



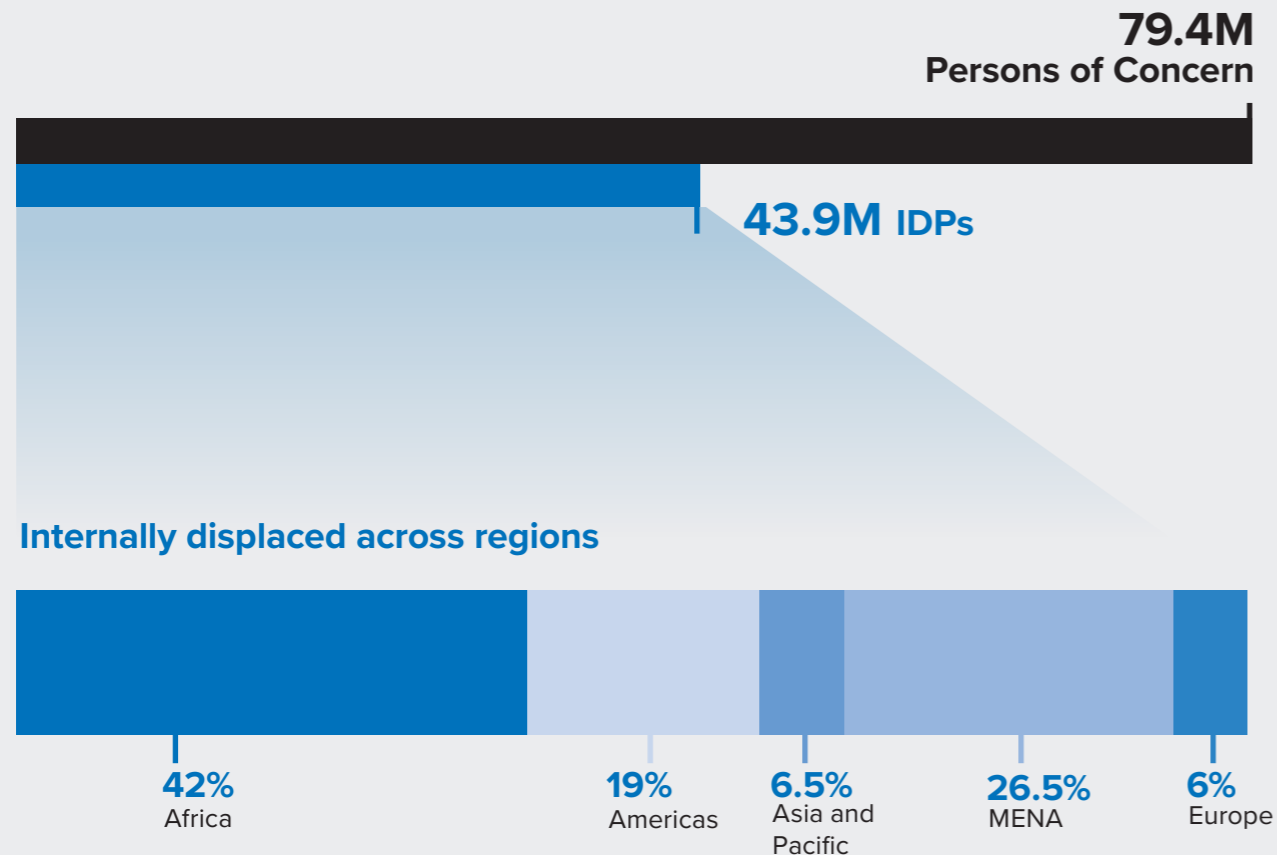
UNHCR
The UN Refugee Agency

UNHCR'S INITIATIVE ON INTERNAL DISPLACEMENT

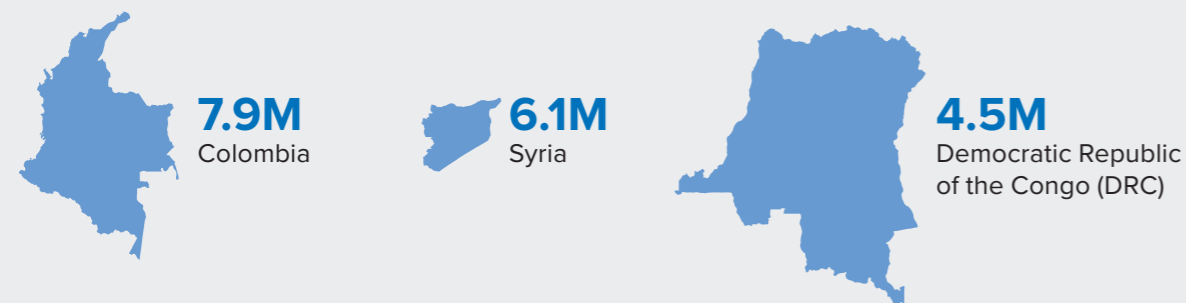
2020 – 2021



Population figures at a glance



42% of all IDPs are in three countries



SOURCE: UNHCR MID-YEAR TRENDS 2019

Stepped-up engagement in situations of internal displacement

In setting out his Strategic Directions 2017-2021, the High Commissioner committed to repositioning UNHCR to be more decisive, predictable and effective in situations of internal displacement, working alongside States and partners in planning and delivering a protection and solutions driven response.

The updated Policy on [UNHCR's Engagement in Situations of Internal Displacement](#) – issued in September 2019 - is a clear example of UNHCR's

commitment to strengthen its preparedness, operational delivery, coordination leadership and the search for solutions within the inter-agency framework. Specific organizational keystones and enablers are articulated in the Policy and elaborated in its accompanying Guidance Package.

To ensure a consistent organization-wide approach, compliance with the 2019 IDP Policy has been made mandatory.

