IOM
UN MIGRATION



DRIVING SOLUTIONS TO INTERNAL DISPLACEMENT:

COMPENDIUM OF PROJECTS

The opinions expressed in this publication are those of the author and do not necessarily reflect the views of the International Organization for Migration (IOM). The designations employed and the presentation of material throughout the publication do not imply expression of any opinion whatsoever on the part of IOM concerning the legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

Publisher: International Organization for Migration
17 Route des Morillons
P.O. Box 17
1211 Geneva 19
Tel.: +41 22 717 911
Fax.: +41 22 798 6150
Email: hq@iom.int
Website: www.iom.int

This publication was issued without formal editing by IOM.

Cover photo: Since 2019, IOM's Facilitated Voluntary Movement Programme has supported the voluntary return and relocation of internally displaced persons in Iraq. © IOM 2021 / Aram Hakim

Required citation: International Organization for Migration (IOM), 2025. *Driving Solutions to Internal Displacement: Compendium of Projects.* IOM. Geneva, Switzerland.

ISBN 978-92-9278-061-6 (PDF)

© IOM 2025

Some rights reserved. This work is made available under the Creative Commons Attribution-NonCommercial-NoDerivs 3.0 IGO License (CC BY-NC-ND 3.0 IGO).*

For further specifications please see the Copyright and Terms of Use.

This publication should not be used, published or redistributed for purposes primarily intended for or directed towards commercial advantage or monetary compensation, with the exception of educational purposes, e.g. to be included in textbooks.

Permissions: Requests for commercial use or further rights and licensing should be submitted to publications@iom.int.

* https://creativecommons.org/licenses/by-nc-nd/3.0/igo/legalcode

PUB2025/085/R

DRIVING SOLUTIONS TO INTERNAL DISPLACEMENT:

COMPENDIUM OF PROJECTS

IOM
UN MIGRATION

ACKNOWLEDGEMENTS

This publication was prepared by IOM's Peace, Recovery and Solutions Division (PRSD) within the Department of Humanitarian Response and Recovery (DHRR). The document's research, drafting and formatting was undertaken by Grace Endrud, under the overall guidance of Siobhan Simojoki. Special thanks are extended to Louis Hoffmann, Sam Grundy, Giovanni Cassani, Charles Sell and Surabhi Agarwal for their valuable inputs and guidance, as well as to Nora Salitan and Leah Rassam for the editing of this document. Additional appreciation is extended to Aram Hakim for his support in formatting and presentation.

Above all, we are grateful for the contributions of staff from IOM Missions around the world, who have generously shared their experiences in implementing programmes supporting the achievement of durable solutions to internal displacement. Without them this compendium would not be possible.

- Afghanistan
- Central African Republic
- Chad
- Colombia
- Democratic Republic of the Congo
- Ecuador
- Ethiopia
- Iraq
- Mozambique
- Niger
- Nigeria
- Philippines
- Somalia
- South Sudan
- Ukraine
- Vanuatu

CONTENTS

Acknowledgements iii

List of figures v

Acronyms and abbreviations vii

I. Executive summary 1

II. Introduction 3

1. Context 3

2. A system-wide shift 3

3. Defining progress toward solutions 4

4. IOM and durable solutions 6

5. A compendium of projects 7

III. Methodology 11

IV. Case studies 13

1. Area-based response in Afghanistan 14

2. Supporting the implementation of the National Solutions Strategy in the Central African Republic 18

3. Integrating livelihoods and local governance for solutions in Chad 22

4. Community engagement for integrated solutions in Colombia 26

5. Programming across the nexus in the Democratic Republic of the Congo 30

6. Private sector solutions in Ecuador 34

7. Sustainable peace for displacement-affected communities in Ethiopia 38

8. Facilitated Voluntary Movement Programme in Iraq 42

9. Climate resilient infrastructure and livelihoods in Mozambique 46

10. The Niger Community Cohesion Initiative 50

11. Government, inter-agency and private sector partnerships for sustainable solutions in Nigeria 54

12. Transitional Shelter in the Philippines 58

13. Danwadaag Durable Solutions Consortium in Somalia 62

14. Community-driven development to promote solutions in South Sudan 66

15. Joint Analytical Framework in Ukraine 70

16. Preserving cultural heritage and mitigating disaster-induced displacement in Vanuatu 74

Annex 79

LIST OF FIGURES

Figure 1. Eight IASC criteria 5

Figure 2. Case studies spanning 16 unique country contexts 13

Figure 3. Categorization of obstacles to return under IOM's Facilitated Voluntary Movement Programme in Iraq 43

Figure 4. Process for establishing and implementing the Joint Analytical Framework in Ukraine 72

ACRONYMS AND ABBREVIATIONS

AAP	Accountability to Affected Populations
BAA	United States Department of State Bureau of African Affairs
BHA	USAID Bureau of Humanitarian Affairs
CAP	Community Action Plan
CBDRM	Community-Based Disaster Risk Management
CBP	Community-Based Planning
CCCM	Camp Coordination and Camp Management
CERF	Central Emergency Response Fund
CERRP	Climate and Environment Responsive Reconstruction Project (Mozambique)
CfW	Cash for Work
CSO	civil society organization
DAC	Displacement-Affected Community
DDRR	disengagement, disassociation, reintegration and reconciliation
DFA	de facto authorities
DRR	Disaster Risk Reduction
DSID	Data for Solutions to Internal Displacement
DSN	Durable Solutions Network
DSTF	Durable Solutions Task Force
DSWG	Durable Solutions Working Group
DTM	Displacement Tracking Matrix (IOM)
ECRP	Enhancing Community Resilience and Local Governance Project (South Sudan)
EDF	Enterprise Development Fund
EGRISS	Expert Group on Refugee, IDP and Statelessness Statistics
FAO	United Nations Food and Agriculture Organization
FARC	Fuerzas Armadas Revolucionarias de Colombia (Revolutionary Armed Forces of Colombia)
FCDO	Foreign, Commonwealth and Development Office (United Kingdom)

FGD	Focus group discussion
FVM	Facilitated Voluntary Movement Programme (Iraq)
GDP	Gross Domestic Product
GFDRR	Global Facility for Disaster Reduction and Recovery
GFFO	German Federal Foreign Office
GRID	Global Report on Internal Displacement (IDMC)
HDPN	Humanitarian-Development-Peace Nexus
HLP	housing, land and property
IASC	Inter-Agency Standing Committee
IDMC	Internal Displacement Monitoring Centre
IDP	internally displaced person
IDSF	Internal Displacement Solutions Fund
INGO	international non-governmental organization
IOM	International Organization for Migration
IRIS	International Recommendations on Internally Displaced Persons Statistics
JAF	Joint Analytical Framework
KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
KII	Key Informant Interview
KOICA	Korean International Cooperation Agency
LGA	Local Government Act (South Sudan)
MAHSRN	Ministry of Humanitarian Action, Solidarity and National Reconciliation (Central African Republic)
MHPSS	Mental Health and Psychosocial Support
MoPIED	Ministry of Investment and Economic Development (Somalia)
NCCI	Niger Community Cohesion Initiative
NGO	non-governmental organization
NNGO	national non-governmental organization

NSAG	Non-State Armed Group
OTI	USAID Office of Transition Initiatives
PBF	UN Secretary-General's Peacebuilding Fund
PRM	US Department of State Bureau of Population, Refugees, and Migration
ProPAD	Climate Resilient Agriculture and Productivity Enhancement Project (Chad)
ReDSS	Regional Durable Solutions Secretariat
SDG	Sustainable Development Goal
SIDA	Swedish International Development Cooperation Agency
SMEs	Small and Medium-Sized Enterprises
SMI	Solutions and Mobility Index
STFA	Special Trust Fund for Afghanistan
UN	United Nations
UNDP	United Nations Development Programme
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
USAID	United States Agency for International Development
VEO	Violent Extremist Organization
VLSA	Village Savings and Loans Association (Democratic Republic of the Congo)
WASH	Water, Sanitation and Hygiene
WPA	Women Peace Ambassador



Community-based planning to inform the development of the territorial action plan for solutions in Cali, Colombia. © IOM 2024

I. EXECUTIVE SUMMARY

Since its establishment in the aftermath of World War II, IOM has worked extensively with States and partners to address vulnerabilities and promote the establishment of peaceful, resilient and prosperous societies in areas impacted by human mobility. Globally and across over two dozen country-level operations, IOM prioritizes solutions to internal displacement as a central institutional objective and a core part of its programming in over two dozen countries.

Internal displacement has reached record levels, with 83.4 million people displaced within their own countries at the end of 2024. A unique and complex form of human mobility, internal displacement is increasingly large-scale and protracted, increasingly urban and increasingly shaped by the compounding and overlapping impacts of conflict, climate, natural hazards and violence.

Since 2019, there has been a system-wide shift in efforts to drive solutions to internal displacement. The UN Secretary-General's High-Level Panel on Internal Displacement, the Action Agenda and Joint UN SDG-IASC Guidance on Internal Displacement have all called for a pivot toward nationally-led, development-anchored approaches. As the first convenor of the Solutions Champions Group and Chair of the Internal Displacement Solutions Fund in 2025, IOM plays a leadership role in shaping system-wide responses, while at the same time working directly with governments and partners to translate global commitments into practice on the ground.

