

UNDP and UNHCR Global Joint Initiative, 2022-2025

17 May 2022

Table of contents

I.	Purpose and background	2
	Needs.....	2
	Experience.....	3
	Commitments.....	4
II.	Strategy and principles	5
	Guiding principles.....	10
III.	Putting the initiative into practice	11
	Results framework	11
	Annex A: Sources	12
	Public documents	12
	Annex B: Summary of Main Outcomes.....	13
	Annex C: Results and resources framework.....	14

I. PURPOSE AND BACKGROUND

The UNDP and UNHCR Global Joint Initiative for 2022-2025 provides a framework for both agencies to bring their comparative advantages to areas where working together can deliver better results in responding to current and future crises and challenges. This document sets out the background to the initiative and its strategy, focuses and guiding principles.

Needs

The initiative comes in a context of enormous global needs for development and for protecting and assisting people who have been forced to flee.

In the ten years from 2010 to 2020, the number of forcibly displaced people worldwide increased from 41 million to 82 million.¹ This was the largest increase in decades and was the result of persecution, conflicts, violence, human rights violations, and other events seriously disturbing public order. In addition, millions of people today are stateless, making it difficult for them to access rights to basic services such as education and healthcare.² Women and girls make up around 50% of refugee, internally displaced and stateless populations, and children around 42% of all forcibly displaced people.³

The associated development challenges are complex and extensive, as developing countries host the vast majority (86%, as of 2021) of refugees and internally displaced persons (IDPs).⁴ The protection challenges are also complex, with women and girls facing discrimination as well as sexual and gender-based violence.

The forced displacement situation continues today and will continue through to 2025 and beyond. As history shows, forced displacement all too often leads to situations of protracted displacement, with millions of IDPs and refugees unable to return home safely. For these people, and the countries or areas they live in, a development approach needs to be combined with humanitarian assistance – and progress on peace – to provide effective and lasting protection and solutions.

Adding to this need are shortfalls in humanitarian funding, both for refugee and internal displacement contexts, and for all contexts where humanitarian aid funding is sought. Globally, the total demand for humanitarian assistance has grown enormously over the past decade, with the inter-agency appeals of United Nations and partner organizations reaching US\$41 billion in 2022.⁵ Understanding has grown, too, that humanitarian aid

¹ Figures do not include those displaced by natural disasters. In 2020 this figure was 7m. See UNHCR [Global Trends 2020; and Internal Displacement Monitoring Centre \(IDMC\) 2020 internal displacement data, January 2022](#).

² According to the data available in 94 countries as of mid-2021, 4.3 million people are reported to UNHCR as stateless people. See [UNHCR Mid-Year Trends 2021](#).

³ See [UNHCR Global Trends 2020](#).

⁴ The figure for the share of refugees hosted in developing countries includes Venezuelans displaced abroad, even though most of them are not legally recognized as refugees. See UNHCR [Global Trends 2020](#).

⁵ In 2022, 274 million people will need humanitarian assistance and protection, which was the highest figure in decades. See [OCHA Global Humanitarian Overview 2022](#).

cannot resolve the issues causing and driving crises and suffering: development and peace need to be included and pursued alongside humanitarian assistance.⁶

Experience

In the past decade UNDP and UNHCR have increased their cooperation in responses to displacement. In doing so they have demonstrated the benefits of such cooperation. Examples include:

- the joint UNDP-UNHCR secretariat for the Syria regional refugee and resilience programme (the 3RP);
- the Central America and Mexico Comprehensive Regional Protection and Solutions Framework (MIRPS);
- the DRC and Nigeria Regional Refugee Response Plan (for the Lake Chad Basin); and
- UNDP-UNHCR-Myanmar Trilateral Agreement for the Rohingya situation

UNDP and UNHCR have also collaborated closely in state-led GCR initiatives such as the Support Platform for the Afghan refugee situation and the IGAD Support Platform, as well as in UNHCR-led refugee response plans for the Democratic Republic of Congo and South Sudan. Besides these examples, UNDP and UNHCR have cooperated in many countries through joint programmatic initiatives and within the frameworks of UN Country Team strategies.