Operationalizing UNHCR's commitments: the IDP-Initiative

As a complement to agency-wide efforts across all its IDP operations, UNHCR's engagement in internal displacement will be further concretized, supported and driven forward on a focused and demonstrative basis in nine target operations, which span the internal displacement spectrum from emergency preparedness, to response, and to solutions.

The target countries are drawn from geographically diverse situations of internal displacement and include: Ethiopia, South Sudan, Sudan, Burkina Faso, Democratic Republic of the Congo (DRC), Iraq, Afghanistan, Ukraine and Colombia.

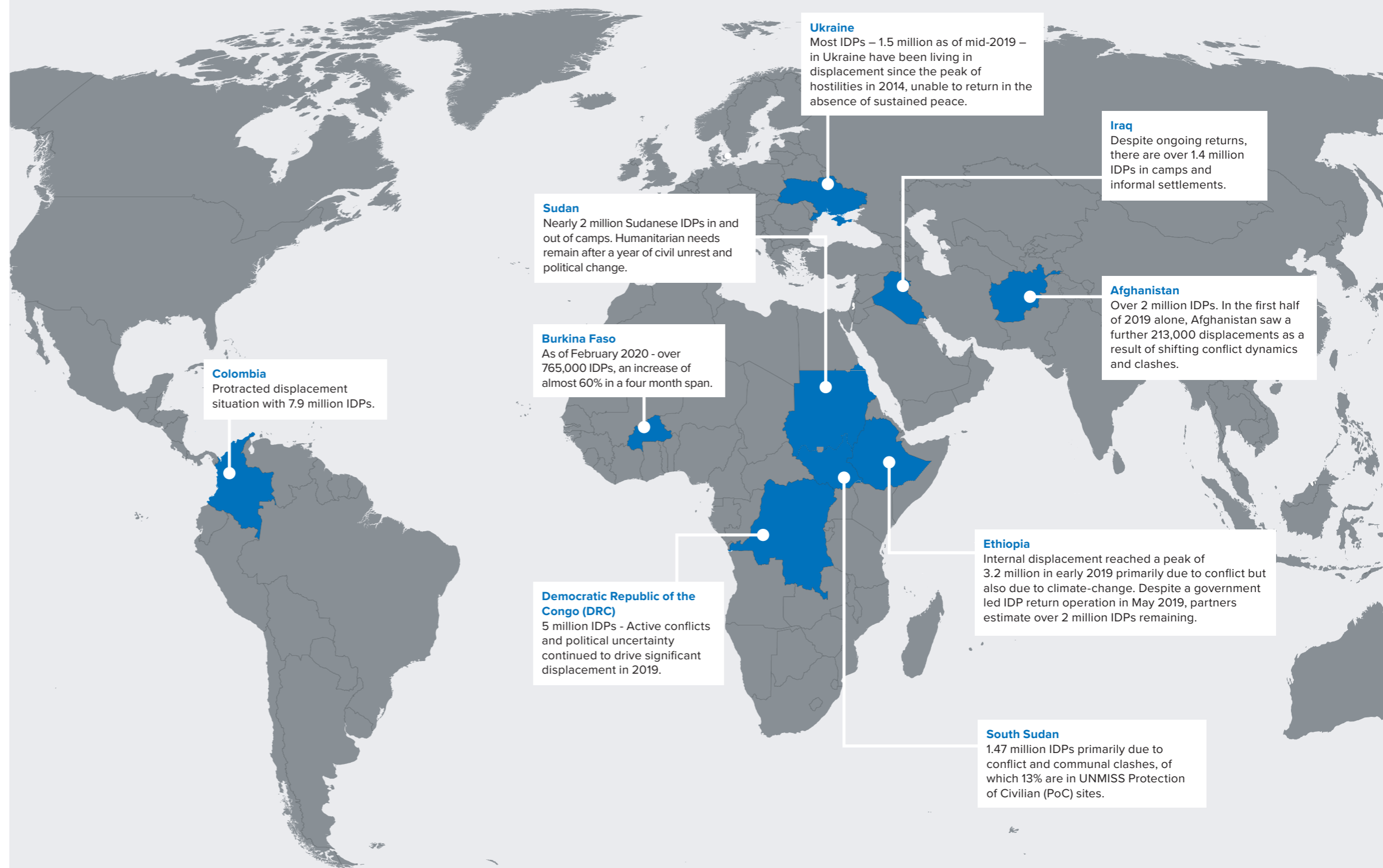
The main objectives of the IDP-initiative are to:

1. Generate examples of good practices to inform the continued operationalization of the IDP Policy.
2. Contribute to heightened visibility and advocacy on the impact of internal displacement on affected populations.
3. Inform resource mobilization strategies and equitable resource allocation.
4. Facilitate focused support to the nine target operations on specific thematic, strategic and operational issues.