This document focuses on the latter, seeking to demonstrate how IOM programming has and is currently supporting the achievement of durable solutions for IDPs across a wide variety of sectors and operational contexts. In Niger and Ethiopia, solutions programming incorporates peacebuilding and stabilization components, addressing local tensions and reducing the risk of renewed conflict and displacement. In Vanuatu, solutions are linked to disaster preparedness and prevention efforts, helping communities adapt to natural hazards and changing climate. In the Philippines, solutions considerations are integrated from the very outset of crisis response, linking humanitarian aid with long-term development priorities to ensure that displacement does not become entrenched. Meanwhile, in Iraq, IOM's facilitated voluntary movement programme has helped thousands of families make informed choices about return and reintegration, backed by tailored legal, housing and livelihoods support.

Other cases highlight the importance of government leadership and embedding solutions in institutional frameworks. In Colombia, community-based planning has been central to shaping a national durable solutions strategy, ensuring that displaced and host populations alike can participate in decision-making. In the Central African Republic, IOM and partners have supported the Government to operationalize its national strategy, complemented with joint UN support in pilot areas.

Across all contexts, IOM's approach is characterized by an emphasis on government-led, development-anchored and community-driven approaches. Moreover, the Organization prioritizes solutions from the start and leverages sustainable financing and data for solutions are additional priorities. IOM's work spans sectors and the Humanitarian–Development–Peace Nexus and is highly collabourative, engaging with governments, UN agencies, NGOs, civil society and IDPs themselves to design, own and drive meaningful progress toward solutions.

II. INTRODUCTION

1. CONTEXT

Over the last decade, the number of internally displaced persons (IDPs) has more than doubled. According to the Internal Displacement Monitoring Centre (IDMC), at the end of 2024, an estimated 83.4 million people across 117 countries and territories were displaced within their own countries, the highest number ever recorded. Of these, 73.5 million people were displaced by conflict and violence, while 9.8 million people were displaced by disasters.[1]

Internal displacement is increasingly large and protracted. The number of IDPs has risen each year, with the number more than doubling since 2018. Moreover, many IDPs become trapped in protracted displacement, often for over a decade,[2] remaining dependent on humanitarian assistance and vulnerable to protection risks.

At the same time, displacement is increasingly urban in nature, with over 50 per cent of IDPs now living in urban centres,[3] placing them among the most vulnerable urban populations and intensify pressures on housing, infrastructure and labour markets.

The drivers of displacement are also increasingly intertwined and compounding. Conflict and violence are intersecting with natural hazards, environmental degradation and economic shocks, while climate change acts as a risk multiplier that exacerbates existing vulnerabilities. These overlapping pressures make displacement harder to resolve and increase the likelihood of protracted or secondary displacement.

For affected countries, internal displacement imposes a significant economic burden, with global costs estimated at USD 30 billion per year in 2023 alone – as a result, displacement can impede progress toward sustainable development and increase vulnerability to future crises.[4]

2. A SYSTEM-WIDE SHIFT

In view of the above trends, there has been a system-wide shift in the global approach to internal displacement. In 2019, the UN Secretary-General established a **High-Level Panel on Internal Displacement**, which produced the landmark 2021 report, **Shining a Light on Internal Displacement: A Vision for the Future**. This report underscored the urgent need to move beyond short-term humanitarian responses and toward **government-led, development-anchored solutions** that address both the causes and consequences of displacement, working across the humanitarian–development–peace nexus (HDPN).

To put necessary changes into effect, the UN Secretary-General launched the **Action Agenda on Internal Displacement** in June 2022, outlining 31 system-wide UN commitments to resolve, prevent, and address internal displacement more effectively and appointing a Special Adviser, Robert Piper, to lead these efforts across 15 pilot countries. When the Special Adviser's mandate **concluded**

1 IDMC, *2025 Global Report on Internal Displacement* (2025).
2 Ferris, E., "When refugee displacement drags on, is self-reliance the answer?", The Brookings Institution (2018).
3 Admasu et al., A Multi-Country Analysis of Multidimensional Poverty in Contexts of Forced Displacement, Policy Research Working Paper 9826 (Washington, D.C., World Bank Group, October 2021).
4 Hillal et al., Policy Brief: Financing solutions to internal displacement. Bridging humanitarian aid and development finance (Geneva, IOM, 2024).

in December 2024, the UN Executive Committee endorsed new institutional arrangements[5] to carry the agenda forward, bringing together the Principals of six UN entities, including IOM,[6] to sustain momentum toward solutions.

3. DEFINING PROGRESS TOWARD SOLUTIONS

The following section draws upon the 2010 IASC Framework on Durable Solutions, the Secretary-General's Action Agenda and analysis of leading data actors to illustrate how progress toward durable solutions is defined and measured. These frameworks provide the common terminology, criteria and benchmarks that guide solutions programming by actors and partners, including IOM.

Three solutions "options"

The **2010 IASC Framework on Durable Solutions for Internally Displaced Persons** was a landmark document designed to both provide clarity to UN implementing agencies, and to operationalize the concept of durable solutions. The Framework is grounded in the **Guiding Principles on Internal Displacement** (28-30), which acknowledge the right of IDPs to a durable solution and the responsibilities of national authorities, as well as humanitarian and development actors.

According to the Framework, a durable solution can be achieved through:

- Sustainable reintegration at the place of origin (**return**)
- Sustainable local integration in areas where IDPs take refuge (**local integration**)
- Sustainable integration in another part of the country (**relocation** elsewhere in the country)

Across its operations, IOM supports IDPs to return, locally integrate or relocate and ensures such movements are voluntary, safe and dignified.

Eight IASC criteria

The 2010 IASC Framework stipulates that a durable solution is achieved when **internally displaced persons no longer have any specific assistance and protection needs linked to their displacement and can enjoy their human rights without discrimination on account of their displacement.**

There are eight IASC criteria used to determine to what extent a durable solution has been achieved: (i) safety and security; (ii) adequate standard of living; (iii) access to livelihoods; (iv) restoration of housing; (v) access to documentation; (vi) family reunification; (vii) participation in public affairs; and (viii) access to effective remedies and justice. Within these eight criteria, the The Expert Group on Refugees, IDP and Statelessness Statistics (EGRISS) in March 2020 published the **International Recommendations on Internally Displaced Persons Statistics** (IRIS), identifying corresponding sub-criteria.

IOM programming principally span criteria one through five, seven and eight.

[5] The six Principals are convened on a rotational basis by the first three Internal Displacement Solutions Champions: IOM (2025), UNDP (2026) and UNHCR (2027). Their role includes chairing the Global Solutions Working Group and the Internal Displacement Solutions Fund. Day-to-day engagement on solutions is exercised by the Solutions Hub and at the country level by the Resident Coordinators, with support from the agencies on the ground.

[6] IOM, the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Refugees (UNHCR), the Emergency Relief Coordinator, the Special Rapporteur on the human rights of internally displaced persons and the Assistant Secretary-General for Peacebuilding Support.

The more recent Data for Solutions to Internal Displacement (DSID) Recommendations builds on this definition by citing the IRIS recommendations that stipulate **"an IDP is deemed to have overcome displacement related vulnerabilities when the household that they belong to performs on par, or better than, the national average or local host population across five of the eight IASC criteria."** In practice, this means progress is measured by assessing IDP conditions against the situation of non-displaced communities.

Figure 1: Eight IASC criteria



Solutions pathways

The concept of **"solutions pathways"** sees durable solutions treated as a **process with many intermediate steps,** encouraging a more practical understanding of displacement situations and how progress toward solutions can be measured.

The framework developed by the DSID Taskforce recommends that "solutions pathways" begin when IDPs move to (or are in) the location of their chosen solutions, but are yet to overcome their displacement-related vulnerabilities. This may take three different forms: return to location of origin; relocation to a new part of the country, in which the IDP intends to settle; or a decision or intention to integrate in the area of displacement.

Data and analysis, like in IOM's Periodic Global Report on the State of Solutions to Internal Displacement (PROGRESS 2024), provides critical insight into the factors that play a role

in IDPs deciding to pursue specific solutions pathways, and their progress along these pathways.

Three overarching "goals" of the action agenda

The Secretary General's Action Agenda sets out three interlinked goals for the UN system to better address the global crisis of internal displacement: (1) **prevent displacement**; (2) **provide better assistance and protection during displacement**, taking meaningful steps to reduce the length of displacement; and, (3) **support governments to lead solutions efforts**, leveraging development approaches and long-term financing.

Across its advocacy, interagency leadership and operations, IOM works to advance all three goals of the Action Agenda.

4. IOM AND DURABLE SOLUTIONS

Solutions as an institutional priority

IOM has been at the forefront of solutions efforts, identifying **Driving solutions to displacement** as a top institutional priority and the second objective of its **Strategic Plan 2024–2028**.

To continue to drive the system-level change envisaged in the SG's Action Agenda and 2025 **UNSDG-IASC Guidance on Solutions**, IOM is serving as the inaugural convenor of the **"Solutions Champions Group"**[7] and Chair of the **Internal Displacement Solutions Fund (IDSF).**[8] Moreover, IOM continues to co-chair the global **DSID Working Group**.[9]

Alongside its global leadership role, IOM continues to scale up and strengthen its programming at the country level. In 2024, IOM:

- Supported governments to develop **national strategies and/or financing frameworks in 28 countries;**
- Provided **surge support** to strengthen the UN's collective response to internal displacement in eight countries; and
- Co-led **Durable Solutions Working Groups (DSWGs)** in 15 countries.

In the same period, **IOM supported over 1.7 million IDPs to access and progress along pathways toward solutions in 27 countries.**

Two tracks of engagement

As a triple-mandated organization working across the HDPN, IOM has an extensive range of programmes which contribute to durable solutions, addressing the needs of IDPs and their broader communities. Concurrently, IOM promotes State-led solutions through support to government planning and delivery of displacement solutions, together with UN partners.

