

UN-Habitat's Global Institutional Plan on Solutions to Internal Displacement

June 2023



An IDP site made of self-built traditional buul within the urban fabric of Kismayo, Somalia
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Overview

In June 2022, in follow-up to the report by the High-Level Panel on Internal Displacement, the United Nations Secretary-General launched his *Action Agenda on Internal Displacement*. The *Action Agenda* calls for the UN family to step up its efforts to advance solutions at scale to internal displacement, prevent future displacement crises from emerging, and strengthen the quality of protection and assistance provided to those who are already displaced.

For the first time, the Action Agenda recognizes the linkages between displacement and urbanization, highlighting the core role of local governments and the importance of urban planning in addressing displacement issues. In an increasingly urbanizing world, displacement is becoming an urban phenomenon, with most of the 59.1 million internally displaced people globally¹ seeking refuge in cities rather than in camps, hoping for better access to services and livelihoods. However, massive, or rapid influxes of people in cities, especially when caused by crises, comes with challenges for governments, particularly local governments. The latter often struggle with pressure on basic services, infrastructure, and housing supply. Resulting strains can exacerbate the vulnerabilities experienced by the urban poor in destination and by host communities, forcing more people to live in informal settlements or inadequate housing, with associated environmental consequences and social tensions.

Solutions require a full integration of the displacement challenges into urban development, urban management, and urban financing strategies. This can help to support stabilisation and provide peace dividends in conflict situations and create co-benefits for both host communities and displaced people, promoting an inclusive and green urban future, hence meaningfully contributing to the achievement of SDG 11- *Sustainable cities and communities* and to the implementation of the New Urban Agenda.

In line with its [Strategic Plan 2020-2023](#) and with the decision by its Executive Board in November 2022² for UN-Habitat to “take up its role of supporting UN country teams (...) in response to the Secretary-General’ Action Agenda on Internal Displacement”, UN-Habitat’s Institutional Plan on Solutions to Internal Displacement intends to ensure that UN-Habitat can maximize its contribution to UN efforts to scale sustainable solutions. This includes a focus on strengthening and contributing its expertise in solutions to internal displacement in urban settings. UN-Habitat will promote territorial and integrated multisectoral approaches across multilevel governance systems and across the humanitarian-development-peace nexus. UN-Habitat aims to improve knowledge on urban displacement through high-quality and trusted data and spatial analysis, to support the development of normative frameworks and tools on solutions to address displacement in urban areas. This work, in close collaboration with the Resident Coordinators and the UN Country Teams, and where possible IFIs, will ensure the integration of sustainable, integrated and people-centred pathways to solutions in urban areas in the national strategies.

The institutional plan clarifies what can be done within existing resources and ideas around scalability are included as additional resources are mobilized. This will also form the basis for the workplan of the subprogramme 4 team within the Programme Development Branch.

¹ IDMC, 2021 (this figure is expected to have substantially increased due to the war in Ukraine).

² HSP/EB.2022 – Decisions adopted by the Executive Board at its second session for the year 2022

Part 1 Context: Internal displacement – an urban phenomenon

1. The UN Secretary-General Action Agenda on Solutions to Internal Displacement

Recognizing the rapidly growing number of IDPs and the protracted nature of their displacement, the UN Secretary-General established a High-Level Panel on Internal Displacement, that presented its final report³ on 29 September 2021. The report provided overarching recommendations, stressing the “imperative for Durable Solutions” that brings earlier and more predictable engagement of development, peace, disaster risk reduction and climate change adaptation actors. The High-Level Panel recognised the strong linkages between internal displacement and climate change, urbanization, and fragility.

Following up on the High-Level Panel report, the Secretary-General’s Action Agenda on Internal Displacement (June 2022) outlines 31 commitments ([Annex 1](#)) for the UN system to better advance solutions to internal displacement, prevent future displacement crises from emerging and strengthen the quality of protection and assistance provided to those who are already displaced.

To support the implementation of the agenda, the Secretary-General tasked UN development, peacebuilding, humanitarian, human rights, disaster risk reduction and climate change actors to develop global institutional plans, to outline how they will reinforce their internal capacities and engagement on solutions to internal displacement.

2. The urban dimensions of solutions to displacement in the SG Action Agenda

Figure 1: Extract from the Guiding considerations for the Action Agenda



IDPs are increasingly settling in urban areas. Response strategies must take into account the urban ecosystem and engage city Governments while also responding to the specific needs of individuals displaced from and to rural areas. Local authorities should be recognized as core partners in all settings.

While the exact percentage of Internal Displaced People (IDPs) seeking refuge in urban areas is not yet well established, a large proportion of them reside in cities. Currently, over half of the world’s population lives in cities, and this proportion is projected to increase to 68% by 2050.⁴ Urban displacement trends are likely to continue increasing in tandem, even accelerating urbanization trends in specific sub-regions. Considering that the number of IDPs has already doubled in the last 10 years and is likely to further increase in the next decades due to climate change, it is expected that the pressure on hosting cities will intensify. As recognised in the report from the High-Level Panel Internal Displacement, many if not most IDPs will permanently settle in urban areas.