IDP-Initiative Target Operations

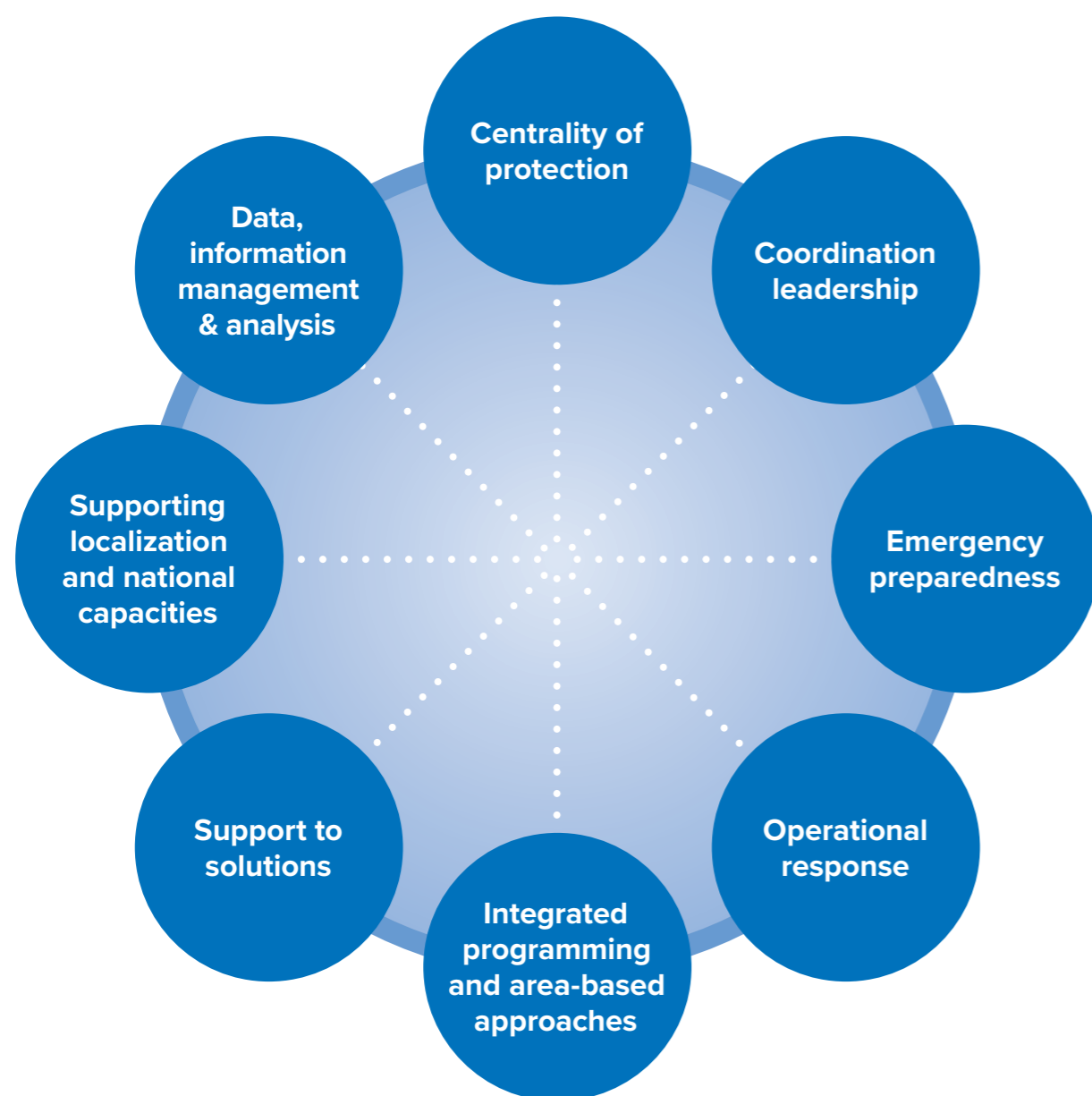
UNHCR's IDP Policy will be implemented across all its field operations. The selection of target operations for the IDP-Initiative is additional to demonstrate a concerted IDP step-up. These operations have been carefully selected taking into account (i) balanced representation among operations at various stages of the displacement cycle, from new or escalating emergencies to protracted and post-conflict (ii) magnitude of displacement (iii) nature of displacement (iv) the size, effectiveness and coherence of UNHCR's operational and cluster-led response and (v) the capacity of operations to exhibit practices in specific thematic areas, and to demonstrate what a stepped-up approach tangibly entails.

Individually each operation will prioritize the operationalization of the keystones inscribed in the updated IDP Policy. Collectively, they will demonstrate the scope of UNHCR's engagement across the varied dimensions of its work.



Keystones

UNHCR's stepped-up engagement on internal displacement will be supported and showcased in the nine target operations in relation to the keystones articulated in the IDP Policy. Each of the keystones is being put into practice in the nine target operations, while some keystones will be prominently highlighted in particular operations, depending on the operational context.



Centrality of protection

As in all IDP operations, UNHCR advises and supports Resident/Humanitarian Coordinators and UN/Humanitarian Country Teams in the development of overarching protection and solutions strategies, relying upon evidence-based protection and needs analyses developed in cooperation with stakeholders prior to and after cluster activation. Representatives participate in UN/Humanitarian Country Teams, to help ensure that protection is placed at the centre of the humanitarian response (across the IDP spectrum), and guide humanitarian action, advocacy and engagement. As Protection Cluster lead, UNHCR will continue to promote protection mainstreaming across all clusters, thereby ensuring that inter-agency preparedness and response is shaped by protection considerations. These actions will ensure that all activities take account of age, gender and diversity considerations, as well as the existing skills and capacities of affected populations.

Coordination leadership

When clusters are established UNHCR will step up to its responsibilities in accordance with IASC commitments and accountabilities. UNHCR will strengthen its preparedness, response and solutions interventions, through dedicated cluster coordinators and information management support, underpinned by a robust operational response in each of these sectors. Dedicated efforts to strengthen internal tri-cluster synergies, including through the mainstreaming of protection across all sectors, and to bolster UNHCR coordination capacities, are ongoing at global level and across all IDP operations. These will be advanced in IDP-Initiative target operations in particular.

Emergency preparedness

To ensure better preparedness for emergencies involving internal displacement, both in its operational role and as tri-Cluster Lead Agency, UNHCR is finalising an internal Preparedness Package for IDP Emergencies (PPIE). In line with this tool, UNHCR will ensure strengthened participation in inter-agency preparedness measures, contribute to UN system-wide, and government-led or supported, risk assessment and early warning mechanisms, and continue to support local and national capacity to prepare for, prevent and mitigate displacement risks. UNHCR will consistently embed protection considerations in the various steps of agency and inter-agency preparedness efforts, and will contribute to scenario-based contingency planning within its shelter and settlements, and camp/site coordination and management, areas of expertise.