[7] The Solutions Champions Group seeks to provide operational support as "first line of support" to Resident Coordinators and UN Country Teams to ensure systemic support for solutions.

[8] The IDSF was established as part of the Action Agenda to provide catalytic financing for solutions. Managed by the UN Multi-Partner Trust Fund Office, the IDSF supports governments and UN Country Teams to implement timebound, costed solutions plans, bridge humanitarian and development financing gaps and mobilize additional investment for durable solutions.

[9] The DSID Working Group was established to improve the availability and use of data to inform solutions, helping governments and partners design evidence-based responses.

Non-exhaustively, IOM has two "tracks" of solutions programming:

1. **Support IDPs to achieve one or more of the IASC criteria or IASC sub-criteria in locations of return, relocation and local integration.** This programming can include:

    - Individual and household-level health, housing, WASH, livelihood, protection and other assistance to address displacement-related vulnerabilities among IDPs;
    - Community-level projects which better enable public services and systems to meet the needs of IDPs and resolve vulnerabilities experienced due to displacement;
    - Measures to strengthen social cohesion, community security or conflict resolution;
    - Facilitated Voluntary Movement (FVM) projects which support return, relocation, "villagization" or formalization of informal settlements.

2. **Promote State-led solutions through support to governmental "building blocks" such as solutions strategies, policies, coordination structures and financing frameworks.** This programming can include:

    - Support to governments to develop tailored durable solutions strategies, policies and plans and/or mainstream displacement and solutions in existing development planning processes;
    - Support to UN Country Teams (UNCTs) to develop and agree on common UN strategies and action plans at the national and subnational levels;
    - Support to Durable Solutions Working Groups and other relevant interagency coordination mechanisms;
    - Support to governments and UN Country Teams to develop solutions financing frameworks;
    - Support to the roll out of the DSID Framework and provision of data and analysis to inform solutions planning and implementation;
    - Support to RC/HC leadership.

5. A COMPENDIUM OF PROJECTS

The need to identify scalable solutions to internal displacement has been increasingly urgent as the number of people living in protracted internal displacement continues to grow. With IOM expanding its solutions programming across more than two dozen countries, this compendium was created to demonstrate the breadth of IOM's experience in the field of durable solutions and highlight promising practices, innovative approaches and lessons learned from the field.

The compendium highlights a variety of thematic areas that contribute to durable solutions: from livelihoods, health and shelter to stabilization, disaster risk reduction, protection and transitional justice. Showcasing these diverse entry points underscores that **no single sector can resolve displacement on its own.** Instead, advancing solutions requires a **whole-of-organization approach**. [10]

At the same time, no single actor can resolve displacement in isolation. Advancing solutions requires the combined efforts of humanitarian, development and peace actors, supporting the efforts

[10] In its best practices, the document also highlights the ways in which IOM integrates components of (i) disaster risk reduction and climate resilience, as well as (ii) peacebuilding and stabilization into its solutions programming. This approach is part of the IOM's holistic, whole-of-organization support to solutions programming, as well as a reference to IDMC's conception of conflict and violence-induced and disaster-induced displacement and principles espoused in the Secretary-General's New Agenda for Peace and the Sendai Framework for Disaster Risk Reduction.

of national, subnational and local authorities in a **whole-of-system approach**. Inclusive coordination platforms and working groups are especially critical in aligning these efforts, ensuring coherence and effective partnership.

In addition to an emphasis on inclusive, whole-of-organization and whole-of-system approaches, the case studies and promising practices in this compendium largely reflect a set of core priorities that run through the Organization's support to solutions to internal displacement:

Government-led solutions

- **The primary responsibility to protect and support solutions for IDPs lies with governments.**
- To this end, IOM programming supports solutions that are nationally owned and State-led. Many of the challenges IDPs – such as secure housing, land and property rights or access to documentation – are intrinsically linked to national policies, legal systems and institutions that only States can effectively address. Moreover, only governments can integrate displacement into wider development strategies, creating the conditions for both displaced and host communities to build stable, secure futures.

Development-anchored solutions

- **Development-anchored approaches are critical to achieve solutions.** If left unaddressed, the vulnerabilities of internally displaced persons can slow progress toward the Sustainable Development Goals (SDGs) and make it harder for individuals and communities to move forward. Moreover, key requirements for solutions, such as broader economic recovery and the delivery of health, education and social protection services, are fundamentally development-oriented and cannot be met through humanitarian responses alone.
- Across its programmes, IOM advocates for development-anchored approaches to support solutions at scale and ensure that displaced people are included in national systems, allowing individuals and communities to rebuild their lives with dignity and stability.

Locally driven, community-based solutions

- **Community-driven solutions place IDPs at the centre of decision-making, reframing them not just as recipients of aid but as individuals with capacities and resources**.
- Namely through its Community-Based Planning (CBP) methodology, as well as Accountability to Affected Population, protection mainstreaming and localization frameworks, IOM supports the active participation of IDPs and host communities in shaping solutions, while also promoting the inclusion of marginalized and underrepresented groups to ensure no one is left behind.

Data-driven solutions

- Robust data collection and analysis is at the forefront of IOM's support to solutions, through the DSID working group, DTM and related in-country tools and the PROGRESS report.
- **When designed and used effectively, data tools can support planning, inform resource allocation and strengthen programme design**, ensuring that IOM's interventions are responsive to the needs and aspirations of displaced communities. Additionally, IOM's data can underpin State-led strategies and policies to address displacement challenges.

Financing for solutions

- **Financing is a critical enabler of durable solutions at scale**, as humanitarian tools and financing alone cannot address the longer-term needs of displacement-affected communities. Solutions financing focuses on unlocking development resources to support solutions, while also drawing on peacebuilding, climate adaptation, and disaster risk reduction funds to address drivers and impacts of displacement.

- IOM works closely with governments, international financial institutions and the private sector to advocate for dedicated solutions funding, support innovative models and ensure investments contribute to sustainable outcomes for displaced and host communities alike.

Solutions from the start

- Globally, IOM is committed to promoting "solutions from the start" through the systemic and proactive integration of durable solutions considerations into the earliest phases of a humanitarian response.

- **By linking emergency assistance with longer-term development priorities from the outset, IDPs can begin rebuilding their lives and embark on pathways to solutions earlier and in more sustainable ways.** IOM integrates forward-looking, resilience-building considerations into its lifesaving emergency operations and prioritizes assistance in areas directly linked to the achievement of durable solutions.

While IOM understands that what works well in one context may not be directly transferable to another, the Compendium is intended to foster reflection on how best to shape effective programming to prevent, respond and support solutions to internal displacement. It reinforces the Organization's commitment to continuous learning and collaboration to enable solutions at scale.

III. METHODOLOGY

This compendium of projects was developed using a mixed-methods approach that combined primary and secondary research to identify key themes, promising practices and lessons learned in IOM's approach to durable solutions to internal displacement.

The primary research included 54 key informant interviews with durable solutions practitioners at the regional and country office level to gather first-hand insights on strategies, challenges and lessons learned during durable solutions programme implementation. Participants were selected using purposive sampling to ensure a diverse range of perspectives across geographic regions and project types. Interviews followed a semi-structured format to enable in-depth exploration of topics, while maintaining flexibility to adapt to the unique experiences of each informant.

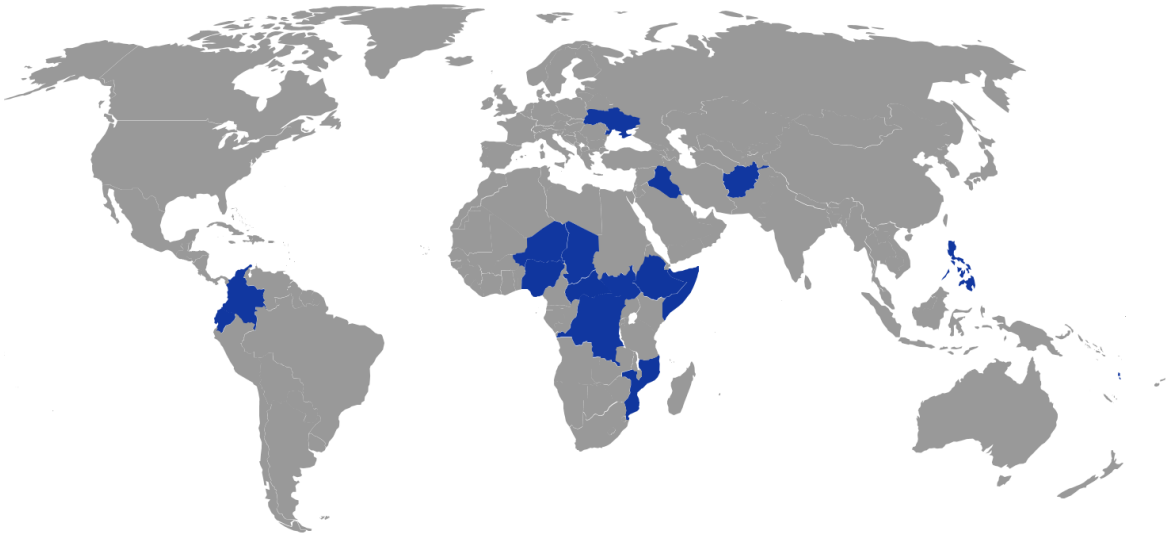
The data collected from the key informant interviews underwent qualitative coding and analysis to identify recurring themes, emerging best practices and lessons learned. An inductive coding method was used, with additional codes emerging during subsequent rounds of analysis. The findings were then synthesized into a final list of best practices for each case study, with a further gap analysis performed in order to identify remaining challenges in project management and implementation.