A notable example of growing programmatic cooperation has been in local governance and rule of law, which UNDP and UNHCR confirmed in 2017 as a key focus area for collaboration. In 2019, UNDP and UNHCR developed a programmatic framework to strengthen and improve cooperation in this area, and to support implementation of pledges made at the 2019 Global Refugee Forum and at the High-Level Segment for Statelessness.⁷ As of early 2022, joint initiatives in local governance and rule of law had been implemented or designed in more than 18 countries.

Another area of growing cooperation has been livelihoods and economic inclusion for forcibly displaced people and host communities. As of 2019, UNDP and UNHCR were cooperating in livelihoods programmes in at least 25 countries and, since 2020, the two organizations have been developing a consortium for advancing digital access and employment opportunities for refugees and host communities.⁸

UNDP and UNHCR have also been developing shared tools for assessing various contexts. This has included collaboration in Recovery and Peacebuilding Assessments (RPBA) in the Lake Chad Basin alongside other UN partners, the European Union and the World Bank. In Cameroon, for example, the RPBA included joint assessment tools for social cohesion in border areas with the Central African Republic.

⁶ [OECD, DAC Recommendation on the Humanitarian-Development-Peace Nexus, OECD/LEGAL/5019, 2022.](#), pp. 9-10.

⁷ UNDP and UNHCR, “UNHCR-UNDP Programmatic Framework 2020-2023: Local governance and rule of law contributions to prevent, address and solve forced displacement and statelessness situations”, 2020.

⁸ UNDP and UNHCR, “UNDP-UNHCR jobs and livelihoods mapping”, December 2019; and UNDP and UNHCR, “A consortium to offer digital work for refugees and hosts”, Joint Action Plan internal paper, October 2020.

In other areas, however, the two organizations have had less evidence of working closely together. Examples are environment, climate security and achievement of the Sustainable Development Goals (SDGs) in contexts of displacement and statelessness. However, the benefits of more extensive collaboration would be substantial given the regional and global challenges posed by climate change, its impacts (particularly on vulnerable populations, including women and girls) and the adaptation needs it entails. Challenges have been compounded by the COVID-19 pandemic, which has set back development and SDG progress in fragile and conflict-affected countries.

Commitments

The UNDP and UNHCR Joint Global Initiative aims to strengthen cooperation between the two organizations in line with the call by the 2016 World Humanitarian Summit, the 2016 New York Declaration for Refugees and Migrants, and the 2018 Global Compact on Refugees, for a “[New Way of Working](#)”. It is consistent also with the commitments of the UN’s “Our Common Agenda” on leaving no one behind, promoting peace, ensuring sustainable financing and boosting partnerships.⁹

The initiative builds on the experience of a joint action plan that UNDP and UNHCR used during 2017-2021 to increase their cooperation and their support for governments to include refugees and IDPs in their planning and programmes. It also builds on UNDP and UNHCR’s experience of cooperation and joint action before, during and after a displacement crisis.¹⁰ As part of this cooperation, in 2020-2021 UNDP and UNHCR developed in partnership with the UN Research Institute for Social Development a theory of change on how to respond to protracted displacement using the humanitarian–development–peace (HDP) nexus approach.¹¹ The next step is to apply the theory and approach on the ground, in programming in specific country or cross-border contexts.

Several evaluations have highlighted the benefits of closer cooperation between UNDP and UNHCR, and both organizations have made commitments to strengthening cooperation.