Operational response

UNHCR is committed to strengthening operational delivery in internal displacement situations in line with its leadership and coordination responsibilities related to protection, shelter and camp coordination and camp management, and ensuring its contribution as Provider of Last Resort. UNHCR will bring experience in community-based protection approaches to prioritize interventions for prevention, response and mitigation of the most urgent and immediate protection risks and needs, including engagement with the relevant lead agencies, to combat sexual and gender-based violence (SGBV) and promote child protection. UNHCR will continue to engage in inter-agency and system-wide efforts related to protection against sexual exploitation and abuse (PSEA). UNHCR will also apply and systematically integrate its longstanding expertise in shelter, and camp/site management into its work with IDPs.



Integrated programming and area-based approaches

A number of regions are increasingly affected by overlapping refugee movements, internal displacement and statelessness, thereby necessitating a strategic and joined-up approach to forced displacement that UNHCR is uniquely positioned to provide. UNHCR has initiated measures for system-wide integrated programming, which will maximize opportunities for operations to respond through area-based approaches that are inclusive of all population groups in an operational context, including situations where populations of concern are co-located (e.g. IDPs, refugees and asylum seekers, returning refugees and IDPs), and/or with host communities. Programmes will define a mutually supportive and complementary set of actions for UNHCR within multi-stakeholder plans.

Support to solutions

UNHCR will continue to prioritize actions that contribute to the conditions conducive for safe, dignified and comprehensive solutions. In line with the 2030 Agenda and the principle of “leaving no-one behind,” UNHCR’s work with partners to secure the inclusion of IDPs in national services, social safety nets, and local and national development plans will continue. UNHCR will build effective approaches to resilience and solutions that assist IDPs, wider displacement-affected communities and their governments to better manage and overcome the consequences and effects of displacement. In the pursuit of solutions, UNHCR will bolster ongoing contributions to transition strategies that link humanitarian and development action, and activities that build and sustain peace.

Supporting localization and national capacities

In line with 2030 Agenda, UNHCR will support the post-conflict transition to local and national actors to meaningfully take over operational delivery, coordination and monitoring in relation to IDP protection and solutions. This will include multi-year multi-partner strategies to enhance national coordination and response capacity, including technical advice and support for national laws and policies on internal displacement, training and capacity development. UNHCR will contribute to UN/Humanitarian Country Team efforts for the gradual de-activation of clusters in support of government-led coordination arrangements, including in the transition of any IDP sites to governments and/or other agreed approaches that facilitate durable solutions

Data, information management & analysis

With dedicated information management capacity – for each of the clusters it leads/co-leads and for its own operational response – UNHCR will ensure timely and impact-oriented assistance and protection for those displaced and affected. This will be enabled through sound protection monitoring, needs assessments, and analysis conducted, together with partners, including at all stages of internal displacement crises. UNHCR’s new Data Transformation Strategy 2020-2025, envisions strategic partnerships with key data gathering and analysis actors. The data and information generated and analyzed – by UNHCR and its implementing partners, as well as UNHCR-led cluster partners – will support evidence-based planning, response, communications and advocacy for protection, assistance and solutions outcomes, by UNHCR and the rest of the humanitarian community. Data, Identity Management & Analysis (DIMA) units are being established in each Regional Bureau to support Country Operations, including with IDP data.

AFGHANISTAN



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Almost two-thirds of the 35.5 million population of Afghanistan continue to live in areas directly affected by conflict, population movements and forced displacement. Recurring violence, loss of livelihoods, and limited access to basic services, are further exacerbated by chronic vulnerabilities including exposure to natural hazards.

Based on its long-standing presence in the country and knowledge of affected communities, UNHCR is applying an area-based, whole of community approach, aimed at mitigating protection risks and vulnerabilities of all affected communities while facilitating sustainable solutions including reintegration of refugee returnees and IDPs. In 2020-21 community-based interventions will be further built upon to foster peaceful co-existence with host communities. Operational delivery will be augmented through integrated programming modalities.

UNHCR will continue investing in its leadership of the Protection and Emergency Shelter/ Non-Food Items Clusters in Afghanistan and will facilitate, as a strategic and operational priority, the imperative of championing the centrality of protection and its mainstreaming across humanitarian action.

While UNHCR's preparedness and response to evolving emergency needs will continue, operational focus will be enabled in 20 priority areas of return and reintegration in Kabul, Parwan, Nangarhar, Laghman, Kandahar, Jawzjan, Balkh, Kunduz, Herat, Bamyán and Daikundi provinces. These will be undertaken through linking communities with government programs, particularly the Afghanistan National Peace and Development Framework and the National Priority Programs, and initiatives undertaken by the World Bank, UN agencies and NGOs. UNHCR's Comprehensive Refugee Response Framework (CRRF) interventions in Afghanistan will also contribute to solutions to internal displacement.

Partnerships will continue to form the mainstay of UNHCR's operational response including in areas of shelter and NFI distribution, community-based protection and the promotion of self-reliance and sustainable reintegration. Partnerships for agile protection monitoring will be crucial for updated information on protection and assistance needs to influence impact oriented delivery of assistance.

Financial requirements for IDP activities in 2020:
\$26.8 million

BURKINA FASO



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Providing Shelter/NFI and CCCM interventions for displaced families in times of crises is critical to ensure their personal security, self-sufficiency and dignity, as well as to mitigate ever-growing protection risks. Despite the continuing efforts of the authorities to identify new temporary accommodation sites for the provision of humanitarian assistance and protection, a growing number of displaced families are seeking safety in communities and villages which are already limited in resources, and remain in dire need of protection, shelter, non-food items, food, water, education and health.