The secondary research was comprised of a desk review of durable solutions literature was carried out to contextualize the findings from the interviews within a broader body of organizational and external knowledge. In addition to project-specific documents and resources consulted to inform the individual case studies, this review included the resources presented in the Annex.

IV. CASE STUDIES

The following case studies seek to illustrate the breadth and depth of IOM's engagement in solutions to internal displacement by demostrating how project(s) drive progress toward solutions across 16 unique country contexts. They reflect the importance of government-led, community-driven approaches, as well as the importance of integrating displacement into development planning and financing mechanisms. They also demonstrate how IOM works to advance solutions from the start and mainstream holistic, data-driven approaches to programming.

Figure 2: Case studies spanning 16 unique country contexts



Note: This map is for illustrative purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the International Organization for Migration..

Each case study in this compendium follows a common structure designed to capture both the context of displacement and the practical ways in which IOM has supported pathways toward durable solutions. They begin with a short overview of the displacement situation and the key challenges facing affected populations, followed by a description of IOM's approach and interventions in response. Each case study concludes with a section on promising practices and lessons learned. These distill the main takeaways from the project(s) in question, identifying what works well and any challenges faced by the project team, as well as mitigation measures. Moreover, they provide further insight on how each example incorporates the cross-cutting priorities and themes referenced in the introduction.

1. AREA-BASED RESPONSE IN AFGHANISTAN

CONTEXT

Afghanistan's decades-long conflicts, violence and crisis have resulted in millions of people finding themselves in protracted internal displacement situations which are further exacerbated by the recent efforts by neighbouring governments to forcibly return undocumented Aghan migrants from their country. In 2025, 21 million people in Afghanistan lack adequate water and sanitation, 14.8 million people face acute food insecurity, and 14.3 million people have limited access to health care.[11]

The influx of returnees is growing. Between 2023 and 2024, more than 800,000 Afghans have returned from Pakistan. Between January and May 2025, IOM recorded over 177,000 returnees crossing the border points from Pakistan. Similarly, a large volume of undocumented Afghan migrants was pushed back from the Islamic Republic of Iran, with reports indicating that over 1.2 million undocumented Afghans returned from the Islamic Republic of Iran in 2024, including forced returns. The first half of 2025 alone recorded 577,295 undocumented returnees from the Islamic Republic of Iran.[12]

The political transition of August 2021 furthermore continues to exacerbate basic human needs challenges in Afghanistan, with the situation particularly worsening for women and girls due to restrictive measures imposed by the de facto authorities (DFA). In this context, vulnerable population groups, particularly women and girls, are often hardest to reach.

IOM RESPONSE

In 2021, drawing on lessons learned from past programming, IOM designed and began implementing multisectoral community-based planning processes. This approach[13] is based on the premise that **data-informed, area-based and participatory planning can give displacement-affected populations a meaningful voice in local socioeconomic development, build confidence in local community-based networks and promote social cohesion.** Community action plans (CAPs) are implemented in one or multiple communities that together form a settlement, cluster or catchment area for basic service delivery and socioeconomic activities.

Area-based, evidence-driven programming

The first step of the community action plan process uses area-based analysis to build a comprehensive understanding of each area, using DTM data for preliminary information on provincial, district and community level displacement data. DTM's **Afghanistan Climate Vulnerability Assessment** (ACVA) also provides crucial, multi-level information from 62,917 villages across all 34 provinces in Afghanistan. This includes information on effects and risks of climate change and disasters, access to services and employment opportunities. It supports the prioritization process of locations, to ensure displacement-affected locations with highest vulnerabilities and service gaps are targeted with CAPs.

11 OCHA, *Afghanistan HNRP 2025* (2024).
12 IOM, DTM Afghanistan (2025).
13 For more information and to view tools and community action plans, explore the IOM Afghanistan site.



Apprentices receive hands-on training with IOM support to secure jobs in local businesses or launch their own enterprises in Kabul. © IOM / Mohammad Osman Azizi

IOM Afghanistan further triangulates DTM information with data on returnee intentions collected through IOM's border response as well as Afghanistan Durable Solutions Work Group (DSWG) priority areas, in the process of prioritizing target locations. Field teams also visit the target locations to verify information and needs and to consult local authorities and community members in the process of narrowing down areas to be covered by CAPs.

Community-based planning for solutions

Following the spatial analysis and area-based profiling, IOM applies the CBP methodology to support participatory planning at the settlement level, working with individual communities or clusters of five to six villages to develop action plans that reflect local priorities and spatial realities. The CAP participants are selected to ensure a gender balance, as well as inclusion of vulnerable and under-represented groups including IDPs, returnees, persons with disabilities and ethnic minorities.

The CAPs set out the community's vision and plan to advance this vision in the short, medium and long term. Based on the CAPs, IOM then implements community-led projects to promote stability, reintegration and resilience, with communities remaining involved in detailed design of projects, through feedback sessions, establishment of Local Implementation Committees (LICs), community-led initiatives, Cash-for-Work and other context-specific methods of engaging communities. **This approach has been implemented in over 180 communities across Afghanistan.**

Settlements approach

A **settlements approach**[14] is one that considers both the physical characteristics of a location (such as geographic, environmental, infrastructural) and non-physical factors (such as, economic, social, cultural factors; considerations of conflict-sensitivity; displacement and migration patterns) conditions of a given location. An area is defined and selected based on these complex factors, allowing for a tailored, area-based response bolstered by manageability, adaptability and a shared sense of place amongst those living in the area.

While IOM's area-based responses support returnees, IDPs and host populations, its primary goal is to promote area-based solutions by strengthening community resilience and supporting reintegration in areas of return. The project goes beyond general assistance to poor or marginalized groups by focusing on interventions that address the underlying causes and consequences of displacement, such as lack of access to land, housing, civil documentation and sustainable livelihoods. By working

[14] For more information on the settlements approach, explore the LOCALISE Toolkit (internal).

systemically in displacement-affected communities, this area-based response helps ensure support is equitable for returnees, IDPs and hosts while also laying the groundwork for sustainable recovery and long-term reintegration.

Flexible and inclusive project design

During the programme's inception phase, IOM collaborated with the Afghan Ministry of Refugees and Repatriation and local authorities to support community-led planning processes. Following the events of August 2021, IOM pivoted to engaging and strengthening existing community governance structures, including community groups and village committees, as well as civil society organizations (CSOs). IOM also refined the programme to more deliberately address the needs of both IDPs and returnees – populations that had long faced significant challenges, but whose vulnerabilities increased following the takeover of the DFA.

To secure community buy-in and promote sustainability, the programme originally sought to engage civil society structures, including Community Development Councils (CDCs) developed under a previous World Bank and UN-Habitat programme. Following the events of August 2021, these structures were significantly weakened and eventually replaced by more customary governance structures, such as village Shuras. IOM therefore adapted its engagement strategy to collaborate with these newly formed community groups. At the same time, recognizing the limitations of these groups in representing all community voices, IOM supplemented its work with Shuras with direct engagement of women, youth and other underrepresented community members. **This dual-track approach enabled IOM to navigate the changing landscape while promoting broader community participation and fostering more inclusive and sustainable interventions.**

Donors: European Union, Government of Germany, Government of the Kingdom of the Netherlands, Special Trust Funds for Afghanistan (STFA)[15]
Dates: 2017–2025[16]

[15] Please note all case study donors are listed alphabetically for ease of reference.
[16] Project dates are reported up to 2025. Where 2025 is indicated as the end date, this reflects the reporting cutoff and does not necessarily signify the conclusion of activities, which may still be ongoing.



Ali, a returnee and landmine survivor, stitches shoes at a local factory in Herat. The factory expanded and hired Ali along with five other returnees, helping them rebuild their lives through stable employment. © IOM / Marjan Wafa

PROMISING PRACTICES AND LESSONS LEARNED

Data-driven solutions

Tiered data collection and analysis: The spatial analysis informing the identification of target locations is collected at three geographic scales (provincial, district and community), ensuring coherence in planning. This tiered approach prevents monolithic assumptions about community needs by situating village-level data within broader district and provincial dynamics. **Villages are not assessed in isolation, even when belonging to different Shuras, but rather as interconnected systems,** allowing IOM to support a singular coordinated project (like a health centre) in cases where multiple neighbouring villages request similar interventions.

Adapting data collection to changing context: Following the takeover of the DFA, community-level tracking became less feasible. IOM transitioned to household-level monitoring of beneficiaries, allowing for more precise, longitudinal analysis of how IOM support affected individual and household outcomes over time. This shift enabled IOM to continue to assess changes in target communities compared to those not targeted under the programme.

Locally driven, community-based solutions

Application of the settlements approach: The settlements approach, as codified in the **LOCALISE toolkit**, is a spatial and systemic method of working that defines an area, ranging from a single community to a cluster of villages, as a shared space for coordinated, multi-sectoral interventions. It considers the interconnected physical, social, and economic systems within the area to design context-specific and locally driven solutions.

Multisectoral programming: Rather than focusing on one or two sectors of intervention, and cognizant of the compounding needs facing the Afghan population, the area-based response includes support to health, education, transportation, water supply and sanitation, shelter, and other systems and services, as well as economic resilience and livelihoods.

Training and engaging "connectors" for conflict sensitivity: Particularly in a difficult operational context like Afghanistan, conflict sensitivity is essential to ensure assistance does no harm and maximizes positive impact. IOM trains its staff, many of whom have been working in target communities for extended periods, to identify both visible and underlying sources of tension and assess vulnerabilities, power dynamics, and potential conflict triggers. IOM also works to intentionally identify and engage local "connectors", including elders, religious leaders, and inclusive representatives, who play key roles in mediating disputes and fostering cohesion throughout the intervention.