An evaluation of UNDP support during 2015-2019 to the Syrian regional refugee crisis response, and to promoting an integrated resilience approach, recommended consolidating the partnership between UNDP and UNHCR, and other humanitarian agencies.¹² As that evaluation highlighted, addressing the HDP nexus in crisis contexts, including refugee contexts, is critical to achieving the SDGs.¹³

An evaluation of UNHCR’s cooperation in 25 countries during 2016-2020 found that UNHCR’s engagement in humanitarian–development cooperation was a rewarding strategy and recommended that UNHCR invest to strengthen its engagement with the

⁹ UN, “[Our Common Agenda – Report of the Secretary-General](#)”, 2021, pp. 6-7.

¹⁰ UNDP and UNHCR, “[Partnership on Forced Displacement](#)”, joint paper, 2021.

¹¹ UNDP, UNHCR and UNRISD, “[Responding to Protracted Displacement Using the Humanitarian–Development–Peace Nexus Approach: UNDP and UNHCR Theory of Change](#)”, November 2020; and UNDP, UNHCR and UNRISD, Research and Policy Brief no. 33, under the same title, December 2020.

¹² UNDP Independent Evaluation Office, “[Evaluation of UNDP Support to the Syrian Refugee Crisis Response and Promoting an Integrated Resilience Approach](#)”, 2020.

¹³ See UNDP management [responses](#) (accepting evaluation recommendations nos. 1-4, relating to UNDP and UNHCR partnership, the HDP nexus and SDGs), January 2021.

UN development system.¹⁴ Recognizing the importance of strategic partnerships and cooperation, UNHCR has committed to contributing to humanitarian–development–peace objectives in refugee and internal displacement situations. And it has confirmed its formal adherence to the OECD Development Assistance Committee’s 2019 recommendation to better coordinate and programme across the nexus of humanitarian, development and peace actions, consistent with the approach of “prevention always, development wherever possible, humanitarian action when necessary”.¹⁵

Lastly, a 2021 evaluation of UNHCR-led initiatives to end statelessness recommended closer cooperation with development partners and that consideration of statelessness be integrated into broader development and human rights initiatives.¹⁶

Building on these recommendations and commitments, and others, UNDP and UNHCR conducted a series of consultations and a workshop during 2021 and early 2022. These led to the agreement of this initiative, as set out in these pages.

II. STRATEGY AND PRINCIPLES

The initiative seeks a step change in cooperation and collaboration between UNDP and UNHCR in those thematic and results areas where the two organizations bring comparative advantages to collaborative and joint work. It prioritizes regions and countries as appropriate, but with flexibility to change geographic and country focuses if needed. The thematic areas covered by the initiative are (i) livelihoods; (ii) SDG integration; (iii) rule of law and local governance; (iv) conflict prevention and peacebuilding; (v) nature, climate and environment; (vi) internal displacement and (vii) statelessness.

The initiative will prioritize regions and countries as appropriate, but with the flexibility to change geographic and country focuses if needed. The strategy is also informed by a set of guiding principles that are summarised at the end of this section.

Livelihoods

Economic inclusion and access to decent livelihoods are vital to the lives of refugees, IDPs and host communities. Efforts to increase inclusion and livelihoods opportunities need to recognize gender gaps and changes in the global economy and in national and local economies, many of them driven by technology and the ongoing pandemic. “New” livelihoods involving or made possible by technology are as relevant to the displaced as they are to host communities and the general population. Bringing about economic inclusion and equitable access to livelihoods opportunities (especially for women and young persons) stands to maximize a community and a country’s development progress.

UNDP and UNHCR will work towards:

¹⁴ UNHCR, “[Evaluation of UNHCR’s Engagement in Humanitarian–Development Cooperation](#)”, September 2021.

¹⁵ OECD, “[DAC Recommendation on the Humanitarian–Development–Peace Nexus](#)”, OECD/LEGAL/5019, February 2019.

¹⁶ UNHCR, “[Evaluation of UNHCR-led initiatives to end statelessness](#)”, final report, May 2021, p. ix, p. 38, and p. 48.