The deteriorating security situation has severely limited humanitarian access to protection services and assistance for displaced people and host communities. In 2020-21, UNHCR is gearing its programming to ensure that information about the impact on displaced populations in the rapidly changing environment is readily available, through emphasis on agile protection monitoring to identify specific needs, both for advocacy and for the provision of targeted interventions.

UNHCR will continue to partner and strengthen relationships with local authorities, including the Burkinabe Council for Emergency Relief and Rehabilitation (CONASUR), to deliver shelter and core relief items, cash grants and protection activities as well as provide support for civil documentation. UNHCR's support to State capacity to manage displacement, including in and out of sites, will gain further ground in 2020-2021.

UNHCR will renew its emphasis on strategic and operational priorities as the situation evolves, towards strengthened leadership and coordination of protection, shelter, and CCCM sectors, accompanied by robust operational delivery. UNHCR is reinforcing its workforce to support activation and dedicated leadership of the Protection Cluster, Shelter/NFI Cluster and CCCM Working Group.

Upholding the centrality of protection is a core imperative in which UNHCR will ensure further investment, with analysis of available information on target communities' needs, and to influence appropriate protection strategy implementation at the Cluster and Humanitarian Country Team (HCT) level, in support of the Humanitarian Coordinator, while facilitating protection mainstreaming across all sectors.

Operational delivery is being prioritized, as evidenced by the provision of shelter, NFIs and protection programs through a variety of modalities, including community-based approaches, cash-based interventions, and community coordination in formal and informal sites, in close collaboration with the national and local authorities. Resource mobilization for adequate response capacity will be supported through evidence-based advocacy.

**Financial requirements for IDP activities in 2020:
\$15.5 million**

COLOMBIA



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While international attention has shifted from internal displacement, towards the mass arrival of Venezuelans to Colombia, the objectives of the country's peace agreement continue to be pursued in the face of numerous challenges. Key among these are the recent calls for re-armament by certain leaders of the Revolutionary Armed Forces of Colombia (FARC). Protection challenges persist in and around FARC demobilization areas, along the country's border with Venezuela, its southern borders, and the Pacific Coast.

UNHCR leads the Protection Cluster in Colombia coordinating a variety of organisations for a balanced protection oversight and response. In 2020-21, in line with the IDP Policy, UNHCR will enhance its work to deliver integrated 'protection and solutions-oriented' programming, to equitably assist all populations of concern to UNHCR (Venezuelan refugees, IDPs and IDP-returnees, and host communities) through area-based approaches in informal settlements and other settings where they are co-located.

Building on its experience in community engagement, UNHCR's will undertake robust operational delivery, particularly through community-based interventions and strengthened support for solutions. UNHCR will continue to support the solutions processes, in particular in urban informal settlements where populations arriving from Venezuela co-reside.

Protection Cluster partners supported by UNHCR will be encouraged to work together to gear their operational interventions to specific needs through agile protection monitoring for strengthening communities to cope and expand their ability to manage their situations including through access to local services. These efforts among others will also contribute to early warning of conflict and potential displacement triggers.

In order to further its long standing approach towards localization and national capacity building, UNHCR will contribute to responsible transition to government ownership through: (i) provision of guidance and support to State institutions with legal and policy frameworks on prevention, protection and solutions for the displaced population; (ii) promotion of consolidation and transfer of solutions processes and good practices to State institutions, while advocating for enhanced public policy on solutions for IDPs; and (iii) support to institutions created under the Peace Agreement with a focus on victims' participation in truth, justice and reparation processes.

**Financial requirements for IDP activities in 2020:
\$13.5 million**

DEMOCRATIC REPUBLIC OF THE CONGO (DRC)



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Active inter-communal conflicts and political instability continued to drive significant displacement in 2018 and 2019, with new displacements mostly affecting North Kivu, the Greater Kasai, Ituri, South Kivu and Tanganyika provinces, resulting in approximately five million people displaced across the country in the last two years. Nevertheless, improved security across some territories in Tanganyika facilitated

spontaneous returns. Return movements have also been observed in Kasai Oriental and some parts of Kasai Central province, with a national estimate of 2 million people returned since 2018.

UNHCR's emergency response in Ituri, North Kivu and South Kivu Provinces includes reinforcement of site management, NFI distribution to IDPs residing in sites, the construction of emergency

shelters and protection interventions enabled through monitoring and needs identification. In 2019 UNHCR launched a large-scale community-based protection project in Ituri, South Kivu and North Kivu to strengthen the capacity of local communities to receive IDPs during emergencies.

In 2020-21, UNHCR will emphasize its key strategic and operational priorities through reinforcing its operational delivery and coordination leadership of Protection and Shelter Clusters, and provincial CCCM Working Groups; strengthening its emergency preparedness; optimizing area-based approaches and integrated programming; and improving data and information management analysis to better serve its programmes and those of the rest of the international community. UNHCR will support areas where IDPs have returned, in coordination with provincial authorities and other key stakeholders (e.g. community markets built for IDP returnees and communities in Tanganyika province).

Cluster leadership and coordination are being prioritized for appropriately resourced tri-cluster leadership, particularly through workforce investment to activate and enhance national Shelter Cluster and national/regional CCCM Working Group coordination capacity. In this respect, UNHCR has assumed leadership of the Shelter Cluster and is working on boosting the

housing, land and property working group. Shelter, Protection, and CCCM will work together to enhance the coordination between the three sectors and the centrality of protection throughout their response.

UNHCR is strengthening preparedness for new emergencies and consequent displacements, linked to promoting resilience of communities and creating alternatives to camp-like situations. UNHCR is currently working on contingency plans and preparedness measures for South Kivu, North Kivu and Ituri.

In response to the massive new displacements in 2019, UNHCR is scaling-up its operational response, adopting strategic area-based and community-based approaches, with a focus on protection monitoring and assistance, integrated shelter interventions, NFI distribution, and support to returnees in return areas. UNHCR will provide support where site management needs exist (e.g. in Kalemie).

