownership of the project. In Ukraine, for example, the International Organization for Migration (IOM) partnered with a local humanitarian NGO, Donbas SOS, to facilitate humanitarian

assistance, while IOM focused on development initiatives. In Sudan, UN-Habitat enlisted the support of **universities** in the region to draft local urban plans.



✓ **The design of projects is flexible enough to adapt over time and respond to the evolving needs of IDPs.** Some of the featured projects had not been originally designed to combine humanitarian and development elements but were adjusted over time to add such elements based on feedback from participants. For example, to ensure participation in the training part of Diriswanaag, a vocational training and livelihood project for IDPs in Somalia, CARE International added short-term food assistance. Such additions require creativity, the inclusion of extra partners in the project as well as donor flexibility.



✓ **Strong coordination with national and local authorities to enable Government ownership, as well as knowledge transfer, is built within the project's design.** For example, an education/school feeding project by NRC and partners in Somalia included close cooperation with the Ministries of Education across 13 regions, improving the access of IDPs and other vulnerable groups to education and strengthening the quality of education. Another example is an IOM project in Ukraine that supported the Government to set up a unified registration system for IDPs through the provision of new equipment, software and training programmes. In Sudan UN-Habitat developed a close working relationship with na-

tional and local authorities, supporting their capacity in urban planning, and resulting in their approval of IDP resettlement plans and in local ownership of the project.



✓ **Projects take into account local business and market needs, identifying the need for specific skills or profitable products.** Sustainable projects incorporating vocational training and livelihood components are aligned with market needs. This was the case of the pineapple production project of the Transitional Solutions Initiative in Colombia, which assessed that there was a need for the product and developed relationships with businesses to ensure continued demand for IDPs' skills and products. This was also the case of the Diriswanaag project in Somalia, where IDPs were trained in skills that were relevant to the local market, including by training IDPs from rural areas in skills useful for an urban environment.



✓ **Projects are tailored to the local environment, using an area-based approach that benefits IDPs and host communities and include them in project planning and implementation.** While a highly tailored approach may be difficult to scale up or replicate, there does not seem to be any alternative in order to achieve success. The most successful projects were designed based on the priorities defined by IDPs and host communities, with the use of highly participatory methods. In the case of the Katye Community project, which involved rebuilding a neighbourhood destroyed during the 2010 earthquake

in Haiti, both planning and implementation of the project were conducted mainly by IDPs and members of host communities. During the process, both groups had to compromise and find solutions that were acceptable to everyone, which ultimately increased overall project ownership and led to decreasing tensions between IDPs and host communities. Successful projects also took into account the needs of **specific vulnerable groups**, as was the case with two projects showcased in Sudan by the Cooperative Housing Foundation (CHF) and UN-Habitat, which were informed by the protection needs expressed by internally displaced women.



✓ **Projects in cities include strong urban planning elements to provide innovative housing solutions and ensure sustainability.** In the Katye Community project in Haiti, local residents agreed to redraw their own property lines to allow for the redesign of access paths to improve circulation, leading to the improvement of public infrastructure. Some families also agreed to share innovative two-story transitional shelters, with one family per story, to make better use of available land. Also in Haiti, the Habitat for Humanity project improved the community's quality of life by implementing a comprehensive plan focused on upgrading the neighbourhood's infrastructure, services and housing. In Colombia, the Transitional Solutions Initiative led to the legalization of informal settlements in urban areas, allowing entire neighbourhoods to gain access to public services and leading in turn to urban integration.



✓ **Projects are part of wider strategies, supported through multi-year funding.** This was the case of a Habitat for Humanity project on durable solutions for IDPs in Haiti, which was designed as part of a longer-term strategy, funded for several years ("Pathways to Permanence" strategy). Several donors have also adapted their funding frameworks in recent years to provide multi-year funding and to encourage humanitarian-development approaches in the context of protracted internal displacement. This report reviews frameworks by Denmark, the European Union and the United Kingdom, which show promise in providing strong incentives for organizations to adopt a more integrated approach to addressing protracted internal displacement and fostering solutions.



None of these projects defined collective outcomes from the outset or were part of broader collective outcomes. This can be explained by the fact that projects ran from 2002 to 2017 while the notion of contributing to common goals or outcomes was only defined in 2016 as part of the World Humanitarian Summit. In hindsight, it seems that projects could have benefited from having all actors agreeing to a common goal, with a measurable, quantifiable outcome, including for evaluation purposes. Still, the extent to which the featured organizations worked together to ensure an integrated humanitarian-development approach, even when they had not included such common overarching goals from the onset, was remarkable.

FIGURE 1: KEY ELEMENTS OF GOOD PRACTICES IDENTIFIED THROUGH THE 12 PROJECTS REVIEWED



INTRODUCTION

The number of people internally displaced by conflict and violence has more than doubled over the past 20 years, with few people finding lasting solutions for their situations.³ At the end of 2018, some 41.3 million people had been displaced within their countries because of conflict and violence, and another 20 million to 25 million people are displaced annually due to disasters.⁴

Over the past few years, several initiatives have focused on ensuring a more integrated approach between humanitarian and development actors to address protracted internal displacement and support solutions for internally displaced persons (IDPs). The 2011 United Nations Secretary-General's Policy Committee Decision on durable solutions for IDPs and returnees built on the 2010 Inter-Agency Standing Committee's Framework on Durable Solutions for IDPs recognized the need to involve both humanitarian and development actors, such as the World Bank, in projects supporting solutions in the aftermath of conflict. In 2015 the Sustainable Development Goals recognized the importance of Governments taking into account the most vulnerable people, such as IDPs, on their path to more equal and sustainable development. The Secretary-General's Agenda for Humanity called for a 50 per cent reduction in the number of IDPs by 2030, in line with international standards. During the 2016 World Humanitarian Summit, several Governments, UN agencies and non-governmental organizations (NGOs) pledged to adopt a new approach to forced displacement, including in protracted crises.

In 2017, OCHA published the study *Breaking the Impasse: Reducing Protracted Internal Displacement as a Collective Outcome*. The study found that the traditional approach of international humanitarian actors to internal displacement had not allowed the majority of IDPs to significantly improve their lives. The re-

port stressed that many IDPs remained in “protracted internal displacement”⁵ unable to progressively reduce their vulnerability, impoverishment and marginalization. It also highlighted the negative social and economic impact of displacement on host communities, undermining their resilience and causing significant challenges for local and national Governments in alleviating poverty and stabilizing their countries.

In addition, the study advocated for responses that would not be sequenced in phases (i.e., whereby the humanitarian response would be followed by development interventions). Instead promoted the idea of humanitarian and development actors working together early on, complementing each other's efforts and working closely with national Governments. The report called for the development of collective outcomes, aimed not only at meeting immediate needs but also at improving the dignity and self-reliance of IDPs over time. It showed how specific countries had undertaken promising initiatives in that regard. For instance, in Colombia, the Transitional Solutions Initiative was a successful example of humanitarian and development actors working together, with local authorities and IDPs themselves, to achieve IDP local integration. In the Democratic Republic of the Congo (DRC), the 3x6+ project was led by UNDP to foster social cohesion and improve the livelihood prospects of IDPs and host communities. In Somalia, the Durable Solutions Initiative promoted an area-based, multisectoral, multi-stakeholder approach involving humanitarian and development partners, under the leadership of the Government.

The study also referred to Government and international frameworks conducive to collective and complementary action. Examples include, among others, the National Development Plan in Colombia, which set as a goal to end the vulnerability of 500,000 IDPs by 2018, and the National Development Plan in Somalia, which set out to reverse the trend of protracted internal displacement and substantially reduce the number of IDPs by supporting durable solutions. The *Breaking the Impasse* study was widely disseminated among policymakers and practitioners. Workshops to discuss its recommendations were organized in the Central African Republic, the Philippines, Somalia and Ukraine. Operational partners during the workshops asked for examples of humanitarian-development projects that improved the lives of IDPs.

3. UNHCR, “World Refugee Day, Global forced displacement tops 50 million for first time in post-World War II era.” 20 June 2014. Accessible at: <https://www.unhcr.org/news/latest/2014/6/53a155bc6/world-refugee-day-global-forced-displacement-tops-50-million-first-time.html>.

4. IDMC, “Global Report on Internal Displacement 2019.” Accessible at: <http://www.internal-displacement.org/global-report/grid2019/>.

5. According to *Breaking the Impasse* (p. 20), “protracted internal displacement refers to situations in which tangible progress towards durable solutions is slow or stalled for significant periods of time because IDPs are prevented from taking or are unable to take steps that allow them to progressively reduce the vulnerability, impoverishment and marginalization they face as displaced people, in order to regain a self-sufficient and dignified life and ultimately find a durable solution.”