Mayors and local governments are at the forefront to ensure the integration of IDPs, which includes providing access to adequate housing, secure tenure, basic services, livelihoods, as well as social cohesion. When well planned, cities have the potential to provide opportunities for IDPs for a dignified life while contributing to sustainable and inclusive urban growth. Spatial planning approaches that integrate displacement challenges in urban development strategies have a positive impact on host communities and the displaced, which can improve social cohesion. When based on inclusive participatory planning processes, spatial planning approaches can also give a voice to both IDPs and the most vulnerable amongst the host communities ([Commitment #1](#)).

National authorities play a key role in supporting local governments with both policies and frameworks to enable their work and can also provide them with the financial resources needed to take the required action. Therefore,

³ <https://internaldisplacement-panel.org/wp-content/uploads/2021/09/HLP-report-WEB.pdf>

⁴ <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>

further advocacy would be required to step up attention to urban displacement and to support local and city authorities in responding to the needs of urban IDPs and host communities (Commitment #3). This requires that urban internal displacement is addressed in a whole-of-government approach, with a strong engagement of the ministries in charge of local development (ex. planning) and financing (ex. taxation, fiscal transfers, infrastructure investments) ensuring that urban displacement issues are embedded in the national and sub-national development plans (Commitment #2).

Under the leadership of the UN Resident Coordinators and in support of governments, reflecting urban internal displacement in the Humanitarian Response Plan as well as the UN Sustainable Development Cooperation Framework, will help ensure specific humanitarian response and development solutions are identified, costed, and coordinated for IDPs in urban contexts (Commitment #5). UN-Habitat can play a key supporting role in the UN Country Team and advise the UN Resident Coordinators at country, regional or global level (Commitment #6).

Increased knowledge on internal displacement and its impacts on cities, through improved data collection and management (Commitments #12 and #13), will help ensure that solutions are tailored to the specific contexts at territorial and city level, provided their level of granularity is sufficient. Local level data will also help the UN Country Teams better support governments in the establishment of their national and local development plans, resulting in better informed engagement with financing partners (Commitment #8).

3. UN-Habitat response to internal displacement to date



UN-Habitat's work on internal displacement is grounded in recent global frameworks, including the 2030 Agenda for Sustainable Development (2015) and the New Urban Agenda (2016). While Sustainable Development Goal (SDG) 11 provides targets that aim to increase inclusivity in access to housing and basic services, public space, mobility and other benefits of cities and human settlements for all, the New Urban Agenda emphasizes the necessity to support cities in developing solutions for migrants (including IDPs) for socio-economic and cultural development in cities, including *“supporting local authorities in establishing frameworks that enable the positive contribution of migrants to cities and strengthened urban-rural linkages”* (paragraph 28).

The New Urban Agenda further stresses the importance of supporting subnational and local governments in fulfilling their key role in strengthening the interface among all segments of society, including IDPs and host communities, offering opportunities for dialogue, including through age- and gender-responsive approaches (paragraph 42).

Although UN-Habitat had built up a vast experience in managing urban displacement as an integral part of urban development for decades (ex. Afghanistan, Iraq, Somalia, etc.), UN-Habitat's Strategic Plan 2020-2023 is the first to set aside a dedicated domain of change on urban crisis prevention and response (subprogramme 4) and specific outcomes related to migration, refugees and internally displaced. This includes a strong focus on improved living conditions and social cohesion.

In 2020, UN-Habitat established a corporate Flagship Initiative, entitled *“inclusive cities: enhancing the positive impact of urban migration”*. It aims to harness the positive impact of migration and displacement in urban areas. The programme encompasses two outcomes:

Improved knowledge, data, normative frameworks, and tools inform integrated and inclusive solutions for urban migrants, internally displaced persons, and their host communities.

Innovative, integrated and people-centred solutions are scaled up to respond to migration and displacement challenges and opportunities in urban areas through area-based approaches.

Partnerships are at the heart of the programme's approach to build and share knowledge. UN-Habitat has already engaged with key actors, such as:

- The Office of the United Nations High Commissioner for Refugees (UNHCR);
- IOM;
- UNDP; and
- The World Bank.

UN-Habitat is also part of several regional and global networks for global advocacy, outreach and knowledge-sharing activities on urban displacement, such as the:

- Global Alliance on Urban Crises;
- Global Forum on Migration and Development;
- Global Refugee Forum; and
- World Bank Global Knowledge Partnership on Migration and Development (KNOMAD).