UNHCR will strengthen data and information management through the launch of a Protection Monitoring Platform, to enable evidence-based programming and targeted operational delivery, as well as to influence the broader UN Country Team's response.

Financial requirements for IDP activities in 2020:
\$55.5 million

ETHIOPIA



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Conflict-induced internal displacement began in significant numbers in 2017 along the Oromia and Somali regional borders. In 2018, Ethiopia witnessed large numbers of persons fleeing their homes, reaching an estimated 3.19 million IDPs by the start of 2019, with approximately 80% displaced due to conflict and 20% displaced for climate-change related causes. Reports of large-scale return began in 2019 and by the end of May, upwards of 1.3 million IDPs were noted to have returned to their areas of origin, including to areas where conditions were not fully conducive due to security risks, and not all returns were sustainable, resulting in some secondary and tertiary displacement.

In this evolving situation, including recent flood related displacement, UNHCR has revised its operational and strategic stance towards strengthened inter-agency engagement supporting the larger humanitarian response through 2020-21. As lead of the Protection Cluster and co-lead for the Site Management Support (SMS) Working Group, UNHCR is underpinning its approach with robust operational delivery implemented through area-based approaches, for enhanced protection and solutions for IDPs and affected communities.

Operational delivery will be reinforced, with a focus on protection, assistance and solutions in affected areas, including through systematic protection analysis in areas where displaced populations reside or are reported to have returned, including rehabilitation of communal infrastructures, community engagement and social cohesion activities.

While responding to emergency needs, UNHCR will simultaneously contribute to the drive for solutions, including through partnership with the UN Durable Solutions Initiative. Enhanced local government and community relationships will ensure that these initiatives are guided by protection considerations to which UNHCR is committed as an integral part of the UN Country Team UNCT).

Financial requirements for IDP activities in 2020:
\$28.3 million

IRAQ



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Ongoing IDP returns in Iraq are hindered by enduring insecurity, tribal disputes, explosive hazard contamination, housing, land and property damage or destruction, and discriminatory attitudes and practices by some local authorities and communities due to perceived affiliation to extremists. Safe, voluntary, informed and sustainable return of displaced people remains an overarching priority, however many IDPs report being subjected to coerced departures from camps and informal sites towards situations of secondary displacement.

In addition to leading/co-leading the Protection, Shelter and CCCM Clusters, UNHCR will continue working closely with partners in 2020-2021 to facilitate the centrality of protection across the response and strengthen its operational stance by availing opportunities to respond through integrated programming and area-based approaches that are inclusive of refugees, IDPs and IDP returnees, particularly in the Kurdistan Region of Iraq.

Support to the Humanitarian Country Team (HCT) will continue with operationalization of the centrality of protection, following the September 2019 endorsement of an HCT Protection Strategy and Action Plan, co-leadership of the Inter-Agency Protection from Sexual Abuse and Exploitation (PSEA) Network and the establishment of a Communication with Communities (CwC) / Accountability to Affected Populations (AAP) Task Force at the Inter-Cluster Coordination Group.

Efforts to prioritize actions that contribute to sustainable solutions will continue including through advocacy with local and national authorities for the inclusion of IDPs in national services and social safety nets. Within the UN/ Humanitarian Country Team, UNHCR will contribute to transition strategies that bridge humanitarian and development efforts.

**Financial requirements for IDP activities in 2020:
\$332.5 million**

SOUTH SUDAN



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In South Sudan, the signing of the revitalized agreement on the resolution of conflict in September 2018 and the February 2019 announcement of the formation of a unity government offers opportunities for de-escalation of conflict in certain areas. The conflict nonetheless continues in several regions.

This is notable in Yei, Central Equatorial Region, due to the activities of the National Salvation Front, which has not signed the agreement; in Western Bahr el Ghazal from March to May 2019, due to conflict and insecurity in Jur River County, and most recently with the localized conflict in Maiwut, Upper Nile. Although levels of violence decreased in other parts of the country, offering windows of opportunity for transitional solutions, over 60 per cent of the population face severe food insecurity, due to late rainfall, loss of livelihoods and the macroeconomic crisis. In some states, extreme flooding has precipitated further displacement, loss of shelter and productive assets, undermining gains made to date.

UNHCR leads the Protection Cluster and co-leads the CCCM Cluster, through which it contributes to inter-agency preparedness, response and solutions. In 2020-21 UNHCR will strengthen its role in the Shelter Cluster as well as continue to respond to humanitarian needs in conflict-affected areas. Strengthened facilitation of the centrality of protection in the inter-agency response will remain paramount ensuring that humanitarian actors are aware of the protection impact on affected populations and plan accordingly. UNHCR will continue to lead efforts to guide the development of national law and policy on internal displacement.

UNHCR will operationalize a solutions-oriented approach for returning IDPs, using evidence-based programming to bridge the humanitarian-development nexus, with a focus on housing land and property rights, and access to basic services and livelihoods in areas of return.

Data and information management and analysis will be reinforced, building on the 2019 profiling of over 120,000 IDPs from all UNMISS Protection of Civilians (POC) sites and urban collective sites across the country. Evidence-based analysis will inform the protection and solutions strategy, resource mobilization, programming and advocacy.

Financial requirements for IDP activities in 2020:
\$26.3 million

SUDAN



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While the political situation continues to evolve, weak rule of law and lack of adequate social services represent persistent challenges to the protection of vulnerable IDPs and returnees, including children, adolescents, women and men. IDPs are still exposed to insecurity within and around their settlements. Women and girls are exposed to serious risks of gender-based violence (GBV) while pursuing livelihood activities outside IDP settlements. Access to IDPs remains challenging in non-state actor held areas in the Jebel Marra region of Darfur, South Kordofan and Blue Nile.