This report aims at responding to this request, by presenting examples of projects that enhanced humanitarian-development cooperation to reduce the vulnerabilities of IDPs and host communities and achieve durable solutions. It also aims to contribute to building evidence on effective practices in addressing protracted internal displacement and fostering durable solutions, to support the three-year multi-stakeholder plan of action (2018–2020) marking the 20th anniversary of the Guiding Principles on Internal Displacement.

METHODOLOGY

This report relies on open source information from external and internal evaluations of projects designed to work towards achieving durable solutions for IDPs in contexts of conflict and disaster by combining humanitarian and development activities. Seven of the projects considered were in countries reviewed in detail in the *Breaking the Impasse* study: Colombia, Somalia and Ukraine. The report also features five projects from Haiti and Sudan. Selected projects have a range of emphases: food security, housing, education and livelihoods. In several cases, these projects have been designed and implemented by humanitarian and development actors working jointly, combining approaches and expertise to produce tailored initiatives. The projects are summarized and their elements of best practice examined, but this is not intended to be judgmental – the aim of this report is to observe what these projects achieved and what to learn from them. By highlighting what has been well designed or implemented, it is possible to build a picture of what best practice looks like in working towards durable solutions.

Assessing each project, the report looks at the following elements of best practice:

- ✓ **Humanitarian-development planning and project design:** projects that have been designed with both humanitarian and development aspects, often combining short- and long-term initiatives to prevent or reduce protracted internal displacement and foster durable solutions.
- ✓ **Level of coordination between organizations:** whether different organizations have worked together in planning, designing, implementing or monitoring interventions and the extent to which this coordination has had an impact on the progress and results of the project.
- ✓ **Level of coordination with national and local authorities:** the extent to which initiatives have been implemented in collaboration with authorities, enabling local ownership at the local, regional or national level.
- ✓ **Alignment with business and market needs:** projects, in particular those seeking to secure livelihoods, taking into account the needs of local labour and product demands and the extent to which projects have benefited from private sector expertise, goods or employment.

- ✓ **Level of IDP participation:** the degree to which project beneficiaries have been included in the project's planning, implementation and review stages, helping to make the project more relevant and effective.
- ✓ **Project sustainability:** whether projects have been evaluated to produce durable positive outcomes for the target groups, enabling them to end protracted displacement or at least contribute to durable solutions.

This report shows through practical examples how each of these elements has been incorporated into project design and implementation in order to reduce protracted internal displacement. It also looks at frameworks and funding for projects, using Denmark, the European Union (EU) and the United Kingdom (UK) as examples of humanitarian-development financing for IDPs.

The cases reviewed for this paper do not constitute an exhaustive study but are a selection of examples that are easily accessible. The relative scarcity of readily available information on humanitarian-development IDP projects limited the scope of research. Reliance on project evaluations also meant that projects were only analysed through a desk review and that in turn, IDPs and their host communities could not be consulted the report.

Breaking the Impasse focused on addressing protracted internal displacement by developing collective outcomes. This paper, however, examines projects implemented before the introduction of the “collective outcomes” approach. There is, thus, no reference to the use of collective outcomes in these projects. A main recommendation of this paper is therefore to set collective outcomes as an integral part of project design and to produce accessible reports on best practices for future initiatives.

REVIEW OF PROJECTS AND INITIATIVES FOCUSED ON IMPROVING THE LIVES OF IDPs

COLOMBIA

TRANSITIONAL SOLUTIONS INITIATIVE, 2012–2016^{6,7}

The Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Development Programme (UNDP) developed, in collaboration with the World Bank, a pilot project for IDPs in Colombia as part of the Transitional Solutions Initiative (TSI), which aimed to improve the self-reliance of IDP communities and provide sustainable solutions to their displacement. Of the 17 IDP communities chosen, 9 were pursuing local integration in urban areas, 5 wished to permanently settle in rural areas of displacement, and 3 had returned to their place of origin. A key component and success of the project was the regularization of informal settlements and access to land ownership. Livelihood activities that were focused on locally tailored economic development were implemented, after identifying the programmes and initiatives that best suited the needs of each community, including entrepreneurship, employment, job training and food security. By the end of the project in 2015, 38,000 people in total were estimated to have benefited from the interventions.

IDP participation was a key strength of the TSI project. Committees involving UNDP, UNHCR and members of IDP communities, through participative diagnosis, identified objectives for the TSI Action Plan. This included dedicated discussions with groups of women, as well as with boys, girls, adolescents and youth, to ensure their contribution to the plans developed for each location. This process contributed to the building of trust in the 17 locations. From these objectives, tailored community projects were

developed. Access to land and legalization of property were identified by IDPs as one of the priority needs in most locations. By the end of the project, significant progress had been made in legalizing informal settlements in urban areas and securing ownership in urban and rural areas. In urban areas, this led to urban integration, allowing entire neighbourhoods to gain access to electricity, public lighting, waste management, and therefore improving the quality of life of the community. Progress was particularly marked in the town of Soacha, in the outskirts of Bogota, where the mayor showed great commitment to working with partners to regularize some of the city's IDP settlements. In terms of sustainable livelihoods, a successful endeavour included the provision of technical assistance and training for pineapple cultivation. Another best practice was fostering relationships with local authorities and the private sector. In this case, developing a marketing strategy and relationships with private companies, including restaurant and supermarket chains, allowed the 40 families involved in the project to turn a profit, thereby providing them with stable livelihoods.

The Joint IDP Profiling Service (JIPS) also helped foster more coherence between UNDP and UNHCR systems and processes. In 2013, JIPS used its experience with inter-agency data collection and assessments for durable solutions to develop indicators to determine a baseline and assess progress.⁸ JIPS also conducted a field mission to support the design of the implementation plan.

Third-party evaluations found that the two UN agencies maintained continuous interaction, accounting for the success of many – although not all – of these development projects. UNDP contributed expertise on integrating activities with local markets, while UNHCR used its knowledge in community-based project work and protection.

6. Overseas Development Institute, "Protracted displacement: Uncertain paths to self-reliance in exile." Annex 8 – Case studies: Colombia, Darfur, Jordan and Uganda, p. 8. September 2015. Accessible at: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9853.pdf>.

7. Econometria S.A., "External Assessment of the UNHCR – UNDP Joint Program "Transitional Solutions Initiative – TSI". Final Report" Bogota. October 2016. Accessible at: <https://erc.undp.org/evaluation/evaluations/detail/8771>.

8. For comprehensive indicators on durable solutions developed based on the Colombia and subsequent experiences as part of an inter-agency indicator project spearheaded by the Special Rapporteur on the Human Rights of IDPs, see inform-durablesolutions-idp.org.

Key good practices identified in the features of the TSI project:

- ✓ **Strong coordination between organizations:** UNDP and UNHCR worked in conjunction to combine expertise, while also enlisting the help of JIPS to create common indicators and objectives.
- ✓ **Joint humanitarian-development planning and project design:** the project combined humanitarian and development activities from the outset and included joint planning between UNDP, UNHCR and JIPS. The project also benefited from the technical expertise of local NGOs, such as Opción Legal, for the regularization of the land.
- ✓ **Strong coordination with local authorities:** in the different locations where the project was implemented, UNDP and UNHCR worked closely with local authorities, for example to enable the regularization of informal settlements and access to land ownership, and to ensure that local production by IDPs was sold to local schools' cafeterias or on the local market.
- ✓ **Strong alignment with local business and market needs:** the project identified the pineapple as a profitable product, and established relationships with purchasers to ensure that cultivation could support livelihoods for IDPs. Other projects trained IDPs in crafts such as jewellery and glass cutting.
- ✓ **High level of IDP participation:** IDP participation was set as a 'working premise' throughout the project from the first stages of planning. The project's objectives were met in several locations and were largely based on priorities identified by IDP-led committees. A differentiated approach towards displaced indigenous communities, based on respect for their customs and governance, including their use of collective ownership, was also seen as having led to positive results.
- ✓ **Project sustainability:** the formalization of informal settlements and certification of individual property were seen as essential aspects of the project and were reported to be greatly valued by those who had participated in the project. Lessons learned from these processes were then applied to other locations in Colombia.

COOPERATIVE HOUSING FOUNDATION AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT, 2002–2006⁹

The Cooperative Housing Foundation (CHF, now Global Communities) coordinated a project in Colombia to improve the employment opportunities of urban IDPs in Barranquilla, Buenaventura, Cali, Santa Marta and the country's coffee belt. Running from July 2002 to September 2006, the project aimed to support the integration of IDPs while benefiting the local community. Its main programmes were the provision of vocational training for IDPs in skills such as gardening, cleaning and construction. It provided small grants for micro-entrepreneurs and a scheme whereby newly displaced people were entitled to 59 days of emergency short-term paid employment.