UN-Habitat is actively engaged in addressing internal displacement mostly in Africa and in the Arab States, but also in Latin America and in Asia. UN-Habitat is addressing internal displacement in urban areas in the following countries: *Somalia, Ethiopia, the Sahel region, South Sudan, Sudan, Mozambique, Libya, Iraq, Syria, Afghanistan, Philippines, Myanmar, Mexico and Colombia.*

For UN-Habitat, solutions at scale to internal displacement that can be sustained can only happen through integrated urban development strategies and inclusive urban management practices. This requires an integrated approach across sectors and across the Humanitarian-Development-Peace nexus. It starts from a better understanding of the drivers of displacement, how it affects decisions of those on the move, how it changes territories and cities (“people in place” – territorial and urban profiling) and what the economic opportunities are. This allows to link urbanization and investment strategies, helping to end displacement while supporting overall growth that leaves no one behind.

UN-Habitat supports local authorities to mitigate strains on and acute shocks to public services and housing markets. UN-Habitat emphasises the need to build the capacities of local governments, in areas such as integrated urban planning, policies, governance and financing models for urban development that accommodates population growth in a well-planned manner, while integrating the displaced. UN-Habitat also focuses on the drivers of displacement, such as climate change and conflict over land. UN-Habitat provides multisectoral, spatial analysis that considers the absorption of capacity of cities, including the functionality of basic services, adequacy of housing markets and the push and pull factors of displacement. This analysis supports rapid decision making and identifies priority interventions while setting the stage for medium- and longer-term recovery and development. UN-Habitat increasingly focuses on social cohesion of displaced and host communities, with particular attention to women, children, youth, older persons, the LGBTI community and persons with disability.

UN-Habitat has built a strong expertise, both in its normative work and in its operations, on Housing Land and Property (HLP) rights, which cuts across the Humanitarian-Development-Peace nexus. As part of the peace agenda, UN-Habitat contributes to preventing displacement by addressing land and conflict issues. UN-Habitat contributes to solutions to internal displacement by supporting authorities on security of tenure, land policy and land administration, land re-distribution and land-based taxation systems to increase access to land for the displaced, leveraging private sector investments and growing municipal financial resources to invest in social infrastructure.

Part 2: UN-Habitat strategic engagements under its Institutional Plan

1. UN-Habitat's contribution to the Action Agenda

UN-Habitat aims to position itself as a key partner of national and local governments, Resident Coordinators and UNCTs, UN agencies, NGOs and the international community at large, in addressing internal displacement in urban areas and across urbanizing territories. UN-Habitat's urban expertise, and in particular its territorial and urban planning capacity and its expertise on land and housing will be mobilized across the humanitarian-development and peace nexus.

UN-Habitat's institutional commitments come in response also to the requests from its Executive Board:

The Executive Board of UN-Habitat (November 2022)

- Encourages the Executive Director to further explore the contribution of urban crisis prevention and response to climate action, durable solutions for displaced persons, sustaining peace and the acceleration of the achievement of the Sustainable Development Goals [...]
- Also encourages the Executive Director to mobilize further extrabudgetary resources or voluntary contributions to enable UN-Habitat to take up its role of supporting United Nations country teams in managing acute urban displacement and finding durable solutions, in response to the Secretary-General's Action Agenda on Internal Displacement.

UN-Habitat will further expand its own work on solutions to internal displacement in a collaborative manner, at the global level and in countries where it has a presence and will develop agreements to make its expertise available to other UN actors where it has no ongoing programming.

To mobilize the full capacity of the agency and to further mainstream the work on internal displacement, the Institutional Plan is built around 3 pillars that mirror the 3 key Divisions of the agency:



The overall coordination of the implementation of UN-Habitat's Institutional Plan on Solutions will be managed by the Programme Development Branch, within the Global Solutions Division, and will work closely with all Divisions.

As requested by its Executive Board and as a mostly project funded agency, UN-Habitat will be required to mobilize additional resources to fully deliver on its institutional plan and will identify relevant partnerships and business models to deliver on its commitments below.

2. UN-Habitat strategic engagements in contribution to the Action Agenda

Strategic engagement 1: Improved foresight and knowledge, bridging the data gap, better informed advocacy to address displacement in urban areas and across urbanizing territories

There is a need to better understand how displacement is reshaping territories and cities over time so we can find solutions to internal displacement today while having the clear foresight to focus on prevention and resilience. Building on its particularity of being the UN Agency specialized in territorial and urban planning and development, UN-Habitat will support Resident Coordinators, UN agencies, donors and NGOs to UN-Habitat plans with data and analysis through a territorial and urban lens.

1. Improve analysis and foresight of displacement trends and their impact on urbanization

To better anticipate displacement crises and better prepare local and national governments to respond, UN-Habitat will contribute to analysis and foresight of displacement trends and their impact on urbanization at subregional level. Through integrated spatial assessments, future displacement and their impact on cities can be anticipated, considering also the absorption capacity of cities. Therefore, more focused interventions in support of national, local governments and communities can be designed. Such methodology can support the Resident Coordinators and the UN Country Teams to better articulate the territorial and urban dimension of displacement in the Common Country Analysis to identify the best approaches to be adopted and mainstreamed across the Sustainable Development Cooperation Frameworks. These analyses should also help inform development and investment strategies at the national level, with the help of donors and IFIs.