- Economic inclusion of persons of concern, with a focus on women and youth, through advocating for access to labour markets, financial services, and productive land for land-based livelihoods (including agriculture and pastoralism), and for policy, legal-regulatory, and institutional barriers to be addressed.
- Increased access to sustainable livelihoods programmes and services for decent work in host countries and communities (for example by mapping programmes with potential to include refugees and IDPs – men and women – and by providing guidance and experience-sharing opportunities for field staff, to help develop knowledge about good practices within countries and regionally).
- Increased capacities and resilience at multiple levels (for example by analysing markets and opportunities for economic inclusion, with an age, gender and diversity lens; and by building the capacity of refugees and IDPs to take advantage of livelihoods opportunities).
- Promotion of digital livelihoods (for example by meeting with multinational and local private sector companies to discuss opportunities and advocate for inclusion of refugees and IDPs, with a focus on women and youth; and by developing appropriate partnerships with UN agencies, the private sector, civil society organizations, NGOs, academia and community-based organizations, with memorandums of understanding to support joint action).

SDG integration

Globally, the Sustainable Development Goals (SDGs) must be implemented in an integrated way, if countries are to achieve the goals and succeed in overcoming the complex challenges they face. For countries and organizations, SDG integration means an approach that targets systems, not just thematic sectors: it means integrating the SDGs into policy and programming, data and analytics, financing, and innovation.

The UNDP-UNHCR Global Joint Initiative is an opportunity to collaborate on the practical tools and mechanisms agencies and partners use to monitor and support progress towards the SDGs, and to ensure that forcibly displaced and stateless persons are fully included in national and international efforts to achieve SDGs.

In pursuit of this goal, the initiative will work towards:

- Inclusion of the forcibly displaced and stateless persons in regional, national and subnational planning, monitoring and reporting frameworks, including UN and inter-agency frameworks, that aim to achieve the SDGs and the 2030 Agenda.
- Joint engagement in national policy dialogue about SDG gaps and how to address them.
- Improving internal capabilities for systems leadership and transformation (for example using the UN Action Learning Lab and other approaches).

Key activities will include:

- Scaled-up application of a streamlined and more user-friendly version of the SDG appraisal tool for forced displacement and statelessness contexts, including application at the local level.¹⁷

¹⁷ On experience with the SDG Appraisal Tool, see for example: UNHCR, “SDG Appraisal Tool for Forced Displacement and Statelessness Contexts in North Macedonia – Summary”, December 2021.

- Improving the evidence-based engagement in policy dialogue on the SDG gaps identified by the SDG appraisal tool on inclusion, joint assessments or reflecting on critical/emerging national data and information.

The UNDP-UNHCR initiative will run from 2022 to 2025, the latter date marking the ten year mark for the SDGs, with just five years remaining until 2030.

Rule of law and local governance

Governance and rule of law are fundamental to preserve the asylum and protection space for refugees, and to protecting the rights of returnees and displaced persons. They are essential to ensure that their rights and access to public service, as well as those of host communities are fulfilled. Moreover, governance and rule of law are also key to help prevent and resolve forced displacement and statelessness. For these reasons, UNHCR considers support to the rule of law and access to justice to be essential to protection and to solutions for forcibly displaced and stateless persons.

By working closely together and combining their respective expertise, UNDP and UNHCR can improve joint and integrated local governance and rule of law responses to longer-term developmental needs and social cohesion, and enhance protection and solutions for these groups, with a focus on the most vulnerable groups within those groups (women and children, persons with disabilities, marginalized racial and/or ethnic groups, etc.)

The UNDP-UNHCR Global Joint initiative will build on the existing Joint Programmatic Framework on Local Governance and Rule of Law (2020-2023). It will work towards:

- Increased inclusion of forcibly displaced and stateless persons in national legal frameworks.
- Strengthened UNDP-UNHCR cooperation on providing and analysing disaggregated justice data.
- Development and use of collaborative tools for assessing preparedness and local governance in contexts where refugees or IDPs are being hosted.¹⁸
- Strengthened capacities of rule of law institutions and services providers, to increase and improve access to justice and security for refugees and IDPs.