After several years, CHF integrated humanitarian initiatives into the project. This amplified the benefits of the employment project and improved its overall success. CHF used funding from the United States Department of State's Bureau of Population, Refugees and Migration to provide emergency assistance, such as food; water, sanitation and hygiene (WASH); and non-food items (NFIs). Additionally, funding from the United States Agency for International Development (USAID) resulted in income generation and housing support. Food allowances, combined with support from CHF for accommodation and household necessities, allowed IDP beneficiaries to use the money earned from the first 59 days of short-term employment and other subsequent employment to build their savings, grow businesses and improve their housing arrangements.

This project used the incoming IDP workforce to build schools, roads and other public works, thereby benefiting the local community. This improved relations between IDPs and host communities and helped to counter negative stereotypes by showing hosts that IDPs were contributing to the community. A high percentage of host community employers were satisfied with the performance of the IDP workers. The success rate of new IDP businesses was 86 per cent after six months. An estimated 83 per cent of those enrolled in vocational training gained permanent employment. Acción Social initiative, a displacement-focused recovery and prevention organization formed by the President of Colombia, integrated this approach into its national programme and policy,



An IDP community consultation in Arauca, Colombia (2014).

Credit: CISP/Navor Vargas

opening areas for cooperation between the Government, NGOs and the private sector to ensure sustainability of the results of CHF's work.

Key good practices identified in the features of the CHF and USAID project:

✓ **Joint humanitarian-development planning and project design:** while the project only included development aspects in the beginning, it later incorporated humanitarian initiatives, allowing IDPs to focus on growing their businesses and improving their housing arrangements while receiving short-term food assistance and household items, which improved the overall success of the project.

✓ **Strong alignment with local business and market needs:** IDPs were trained in skills that were suited to an urban job market and many found appropriate employment in towns and cities despite often coming from rural areas. Construction projects were also matched to the needs of the host communities.

✓ **Project sustainability:** the project was designed to strengthen social cohesion between IDPs and host communities. It led to improved relations between both groups. The President of Colombia integrated this approach into a new national initiative, allowing for the scaling up of the project.

COLOMBIA CONCLUSIONS

The projects in Colombia illustrate the importance of livelihoods initiatives in facilitating durable solutions that provide long-term and sustainable sources of income and stability. Both projects included a strong emphasis on urban-specific aspects. These two cases show that successful projects require careful design, reflecting the needs of the local community. Coordination between humanitarian and development assistance is also essential. In the TSI, UNHCR used its experience in supporting displaced communities in humanitarian crises to ensure strong community engagement and complement development initiatives spearheaded by UNDP. CHF also combined humanitarian and development activities. By anticipating and providing for immediate necessities, such as food, water, security and housing, CHF ensured that IDPs were sufficiently supported to engage with livelihoods initiatives. Although this was not the project design from the outset, CHF understood that its work would be more effective and efficient if humanitarian assistance were integrated into its development-based project.

The effects of these livelihood initiatives were broader and longer-lasting when income could be applied towards business and education endeavours, rather than being spent on short-term or immediate needs. Coordination between humanitarian and development agencies, and with local authorities, was instrumental in successfully responding to needs in a multisectoral and tailored manner. The strong focus on access to land and sustainable livelihoods meant that IDPs did not develop a dependency on aid, instead transitioning to self-reliance and developing resilience.

As the skills and employability of the IDPs improved and they gained control over their long-term finances, the impact of the projects became sustainable. This was facilitated in both initiatives through the interaction with local authorities and businesses. In the TSI, this connexion allowed IDP-run businesses to meet market needs and turn a profit. In the CHF project, these interactions meant that IDPs were able to find employment constructing public infrastructure. In both cases, IDPs were integrated in such a way that they could support themselves financially in their new communities.

Both the TSI and CHF projects were fairly small, with only several thousand recipients. They could therefore be specifically responsive to the needs of the communities in which they were implemented. Scaling up such initiatives for larger groups of IDPs may prove to be time- and resource-intensive.

HAITI

HABITAT FOR HUMANITY SIMON PELÉ URBAN DEVELOPMENT PROGRAMME, 2010–2015¹⁰

Habitat for Humanity's five-year programme in the Simon Pelé neighbourhood of Port-au-Prince ran from 2010 to 2015. It aimed at experimenting with a variety of comprehensive urban development approaches in community engagement, methodology development and infrastructure improvement. The area of Simon Pelé was chosen as the focus for the project due to its high level of damage from the earthquake,

below-average socioeconomic development and history of being underserved and marginalized by the Government and NGOs. The programme was started following Habitat for Humanity's realization that its traditional development approach of building complete and permanent homes would not be sufficient to meet the needs in Haiti following the 2010 earthquake. Habitat for Humanity collaborated with partner organizations, including Canadian charity Rayjon, local NGOs and local community leaders, to deliver essential WASH services and NFI assistance (e.g. some 2,000 hygiene and first aid kits to the neighbourhood's inhabitants).

10. Urban Crises Learning Partnership, "Making Community Engagement a Priority: A Case-Study on Earthquake Response in Simon Pelé, Haiti", p. 6. 2017. Accessible at: <http://pubs.iied.org/pdfs/G04285.pdf>.

Habitat for Humanity itself focused on building capacity and providing market-driven vocational training. The programme



Engineers inspect the reconstruction of a home destroyed during the 2010 earthquake that devastated Haiti's capital, Port-au-Prince (2013).

Credit: MINUSTAH/Victoria Hazou

successfully retrofitted 660 homes, making them habitable by repairing structural damage. It also improved the community environment by facilitating the returns of those who had been displaced from the neighbourhood due to the earthquake.

The main success of the operation was the implementation of the multi-year holistic master plan, developed in line with Habitat for Humanity's "Pathways to Permanence" strategy, supported by funding for a five-year period. The project focused on improving the quality of life of the community members by implementing a comprehensive plan focused on upgrading the neighbourhood's infrastructure, services and housing. It used a tailored approach to programme design, incorporating disaster recovery methods to improve the durability of structures and clear rubble. Other objectives included mitigation of potential tension between community residents and IDPs, improvement of security and governance, and development of new monitoring and evaluation techniques. Community participation methods whereby IDPs and hosts could contribute to the project design and give feedback, although they likely slowed implementation, resulted in increased resilience and improved accountability.

Key good practices identified in the features of the Habitat for Humanity project:

- ✓ **Strong coordination between organizations:** Habitat for Humanity focused on its housing objectives, while partner organizations with WASH and NFI expertise implemented humanitarian assistance activities.
- ✓ **High level of IDP participation:** IDPs and host communities were included in the planning stage of the initiative to promote ownership and contributed feedback at multiple stages in the implementation of the project.
- ✓ **Project sustainability:** The project was designed to be sustainable, as part of the "Pathways to Permanence" strategy funded for multiple years. Through the project, those who had been displaced during the earthquake were able to return to the neighbourhood. Their houses were rebuilt and their access to infrastructure and services improved compared to before the earthquake.

CHF AND PROJECT CONCERN INTERNATIONAL – KATYE COMMUNITY PROJECT 2010–2012^{11,12,13}

CHF International and Project Concern International (PCI) developed a housing improvement programme in the Ravine Pintade neighbourhood of Port-au-Prince. The aim of the project, named "Katyè", or "neighbourhood" in Creole, was to support the prompt return of IDPs and to improve access to adequate housing and services for those who had not been displaced. The project took a comprehensive and multisectoral approach to settlement improvement in the aftermath of the 2010 earthquake in Haiti, combining short-term cash grants, water provision and health initiatives spearheaded by PCI with the long-term housing development run by CHF. CHF also supported its development objectives with humanitarian initiatives, including transitional shelter and rubble clearance, taking into account the specific protection needs of vulnerable groups.

The main strengths of the project were its commitment to community engagement and its inclusion of urban planning in project design. Community engagement was achieved via extensive consultation with IDPs and residents at every stage of project implementation. First, needs were identified through meetings with beneficiaries to establish community and individual priorities. The project plan was then based on reported needs and presented to the community of residents and IDPs for approval before work began. Beneficiaries were also consulted on urban planning and housing design. Local residents agreed to redraw their own property lines to allow for the redesign of access paths to improve circulation. Families agreed to share innovative two-story transitional shelters to make better use of available land.