Responsible office(s): Data unit; Planning, Finance and Economy Section, Regional and Country offices

With existing resources, UN-Habitat can help develop new data tools in collaboration with the Joint Data Centre of the World-Bank and UNHCR, as well as the Global Migration Data Analysis Centre (GMDAC) at the Global Data Institute of IOM.

Related commitments from the Action Agenda: Commitments #2, #6, #8, #19, #22

2. Develop data tools to spatialise internal displacement

At local level, UN-Habitat commits to develop data tools to spatialize internal displacement in support of more targeted fiscal transfers to local governments and service providers. In most cases, fiscal transfers from national to local governments are based on census data, that reflect only the formal population (and are often outdated). As a result, fiscal transfers to municipalities are not based on the real population and are insufficient to cover the delivery of basic services in cities. They tend to exclude the urban poor in slums and informal settlements, where IDPs usually find refuge.

Responsible office(s): Data unit; Planning, Finance and Economy Section, Regional and Country offices

With existing resources, UN-Habitat can help develop a new project in collaboration with the World-Bank, leveraging their existing work on the inclusion of displacement data in the national statistical work in various countries.

Related commitment from the Action Agenda: Commitment #3

3. Mainstream urban displacement into the Global Urban Monitoring Framework and apply the functional definition of urban and rural areas

As part of its focal point role for the achievement of SDG11 and the implementation of the New Urban Agenda, UN-Habitat developed the [Global Urban Monitoring Framework](#) (GUMF), that was endorsed by the UN statistical Commission in March 2022. In addition, during the 51st UN Statistical Commission meeting (March 2020), UN member states endorsed the Degree of Urbanization concept ([DEGURBA](#)) to urban/rural areas as a sound approach to defining urban and rural areas for statistical comparisons. UN-Habitat commits to mainstream urban displacement/migration into the Global Urban Monitoring Framework and the use of DEGURBA in targeted countries.

Responsible office(s): Data and Analytics Unit; Regional and Country Offices

With existing resources and future projects, UN-Habitat will ensure that the existing data base is reviewed and displacement & migration data fully integrated and appropriate set of core indicators developed so that the data collected would allow for analysis and tracking progress made in targeted countries.

Related commitment from the Action Agenda: Commitment #12

4. Advocate for further capacitating local governments

UN-Habitat will further advocate for the role of local governments and the need for strengthening their capacities to play a key role in delivering solutions to internal displacement at scale, both within inter-governmental settings and across the humanitarian-development system. UN-Habitat will advocate for this within the Inter-Agency Standing Committee, the UN development system and the UN Country Teams and through its work on the localization of the SDGs and through platforms dedicated to urban crisis response, such as the Global Alliance for Urban Crises.⁵

Responsible office(s): Programme Development Branch; Liaison Offices; External Relations Partnerships Branch

With existing resources, UN-Habitat can mobilise the relevant teams as well as platforms such as the Global Alliance for Urban Crises, the Shelter and Settlements Working Group and KNOMAD to build the narrative and mainstream key advocacy messages.

Related commitment from the Action Agenda: Commitment #3, #8

5. Advocate for fiscal transfers to local governments in line with real population figures

UN-Habitat will advocate for fiscal transfers to local governments and/or service providers in line with the real population figures that include IDPs. Funding provided by donors and development partners need to be more long term and should be available for all levels of government, including sub-national levels and cities. To this end, the upcoming United Nations Habitat Assembly and its theme of Effective Multilateralism, the Global Refugee Forum and the next World Urban Forum offer opportunities for global advocacy.

Responsible office(s): Programme Development Branch; External Relations Partnerships Branch

UN-Habitat can work on this commitment internally with no additional resources.

Related commitment from the Action Agenda: Commitment #3

⁵ <https://www.urbancrises.org/>

Strategic engagement 2: Dedicated offer of normative frameworks and tools to address internal displacement in urbanizing territories and in urban areas

UN-Habitat's normative work, including research and capacity-building, sets standards, proposes norms and principles, shares good practices, monitors global progress and supports formulation of policies related to sustainable cities and human settlements. While internal displacement has mostly been addressed to date as a cross-cutting issue, UN-Habitat commits to develop a dedicated offer of normative frameworks and tools to address internal displacement in urban areas at scale, based on its expertise in territorial assessments, in urban systems and policies as well as its unique knowledge on Housing, Land and Property rights.

6. Develop a methodology for territorial assessment and monitoring of displacement

Based on its experience in integrated spatial analysis in the Sahel region, UN-Habitat will develop a methodology for territorial assessments and monitoring of displacement and their impact on urbanization, including a focus on the drivers, economic opportunities, demographic trends, accessibility of social services, political context (including conflict/insecurity) and environmental considerations (including water stress, climate change impacts). The methodology will also propose a link with investment strategies that can support the identification of solutions, to facilitate the engagement with financing partners.

Responsible office(s): Programme Development Branch; Planning, Finance and Economy Section; Regional Office for Africa

With existing resources, UN-Habitat can draw on the experience in the Sahel region. With additional resources, UN-Habitat could engage with partners such as UNDP in other regions (eg. Horn of Africa) to expand its work and develop the tools based on its experience in 2 regions.