Inclusion of women and other marginalized groups: Public spaces, channels for self-expression and advocacy are rapidly shrinking for women in Afghanistan. With the restrictive decrees from the DFA, there are growing challenges in engaging women in consultative and capacity-building processes. Separate focus group discussions, key informant interviews and validation sessions are conducted with women, to ensure their needs and priorities are incorporated and acted upon. Ensuring active engagement of women and other underrepresented groups in CAPs gives them decision-making power in the planning of interventions in their communities.

Partnerships: During times of restricted access to target communities, restrictions on civil society and women engagement, joint stances and advocacy by IOM and partner UN agencies and NGOs gave leverage in advocating with authorities and enabling projects to continue.

2. SUPPORTING THE IMPLEMENTATION OF THE NATIONAL SOLUTIONS STRATEGY IN THE

CENTRAL AFRICAN REPUBLIC

CONTEXT

The Central African Republic has endured decades of armed, intercommunal and political conflicts which have exacerbated humanitarian needs, fragmented social cohesion, reinforced high levels of poverty and stagnated the national economy. An estimated 444,219 people are displaced in the country as of May 2025, of which roughly 40 per cent are in situations of protracted displacement.[17] The displacement crisis places additional pressure on already limited basic services and livelihood opportunities, at times straining relations between IDPs & host communities. At the national level, the Ministry of Humanitarian Action, Solidarity and National Reconciliation (MAHSRN), the lead government body for coordinating durable solutions in the Central African Republic, continues to spearhead national efforts to address internal displacement through a whole-of-government approach.

IOM RESPONSE

Technical support to the government-led solutions strategy

On 26 July 2024, against the backdrop of the above challenges, the Government officially launched the **National Strategy on Durable Solutions**. The launch was presided over by the Prime Minister, alongside the Minister of Humanitarian Action, the SG's Special Adviser on Solutions to Internal Displacement, and IOM's Deputy Director General for Operations, indicating IOM's key role in facilitating this strategy.

IOM, UNHCR, UNICEF, UNDP and OCHA are supporting the Government to implement the National Strategy. The National Strategy is led by the MAHSRN, with strategic support from the Prime Minister's Office. As part of its rollout, a government-led workshop supported by IOM brought together 48 participants from across key line ministries, including Humanitarian Action, Energy, Education, Livestock, Justice, DDRR, Defence, Enterprises and Labour and Public Affairs. This broad participation underscores the multi-sectoral commitment to driving the strategy forward, as well as the **whole-of-government approach** to solutions in the Central African Republic.

Leveraging IDSF support

The global **Internal Displacement Solutions Fund (IDSF)** was established in 2023, in line with the call within the Secretary-General's Action Agenda to "host a dedicated thematic window for solutions to internal displacement....that supports joint, solutions-focused programmes identified by UNCTs".[18] **In the Central African Republic, IDSF funding has enabled timely, well-coordinated support to government-led solutions to internal displacement, allowing the Government to accelerate the implementation of the National Strategy on Durable Solutions.**

The **IDSF project** identified Bria as a pilot area to demonstrate scalable, area-based solutions and inform broader implementation of the strategy. Through the joint programme, UN agencies worked

[17] Comission mouvement des Populations (2025).
[18] UN Commitment No. 10 in UN, Secretary-General's *Action Agenda on Internal Displacement* (2022).



Support to social cohesion to enable sustainable return and reintegration in Bria, under the IDSF project. © IOM 2025

with local authorities to develop a plan to promote solutions in Bria and established local committees, inclusive of IDPs, to support management of resources and delivery of basic services. In line with the action plan, various interventions have been carried out to support local integration and return to Bria through enhanced access to basic services and livelihoods and improved social cohesion. The programme also supports coordination through the National Working Group on Durable Solutions, which brings together line ministries, UN agencies, CSOs and other actors working on solutions. Alongside the pilot in Bria, IDSF is enabling collective UN support to the Government to operationalize the National Strategy through development of national action and resource mobilization plans.

Data-driven support to solutions policies

Through DTM, IOM conducts a **national Future Intentions Survey** every six months – using a sampling strategy that ensures national representativity of IDPs – alongside Mobility Tracking every three months across all 20 prefectures. This data covers over 4,000 displacement-affected locations for IDPs in sites (16%) and in host communities (84%) and provides detailed insights into the profiles, locations, needs, vulnerabilities, preference and intentions of displaced households.

The resulting evidence has informed operational responses, such as targeted shelter assistance for returnees, and **directly contributed to several strategic pillars of the National Strategy:**

- **Strategic Axis 3:** Through the identification of housing and non-food item (NFI) needs for return assistance;[19]
- **Strategic Axis 1:** Through enabling the prioritization of return and integration zones (e.g., Batangafo, Alindao, Bambari, Kaga-Bandoro);[20] and

[19] Strategic Axis 3 of the National Strategy (p.27) focuses on provision of basic infrastructure in areas of return to address barriers to reintegration.
[20] Strategic Axis 1 of the National Strategy (p.26) focuses on facilitating the voluntary return of IDPs in sites in the Central African Republic.



Joint data collection with government officials from the MAHSRN. © IOM 2025

- **Chapter 4:** Through insight into displacement dynamics (short and long term) and IDP aspirations, furnishing the strategic discussion with evidence to implement the government-led approaches for durable solutions options.[21]

To strengthen national capacity and promote institutional ownership of solutions data, IOM trained 14 technical staff from the MAHSRN in displacement-related data collection and analysis. These government officials were then deployed alongside DTM field teams during the August–September 2024 data collection cycle and participated in joint interpretation sessions, ensuring contextual accuracy and reinforcing national leadership on data use for solutions.

In parallel, IOM leads the Data for Solutions to Internal Displacement (DSID) Task Force in the Central African Republic. The DSID Task Force was revitalized under the IDSF and strategically linked to the Information Management Working Group to address gaps in coordination and improve access to timely, actionable data for planning and decision-making.

DTM Solutions and Mobility Index (SMI)

In 2023, IOM piloted the **Solutions and Mobility Index (SMI)**, a location-based diagnostic that compiles data on mobility trends, access to services, safety, social cohesion, and economic opportunities. **Collected at the village level and aggregated to administrative units, the SMI provides each location with a standardized stability score, allowing durable solutions actors to deliver better targeted interventions** and serving as an early warning mechanism when conditions in areas of potential solutions deteriorate.

The SMI was shared with partners through the **Humanitarian Response Plan** and has been well received as a tool for identifying areas conducive to solutions interventions. Moving forward, the methodology will be refined through the DSID Task Force, with recommendations to expand actor participation and integrate the tool into the next phase of the IDSF-funded programme. In a context like the Central African Republic, efforts to resolve displacement must also reckon with drivers of fragility to ensure the sustainability of solutions. The SMI is particularly useful in monitoring conditions in areas of return, local integration and relocation and informing locations and sectors of intervention.

Donors: IDSF, PBF, BHA
Dates: 2024–2025

[21] Chapter 4 of the National Strategy (p.31) revolves around the three solutions options: return, relocation and local integration.

PROMISING PRACTICES AND LESSONS LEARNED

Government-led solutions

Whole-of-government approach: The National Strategy was the result of a whole-of-government approach to solutions, with the participation of the ministries of Humanitarian Action, Energy, Education, Livestock, Justice, DDRR, Defence, Enterprises, and Labour and Public Affairs, ensuring holistic and comprehensive consideration of solutions.

Data-driven solutions

Joint collection and analysis with government partners: IOM's collaboration with the Government to collect and analyse various data on displacement and solutions has helped bolster government leadership and sustain commitment to solutions efforts. In addition to the deployment of joint DTM-Ministry field teams, IOM organizes workshops to contextualize results before the release of each report, helping to sensitize the Government to findings and providing a platform through which implications could be discussed.

Coordinated, consistent data collection: Data collection using consistent indicators across multiple locations, as provided by IOM's DTM, allows actors to make better use of resources through improved targeting and serves as an early warning mechanism when conditions in locations of solutions begin to deteriorate.

Concrete solutions initiatives: Following the development of the National Strategy, it was necessary to pair policy support with concrete interventions—prioritizing measures which were scalable and/or replicable. In this case, the Government and its UN partners selected Bria in the north-east, where IDPs are primarily locally integrating, as an area where a "model" could be developed and implemented, before being adapted to other locations.

Partnerships: The IDSF project brings together five UN agencies under the framework of one project, **a first for the durable solutions portfolio in the Central African Republic.** This approach allows each agency to leverage its expertise and comparative advantages while preventing duplication. Importantly, this consortium methodology has already served as proof of concept to other donors and partners for increased investment in durable solutions in the Central African Republic. This inter-agency partnership is complemented by close collaboration with the MAHRSN, facilitating government leadership.

National durable solutions platforms: To ensure buy-in and coordination with other development partners and programmes, necessary for the implementation of the National Strategy, it was crucial to revitalize the national platforms for durable solutions, avoiding duplication and helping address gaps in service provision. This platform is unique in that it brought partners across the HDPN together to focus specifically on solutions.

Financing for solutions

Leveraging the Secretary-General's Peacebuilding Fund (PBF): In addition to dedicated solutions funding instruments like the IDSF, components of the peacebuilding architecture play a key role in enabling solutions in communities affected by conflict and fragility. IOM is one of the largest global partners of the **PBF**, the UN's primary financing instrument for peacebuilding activities. In the Central African Republic, PBF resources are supporting the implementation of the National Strategy, demonstrating not only the critical role of peacebuilding within broader solution frameworks but also how integrated approaches can unlock catalytic funding.