11. DUSP, Displacement Research and Action Network, NRC, IDMC, "Home Sweet Home: Housing practices and tools that support durable solutions for urban IDPs", p. 44. March 2015. Accessible at: <http://www.internal-displacement.org/sites/default/files/publications/documents/20150325-global-home-sweet-home-en-full-report.pdf>.
12. David Brown, Washington Post, "In one of Haitian capital's roughest neighborhoods, a pretty good second chance." 18 August 2012. Accessible at: https://www.washingtonpost.com/national/health-science/in-one-of-haitian-capitals-roughest-neighborhoods-a-pretty-good-second-chance/2012/08/18/0958982c-ae5c-11e1-936a-45aa2b40de38_story.html?utm_term=.f5a1ca29ba6b.
13. Project Concern International, "Haiti Earthquake: Five Years Later". 13 January 2015. Accessible at: <https://www.pciglobal.org/haiti-earthquake-five-years-later/>.

Local ownership of the initiative was encouraged. Local people were employed under a short-term, cash-for-work scheme to help in rubble removal and housing construction. IDPs and local residents worked together to solve any problems encountered throughout the project's implementation. When constraints on space were a challenge for the project, 200 households volunteered to reduce the size of their land plots and local residents agreed to move to temporary housing for the duration of building work. Many residents also agreed to have extra floors built on their new structures to house returning IDPs.

CHF enabled the return of nearly 2,000 IDPs through the provision of shelter and repaired or constructed shelter for 620 resident households. PCI improved the water quality, reducing the number of households that relied on contaminated water from 37 per cent to 1 per cent. PCI introduced free health care and health training initiatives at a local community centre, delivering hygiene and sanitation education to 96 per cent of households. A significant limitation of the project was its scope, as only one side of Ravine Pintade could be rebuilt using the funds available for the initiative. This led to security problems and intercommunal tension with the south side. The project review also recognized the need for more vocational training and small business loans.

Key good practices identified in the features of the CHF and PCI project:

- ✓ **Strong coordination between organizations:** CHF and PCI coordinated the implementation of the programme, each using their expertise to ensure a multisectoral and sustainable approach.
- ✓ **Joint humanitarian-development planning and project design:** the plan was based on reported needs, which required a combination of humanitarian and development activities to fulfil.
- ✓ **High level of IDP participation:** planning was led by returning IDPs and residents. Implementation was conducted by a workforce that mainly consisted of both groups. Ownership for the project from host communities and returning IDPs was such that they were willing to compromise and develop solutions together, which turned out to be the most striking success of the project.

- ✓ **Project sustainability:** by the end of the project, returning IDPs and host communities had better housing and access to water and sanitation than before the earthquake. Adding livelihood interventions could have ensured further sustainability.

WORLD FOOD PROGRAMME NATIONAL SCHOOL FEEDING PROGRAMME AND HOME GROWN SCHOOL FEEDING PILOT PROJECT, 2012–2017¹⁴

The World Food Programme (WFP) developed a large-scale project – “Assistance to the National School Feeding Program in Haiti” – under which free school meals were provided to primary public schools in 9 of Haiti’s 10 departments. The project was designed to benefit 485,000 schoolchildren to improve school attendance in line with the Government’s education policies. This included improving access to education for internally displaced children, as well as children from host communities with the lowest income, through general food distribution and nutrition activities, thereby contributing to prevent malnutrition. School attendance increased, a safety net was provided for vulnerable populations, and IDP integration with local communities improved.

In order to increase its sustainability, the project sought to better link the provision of school meals to local agriculture. Three years after the beginning of the project, from 2015 to 2017, it was supplemented by a smaller pilot project titled “Home Grown School Feeding”. The addition of this initiative to the existing school meals project diversified the menus available to students, scaled up the provision of fresh food and ensured the sustainability of the school meals programme. Due to the combined operational successes of the projects, it was possible to increase the coverage of the smaller pilot from 3,500 to approximately 7,000 students. WFP enlisted local NGO partners for various roles in the implementation of the projects, including food delivery, allowing WFP to focus on monitoring and evaluation, innovation and liaising with authorities. Partners were chosen based on expertise, with agriculture development specialists working alongside farmers in order to strengthen

14. WFP Haiti, “Assistance to the National School Feeding Programme in Haiti: Standard Project Report 2016”. Accessible at: <https://docs.wfp.org/api/documents/0e3f2b7107d348d78b80960ccb45e6cc/download/>



The UN and NGOs provided food assistance, water, shelter and medical care to 1.5 million people displaced by the 2010 earthquake in Haiti (2013).
Credit: MINUSTAH

agricultural production and distribution, while humanitarian partners worked with teachers, parents and communities to deliver food and train volunteers in distribution. This meant that the school meals programme not only increased enrolment and retention rates, but also supported the local economy through local purchases.

Key good practices identified in the features of the WFP project:

- ✓ **Strong coordination between organizations:** WFP coordinated with multiple partners, all working together in their respective areas of expertise to produce the highly tailored pilot project “Home Grown School Feeding”.
- ✓ **Joint humanitarian-development planning and project design:** the “Home Grown” pilot project was designed to include both humanitarian and development aspects.
- ✓ **Coordination with national authorities:** the feeding programme formed part of the Government’s recovery strategy after the earthquake in Haiti. This ensured wide scope and facilitated the development of the new pilot project.
- ✓ **Strong alignment with local business and market needs:** WFP adapted its pilot in order to utilize food products that were locally available and allowed farmers to make a better profit while supporting agricultural diversification.
- ✓ **Project sustainability:** through its pilot project, WFP ensured the long-term provision of school meals by strengthening local food production businesses and food delivery. It increased school enrolment of internally displaced and local children as well as retention rates and supported the local economy.

HAITI CONCLUSIONS

All three projects emphasized the importance of working with local organizations rooted in communities where the initiatives were developed in order to better reach those targeted by the projects.

Habitat for Humanity selected a small international partner already working in the region and local NGOs, as well as community leaders, to run complementary humanitarian activities to its development initiative. The project between CHF and Project Concern benefited from CHF's long-standing presence in Port-au-Prince. In-depth knowledge of the local context permitted both partners to design community engagement strategies that maximized the responsiveness of their initiatives and improved the overall effectiveness of their work. WFP ensured that the activities involving the community – engagement with farmers, education of school workers and families and the distribution and preparation of food – were carried out by local groups, which allowed WFP to focus on advocacy with the Government and monitoring and evaluation. Each part of the project was implemented by the organization with the most relevant expertise.

In enlisting the help of these local groups, WFP and Habitat for Humanity showed inventiveness to enhance the relevance and effectiveness of their projects. They sought expertise outside of their remits and incorporated support in other sectors.

Organizations showed they were not afraid to experiment and to add new project components to improve project results.

WFP gained support on Haitian small agribusiness development and Habitat for Humanity incorporated basic services and WASH into its housing project. In each case, humanitarian and development organizations worked together to develop a shared strategy in support of the resilience of IDPs and host communities and, in some instances, durable solutions.

Sustainability was a key objective of the Habitat for Humanity and WFP programmes. Habitat for Humanity placed great emphasis on its “Pathways to Permanence” strategy. CHF liaised with the community to ensure that the new infrastructure would continue to meet needs over time and provide sustainable solutions. Both projects adopted a comprehensive approach to providing permanent housing to returning IDPs and upgrading the living conditions of host communities, including through improved infrastructure and services.

Both the WFP project and the CHF/PCI project encouraged community ownership of the initiatives. In the case of WFP, teachers and parents were involved in nutrition education, supplementing the food provided with preferred ingredients from home and in cooking meals and managing the kitchens at schools. In most cases, this encouraged participation and engendered a sense of ownership. In the Katye Project from CHF and PCI, ownership was encouraged by allowing the community to spearhead the design and solve construction problems on their own.

SOMALIA

COMMUNITY DRIVEN LIVELIHOOD AND FOOD SECURITY INITIATIVES IN LOWER AND MIDDLE JUBA REGIONS OF SOUTH SOMALIA, OXFAM GREAT BRITAIN (OXFAM GB), 2010–2013¹⁵

Oxfam GB designed this project to channel humanitarian and development assistance together by adopting “alternative ways of working”. The project aimed to improve livelihoods through better access to income generation and food security of host and internally displaced families in 11

regions of South Somalia. Oxfam engaged in a range of tailored activities, including cash grants for household businesses, restocking of livestock herds and agricultural equipment, and rehabilitation of irrigation systems. Shorter-term drinking water solutions and cash for work supplemented these initiatives. These interventions made a positive contribution to the livelihoods of targeted IDPs and host families. The project focused on 22 villages, supporting them from 2010 to 2013 in food security and livelihoods. Oxfam intended the project to be managed primarily by the community so as to increase project ownership. Oxfam therefore formed committees on accountability, implementation and monitoring which allowed beneficiaries to influence every stage of the project.