Planned activities will include:

- Broaden the use of collaborative tools for assessing preparedness and local governance in contexts where refugees or IDPs are being hosted.
- New cross-border joint programming on rule of law and local governance.

Conflict prevention and peacebuilding

Conflict prevention encompasses efforts to reduce the likelihood of violent conflict and displacement and resolve situations of protracted displacement. Peacebuilding encompasses efforts that aim at preventing the outbreak, escalation, recurrence or continuation of conflict and includes a wide range of political, development, and human rights programmes and mechanisms and underscores the importance of national ownership and leadership as well as inclusivity. Building on UNDP and UNHCR's

¹⁸ For example, in 2021-22 UNDP and UNHCR collaborated on a diagnostic assessment of local governance, rule of law and forced displacement in eastern Sudan.

collaboration on rule of law and local governance, the initiative aims to increase cooperation in appropriate areas of conflict prevention and peacebuilding, including social cohesion and the integration of conflict sensitivity across the humanitarian–development–peace (HDP) nexus in ways that can benefit refugees, returnees, IDPs and stateless persons as well as host communities. The goal is to operationalize more effectively the HDP nexus approach, and ensure that alongside humanitarian and development actions, peace and peacebuilding actions that are sensitive to age, gender and diversity are adequately invested in.

In pursuit of this goal the joint initiative will work towards:

- Strengthened social cohesion among refugees, IDPs and host communities.
- Increased participation of refugees, IDPs and host communities, and particularly women and youth, in peacebuilding activities and processes.
- Expanded opportunities for voluntary return, and returnees supported in countries of origin (in line with GCR Objective 4).
- Increased awareness of conflict sensitivity and development and peace capacities to address root causes in countries of origin.

Suggested main activities will include:

- Collaboration between UNDP and UNHCR on high-quality joint age-, gender- and diversity-sensitive assessments and analyses, including conflict and political economy analyses that identify prevention and peacebuilding solutions.
- Joint training to enhance UNDP and UNHCR internal capabilities for conflict sensitivity, particularly in thematic areas included under the initiative.

Nature, climate and environment

The relationships and links between climate change, forced displacement and migration are complex and significant.¹⁹ This can be seen around the world today, in forecasts about the future and in the impacts on development. Many of the world’s displaced persons come from or live in climate change “hotspots” that are particularly vulnerable to environmental degradation, changes in rainfall patterns and natural disasters, as seen, for example, in the Lake Chad region.²⁰ This puts refugees and IDPs at risk of secondary displacement, and it increases risks such as conflict with host communities, and gender-based violence, jeopardizing what is often already only fragile or lagging development progress for forcibly displaced persons.

Furthermore, climate change is increasing the severity and frequency of extreme weather events, such as abnormally heavy rainfall, prolonged drought, heatwaves and cyclones. The adverse effects of climate change amplify already existing vulnerabilities, bringing a risk of still greater displacement. During the decade up to 2020, on average around 23 million people each year were displaced by extreme weather events. Research indicates that without dramatic action to mitigate climate change, by 2050 as many as 216 million people across the world may be forced by climate to move within their countries,²¹ and around 200 million people each year will

¹⁹ ODI and UNDP, “Climate Change, Migration and Displacement: The Need for a Risk-Informed and Coherent Approach”, November 2017.

²⁰ UN News, “[Climate change fuels violence and mass displacement in Cameroon](#)”, 10 December 2021.

²¹ World Bank, “[Groundswell Part II: Acting on Internal Climate Migration](#)”, 2021.

need humanitarian assistance due to climate change.²² The implications and risks for conflict, peace and development are grave.

In the past decade, working within each organization's framework for climate action,²³ UNDP and UNHCR have increased their efforts to address climate change and environmental priorities in their programming and projects.