Related commitment from the Action Agenda: Commitment #2, #6, #8, #19, #22

7. Contribute to an assessment offering with JIPS on IDP profiling in urban settings

UN-Habitat will develop a joint assessment offering with the Joint IDP Profiling Service (JIPS) on IDP profiling in urban settings. Urban/settlement assessments, established through community-based participatory processes, can help better inform future urban development plans and policies, creating a common baseline of information to support coordination and planning, particularly in situations where protracted displacement has occurred. It enables national and local governments, UN Country Team, Donors and NGOs to more effectively prioritize investment opportunities where humanitarian actions are ongoing and provide entry points for more sustainable development trajectories.

Responsible office(s): Programme Development Branch; Planning, Finance and Economy Section

With existing/projected resources, UN-Habitat is looking to pilot a joint profiling project in Mozambique, analysing climate and conflict induced displacement in key IDP hotspots in order to better understand different approaches to solutions for each of the locations. While the project is focusing on Mozambique, there will be a global learning for future design of urban solutions in similar contexts.

Related commitment from the Action Agenda: Commitment #1, #2, #6, #8

8. Develop a conceptual framework to assess solutions to displacement in urban areas

UN-Habitat commits to lead on the development of a conceptual framework to assess solutions to displacement in urban settings on their potential to scale and be sustainable. This framework will help guide the

efforts of the UN system, establishing standards and providing guidance on “do’s and don’ts”, on key dimensions that need to be addressed in urban areas, such as integrated urban planning, Housing Land and Property rights issues, social inclusion, among others. This document will aim at supporting the discussion within the UN Country Teams to identify the pathways to solutions in their specific context.

Responsible office(s): Planning, Finance and Economy Section; Land, Housing and Shelter Section; Programme Development Branch; Regional and Country Offices

UN-Habitat has identified resources dedicated to this activity. The resources will allow UN-Habitat to organise an Expert Group Meeting, engaging with various stakeholders, to inform the production of the framework, in cooperation with an academic partner for conceptual support. The activity will be conducted in close partnership with UN agencies, such as UNDP, IOM, UNHCR, and potential support from the office of the Special Adviser on Solutions to Internal Displacement.

Related commitment from the Action Agenda: Commitment #2, #6, #8

9. Support the mainstreaming of displacement in National Urban Policies

In support of national governments, UN-Habitat will develop a guide to mainstream displacement and migration into the National Urban Policies. The guide will support national, sub-national and local governments in management of migration and displacement in urban areas. It will examine the importance of a multi-level and inclusive approach that brings together these different levels of government, as well as local partners from civil society, international organizations, business, academia, host, and migrant communities. Besides outlining the basic policy processes involved in developing or revising urban policies that adequately address the realities of migration and displacement, it will also include recommendations and actions to achieve a more holistic, integrated and effective policy response.

Responsible office(s): Policy, Legislation and Governance Section

With existing resources, UN-Habitat will finalise the production of a guide in support of national governments. Additional resources will be needed to apply the tool in specific countries.

Related commitment from the Action Agenda: Commitment #2

10. Expand the tools to support land-related solutions

As part of its role of co-chair of the Housing Land and Property rights Area of Responsibility (HLP AoR), under the Global Protection Cluster, and through its Global Land Tool Network, UN-Habitat will further unpack its potential contributions on housing, land and property rights to scale and sustain solutions to internal displacement. UN-Habitat will look at the frameworks and tools the agency has worked on to better define its offer that supports the humanitarian work (security of tenure), development strategies (access to housing solutions at scale in displacement contexts, land administration, land-based taxation) and the peace agenda (mediation/resolution of disputes over land/property). UN-Habitat aims at deploying an offer of services and frameworks targeting all levels, at city, country, regional and global levels.

Responsible office(s): Land, Housing and Shelter Section

UN-Habitat has identified resources to contribute to the agenda with a specific offer on HLP, notably to support the development of a policy on land related solutions for displacement. Additional resources will be needed to scale this and offer technical expertise at country level.

Related commitment from the Action Agenda: Commitment #2, #6, #8

Strategic engagement 3: Enhanced interventions at country level in support of the UN Country Teams

UN-Habitat commits to strengthen its contribution to solutions to internal displacement at country level. Its interventions will differ depending on its current capacities in the country. In countries where country offices have sufficient capacity, UN-Habitat will take up coordination and implementation roles to support the scale up of solutions in urban areas with specific support from the headquarters. Flexteams will be established, involving both headquarter, regional and country level expertise to help design solutions at scale. To support the UN country teams in the countries where it has no footprint, UN-Habitat will create a standby capacity of experts that can be deployed to support other UN agencies with specific expertise on urban displacement issues.