3. INTEGRATING LIVELIHOODS AND LOCAL GOVERNANCE FOR SOLUTIONS IN CHAD

CONTEXT

IDPs in Chad face significant hardships, including limited access to essential services, food insecurity, insecure living conditions, and disenfranchisement from local economies. These challenges are compounded by an ongoing economic crisis and increasingly stretched absorption capacities of host communities. At the end of 2024, the nation hosted 1.5 million IDPs,[22] with 383,000 displaced by conflict and violence and 1.16 million displaced by disasters.[23] The nation also hosts a large number of refugees, many of whom are escaping conflicts in neighbouring countries like the Sudan, placing additional strain on resources and infrastructure.

IOM RESPONSE

In 2019, the agricultural sector accounted for almost 46 per cent of Chad's average gross domestic product (GDP) and employed 77 per cent of the labour force.[24] **Recognizing the critical role of agriculture in Chad's rural economy and its centrality to recovery in displacement-affected areas, IOM leveraged support to the agricultural sector as a means to enable IDPs to access solutions pathways.**

Together with the Food and Agriculture Organization (FAO) and the World Food Programme (WFP), IOM helped to implement the Government of Chad's **Climate Resilient Agriculture and Productivity Enhancement Project (ProPAD),** which was financed by the World Bank. IOM implemented targeted cash-for-work interventions to strengthen purchasing power among vulnerable households, enhance community-level financial management capacities and rehabilitate productive assets. These efforts contributed not only to immediate economic relief, but also to longer-term resilience, social cohesion and the (re)integration of IDPs, returnees and refugees.

The project factored climate resilience into the provision and rehabilitation of productive assets and routinely conducted environmental impact assessments, coordinating closely with the Ministry of Economy and Development Planning, the Ministry of Agriculture and the Ministry of Environment and Fisheries. IOM's DTM team also coordinated with the government in data collection, with joint collection and analysis exercises.

Community-led Cash for Work approaches

Under ProPAD, IOM supported local government partners to actively engage displacement-affected communities in Cash for work (CfW) activities and community governance and decision-making structures. CfW beneficiaries, including IDPs, returnees, refugees and host community members, were selected through participatory processes led by project implementation teams which reflected the diverse composition of the communities they served. Even during COVID-19 restrictions,

[22] According to the 2020 IDMC Global Report on Internal Displacement (GRID), at the end of 2019, the year before project initiation, Chad hosted 203,000 IDPs, with 176,000 displaced due to conflict and violence and 27,000 displaced due to disasters. Both conflict- and disaster-induced displacement was present in areas of project implementation.

[23] IDMC, *2025 Global Report on Internal Displacement* (2025).

[24] CIAT, ICRISAT, FAO, and World Bank, *Climate-Smart Agriculture in Chad*. CSA Country Profiles for Africa Series (2021).



Project implementation team members meet with IOM in Maiba (Moyen Chari) in February 2021. © IOM

implementation teams sustained engagement with beneficiaries through trusted communication channels such as local leaders and "crieurs publiques". This inclusive approach ensured that IDPs, returnees, refugees and host community members had equitable access to CfW opportunities and a voice in how resources were allocated.

The project also contributed to community oversight and long-term asset management in target areas through the establishment of Asset Management Committees to ensure transparent use and upkeep of rehabilitated infrastructure. These participatory structures reinforced local accountability and helped to promote the ongoing inclusion of displacement-affected households.

IOM's participatory approach under ProPAD had a clear impact on community cohesion, with 90 per cent of respondents reporting improved social dynamics and 99 per cent indicating that social cohesion had been reinforced.[25] By embedding IDPs in local leadership structures, the CfW model fostered local ownership and laid the groundwork for community-driven solutions and recovery.

Economic empowerment as a foundation for solutions

CfW served not only as a protective measure during crisis but also as a strategic platform for longer-term solutions and recovery. **Through the ProPAD project, IOM promoted the economic empowerment of displaced, returnee and host populations, positioning livelihoods as a key driver of solutions.** A total of 13,600 individuals participated in CfW rotations, with selection criteria prioritizing female-headed households, households lacking access to cultivable land, and households with a high dependency ratio. Notably, 48 per cent of beneficiaries were selected due to chronic health issues or disabilities, ensuring that the intervention reached those who face heightened challenges to access income independently.

[25] This positive impact on community cohesion is particularly important in Chad; the 2020 GRID report notes intercommunal violence was a primary driver of displacement in areas of future project implementation.



Cattle market rehabilitated as part of ProPAD's rehabilitation of productive community assets. © IOM

While CfW provided immediate income (30,000 XAF per rotation, or 54 USD in 2021), it had profound medium-term impact. Nearly 60 per cent of beneficiaries invested their cash in income-generating activities, and 74 per cent of those reported launching their own ventures with CfW funds. These included livestock purchases, food vending and mobile phone services, providing a bridge from humanitarian assistance to sustainable income and self-reliance.

Enabling environments for sustainable reintegration and local integration

Agricultural production in Chad plays a critical role in supporting development solutions for both displaced populations and host communities. **With almost 80 per cent of the workforce[26] involved in agriculture – primarily through small-scale subsistence farming, herding, and fishing – interventions to support innovation and livelihoods opportunities in the sector have significant catalytic potential when it comes to solutions.** Through the ProPAD project, IOM was able to effectively capitalize on this linkage in order to promote pathways toward durable solutions for thousands of beneficiaries.

IOM focused on rehabilitating productive community assets, such as community markets, cattle markets, vaccination parks, abattoirs and transhumance corridors, ensuring that both displaced and host populations could benefit from improved access to services and income-generating opportunities. For example, during a 2021 monitoring visit, community members in Maiba described the newly constructed livestock vaccination park as transformative, reducing long, flood-prone treks to access veterinary services and creating new markets by hosting neighbouring livestock owners. **In total, 25 productive assets were rehabilitated in crisis-affected communities in southern Chad.**

Donors: Government of Chad, with support from the World Bank
Dates: 2020–2021

[26] CIAT, ICRISAT, FAO, and World Bank, *Climate-Smart Agriculture in Chad*. CSA Country Profiles for Africa Series (2021).

PROMISING PRACTICES AND LESSONS LEARNED

Market-led solutions: The project sought to bolster the local economy through the alignment of IOM interventions with market forces, specifically **focusing on agriculture given its economic dominance in Chad and criticality to achieving development outcomes.** Today, market-led interventions are at the backbone of IOM's approach to durable solutions.

Data-driven solutions

Data sharing with national counterparts: DTM shared the results of its data collection with national government counterparts, with partners sometimes assisting in collection. This inclusive approach ensured ownership of the data and strengthened alignment with national planning and policy frameworks.

Locally driven, community-based solutions

Accountability to Affected Populations (AAP) and emphasis on transparent feedback mechanisms: The project used a toll-free hotline number to provide a communication channel for community members to share questions, concerns and feedback with IOM. As emphasized in both the IASC Independent Review and the Action Agenda, **Accountability to AAP mechanisms**[27] are also critical components of solutions programming, ensuring IDPs are able to participate directly in the design of solutions and tailor interventions according to their needs.

Gender mainstreaming: Gender was a central cross-cutting theme of the project, notably in the composition of project implementation teams, where two members were women, and in the selection of Cash-for-Work beneficiaries (overall, women represented 52% of all beneficiaries). Such approaches are critical in ensuring interventions reflect the needs, priorities and barriers to solutions of all affected populations.

Disaster risk reduction and climate resilience

Incorporating climate and environmental safeguards: As both climate and conflict drive displacement in Chad, the programme's emphasis on climate resilience and integrating environmental safeguards was critical to promote sustainability and prevent future displacement. **Such approaches will remain critical in coming years – in 2024, floods in Chad displaced more individuals than in the past 15 years combined.**[28]

[27] IOM's institutional approach to AAP is codified in the IOM AAP Framework (2021).
[28] IDMC, *2025 Global Report on Internal Displacement* (2025).

4. COMMUNITY ENGAGEMENT FOR INTEGRATED SOLUTIONS IN COLOMBIA

CONTEXT

Colombia is an upper-middle-income country with strong institutional and economic capacity. At the same time, it continues to grapple with one of the most protracted internal displacement situations worldwide. As of November 2024, in Colombia, there are 9.8 million registered victims of the armed conflict (49.7% male and 50.3% female), of which 8.7 million are officially registered as IDPs.[29]

The signing of the 2016 peace agreement with the Revolutionary Armed Forces of Colombia (FARC) marked a historic milestone. Yet the persistence of armed conflict involving other actors, including the National Liberation Army (ELN), alongside the collapse of ceasefire efforts in August 2024, has driven new waves of displacement, violence and humanitarian need. Between January and May 2025, an estimated 58,000 individuals were displaced across ten departments, a 117 per cent increase from the same period in 2024.[30]

While Colombia has advanced frameworks for transitional justice, reparations, and peacebuilding, many displaced people still face limited access to justice and solutions. Beyond conflict, climate shocks and migration flows are increasingly intersecting with conflict dynamics, exacerbating vulnerability and compounding the pressures faced by affected communities.