In joining up these efforts, the UNDP-UNHCR joint initiative will work towards:

- Piloting of green solutions to livelihoods needs, and support for climate-resilient approaches to shelter, housing and buildings, and for sustainable approaches to land and natural resources use.
- Strengthened partnerships and women's leadership to increase generation and use of sustainable energy in contexts of forced displacement.
- Preparation of evidence-based and data-driven policies (sensitive to age, gender and diversity differences) to address the impact of climate change on displacement.
- Strengthened UNDP-UNHCR cooperation on linking preparedness and disaster risk reduction, and system-wide approaches from the UN Sustainable Development Group to address the [three planetary crises](#) of climate change, biodiversity loss and pollution.

Internal displacement

Internal displacement has increased greatly since 2012 reaching a total of 55 million people displaced by conflict, violence and disasters by the end of 2020, with the average conflict-induced displacement lasting 17 years. Preventing, addressing and resolving internal displacement requires efforts on multiple fronts. This includes policy and political commitments by governments and decision-makers, and multi-stakeholder and inter-agency collaboration throughout the displacement landscape and at all levels of society.

For more than five decades, UNHCR has been called upon to extend its protection, assistance and expertise in forced displacement to situations of internal displacement, with operations in more than 30 countries affected by internal displacement around the world, in both emergency and longer-term solutions settings. UNDP is on the ground around the world confronting development challenges and developing national and local capacities to achieve human development and Sustainable Development Goals, including through sustainable development, democratic governance and peacebuilding and climate and disaster resilience.

Drawing on their respective strengths and capabilities, UNDP and UNHCR will work through the joint initiative towards:

- Advancing durable solutions, including through adopting a development approach to internal displacement, in line with the IASC Durable Solutions Framework as well as recommendations from the Secretary-General's High-Level Panel on Internal Displacement.
- Strengthening national and local capacities, including through local and community-based programs, to achieve human development, human security,

²² UNHCR, "[How climate change impacts refugees and displaced communities](#)", 21 September 2021.

²³ UNHCR, "[Strategic Framework for Climate Action](#)", 2020; and UNDP, "[UNDP and Climate Change: Scaling Up Climate Action to Achieve the Sustainable Development Goals](#)", 2016.

protection and peace for internally displaced populations in support of preventing, addressing and resolving internal displacement.

Statelessness

A stateless person is not recognized as a national by any country. The causes of statelessness vary, and include discrimination and gaps in nationality legislation, state succession, administrative obstacles to acquisition, and lack of nationality and birth documentation. The consequences of statelessness can be debilitating. Stateless people may be denied fulfilment of basic rights, such as access to education, healthcare, employment, property ownership, freedom to marry, freedom of movement and political participation. There is, thus, a close link between statelessness and development imperatives for poverty reduction, rule of law, peace and security, and gender equality.

The economic, political and social impacts of statelessness have consequences for the prospects of meeting development objectives and targets. Governments will not be able to meet their SDG targets unless the situation of stateless populations – i.e., reaching those “furthest behind first” becomes a reality. The UN Common Agenda of action designed to accelerate the implementation Sustainable Development Goals (and other agreements) also makes the strong call to ensure that everyone is seen and recognized, by ensuring legal identity for all and putting an end to statelessness. Strengthened cooperation between UNHCR and UNDP at global, regional and country level is therefore imperative. As part of the 2019 High-Level Segment to End Statelessness, UNDP pledged to collaborate with UNHCR to close the global identity gap, including for stateless persons as well as refugees and internally displaced persons.

The joint initiative will work towards:

- Systematically engaging with domestic development authorities to advocate for the inclusion of stateless populations in national and sub-national development plans and processes.
- Advocating for inclusion of stateless populations in national development schemes with a view to improve the socio-economic well-being of stateless communities and increased integration in the societies in which they live.
- Joint advocacy for links between development and statelessness.
- Cooperation on implementing the UN Legal Identity agenda to address statelessness, and to establish a Global Alliance to End Statelessness (in line with Proposal 23 of the UN Common Agenda).