11. Take up coordination role in selected countries

In countries where UN-Habitat has an office in place and where the solutions agenda has a strong urban or territorial dimension, UN-Habitat will take up coordination support roles in the UN Country Team. With its expertise on integrated and area-based approach, UN-Habitat has a good track record of coordination roles for the development and implementation of solutions, ensuring that the sectoral interventions of other UN agencies contribute to solutions at city/territorial level, in a coordinated and meaningful way.

Responsible office(s): Country offices, Regional Programmes Division and Programme Development Branch

UN-Habitat will select a few countries that have the capacities to engage in this coordination role. At this stage, the following countries are considered: Colombia, Mozambique, Somalia, Ethiopia, Afghanistan.

Related commitment from the Action Agenda: Commitment #6

12. Ensure a territorial and urban dimension to pathways to solutions at scale in selected countries

UN-Habitat commits to contribute to national pathways to solutions at scale in priority countries where it has a presence, mobilizing relevant Ministries and local governments to ensure a territorial approach to internal displacement and establish dedicated pathways to solutions in towns and cities.

Responsible office(s): Urban Practices Branch; Regional and Country offices; Programme Development Branch

UN-Habitat will select a few countries that have the capacities and seed resources to engage in this role. At this stage, the following countries are considered: Colombia, Mozambique, Somalia, Ethiopia, Afghanistan. In addition, UN-Habitat will also maintain its focus on the Sahel region, including Burkina Faso.

Related commitment from the Action Agenda: Commitment #2, #6

13. Develop a standby capacity with expertise related to urban displacement

To scale solutions to internal displacement, UN-Habitat will create a standby capacity to support UN-Habitat country offices and UN Country Team/UN agencies through integrated urban development/solutions support (ex. on land management and administration, urban/territorial planning, municipal finance, community

engagement among others). UN-Habitat commits to enhance the support from the headquarters to provide programme development for priority countries to drive solutions at scale. In countries where UN-Habitat has no footprint, UN-Habitat will offer these services to other UN entities to provide them with the necessary urban expertise. In coordination with the relevant Regional Offices, specific support will be provided in key areas for solutions.

Responsible office(s): Regional Programmes Division; Programme Development Branch; Planning, Finance and Economy Section

UN-Habitat will select a few priority countries where specific support from HQ will be provided. At this stage, the following countries are considered: Colombia, Mozambique, Somalia, Ethiopia, Afghanistan. In addition, UN-Habitat will also maintain its focus on the Sahel region, including Burkina Faso. UN-Habitat will develop a specific business model for support to other UN agencies where it has no own programming.

Related commitment from the Action Agenda: Commitment #1, #3, #6

Part 3: UN-Habitat institutional capacities to deliver on the commitments

Reflecting on its involvement to address internal displacement at country, regional and global level, UN-Habitat has identified the necessary actions required to maximise its organisational capacities to deliver on the UN Secretary's General Action Agenda and on UN-Habitat's Institutional Plan. Externally, UN-Habitat will build on existing or new strategic partnerships to leverage its solutions to internal displacement. Internally, UN-Habitat will further build internal capacities to increase its pool of urban displacement experts as well as the sharing of knowledge and good practices across the agency. UN-Habitat will also pay specific efforts, at headquarters level, to mobilize resources to support the implementation of its work on internal displacement.

14. Develop and strengthen global partnerships to maximise impact

UN-Habitat will strengthen or develop strategic partnerships with humanitarian and development actors to advance the HDP nexus approach in urban internal displacement contexts. The partnerships will aim at supporting the implementation of the Action Agenda at scale, be it at country level through the joint development and implementation of solutions to internal displacement, or at global level to bridge the data gaps on urban displacement and to foster collective thinking and knowledge on solutions. At global level, the partnerships on internal displacement will be overseen and coordinated by the Programme Development Branch in the Global Solutions Division. Depending on their nature, focal points will be assigned at headquarters, regional and country level to manage the joint activities.

Strategic partnerships will include:

- i. **UNDP:** UN-Habitat and UNDP intend to add internal displacement as one of the 5 pillars of their existing collaborative framework. Both agencies have expressed interest in collaborating at different levels: improved data/knowledge on displacement in urban areas, advocacy for financing solutions to internal displacement, exchange of good practices and knowledge through their respective Communities of Practice, joint programming at field level in selected countries.
- ii. **UNHCR:** as part of their ongoing MOU, UN-Habitat and UNHCR will review their work programme and ensure that internal displacement is mainstreamed under the relevant areas of collaboration, including data and joint programming.

- iii. **IOM:** UN-Habitat and IOM have expressed interest in establishing an MOU to strengthen their collaboration at global, regional, and country level. Potential areas of collaboration are data/knowledge, establishment of solution frameworks, joint programming at country level.
- iv. **NORCAP:** UN-Habitat and NORCAP have expressed interest in re-activating their partnership and are considering both short term standby capacity on integrated urban solutions and HLP among others, and long-term capacity on solutions programming.

Responsible office(s): Programme Development Branch

These partnerships can be developed/strengthened with existing resources of UN-Habitat.