15. Andrew Anguko, Oxfam GB, “Impact evaluation of community driven livelihood and food security initiatives in Lower and Middle Juba Regions”. November 2015. Accessible at: <https://reliefweb.int/sites/reliefweb.int/files/resources/er-livelihoods-somalia-effectiveness-review-301115-en.pdf>.



Two boys carry water to an IDP camp near the town of Jowhar, Somalia (2014).

Credit: AU UN IST/Tobin Jones

Villages in which the project was implemented reported improved nutrition and higher incomes, primarily through the sale of excess milk. Income and nutrition were compared with other communities nearby who had not benefited from this specific project. It was found that the 22 communities involved were much more resilient than neighbouring villages, which relied at best on short-term food assistance alone. In some cases, businesses were underfunded when compared with expectations, as many participants chose not to create businesses and used cash grants for other priorities, such as education or shelter improvements. However, on average, the household wealth index of participant households had increased from 2009 to 2013, compared with households that had not participated. The project was deemed a success as it reduced the vulnerability of targeted communities and the need for continued humanitarian assistance.

Key good practices identified in the features of the Oxfam GB project:

- ✓ **Joint humanitarian-development planning and project design:** a main strength of the project was a combination of humanitarian and development elements, such as short-term cash for work and long-term land development.
- ✓ **High level of IDP participation:** IDP committees were formed and consulted at every stage of the implementation.
- ✓ **Project sustainability:** the project was designed to be a sustainable resilience-building initiative, leading to long-term benefits for project participants in terms of nutrition and income generation, and reducing aid dependence in the IDP community.

“DIRISWANAAG” LIVELIHOODS PROJECT, CARE INTERNATIONAL, 2011–2013¹⁶

CARE International designed a livelihoods project for IDPs and host communities in camps and urban areas in Puntland Region. The project worked with local partners – Somali Women Association and Rahmo – national and local author-

ities, as well as private sector vendors. The project combined training programmes and business grants with protection activities such as rights education, especially for women and girls, as well as humanitarian activities, such as direct food provision and food vouchers for those taking part in vocational skills development activities.

The vocational training was designed to benefit youth and women who would otherwise lack job opportunities. Some 80 per cent of those who completed the vocational skills training courses found paid employment as a result. The provision of food to vocational training students vastly reduced dropout rates – this intervention retained 93 per cent of the trainees until completion of the course, while previous training programmes had lost, on average, half of those enrolled by the end of the course. All 800 programme graduates received cash grants and 340 received start-up kits. This enabled them to use the newly acquired skills to engage in income-generating activities, such as cooking, cleaning, gardening and mechanical repair work, and to improve their livelihoods, resulting in an average 60 per cent increase in income.

The sustainability of project benefits – in the fields of vocational skills development and training, business grants and protection activities – was a major strength of the project. The maximum positive impact for participants was achieved by targeting the same beneficiaries for both nutritional support and vocational trainings. This reduced dropout rates and allowed beneficiaries to devote more time and resources to building skills that improved their likelihood of employment and led to increased self-reliance. Providing food to trainees showed that multiple forms of assistance can have a cumulative positive impact, enhancing the effectiveness of the programme and ensuring the sustainability of achieved results.

Key good practices identified in the features of the CARE International project:

- ✓ **Joint humanitarian-development planning and project design:** the project was designed to be multisectoral, including both humanitarian and development activities, such as protection. These activities were designed to complement each other, compounding the positive impacts of the initiative.

16. CARE International, “Diriswanaag livelihoods final evaluation”. 29 October 2013. Accessible at: <https://www.careevaluations.org/evaluation/diriswanaag-livelihoods-final-evaluation-final-report-29-9-2013/>.

- ✓ **Strong alignment with local business and market needs:** IDPs were trained in skills that were relevant to the local market to maximize the employability of graduates from the trainee project. This meant training IDPs from rural areas in skills, such as cleaning and gardening, that would be more suited to an urban environment.
- ✓ **Project sustainability:** as a result of this project, many IDPs developed their own businesses and independent livelihoods, using the training, the cash grants and start-up kits they received. Protection activities, including awareness campaigns among IDPs and service providers, also led to the reduction of sexual violence and of feeling of insecurity among IDPs.

SOMALIA ACCELERATED PRIMARY EDUCATION SUPPORT PROJECT, NORWEGIAN REFUGEE COUNCIL AND PARTNERS, 2009–2012¹⁷

The Accelerated Primary Education Support (APES) project in Somalia was implemented by the Norwegian Refugee Council (NRC), together with Save the Children Denmark, Concern Worldwide and WFP, with funding from the European Union. The programme was conducted in conjunction with the Ministries of Education across 13 regions of Puntland, Somaliland and South Central Somalia. The project aimed

17. NRC, Save the Children, Concern Worldwide, “EVALUATION - Accelerated Primary Education Support program in Somalia”. 5 June 2013. Accessible at: <https://www.nrc.no/resources/evaluations/accelerated-primary-education-support-program-in-somalia/>.



Farmers present a project to improve food security in Doolow, Somalia, where thousands of IDPs have found refuge (2014).

Credit: FAO/Frank Nyakairu

to increase enrolment in formal primary schools and to provide alternative basic education by improving the quality of teaching and strengthening the management of education centres. In meeting these objectives, the project focused on constraints to education access on the supply side, such as lack of school material, infrastructure and training. It also looked at the demand side, including the high cost of education and the limited awareness of the importance of formal education. While the project was not specifically focused on IDPs, one of its main successes was its inclusion of internally displaced children in education services from which they had previously been excluded. More than 32,000 new learners gained access to basic or primary education through the project.

An essential element of the project's success was the provision of humanitarian assistance to contribute to maintaining enrolment, especially in marginalized communities consisting of IDPs, the rural poor, returnees and nomad populations, which had been suffering from drought and food insecurity. A complementary action to support school attendance among teenage girls was the distribution of sanitary kits, made locally at low cost and designed to be reusable, to nearly 12,000 teenage girls in Puntland and Somaliland (this was not possible in South Central Somalia due to the presence of Al Shabaab). This improved attendance and reduced the dropout rate of teenage girls, who reported widespread appreciation for the kits and improved levels of general comfort. Due to the severity of the drought in Puntland and Somaliland, IDP, returnee and nomad populations had to move in search of water or pasture, leading to the dropout of many vulnerable children from school. In response, the project incorporated measures to deliver truckloads of water to 76 schools. This benefited about 9,500 children and reduced dropout rates.

Key good practices identified in the features of the NRC and partners project:

- ✓ **Strong coordination between organizations:** by working with WFP and partners, NRC enhanced the impact of its initiative, adding humanitarian elements that supported IDPs and others in remaining enrolled in schools.
- ✓ **Humanitarian-development planning and project design:** NRC incorporated humanitarian assistance when

the situation of IDPs and other vulnerable target groups worsened, in order to enhance the positive impact of the project.

- ✓ **Strong coordination with national authorities:** thanks to NRC's close collaboration with the Ministries of Education across 13 regions of Somalia, internally displaced children and other vulnerable groups improved their access to quality education.

PUNTLAND SHELTER PROJECT, WORLD VISION SOMALIA, 2016¹⁸

World Vision Somalia (WVS) designed a project to address the immediate needs of IDPs in camps in the Puntland region of Somalia, but quickly decided to support the transition of IDPs to better accommodations. The organization engaged with the regional government in order to provide land and shelter near these camps for those who had been displaced. The Government of Puntland therefore implemented a programme for land acquisition, purchasing land from private owners and transferring individual title deeds as grants for IDPs after housing had been constructed on it by WVS.

The Puntland Shelter Project, as it was named, targeted 1,200 households displaced near Garowe Town in Puntland. The multisectoral focus of the programme addressed wider community infrastructure apart from housing. WVS designed the new settlement as if it were a "village" within the town of Garowe. This was done by constructing access roads, a primary health-care centre and an extension of the town water supply, making sure that IDPs could access basic amenities within the newly-built community. In IDP camps in the area, WVS continued its NFI distribution and assistance with water and waste management, while IDPs were waiting for permanent resettlement. A strength of this programme was the coordination by WVS with the Ministry of the Interior of Puntland State. A regional Directorate of Displaced Persons was set up and WVS maintained

18. World Vision International, "Puntland Shelter Project World Vision Somalia March 2016". 2017. Accessible at: https://www.wvi.org/sites/default/files/Puntland%20Shelter_Impact%20Evaluation_CAJ.pdf

a strong partnership with the Directorate throughout the project. The outcome of this partnership was the formal recognition of the IDP sites, incorporating the resettled IDP population into the town of Garowe. Owning land and a permanent shelter was reported by project participants to have changed their lives for the better. Men and women in the new villages reported that having a title deed meant freedom from the threat of eviction, which was valued very highly by IDPs after being subject to periods of temporary shelter and eviction for years, or even decades. Ownership of land and housing, and the security that this brought, resulted in a deeper sense of ‘belonging’ for IDPs.