New displacement continues, albeit at a smaller scale compared to previous years. Inter-communal violence in West Darfur from late December 2019 to early 2020 resulted in 65 deaths, some 49,000 persons newly displaced and over 11,000 individuals fleeing to Chad. Intercommunal conflicts remain one of the main sources of violence and displacement, mostly in Darfur. The root causes of conflict, mainly linked to land ownership and control over other natural resources, remain unresolved and consequently return has only been possible for smaller numbers of IDPs and Sudanese refugees, mostly to areas with a homogenous ethnic composition. Local integration of IDPs may be possible in selected areas, where IDPs and authorities are willing to consider this.

To bolster emergency preparedness UNHCR will: (i) preposition stocks of emergency Shelter/NFIs to serve as a pipeline for humanitarian partners, including in newly accessible areas; and (ii) build the capacity of protection actors and social protection partners on emergency protection response including protection assessments, continuous protection monitoring and conflict sensitive humanitarian and durable solutions interventions.

Support to solutions will include contribution to solutions-oriented assessments in areas of return, local integration or relocation, with a focus on peacebuilding, protection, community support, and shelter/non-food items. UNHCR will ensure that the protection of IDPs in search of solutions is regularly monitored, with a focus on physical safety and dignity, non-discrimination, access to civil documentation, land, and services. UNHCR will continue to co-chair the Durable Solutions Working Group (DSWG), with UNDP at country level, with a view to guiding the planning and implementation of durable solutions for IDPs, returning Sudanese refugees and host communities in close collaboration with the Government of Sudan (GoS), at central and state levels.

To reinforce the centrality of protection UNHCR led the development of a Humanitarian Country Team (HCT) Protection Strategy, endorsed in April 2019, wherein HCT members were assigned specific responsibilities. UNHCR will continue to serve as the Secretariat of the HCT Protection

Task Force, led by the Humanitarian Coordinator. Moreover, UNHCR will continue to work with UNAMID to enhance protection monitoring, protection interventions, and conflict sensitive approaches to durable solutions in Darfur. UNHCR will continue to lead the protection mainstreaming capacity building program started in 2018.

Strengthened data/information management and analysis is key to effective action in Sudan, particularly amidst the emerging opportunities for stability. UNHCR will strengthen systematic data and information collection and analysis to enhance evidence-based programming and advocacy, with a strong focus on protection and durable solutions.

Operational delivery will be reinforced by UNHCR, with a focus on community-based protection, assistance and solutions in affected areas. UNHCR response will aim to ensure that: (i) vulnerable members of displaced, returnee and host communities receive adequate protection against risks of discrimination, violence or exploitation, through protection monitoring, awareness raising, and social cohesion initiatives; (ii) displaced people have access to emergency shelter and essential non-food items; (iii) the overall humanitarian response is informed by protection risks facing vulnerable people, through advocacy and capacity building; and (iv) conflict resolution and durable solution opportunities are explored from the outset of the emergency.

Financial requirements for IDP activities in 2020:
\$32.8 million

UKRAINE



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Most IDPs in Ukraine have been living in displacement since the peak of hostilities in 2014, unable to return home in the absence of a sustained peace. Prioritizing IDPs' access to national services, UNHCR enhances the capacity of the authorities to coordinate and deliver services, e.g. through coordination of the Shelter Cluster and provision of legal assistance to IDPs.

A multi-year multi-partner strategy covers all populations of concern to UNHCR, with integrated programming of activities such as legal assistance and community mobilization. UNHCR provides strategic leadership on protection and shelter through coordination, response and advocacy, working within the Humanitarian Country Team (HCT). A specific focus has been on conflict-affected populations who have been unable to flee due to extreme vulnerabilities.

The partnership with the host government is supported through regular high-level consultations and UNHCR's contribution to the United Nations Partnership Framework. UNHCR in 2020-21 will continue to undertake strategic leadership, through coordination and operational delivery, with a focus on ensuring area-based approaches and integrated programming, supporting solutions, and advancing localization and national ownership.

Through integrated programming, UNHCR will enhance community mobilization efforts that bring together refugees, IDPs and host communities so that they can advocate more effectively for their own protection at the local level.

To support potential solutions, UNHCR will provide technical support to national and local governments, as well as to IDP communities, to adopt and implement a range of durable housing solutions for IDPs.

Preparations within the inter-agency coordination context for responsible transition and national ownership will be undertaken as appropriate. UNHCR will ensure support to local authorities to take over coordination responsibilities for the Shelter sector, make shelter repairs, and deliver free legal assistance to IDPs along the contact line. In parallel, UNHCR will continue to advocate with the new government and parliamentary stakeholders for the adoption of laws and policies that protect IDPs and affected populations.

Financial requirements for IDP activities in 2020:
\$22.1 million

Cross-cutting enablers

Stepped-up engagement in internal displacement situations will be supported through agency-wide efforts to enable, reinforce and drive forward operationalization of the keystones of UNHCR's revitalized commitments resulting in a step-up on internal displacement. Key enablers include strengthened and expanded partnerships, investments in staff capacity, and targeted resource mobilization underpinned by evidence-based advocacy, robust communications, and sound risk analysis and management.

Partnerships

UNHCR will rely on a range of partnerships in support of shared goals for effective inter-agency action through active participation in IASC-led processes, meaningful contribution to joint Humanitarian Needs Overviews and Humanitarian Response Plans, bolstering accountability to affected populations, and advancing agreed collective outcomes at country level. Across global, national and regional levels, partnerships with development and peace-building actors will be reinforced to establish or strengthen concrete linkages, while focusing on activities and areas where UNHCR best adds value. In pursuit of protection and solutions, in addition to sustained cooperation with UN agencies, national and international NGOs, partnerships with non-traditional actors will be pursued, including private sector, faith-based organizations, academic institutions, local and international media.