IOM RESPONSE

IOM's support to durable solutions in Colombia recognizes and seeks to reinforce government expertise and capacity, while promoting community engagement and ownership of solutions. **IOM engages IDPs, returnees, refugees, migrants and host communities in solutions planning and policy,** as well as assists the Government of Colombia in its implementation of the National Durable Solutions Strategy. In parallel, **IOM Colombia continues to provide technical support to institutions within the Comprehensive System of Truth, Justice, Reparation, and Non-Repetition as part of the Peace Agreement's transitional justice component.**

Community-based planning for solutions in Colombia

In line with its commitment to supporting communities to identify and drive their own solutions, IOM seeks to systematically incorporate community-based planning (CBP) into its work across the HDPN in Colombia. IOM's commitment to CBP entails preparatory, consultation and planning phases and results in the production of CAPs outlining priority areas of support. IOM Colombia began applying the CBP model across its programmes in 2022. The methodology was adapted to Colombia's context, focusing on urban areas – where an estimated 89 per cent of IDPs in Colombia reside.[31] With the growing recognition of the role that CBP can play in ensuring affected populations are at the centre of programmes to support displacement-affected communities, IOM has now been asked to expand its support to CBP as the linchpin of the **Emergency Relief Coordinator (ERC) Flagship Initiative Pilot in Colombia**, an OCHA-led initiative to better centre affected populations,

[29] Colombia Victims Unit (2024).
[30] ICRC, *Humanitarian Situation Update: Colombia, 2025* (2025) and OCHA, *Colombia Humanitarian Trends and Impact Report 2025* (2025).
[31] IDMC, "Urban displacement in Colombia" (2020).



Children in Cali, Colombia, one of the seven prioritized municipaliites where IOM is supporting the development of territorial action plans. © IOM 2024

Supporting development of the national solutions strategy

To support the **development of the National Strategy for Durable Solutions (CONPES)** under the Internal Displacement Solutions Fund (IDSF) project, IOM has undertaken activities such as the analysis of territorial development plans, the mapping of goods and services in each targeted municipality and the identification of action lines, programmes and ongoing projects. **These activities aim to serve as the foundation for the medium- and long-term delivery of institutional goods and services, impacting 7,244 displaced households.** Moreover, they complement those of other UN partners (UNHCR, UNDP and UN-Habitat) and three government entities (the National Planning Department, Unit for the Attention and Integral Reparation to the Victims and the Social Prosperity Department).

IOM leverages its expertise in facilitating community-owned processes, an approach that proved not only technically robust but also broadly recognized and valued by participating communities. **Through the CBP methodology, IOM works to ensure the meaningful participation of internally displaced populations and host communities – including Afro-Colombian, Indigenous and rural groups – within the development of the Strategy.**

IOM Colombia leads one of the four components of the strategy, specifically the one related to territorialization and the development of seven Territorial Strategies for Durable Solutions, covering 14 micro-territories across seven prioritized municipalities.[33] By bringing together displaced populations, host communities, and both local and national authorities, the CBP served as a pivotal mechanism for translating the National Strategy for Durable Solutions into concrete, localized actions tailored to territorial realities. **In total, 1,069 individuals, 65 per cent of whom were IDPs, actively participated in the CBP process.**

Mainstreaming solutions in municipal strategies

As part of the broader institutional strengthening strategy, in 2024 IOM also provided technical support to seven prioritized municipalities to incorporate durable solutions considerations into

[32] Colombia was selected as a pilot in this initiative along with Niger, the Philippines and South Sudan.

[33] Bogotá: Bella Flor, Paraíso, Mirador, Ciudad Bolívar; Cali: La Villas — three sectors: Villa Mercedes, Villa Mercado, Villa Luz, Comuna 21; Medellín: La Cruz, Comuna 3 (Manrique); Quibdó: La Victoria and Samper, Comuna 1; Tumaco: Obrero, Iberia, and Unión Victoria; Florencia: La Gloria (4 sector): Buenaventura: Alberto Lleras, Isla Cascajal locality.



Participants during the CBP process in Cali, Colombia. © IOM 2024

their own municipal development plans and territorial action plans. As a result, **four municipal development plans formally integrated IDP solutions components,** setting an important precedent for multi-level policy alignment and sustainability.

Transitional justice and reparations

Transitional justice is indispensable to durable solutions as it provides a framework to address the harms and rights violations at the root of displacement and ensures that affected populations can rebuild trust in institutions.[34] In Colombia, with millions of registered victims of conflict and over five million people still displaced, **transitional justice processes are central to restoring rights, rebuilding social cohesion and preventing future displacement.** Without credible progress on these fronts, solutions risk remaining partial or short-lived, leaving displaced communities in conditions of exclusion and insecurity that undermine sustainable reintegration.[35]

Since 2011, IOM has supported the Government of Colombia in first drafting and then implementing the transitional justice "Victim's law," and more recently, the 2016 Peace Agreement. In particular, through the **Victims' Institutional Strengthening Programme (VISP)**, IOM supports victims' organizations and conflict-related IDPs to enhance their participation in public policy.[36] **Through this programme, IOM has assisted in the return or relocation of 125,588 conflict-related internally displaced persons and contributed to the implementation of 158 Comprehensive Collective Reparation Plans.** This programme was tailored to provide special support to displaced families, ensuring that in addition to relocation, families received economic support to rebuild their businesses and livelihoods, as well as to maintain connections to their traditional homes.

IOM also works to ensure that transitional justice and reparations considerations inform the development of the National Strategy for Durable Solutions, recognizing these as core components of solutions in line with the recommendations of the **Joint SDG-IASC Guidance**.[37] In the formulation of territorial action plans, IOM engages territorial entities – including the Victims' Public Policy – throughout the process, helping to align local restorative priorities with national commitments.

Donors: IDSF, USAID
Dates: 2022–2025[38]

[34] For more information, see the IOM *Transitional Justice Guidance Note* (internal).
[35] OHCHR, *A/79/334: Human rights of internally displaced persons - Report of the Special Rapporteur on the human rights of internally displaced persons* (2024).
[36] This case highlights specific elements of the transitional justice (TJ) process, but IOM supports a broader range of TJ and peacebuilding efforts in Colombia, including technical assistance to transitional justice mechanisms and DDR processes under the Peace Agreement framework.
[37] The Guidance notes transitional justice is oftentimes omitted from solutions strategies and pathways despite being critical to ensuring solutions; this makes the inclusion of TJ components and actors in the development of the National Strategy in Colombia particularly noteworthy.
[38] The dates refer to the adaptation of the CBP model and implementation of the IDSF project; however, IOM has supported the Government of Colombia in implementing transitional justice measures since 2011.

PROMISING PRACTICES AND LESSONS LEARNED

Locally driven, community-based solutions

CBP for participation: CBP is ensuring meaningful participation of IDPs and host communities – including Afro-Colombian, Indigenous and rural groups – within creation of solutions policy. By reflecting individual and community priorities and needs, CBP helps address a common shortcoming of national strategies: a limited reach and effectiveness at the local level.

CBP in urban contexts: CBP proved effective in supporting participation and social cohesion in urban settings, despite higher population density, more complex governance structures and a diverse population mix – including IDPs, economic migrants, refugees and host communities. **Given the growing number of IDPs residing in urban settings, it offers a promising tool to safeguard the meaningful participation of IDPs in shaping solutions.**

Engaging local organizations: Colombia has a long history of internal displacement, meaning communities themselves have existing capacities and organizational structures pertaining to solutions, including IDP associations, women-led collectives, Indigenous and Afro-Colombian councils and victims' participation boards. **IOM actively engaged these structures in the CBP process, inviting them to co-lead consultations, validate community priorities and participate in the design and monitoring of action plans.** Engaging these structures was associated with more extensive engagement, better follow-up on action plans and more consistent interactions with local authorities. Similarly, recognizing the importance of capacitated community organizations to locally driven solutions, **VISP strengthened 93 victims' and civil society organizations as part of its transitional justice interventions.**

Government-led solutions

Capacity building with local authorities: In the development of territorial plans, it was crucial to undertake ongoing and extensive extensive capacity- and relationship-building with local authorities, ensuring alignment between municipal political priorities and the National Strategy.

Two-way policy development: IOM is informing the creation of solutions strategies, as well as the integration of solutions considerations *into* general development planning and policy. Both are necessary for a holistic and integrated approach to solutions.

Territorialization: Unlike many past solutions policies in Colombia, the National Strategy provides concrete parameters for an **area-based approach**, mandating development of territorial action plans informed by the unique concentration of displaced households, levels of vulnerability, territorial dynamics and local capacity in each municipality.

Transitional justice and solutions: As part of its technical support to the Government, IOM works to ensure transitional justice considerations are incorporated into the National Strategy for Durable Solutions, understanding the ability of IDPs to rebuild their lives after displacement is heavily dependent on how effectively states and communities deal with the legacy of past abuses.

Solutions as a component of the Peace Agreement: In the 2024–2025 work plan of the **Colombia Multi-Partner Trust Fund for Sustaining Peace (MPTF)**, the Government, donors and the UN system jointly agreed to allocate resources to support victims under the Peace Agreement toward implementation of local Durable Solutions plans, recognizing the role of solutions in delivering on the principles of the Peace Agreement, specifically transitional justice.

5. PROGRAMMING ACROSS THE NEXUS IN THE DEMOCRATIC REPUBLIC OF THE CONGO

CONTEXT

As of December 2024, the Democratic Republic of the Congo is home to an estimated 6.9 million internally displaced persons, the majority (5.6 million) of whom are hosted in the country's eastern provinces of Ituri, North Kivu, South Kivu and Tanganyika. Armed conflict remains the primary cause of displacement, primarily due to the conflict between the March 23 Movement (M23) and government forces.[39] Socioeconomic challenges, including extreme poverty and weak governance, further limit the ability of displaced persons to achieve durable solutions.