Guiding principles

The initiative is guided by principles of cooperation and partnership, and aims to be:

- **A step change in cooperation and collaboration between UNDP and UNHCR.** This is needed to help meet the protection and development challenges that people, communities and countries around the world face today and in the years ahead, through to 2030 and beyond.
- **Informed by age, gender and diversity sensitive data and real-time evidence.** Progress in implementing the initiative should be measured, using shared UNDP and UNHCR indicators in each thematic area and joint monitoring systems.
- **Aligned with UN system-wide approaches.** UNDP and UNHCR should bring the comparative advantages that each organization has, consistent with its mandate, to the benefit of UNSDG joint activities and undertakings.

- **Country-facing and responsive to evolving needs.** Where beneficial, the initiative should directly or indirectly support existing regional and country-level examples of UNDP-UNHCR cooperation and partnership; where needed, it should foster new regional and country-level cooperation, while encouraging anticipatory action.
- **United by common planning frameworks and driven by senior leadership.** Operationalizing the initiative should incorporate new ways of working together and avoid duplicative or unnecessary new monitoring and reporting for country-level and regional UNDP and UNHCR programmes and projects.

III. PUTTING THE INITIATIVE INTO PRACTICE

UNDP and UNHCR will agree on arrangements to support implementation of the initiative and to ensure a coordinated approach to encourage and facilitate joint action in the following areas;

- Developing and publishing joint knowledge products and policy-guidance resources.
- Facilitating the provision of technical and advocacy capacity to UNDP and UNHCR staff at the country level.
- Jointly mobilizing resources.
- Promoting learning on systems-based leadership, SDG integration, and prevention, drawing on examples of initiative implementation, described more fully below.

Communicating and coordinating with other relevant structures (e.g., regional bureaux of UNDP and UNHCR, GCR regional support platforms, UNCTs, RCs and RCOs, and other international and country-specific organizations and structures).

The implementation of the Global Joint Initiative is underpinned by an internal UNDP and UNHCR commitment to produce and jointly manage knowledge. .

The learning activities envisioned in the joint initiative will build on past humanitarian–development-peace cooperation , which has resulted in increased coordination, innovation, cost-effectiveness, resilience and inclusion.

Existing initiatives such as SDG Leadership Labs, the UNDP Prevention Academy and Adaptive Leadership Labs will be leveraged to support new ways of working across the two agencies, distil organizational learning, share practice, and support the culture needed for cooperation to succeed.

The joint initiative will also seek to better align processes and structures that may be hindering joint action at the country-level. Overall, this combination of joint programming, , practical support and organisational learning will help ensure that implementation of the Global Joint Initiative results in sustained change.

Results framework

The initiative will work towards specific outputs and results in the seven thematic areas. These and the associated indicators and sources of funding are summarized in results and resources frameworks in Annex C.