Workforce Management

Staff are being supported to acquire diverse skills and competencies necessary to work across the full spectrum of forced displacement by developing and updating learning programmes including a new managerial Internal Displacement e-learning module; updating the Inter-Agency Coordination Learning Programme; launch of the Global Protection Cluster's 'Protection in Humanitarian Action' e-learning, on how to advance the centrality of protection across the humanitarian response; and the development of a comprehensive Protection Coordination Training programme. UNHCR will reinforce ongoing efforts to identify, train and maintain a cadre of staff with specialized skills and competencies on

coordination and information management in both cluster and non-cluster situations, for deployment as needed, especially in emergencies. Inter-Divisional Consultations at Headquarters, and Regional Consultations with decentralized Bureaux are ongoing for agency-wide coherence and to cross-fertilize ideas and approaches.

Communications and Advocacy

At the country, regional and global level, UNHCR is boosting communications on internal displacement, from preparedness through to protection, assistance and solutions. IDP voices will be central to UNHCR's communications. Proactive communications will highlight their humanitarian needs, the effectiveness of the operational and cluster-based response and the impact of underfunding on affected populations. Enhanced data and analysis will feed into country-specific communication strategies and communication products. UNHCR will invest in strategic, evidence-based advocacy – independently and in partnership with stakeholders – to foster support for the rights and dignity of displaced persons, highlight the impact of unmet needs, mobilize necessary resources, and promote community acceptance and solutions.

Resource Mobilization

UNHCR's engagement in situations of internal displacement across seven Regional Bureaux will be underpinned by an agency-wide resource mobilization strategy. At global, regional and country level, resource mobilization will be intensified at the advanced preparedness phase and the onset of an emergency and sustained throughout UNHCR's engagement. Predictable and flexible funding will allow UNHCR to allocate resources across programmes and population groups according to needs, and will support more cost effective area-based approaches. UNHCR will actively pursue new sources of funding, including through development, peace-building and private sector partnerships, to support the development and implementation of strategies that contribute to longer-term outcomes i.e. localization, national ownership and solutions.

Risk Analysis & Management

Investments are being made in sound and continuous risk analysis and management across both situational/contextual risks to inform UNHCR's operational, managerial, programmatic and coordination decisions as well as engagement in preparedness, response and solutions to internal displacement.

Guiding Principles on Internal Displacement (1998-2020)

Building on the momentum of the 20th anniversary of the Guiding Principles on Internal Displacement (GP20), UNHCR, OCHA and the Special Rapporteur on the Human Rights of IDPs spearheaded the launch of a three-year multi-stakeholder Plan of Action from 2018-2020 to advance prevention, protection and solutions for internal displacement. GP20 has served as a platform for stakeholders, particularly Member States, to share their challenges, achievements and priorities in relation to internal displacement, including through discussions generated by an informal Steering Group in Geneva, national, regional and global workshop and thematic webinars. GP20 has also served to initiate thematic research on internal displacement. State

to State exchanges have been organized under the auspices of GP20 to capture current-day practice and lessons learned in preventing, responding to and resolving internal displacement. GP20 has likewise galvanized more joined and strategic action by UN agencies and NGOs in support of Member States. Several countries have developed national-level GP20 action plans, and have: (i) intensified advocacy and outreach in countries with protracted internal displacement; (ii) advanced the development of national laws and policies (e.g. Ethiopia and South Sudan); and (iii) leveraged GP20 to mobilize multi-stakeholder engagement in solutions to internal displacement (e.g. Afghanistan and Ethiopia).

High Level Panel (HLP) on Internal Displacement

A High Level Panel on Internal Displacement was established in December 2020 by the UN Secretary General to develop concrete recommendations for solutions to internal displacement. The eight-member Panel draws expertise from government, international organizations, civil society and the private sector, and has strong representation from countries currently managing internal displacement. It is co-chaired by Federica Mogherini, former Vice-President of the European Commission, and Donald Kaberuka, current Chair of the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria. A Geneva-based Secretariat headed by Assistant Secretary-General George Okoth-Obbo, provides substantive, administrative and logistical support to the Panel, which is also guided by a four-member Expert Advisory Group. With one year to deliver its report, the Panel will rely on a consultative process to prepare its recommendations including through field visits.

UNHCR is well placed to support field missions for HLP members, including direct contact with IDPs and affected communities. With its short time-frame, the Panel will furthermore build on progress to date, such as advancements in regional and national normative frameworks inspired by the Guiding Principles on Internal Displacement. As a lead agency on protection, including through GP20 efforts with states, UNHCR stands ready to share its considerable expertise with the HLP. The Panel will seek to be innovative in identifying: (i) the means to guarantee financing and funding for long-term efforts to prevent and resolve internal displacement; (ii) mechanisms for capturing and sharing best practice among States (which is already underway with the GP20 Plan of Action); (iii) creating incentives for the inclusion of IDPs in Sustainable Development Goals action plans and national development plans; and (iv) promoting a more predictable use of area-based and community-based programming.

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Updates

Regular IDP-Initiative updates on the implementation of the stepped-up approach to internal displacement will be provided. These will profile activities in target operations demonstrating successful practices, effective partnerships and lessons learnt, ensuring impact-oriented representation. The Updates will also reference developments with respect to keystones elaborated in the updated IDP Policy and related cross-cutting enablers, including resource needs as appropriate from across UNHCR's IDP operations.

More information

The High Commissioner has appointed a Principal Advisor on Internal Displacement to work closely with the Senior Executive Team, Divisions (including Global Cluster Coordination teams), decentralised Bureaux and Field Operations to facilitate a coherent and stepped-up engagement by UNHCR in situations of internal displacement.

More information on the IDP Initiative can be obtained through the Office of the Principal Advisor on Internal Displacement.



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