15. Develop an Urban Lab capacity dedicated to urban displacement solutions

Dedicated capacity for urban displacement to service UN-Habitat programming and bigger UN entities in countries where it has no, or limited footprint will be created through a Network of Labs model that builds on the capacity of the Urban Lab under the Planning, Finance and Economic section of UN-Habitat. The Urban Lab at HQ collaborates with field offices and agencies to support the development of durable solutions. The Urban Lab provides capacity building, back-office support and application of approaches and tools developed and tested in various contexts. Adapting these tools and approaches to the local context, in turn, supports the creation of additional expertise and innovation, contributing to the normative body of knowledge that could be applied globally.

Responsible office(s): Urban Lab, under the Planning, Finance and Economy section

UN-Habitat will develop a specific business model for this new offer, which is not yet funded. Seed funding will be required to hire and train the experts; their services need to be covered through externally mobilized resources, including through the UN agencies/UN country teams that will use them.

16. Establish a network of displacement focal points

To strengthen internal collaboration and build a 'whole-of-agency' approach on internal displacement, UN-Habitat will create a network of urban displacement focal points for each sub-region where urban displacement is a major challenge as well as in sections that are working on relevant technical areas at headquarters. This network will also collaborate and share experience on programme development and mobilisation of resources and form the core of a community of practice.

*Responsible office(s): Programme Development Branch; Urban Practices Branch, Regional Offices
The network of focal points can be developed with existing resources of UN-Habitat.*

17. Enhanced in-house data capacity on displacement

To support the growing need for data and analytics that can underpin and inform programmatic solutions and support the offering to key partners (UNHCR, IOM, UNDP, WB), UN-Habitat will strengthen its Data and Analytics Unit with existing and projected resources, specifically focusing on displacement data and trends and developing core set of indicators.

Responsible office(s): Programme Development Branch and ERSKI

The data work can be developed with existing and projected resources of UN-Habitat. Extra resources will be needed to scale this and provide the needed technical expertise at country level.

18. Set up a community of practice on solutions to internal displacement

To enhance knowledge sharing and learning, UN-Habitat will create a community of practice on solutions to internal displacement. The community of practice will be mostly internal but external partners and stakeholders or communities of practice from other UN agencies can be invited to participate depending on the themes discussed. The community of practice will comply with the terms of reference of existing communities of practice in UN-Habitat.

Responsible office(s): Programme Development Branch; Urban Practices Branch, Regional and Country Offices

The community of practice can be developed with existing resources of UN-Habitat.

19. Build internal capacities on solutions to urban displacement

UN-Habitat will build internal capacity on solutions to internal displacement based on identified gaps (ex. protection; livelihoods, social cohesion). UN-Habitat will ensure that existing digital training materials are made accessible on UN-Habitat's digital learning platform. Additional resources will be made available to UN-Habitat Staff such as the online course on internal development that UN-Habitat contributed to as part of GP 2.0, the Nexus Academy that UN-Habitat contributed to as a member of DAC, etc. Depending on the needs, UN-Habitat will collaborate with partners such as other UN agencies, INGOs (ex. JIPS), to share training resources and for the delivery of tailored courses.

Responsible office(s): Capacity Development and Training Unit

With existing resources, UN-Habitat can focus its efforts in assessing training needs among its staff and identify existing capacity building tools relevant to address the needs. With additional resources, UN-Habitat could collaborate with other partners to develop capacity building tools to specifically support local governments in addressing displacement in urban areas.

20. Mobilise additional resources to fully deliver on this Institutional Plan

As a project-based agency, UN-Habitat has limited core resources and will require the mobilisation of extrabudgetary resources and voluntary contributions to fully deliver on its Institutional Plan, as indicated under each commitment as requested by its Executive Board. UN-Habitat will identify the most effective business model for each commitment of its Institutional Plan to diversify sources of funding.

Responsible office(s): Donors Relations Unit; Programme Development Branch

ANNEX 1: 31 commitments of the SG's Action Agenda

UN engagement on solutions at global and country level

1. Redouble efforts to ensure meaningful participation and systematic inclusion of IDPs and local community members of all ages, genders, and diversities in decision-making on solutions, including by scaling up community-based planning, and advocate with States to put in place measures to ensure IDPs are heard and included in solutions planning.
2. Support States to develop and implement whole-of-government solutions strategies with measurable progress indicators that are guided by the views and capacities of IDPs and local communities, and to embed solutions within national and local development plans.
3. Advocate with States and international actors for stepped-up attention to urban displacement and for support to local and city authorities in responding to the needs of urban IDPs and host communities.
4. Strengthen UN leadership and accountability on internal displacement by appointing a time-bound Special Adviser on Solutions to Internal Displacement to work in concert with an inter-agency Steering Group.
5. Designate UN Resident Coordinators to serve as the UN's lead on solutions at the country level, including to: proactively engage Governments on this issue; ensure solutions are reflected in UNSDCFs and HRPs; ensure a dedicated and costed solutions strategy is developed as needed; and ensure relevant and inclusive coordination mechanisms are in place.
6. Provide additional support to UN Resident Coordinators through ensuring they can draw on advice and support from the global and regional levels and—where relevant—dedicated capacity at the country level.
7. Task UN development, peacebuilding, humanitarian, human rights, and DRR and climate change actors to develop global institutional plans, by the end of 2022, for how they will reinforce their internal capacities and engagement on solutions to internal displacement.