ANNEX A: SOURCES

Public documents

- ODI and UNDP, “Climate Change, Migration and Displacement: The Need for a Risk-Informed and Coherent Approach”, November 2017
- OECD, “[DAC Recommendation on the Humanitarian–Development–Peace Nexus](#)”, OECD/LEGAL/5019, February 2019
- [OECD, DAC Recommendation on the Humanitarian–Development–Peace Nexus, OECD/LEGAL/5019, 2022](#).UN, “[Global Compact on Refugees](#)”, 2018
- UN, “[Our Common Agenda – Report of the Secretary-General](#)”, 2021
- UNDP, “[UNDP and Climate Change: Scaling Up Climate Action to Achieve the Sustainable Development Goals](#)”, 2016
- UNDP and UNHCR, “[Partnership on Forced Displacement](#)”, joint paper, 2021
- UNDP and UNHCR, “[UNHCR and UNDP Joint Programming: DRC Regional Refugee Response Plan, January 2019–December 2020](#)”, January 2019
- UNDP, UNHCR and UNRISD, “[Responding to Protracted Displacement Using the Humanitarian–Development–Peace Nexus Approach: UNDP and UNHCR Theory of Change](#)”, November 2020
- UNDP Independent Evaluation Office, “[Evaluation of UNDP Support to the Syrian Refugee Crisis Response and Promoting an Integrated Resilience Approach](#)”, December 2020
- UNHCR, “[Evaluation of UNHCR’s Engagement in Humanitarian–Development Cooperation](#)”, September 2021
- UNHCR, “[UNHCR Global Trends: Forced Displacement in 2020](#)”, 2020
- UNHCR, “[Strategic Framework for Climate Action](#)”, 2020
- UNHCR, “[How climate change impacts refugees and displaced communities](#)”, 21 September 2021
- UN OCHA, “[Global Humanitarian Overview 2022](#)”, 2022
- UN OCHA, “[New Way of Working](#)”, 2017
- World Bank, “[Groundswell Part II: Acting on Internal Climate Migration](#)”, 2021
- UNHCR, “[Evaluation of UNHCR-led initiatives to end statelessness](#)”, final report, May 2021

ANNEX B: SUMMARY OF MAIN OUTCOMES

Thematic Area	Main Outcomes
Livelihoods	<ul style="list-style-type: none"> Joint Outcome 1: Decent working standards are ensured for refugees and host communities working in the digital economy. Joint Outcome 2: Refugees and host communities have access to sustainable jobs and livelihoods.
SDG Integration	<ul style="list-style-type: none"> Joint Outcome: Forcibly displaced and stateless persons are included in regional, national and subnational planning, monitoring and reporting frameworks, including UN and inter-agency frameworks that aim to achieve the SDGs and the 2030 Agenda.
Rule of Law and Local Governance	<ul style="list-style-type: none"> Joint Outcome: Governance and rule of law institutions at national and local levels are enabled to work across the humanitarian-development-peace nexus to prevent, respond to and solve protracted and recurrent displacement and statelessness situations.
Conflict Prevention and Peacebuilding	<ul style="list-style-type: none"> Joint Outcome: Enhance integration of conflict sensitivity across the HDP nexus in ways that benefit refugees, returnees, IDPs and stateless persons as well as host communities, through cooperation on knowledge development and capacity-building in conflict prevention and peacebuilding, social cohesion, and the integration of conflict sensitivity across the HDP nexus in ways that benefit refugees, returnees, IDPs and stateless persons as well as host communities.
Nature, Climate and Environment	<ul style="list-style-type: none"> Joint Outcome 1: Increased access of displaced and host communities to clean and renewable energy in displacement settings. Joint Outcome 2: Strengthened protection environment for refugees and internally displaced populations in relation to climate and other environmental risks, through the integration of displacement and related considerations in inclusive climate change adaptation and disaster risk reduction policies, strategies, and plans. Joint Outcome 3: Reduction of environmental degradation and mitigation of displaced and host population exposure and vulnerability to climate-related hazards, including through enhanced community preparedness for climate shocks through early warning and early action.
Internal Displacement	<ul style="list-style-type: none"> Joint Outcome 1: Advancing Internally displaced populations benefit from durable solutions, adopting a development approach to internal displacement in line with the IASC Durable Solutions Framework as well as recommendations from the Secretary General's High-Level Panel on Internal Displacement and Action Agenda on Internal Displacement. Joint Outcome 2: Strengthening national and local capacities, including through local and community-based programmes, to achieve human development, human security, protection and peace for internally displaced populations through strengthening national and local capacities, including through local and community-based programs, and based on the foundation of the Guiding Principles and in support of preventing, addressing and resolving internal displacement.
Statelessness	<ul style="list-style-type: none"> Joint Outcome: Statelessness mainstreamed in national development institutions, regional and global development forums, and within development plans and discourse.

ANNEX C: RESULTS AND RESOURCES FRAMEWORK