Another strength identified was the participatory design of the project. WVS held stakeholder meetings to build consensus on the planned interventions and ensure that activities were tailored to the context. Those engaged included government officials from national, regional and local levels, as well as IDP and host community elders. The development of autonomous committees of beneficiaries encouraged community ownership of the project. This process enabled the implementers of the project to identify local businesses and craftsmen, who were then employed to build housing. This benefited the local economy while providing sustainable housing.

Key good practices identified in the features of the WVS project:

- ✓ **Strong coordination with regional and local authorities:** WVS engaged extensively with the regional government, developing a joint approach through the Directorate of Displaced Persons.
- ✓ **Strong alignment with local business and market needs:** employing a local workforce meant that the host community benefited economically from the project.
- ✓ **High level of IDP participation:** WVS deliberately sought meaningful input from IDPs and hosts in order to build approval for and ownership of the project. WVS formed committees of IDPs, including community elders. IDP needs were identified and then met through the construction of roads and WASH facilities within the community, as well as the transfer of land deeds.

- ✓ **Project sustainability:** the project led to high satisfaction from participants, who reported that land ownership and access to services had changed their lives for the better and led to a deeper sense of belonging.

SOMALIA CONCLUSIONS

Both Oxfam GB’s project and the CARE International Diriswanaag initiative were designed to combine humanitarian and development activities from early stages of planning.

Both projects focused on livelihoods and used shorter-term interventions to support IDPs while working towards permanent improvements – in employment in the case of the Diriswanaag project and in food security and entrepreneurship in Oxfam GB’s community-driven livelihood and food security initiatives. Though World Vision’s Puntland project was originally envisioned as a humanitarian measure, the organization found that development activities were needed to provide effective support to IDPs. In the case of the APES project from NRC and others, the development-based education initiative was supported and strengthened by WFP’s humanitarian-focused school feeding programme.

In two of these cases – Diriswanaag and APES – short-term food provisions were shown to provide support to longer-term endeavours. A reliable and adequate supply of food, even in the short term, meant that beneficiaries were more likely to take part in the project and to remain enrolled in the training programme in Diriswanaag and primary education in the APES project. This was illustrated clearly in the APES project, where dropout rates increased in areas where WFP could not deliver food rations. Though food provision from humanitarian organizations can be unsustainable in the long term in protracted displacement situations, once IDPs increased their income through the Diriswanaag project they were able to independently afford food.

The Diriswanaag and APES projects also were both implemented in collaboration with the national government, with

CARE International coordinating with national and local authorities on providing job opportunities and APES working with the Ministries of Education across multiple regions of Somalia to establish teacher training and education priorities. The WVS Puntland shelter project was conducted together with the regional government of Puntland. Authorities purchased land and allowed WVS to distribute title deeds through the Directorate of Displaced Persons. For this project, the regional government promoted local ownership through recognition of the newly built settlements as a “village”.

Some of these projects also emphasized economic factors in their design and implementation. The Puntland shelter project of WVS ensured that local craftsmen and construction workers were employed in shelter construction, maximizing the economic benefit from the building programme for hosts and IDPs. By ensuring home ownership, this project also led to high satisfaction on the part of IDPs and a deeper sense of belonging. The Diriswanaag livelihoods project ensured that the training programmes they developed equipped IDPs with skills that would enable them to find employment, analysing the needs of the job market and providing vocational training in skills such as cleaning and gardening.

SUDAN

“PROJECT TO SAVE LIVES, REDUCE HUMAN SUFFERING, INCREASE COPING CAPACITY AND RESTORE LIVELIHOODS OF INTERNALLY DISPLACED PERSONS”;
CHF INTERNATIONAL, 2004–2006^{19,20}

CHF International (now Global Communities) conducted projects in camps in Darfur, following widespread violence in the region. They began in 2004 by assessing IDP needs in Kalma camp, identifying key areas where improvement was needed. Two focus areas identified were the need for

19. Overseas Development Institute, “Protracted displacement Uncertain paths to self-reliance in exile. Annex 8 – Case studies: Colombia, Darfur, Jordan and Uganda”, p. 13. September 2015. Accessible at: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9853.pdf>.
20. CHF, Sudan Project Report No. 2: Mat and Basket weaving for IDP livelihoods in South Darfur. 23 January 2006. Accessible at: <https://reliefweb.int/report/sudan/sudan-project-report-no-2-mat-and-basket-weaving-idp-livelihoods-south-darfur>.

income generation and protection for women and children. Women had limited opportunities to earn money in the camp and often ventured outside of it at great personal risk in order to gather firewood.

Funding from USAID allowed CHF to construct community centres in four IDP camps throughout North and South Darfur, including Kalma. These centres were used as venues for activities such as literacy classes, health and hygiene education, fuel-efficient stove production and childcare services, all of which helped reduce the burden on IDP women. The project supported alternative livelihoods that included the distribution of livestock – chickens, rather than less portable cows or goats – and training initiatives in weaving and other skills. The distribution of fuel-efficiency stoves provided livelihood opportunities and reduced the need to un-



Internally displaced women meet in community centres in Blue Nile State, Sudan (2013).

Credit: CHF

undertake risky income-generating activities such as firewood gathering. Such activities were also found to reduce domestic violence by mitigating financial problems, which were often an underlying factor. These skills were also designed to be easily used once people would transition to lives outside camps – especially upon eventual return – as the training initiatives aimed to reduce aid dependency over time.

These centres were reported in project evaluations to have become popular very quickly, providing safety through the presence of NGO workers and by being a place where protection concerns such as domestic violence could be reported. Weaving classes were found to be the most helpful intervention according to beneficiaries. More than 250 women produced baskets and other traditional goods in Kalma camp alone, while nearly 360 women were employed

as mat weavers. CHF used more than 100,000 mats from the project in shelter construction in North and South Darfur, while CHF’s Craft Center in the United States established a foreign market for thousands of baskets, collaborating with businesses dealing in artisan goods.

Key good practices identified in the features of the CHF project:

- ✓ **Strong alignment with business and market needs:** internally displaced women found alternative livelihoods based on the needs of the local market and CHF was able to establish demands for products overseas.
- ✓ **High level of IDP participation:** the protection needs expressed by displaced women were taken into account and specifically addressed.



CHF provides support to restart livelihoods in Blue Nile State, Sudan (2013).

Credit: CHF

PARTICIPATORY AND GENDER-BALANCED URBAN AND REGIONAL PLANNING, LAND MANAGEMENT, ENVIRONMENTALLY FRIENDLY CONSTRUCTION AND SUSTAINABLE LIVELIHOODS IN BLUE NILE STATE, UN HABITAT WITH UNDP, FAO AND UNFPA, 2013–2015²¹

UN-Habitat developed an early recovery programme for returning IDPs and local communities in Blue Nile State. UN Habitat provided expertise in urban planning and land management to the Government to enable the construction of improved housing and access to basic services. The initiative was supported by other UN agencies that brought their specific expertise – UNDP provided relevant economic studies; FAO aided in farm activities; and UNFPA, in youth activities. The main aim of the project was to improve the livelihoods of returning IDPs and surrounding communities. Under this project, UN-Habitat supported the State Ministry of Planning in drafting a Special Regional Strategy Plan and urban plans, in partnership with Khartoum University and the German Jordanian University in Amman (Jordan). Training programmes were set up for participants in construction, textile printing and food processing. A farm to be run by women in El Salhah was also set up to provide gender-sensitive employment opportunities – as construction was found to benefit men almost exclusively. UN-Habitat's aim for the livelihoods aspect of the project was to provide 500 families with prospects for sustainable income generation. Some 656 people received vocational training, which met and exceeded the goal of 500 families with new prospects.

The project tied in its livelihoods and land management initiatives, employing the newly trained construction workers in building new housing and infrastructure. In this way, the project supported the reintegration of IDPs while equipping them with training and experience in construction, which had been identified as the field in which there was the most employment opportunities. In total, 200 newly-developed plots of housing for returning IDPs, one youth centre and one community centre were built. The project increased the

number of returning IDPs with access to basic housing, social services and environmentally sound infrastructure.

Ownership of the project at local and national levels was a priority for UN-Habitat. Government ownership was ensured through a series of consultations with state ministries which led to the development of clear strategies and urban plans. Local ownership was established by the inclusion of IDPs, especially community leaders, in the project planning process. This helped all stakeholders agree on tangible livelihood and land management initiatives. Overall, the project enhanced the capacity of the Ministry of Planning and improved collaboration between central institutions and local level institutions and communities.