Financing for Solutions

8. Work with development financing partners to ensure solutions are pursued proactively and systematically as part of development financing, based on analytics including socioeconomic data, and incentivize the inclusion of action on internal displacement within national and local development plans and associated budgeting.
9. Convene an ad hoc forum of relevant development finance actors and affected States to explore how catalytic financing could be made more readily available for solutions and, by the end of September 2022, agree on the most appropriate model and expedite its establishment.
10. Host a dedicated thematic window for solutions to internal displacement within the UN Joint SDG Fund that supports joint, solutions-focused programmes identified by UNCTs.

Engaging the Private Sector on solutions

11. The UN will work with relevant partners to identify three to four contexts where there are opportunities to pilot means of strengthening engagement with the private sector, working with UN Resident Coordinators.

Data for Solutions

12. Support States to put in place relevant mechanisms to collect, manage and use internal displacement data in line with the International Recommendation on IDP Statistics and other relevant international standards.
13. Convene a time-bound task force of relevant data actors that will examine opportunities and barriers to more effective use of data for solutions and, by the end of September 2022, put forward a proposal for a fit-for-purpose process or coordination model to address data-specific issues and gaps.

Reducing conflict and violence as drivers of displacement

14. Work with Governments, regional organizations, local communities, and civil society to address the root causes of displacement and to promote peacebuilding, social cohesion and mediation that considers displacement risks (and, where present, includes IDPs).
15. To reduce risks of displacement associated with human rights violations and conflict, drive forward implementation of the Call to Action for Human Rights and address displacement specifically in my forthcoming Agenda for Protection.

16. When there are early signs of conflict, renewed violence or threats to civilians, mobilize rapid action to support de-escalation, political negotiation and conflict resolution, and systematically address internal displacement as part of these efforts.

17. Advocate with Governments to put in place policies and measures to promote the protection of civilians in situations of conflict and violence and reduce displacement risks in line with IHL.

Reducing the displacement risks posed by climate change and disasters

18. Advocate strongly for States to deliver on the \$100 billion climate finance commitment to support developing countries and to dedicate at least half of these funds to climate change adaptation and resilience.

19. Address displacement proactively and systematically as part of the UN's work on climate change, including by supporting the work on the Task Force on Displacement under the Warsaw International Mechanism for Loss and Damage.

20. Support Governments to ensure climate risks are integrated into policies and investment decision-making, and to ensure that displacement risks and associated protection needs are systematically considered within policies, strategies and plans relevant to DRR, climate change action, urban planning and development, including by assisting in drafting or revising the policies in line with the State's commitments under the SDGs, the New Urban Agenda, the Sendai Framework and the Paris Agreement on Climate Change.

21. Advocate for donors and development finance actors to utilize data and analysis to dramatically scale up investments in forecast-based financing and anticipatory action while continuing to support broader early warning, DRR, humanitarian assistance and community resilience programmes, and to ensure countries are able to access this finance.

Addressing intersecting threats that contribute to displacement

22. UN agencies and entities with expertise on DRR, climate change, human rights, humanitarian affairs, development and peacebuilding will work within their organizations and together to promote holistic understanding of displacement and risk intersections, including on the intersection of conflict and the impacts of climate change, and they will support UNCTs and HCTs to reflect this in their work.

Ensuring better protection and assistance for IDPs and host communities

23. Call on States to protect the rights and respond to the needs of their displaced citizens and residents in line with the Guiding Principles on Internal Displacement and relevant laws and policy frameworks, such as the Kampala Convention.

24. Advocate for States to work proactively to ensure IDPs of all ages, genders and diversities have access to public systems and services.

25. Strongly advocate for unimpeded humanitarian access, and continue to provide neutral, impartial, and independent protection and assistance to crisis-affected populations when Governments are unable or unwilling to respond.

26. Work with donors and UN agencies on strengthening the effectiveness of financing modalities, including in implementing Grand Bargain commitments.

27. Complete in early 2023 the independent review of humanitarian response to internal displacement currently being commissioned by the IASC, and act on its findings and recommendations.

28. Promote understanding of the Guiding Principles on Internal Displacement within the UN and among its partners and ensure that the Guiding Principles are the foundation upon which our protection and assistance activities are carried out.

29. Continue strengthening accountability to IDPs and host communities, including by redoubling efforts to deliver on the Participation Revolution promised in the Grand Bargain.

30. Work with and through local systems, local authorities and local civil-society actors as much as possible, supporting locally led responses and avoiding the creation of parallel structures.

31. Take steps to lay the foundation for solutions earlier in responses by incorporating pathways to solutions into HRPs and recognizing solutions-enabling programming as a priority, while simultaneously working to understand and mitigate future displacement risks.