Key good practices identified in the features of the UN-Habitat and partners project:

- ✓ **Joint humanitarian-development planning and project design:** the project design integrated humanitarian and development aspects, focusing on providing shelter and social services while building the skills of returning IDPs to support their long-term self-reliance. These aspects together made an effective early recovery strategy.
- ✓ **Strong coordination between organizations:** UN-Habitat used its experience in land and housing acquisition and construction and enlisted the expertise of UNDP for informing its development activities, while partnering with FAO on farming initiatives and UNFPA on work with youths.
- ✓ **Strong coordination with national and local authorities:** UN-Habitat developed a close working relationship with national and local authorities, resulting in their approval of project plans and in local ownership of the project.
- ✓ **High level of IDP participation:** UN-Habitat sought and received input from IDPs to build ownership.

SUDAN CONCLUSIONS

UN-Habitat's Blue Nile State project illustrated the advantages of sharing expertise and planning between organizations. As FAO ran farming activities and UNFPA contributed to youth-focused initiatives, UN-Habitat could focus on

21. UN-Habitat Sudan, Evaluation of the UN-Habitat Sudan Country Programme 2012–2015, p. 20. 15 November 2015. Accessible at: https://unhabitat.org/wp-content/uploads/evaluation_report/UN-HabitatSudanCountryProg2012-2015.pdf.

training IDPs in construction and building housing. With farming being more suited to the vocational needs of women and youth, while construction is culturally male-dominated, this carefully thought-out strategy allowed for the balancing of initiatives benefiting women, men and youth. This was particularly useful in Blue Nile State, as many of the families supported by the project were headed by women. The project was therefore tailored to their needs, ensuring that the activities would have lasting benefits for as many people as possible. CHF's Kalma project also focused its initiatives on women, including farming and herding activities as well as crafts. Both projects built community centres, allowing women to have a place to use for activities and socializing.

While CHF's project aimed to assist IDPs in camps in Darfur, UN-Habitat's project was implemented in a peri-urban area. The two projects illustrate the way in which interventions may be tailored to the environment. The Kalma project helped IDPs through the creation of safe spaces, providing security in otherwise uncertain and dangerous circumstances. The skills taught in livelihoods classes were designed to aid IDPs in camps and upon return or settlement elsewhere. The project in Blue Nile State helped returning IDPs to gain skills suited to urban life, including gardening and cleaning. Developing peri-urban agriculture with farming training was designed to support the successful return of IDPs.

The project in Blue Nile State showed the value of collaborating across organizations together with national and local authorities on land management and settlement planning. Using expertise from different agencies, government authorities and universities to design and plan for land plots and housing tailored to IDPs' needs, in line with government regulations, ensured local ownership of the project and supported the sustainable reintegration of IDPs.

UKRAINE

COMPREHENSIVE STABILIZATION SUPPORT TO IDPS AND THE AFFECTED POPULATION IN UKRAINE – INTERNATIONAL ORGANIZATION FOR MIGRATION, FUNDED BY THE EU, 2014–2016²²

The aim of this project was to strengthen the social and economic integration of IDPs and host communities through community endeavours and vocational opportunities. More than 3,000 IDPs received training in business planning, market analysis and start-up skills. An estimated 1,745 IDPs received short-term grants to purchase equipment or attend courses. An emergency hotline was set up, operated by humanitarian NGO Donbas SOS in eastern Ukraine, to provide IDPs with information, legal and psychological support and referrals to specialized humanitarian actors where needed. The project involved the renovation of social facilities in 25 hosting communities and 9 communities of return – in total, 22,000 residents benefited from this, including 1,900 IDPs. This result was achieved via community participation and spearheaded by community initiative groups. Community cohesion among IDPs and with host communities was found via surveys to have improved in communities where the project had been implemented, compared with communities that had not benefited from the project.

An overwhelming majority of participants in the community activities were satisfied with the project.

By the end of the project, the employment level and average income of project participants was, as a result of assistance, grants and training, significantly higher than the host community average. Overall, 67 per cent of project participants reported an increase of income as a result of the livelihoods aspect of the project and 86 per cent reported that their lives had been improved by it. Though individuals from host communities were ineligible for the livelihoods initiatives, they in-

directly benefited from them – 40 per cent of IDP beneficiaries were subsequently able to provide goods and services previously unavailable in the communities. Even if the average IDP income rose to 127 per cent of the average host income, only 4 per cent of IDPs reported that tensions with host communities had increased due to these economic advantages. This low figure was thought to be attributable to the community cohesion elements of the project, which involved the construction of two community centres where members of the IDP and host communities were able to meet and take part in social events and activities together.

A strength of the programme was the active inclusion of national and local authorities.

The International Organization for Migration (IOM) – with EU funding – supported the Ministry of Social Policy, State Migration Service and State Border Service in establishing a unified registration system for IDPs through the provision of new equipment, software and related training programmes.

The project also included civil society actors in all seven provinces (oblasts) in which it was implemented.

Considerations for the future of the project included longer-term loans for business development and housing, as IDPs were spending a large proportion of their new income on housing needs and had insufficient resources to develop their businesses.

Key good practices identified in the features of the IOM project:

- ✓ **Humanitarian-development planning and project design:** IOM used humanitarian initiatives such as a help hotline to bolster its livelihoods project, ensuring that as many IDPs as possible could benefit.
- ✓ **Strong coordination between organizations:** IOM partnered with a local humanitarian NGO, Donbas SOS,

22. IOM Ukraine, “Comprehensive stabilization support to IDPs and the affected population in Ukraine: project impact assessment report”. 2016. Accessible at: http://www.iom.org.ua/sites/default/files/eu_ia_final_report_internet.pdf.

to facilitate humanitarian assistance, while IOM focused on development initiatives.

- ✓ **Strong coordination with national authorities:** IOM established support by working with the Ministry of Social Policy, State Migration Service and State Border Service, providing training to create a national registration system for IDPs.
- ✓ **Strong alignment with local business and market needs:** IDPs were trained in skills and supported to provide services in areas that were not present in host communities, therefore improving relations between the IDPs and hosts.



OCHA Assistant Secretary-General Ursula Mueller meets with an internally displaced family at a collective centre in Sviatohirsk, Ukraine (2017).

Credit: OCHA/Valijon Ranoev

FIGURE 1: SUMMARY OF PROJECTS AND GOOD PRACTICES

Project	Joint humanitarian-development planning and project design	Strong coordination between organizations	Strong coordination with authorities	Strong alignment with local business and market needs	Strong IDP participation	Project sustainability
TSI Project (Colombia)	✓	✓	✓	✓	✓	✓
CHF/USAID Project (Colombia)	✓	○	○	✓	○	✓
Habitat for Humanity Project (Haiti)	○	✓	○	○	✓	✓
CHF and PCI Project (Haiti)	✓	✓	○	○	✓	✓
WFP and partners Project (Haiti)	✓	✓	✓	✓	○	✓
Oxfam GB Project (Somalia)	✓	○	○	○	✓	✓
Care International Project (Somalia)	✓	○	○	✓	○	✓
NRC and partners Project (Somalia)	✓	✓	✓	○	○	○
WWS Project (Somalia)	○	✓	○	✓	✓	✓
CHF Project (Sudan)	○	○	○	✓	✓	○
UN Habitat and partners Project (Sudan)	✓	✓	✓	○	✓	○
IOM and partners Project (Ukraine)	✓	✓	✓	✓	○	○

DONOR FRAMEWORKS

THE GOVERNMENT OF DENMARK, “THE WORLD 2030 STRATEGY” AND “HUMANITARIAN PARTNERSHIP FRAMEWORK AGREEMENT WITH UNHCR (2017–2021)”^{23, 24}

The Government of Denmark has developed a framework “The World 2030” for international humanitarian and development action. It is based on principles including security – assisting IDPs and others in areas of crisis through improved livelihoods, education and employment – and growth – focusing on energy, water, agriculture and promoting sustainable societies. This framework emphasizes the protracted nature of many humanitarian crises, advocating for a joint humanitarian and development focus from the start of the response. Aiming to meet humanitarian needs while facilitating long-term work towards durable solutions, Denmark seeks to focus on supporting protection, self-reliance and enhanced livelihoods.

Denmark’s strategy focuses on the need for humanitarian and development organizations to collaborate, as well as for organizations to combine humanitarian and development activities and approaches.

Denmark prioritizes partnerships with actors that have experience and resources in bringing multiple actors together to promote development – especially in public-private partnerships or using the expertise of civil society organizations.

An example of the way in which Denmark applies these principles is its “Humanitarian Partnership Framework Agreement 2017–2021” with UNHCR. The partnership is guided by “The World 2030”. Both parties have committed to implementing the New Way of Working and the Grand Bargain. They have agreed to work towards durable solutions by increasing human-

itarian-development collaboration focused on achieving collective outcomes – via multisectoral needs assessment, multi-year planning and programming, and addressing of complex challenges related to protracted internal displacement.

Denmark has earmarked DKK 90 million towards UNHCR’s efforts supporting durable solutions, particularly for operations of a protracted nature. The hope is that funding may support the development of multi-year planning and implementation frameworks until 2021. UNHCR has developed indicators for the impact of this funding, including the extent to which returns have been safe, the extent to which IDPs have the same access to rights as other citizens, and the realization of economic integration.

This framework supports the following best practices:

- ✓ **Joint humanitarian-development planning and project design:** this framework aims to build the practice of integrating humanitarian and development initiatives – as was done for Denmark funding of UNHCR projects that do so in order to address protracted displacement.
- ✓ **Strong coordination between organizations:** Denmark encourages the development of partnerships between organizations with relevant expertise in humanitarian and development assistance, in accordance with the New Way of Working, which emphasizes the need for humanitarian and development actors to work together to achieve concrete collective actions.

UK DEPARTMENT FOR INTERNATIONAL DEVELOPMENT, “UK HUMANITARIAN REFORM POLICY 2017”²⁵

The UK’s Department for International Development (DfID) has developed a framework for addressing situations of pro-

23. The Government of Denmark, “Strategy: The World 2030”, Accessible at: <http://fnnewyork.um.dk/en/denmark/sustainable-development/new-strategy---the-world-2030>

24. Danida, UNHCR “Humanitarian partnership Framework Agreement 2017-2021”.

25. UK Department for International Development, “UK Humanitarian Reform Policy 2017”, p. 16. Accessible at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/659965/UK-Humanitarian-Reform-Policy1.pdf.

tracted displacement, combining humanitarian assistance with longer term approaches, including in livelihoods, basic services and stabilization. This policy is designed to act as a basis for DfID's humanitarian and development programmes across the world, in both internal and international displacement situations. It maintains a focus on human rights and the achievement of durable solutions.

This strategy is based on UK's five core principles in approaching protracted displacement, i.e. the "Wilton Parks Principles": 1) work through national and local and national systems, strengthening those systems; 2) support host communities and social cohesion, allowing improvement of the lives of those affected by displacement and the prevention of social tension and conflict; 3) enable economic participation and growth stimulation, which promotes recognition of the skills and aspirations of displaced people and tailoring of interventions to local economies; 4) bring in more funding partners for impactful, innovative and multi-year financing; 5) improve the data and evidence underpinning work in protracted displacement contexts and use this to underpin decision making and financing.

An example of the implementation of this framework is DfID's involvement in South Sudan, where it is increasing access to health and education services for affected populations, including IDPs. This programme combines the development of community centres and health and school systems with short-term cash grants for at-risk girls. The project has been made possible through collaboration with multiple international NGOs, with humanitarian and development expertise, in a network that ensures effective and tailored implementation. The work was also implemented in close collaboration with government ministries.

DfID is working in the Democratic Republic of the Congo to help State and faith-based actors deliver services to all, adapting its existing strategies in response to the upsurge in violence in the Kasai region so that newly displaced populations would have services available for resettlement or support until return.

This framework supports the following best practices:

- ✓ **Joint humanitarian-development planning and project design:** the framework emphasizes the need to combine humanitarian assistance with development activities.
- ✓ **Strong coordination between organizations:** DfID coordinates with networks of local and national actors to undertake joint initiatives – in South Sudan with humanitarian and development NGOs, and with faith-based actors in the DRC.
- ✓ **Strong alignment with local business and market needs:** the third of DfID's five core principles encourages tailoring of interventions to the abilities and capacities of the IDPs and to the local economy.
- ✓ **Strong coordination with national, regional and local authorities:** the first of DfID's five core principles states that it is vital that local and national government systems must be key implementation and planning partners.

EUROPEAN COMMISSION, "LIVES IN DIGNITY: FROM AID-DEPENDENCE TO SELF-RELIANCE", 2016²⁶

The framework of the European Commission (EC) on displaced persons and development aims to establish a strategy to prevent forced displacement from becoming protracted. It emphasizes the need for an effective, full-cycle, multi-actor approach, calling for support from UN agencies, international organizations, NGOs, civil society and the private sector as implementation partners.

26. European Commission, "Lives in Dignity: from Aid-dependence to Self-reliance". Accessible at: http://ec.europa.eu/echo/files/policies/refugees-idp/Communication_Forced_Displacement_Development_2016.pdf

The policy advocates for an integrated humanitarian-development approach from the outset of a displacement crisis. Early involvement, including close coordination with the national government, is viewed by the EC as enabling a more coherent and coordinated approach. This approach includes human rights, humanitarian, and development dimensions, and involves international, national and local actors. The EC's approach also factors in the needs of host communities as well as displaced people.

To this end, the framework encourages the active participation of project beneficiaries, taking into account their specific vulnerabilities, capacities and needs. The framework foresees that in doing so, national and local ownership can be maximized and the resilience and self-reliance outcomes of the project can be achieved. Tensions between IDP and host communities should also be reduced through this practice. Urban planning systems should be enhanced.

The process of implementing projects, according to the framework, should begin with joint stakeholder analysis, including considering prospects for durable solutions. Projects should be planned in a holistic and sustainable way, providing self-reliance and protection strategies for a dignified life. The implementation should involve coordinated actions and assessments, joint analytical frameworks and coordinated financial cycles. Common short- and long-term targets are also an essential part of the EC's framework.

The private sector is an important player in increasing the self-reliance and inclusion of forcibly displaced people under this framework and is a key partner in boosting the resilience of host communities. By supporting the private sector macroeconomically through public-private partnerships, and micro-economically through cash grants and loans, services and employment opportunities can be increased.

The EC tested this framework in several countries. This included a multi-purpose cash assistance programme in Iraq which

supported IDPs and vulnerable households in host communities. The objectives were to align government-led and humanitarian cash programming more closely, avoid creating parallel systems and establish close cooperation between humanitarian assistance and long-term support.

This framework supports the following best practices:

- ✓ **Joint humanitarian-development planning and project design:** the policy outlines the process of humanitarian-development project implementation, beginning with the necessary first step of joint analysis and project design.
- ✓ **Strong coordination between organizations:** the framework calls for integrated joint work between UN agencies, international organizations and NGOs, as well as other actors.
- ✓ **Strong alignment with local business and market needs:** private sector actors, including local businesses and entrepreneurs, are included at the analysis, planning and implementation stages in this framework.
- ✓ **Strong coordination with national, regional and local authorities:** close coordination with both the national government and local authorities is a central component of the EC's policy.

CONCLUSIONS

The 12 projects and 3 donor frameworks presented in this report illustrate how humanitarian-development initiatives can improve the lives of IDPs and host communities in protracted displacement situations. Governments and international organizations are increasingly interested in ensuring effective humanitarian-development partnerships in projects that address internal displacement, including by promoting joint project design and delivery and strengthening the participation of displacement-affected people in decisions which affect them. This report shows that successful projects often need to adapt over time to reduce the vulnerabilities of IDPs and host communities. Such projects could have benefited from contributing to a wider vision and collective outcomes, to ensure coherence with other initiatives in the country and to help measure progress. Based on the elements identified in this paper as contributing to improving the situation of IDPs, the following recommendations can be made:

- ✓ **Partner from the outset of the project with humanitarian and development organizations that can bring specific know-how and complement one another**, whether UN agencies, INGOs, NGOs or universities. Partners can be added during the project cycle to respond to specific needs, based on appropriate **evidence** to inform interventions. This requires a **flexible project design**, which can be adapted over time based on stakeholder feedback;
- ✓ **Promote Government leadership and ownership of the project**, by building into the project's design strong coordination with national and local authorities, as well as knowledge transfer;
- ✓ **Incorporate livelihood components as much as possible in the project**, taking into account local business and market needs; even housing or education projects highlighted in this paper took into account the economic situation of IDPs (e.g. providing IDPs income to contribute to the building of their housing or enabling parents to grow food to then be served in their children's schools);
- ✓ **Use an area-based approach**, tailored to the local environment, ensuring **tenure security** and strengthening **urban planning** when relevant;
- ✓ **Include both IDPs and host communities** in the project design and implementation, taking into account the needs expressed by **specific vulnerable groups**;
- ✓ **Promote the use of multi-year funding and strategies**. Ideally, such strategies would aim to achieve **collective outcomes**, defined by Governments, together with UN and NGO partners;
- ✓ Donors should require that projects addressing internal displacement are **systematically documented and evaluated**, to ensure that relevant stakeholders learn from each other's experiences.

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