IOM RESPONSE

At the end of 2020, the Democratic Republic of the Congo hosted the largest population of IDPs in Africa, with 5.2 million people internally displaced largely due to conflict and violence.[40] In Tanganyika, communal tensions and lack of social cohesion were cited as among the main drivers of further conflict and displacement.[41]

In 2021, a significant reduction of violent conflict and spontaneous surrenders in the Kasais and Tanganyika regions[42] led to opportunities to initiate a solutions approach in Tanganyika Province, where an estimated 318,000 IDPs were hosted (roughly 10% of the total population).[43] Under the project *Promoting durable solutions for displacement-affected populations in Tanganyika*, IOM prioritized measures to strengthen social cohesion, the establishment of inclusive governance structures and the provision of sustainable livelihood opportunities in areas of return or (re)integration.

Handover across the nexus

Central to the project is the role of Local Peace and Development Committees, which bring together local authorities, security services, returnees and host communities to ensure the inclusive and participatory management of local security and development issues. **These Committees were initially established by IOM's Camp Coordination and Camp Management (CCCM) teams under IOM's humanitarian response but later supported the transition to longer-term peace and development-focused interventions.**

Through the already-established committees, IOM helped to organize regular community fora and develop local peace and development plans[44] that informed programming across a range of sectors and contributed to increased social cohesion, with **78 per cent of displacement-affected community members reporting improvement in their relationship with community members from other groups** following implementation of these community governance mechanisms.

39 IOM, *DTM DRC - Internal Displacement Overview 2024* (2024).
40 IDMC, *2021 Global Report on Internal Displacement* (2021).
41 OCHA, "Aperçu des besoins humanitaires, République Démocratique du Congo, 2021" (2020).
42 IOM, Democratic Republic of the Congo Crisis Response Plan 2022 (February 2022).
43 IOM, DTM RDC — Tanganyika: Dashboard d'Evaluation des villages (septembre 2021) (2021).
44 The process of creating local peace and development plans was informed by the CBP methodology.



A woman shares her perspective in a community dialogue implemented by the Local Peace and Development Committee. © IOM 2023

Addressing unique needs in areas of return and relocation

Through intention surveys and area-based assessments, the project identified **significant differences between the needs of returnees and of IDPs who chose to relocate.** For returnees, access to cash and livelihoods opportunities were particularly important to enable economic reintegration and restore self-reliance. Access to economic opportunities was especially critical for those who had no prior land or social ties in their host communities. On the other hand, IDPs who chose to relocate faced stigmatization and often struggled to negotiate for land upon which to establish homes and livelihoods.

In line with the needs identified, the programme offered short-term employment through cash for work and individual livelihood assistance, such as vocational training, and supported the establishment of Village Savings and Loans Associations (VLSAs), in which 2,425 IDPs and host community members took part.[45] To strengthen financial inclusion, accounts were opened with microfinance institutions, facilitating access to small loans. According to field observations and testimonies, these interventions helped to revitalize community markets, enabled the (re)opening of small businesses, such as stores and sewing workshops, and even allowed certain families to keep their children in school.[46]

In areas of return and (re)integration, the local committees serve as a forum for local authorities to consult and respond to the needs of their communities, **promoting social cohesion and restoring trust.** In the past, gaps in the provision of basic services have fueled distrust in authorities and hindered reintegration efforts. These efforts to strengthen the social contract are therefore particularly important in the Democratic Republic of the Congo to reduce the impact of longstanding grievances over insecurity, governance challenges and service provision gaps.

[45] Of the 2,425 individuals who were identified, trained and took part in the VLSAs, 72 per cent were IDPs and 28 per cent were host community members.
[46] The last result is particularly important as DTM data indicates access to education consistently ranked among the top three priorities identified by displacement-affected individuals in Tanganyika.



Community outreach session for returnees in Lukwangulo. © IOM 2023

Continued assessments also allowed the programme to adapt its activities based on shifts in context, good practices and lessons learned. For example, the participation of host communities in livelihood activities was increased in line with the recommendations of conflict sensitivity studies. The local committees supported the identification of potential conflicts and informed the basic infrastructure to be built under the programme.

Provision of Mental Health and Psychosocial Support (MHPSS) support

Central to the programme was the provision of MHPSS support,[47] which played a key role in humanitarian assistance and addressed continued gaps during the post-crisis transition period. **While initially delivered in displacement sites, IOM's MHPSS activities evolved to support post-conflict recovery** by addressing the psychological impacts of displacement among IDPs and returnees and by fostering the mental well-being and resilience of individuals and communities.[48]

Early in the project, IOM mapped existing MHPSS services in target areas, developed referral pathways and established service networks involving multiple stakeholders. Complementarily, IOM identified and trained in-community focal points to provide basic psychosocial support and identify cases for referral to specialized services. Small-scale community safe spaces were also established, helping to promote confidentiality and accessibility of services.

At the end of 2024, **IOM had supported the provision of 28,413 MHPSS services to 16,702 beneficiaries in Tanganyika, 58 per cent of whom were women.** 71 per cent of displacement-affected community members also cited MHPSS activities as contributing to social cohesion, indicating this pillar's broader role in community recovery.

Donors: SIDA
Dates: 2021–2025

47 IOM's 2021 CRP for the Democratic Republic of the Congo underscores the mission's prioritization of MHPSS. For more information on the role of MHPSS in solutions, see *Integrating MHPSS into Peace and Recovery Programming* (internal).

48 A 2022 IOM-SIDA evaluation found virtually all respondents across displacement-affected communities in Tanganyika Province reported exposure to emotional distress, negative behaviors and psychosomatic disorders. These numbers were consistent across displaced persons (100%), those who had relocated (97%), residents (98%) and returnees (88%). 85% of all respondents reported severe or extreme levels of psychosocial distress.

PROMISING PRACTICES AND LESSONS LEARNED

Recognizing "windows of opportunity" for solutions programming: This project began following spontaneous demobilization of armed groups (which was supported by IOM with funding from PBF) and political momentum of the provincial government for the closure of IDP sites. The project team recognized this opportunity and, accordingly, sought to engage with areas of potential relocation and mobilize resources to support solutions.

Locally driven, community-based solutions

Leveraging existing community structures: Rather than create entirely new community coordination structures, the programme used the Local Committees originally established by IOM CCCM teams as part of the humanitarian response in the east, preventing duplication and fostering continuity, even as programming shifted its orientation toward solutions.

Adopting recommendations from conflict analysis: IOM conducted an analysis of conflict dynamics and armed groups and adopted recommendations put forth, such as promoting a stronger role of women in peace processes and project implementation. Ensuring the participation of women helped to promote inclusive decision-making and address gendered drivers of conflict such as unequal access to land, services and protection concerns.

Reducing stigmatization through host community involvement: The project saw **sharp reductions in stigmatization of returnees or relocatees, as well as an increased sense of belonging, following the inclusion, in aggregate, of 45 per cent of beneficiaries from the host community.** The programme further reduced stigmatization through targeted MHPSS activities such as discussion groups, home visits and individual psychosocial support, which helped address community tensions and led to a reduction in grievances. Additionally, the implementation of social cohesion activities (e.g. community events) and the creation of integrated work teams (e.g. in VLSAs) including returnees, host community members and minority groups played a key role in fostering collaboration and acceptance across community lines.

Adapting solutions to changing conflict contexts: In the four years of project implementation, the situation on the ground in eastern Democratic Republic of the Congo has changed, with humanitarian needs and displacement increasing with the resurgence of M23. Accordingly, the project is designed to be flexible to changing dynamics. In many cases, IOM uses the Stability Index and other DTM tools to adjust according to shifts in needs and intentions.

Importance of coordination with other security actors: Prior to withdrawal, coordination with United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was essential given its role in promoting stability and supporting conditions for safe, voluntary and sustainable solutions. IOM engaged closely with MONUSCO sections and the UN Country Team to anticipate and address potential transition gaps and their impact on displacement dynamics.

MHPSS referral pathways for serious cases: Returnees and relocating IDPs often face high levels of emotional stress due to disrupted livelihoods, exposure to violence and prolonged uncertainty. These needs are rarely addressed, especially in areas like Tanganyika with limited MHPSS services. In particular, Tanganyika lacked structure for the referral of serious mental health cases. In response, IOM, as co-lead of the MHPSS Working Group with the Provincial Health Directorate, undertook advocacy work with the provincial government, service providers and humanitarian actors to create referral pathways and better meet these specific needs of the displaced population, **referring 313 severe cases to specialized services** in 2023 and 2024.

6. PRIVATE SECTOR SOLUTIONS IN ECUADOR

CONTEXT

Ecuador faces a complex displacement landscape, shaped by mixed migration flows. As of May 2025, the country hosts over 440,000 Venezuelan refugees and migrants.[49] At the same time, internal displacement is a growing concern, increasingly overlapping with existing migration dynamics.

As of December 2024, approximately 125,000 individuals have been internally displaced across the country over the past five years, with 60 per cent displaced due to conflict and violence and 40 per cent displaced due to disaster.[50] According to the IDMC, conflict and armed violence led to almost 101,000 individuals experiencing displacement in 2024 alone,[51] largely concentrated in the capital, Quito, and in the coastal provinces.[52] At the end of 2024, 49,000 IDPs remained displaced due to conflict and violence.[53] Disaster displacement is also recurrent, with 8,800 IDPs remaining displaced due to disasters at the end of 2024.[54] As a whole, Latin America and the Caribbean is the second-most disaster-prone region in the world.[55]

Both IDPs and migrants face difficulty accessing livelihoods and exclusion from financial systems, as well as risk of further irregular migration. As of December 2024, more than 500,000 people are considering migrating to another city of province, primarily in search of employment, improved living conditions, greater safety or to reunite with family members.[56]

IOM RESPONSE

In Ecuador, microenterprises and small- and medium-sized enterprises (SMEs) account for over 99.5 of all businesses and 60 per cent of employment.[57] However, access to finance remains limited, with only 23 per cent of micro-sized and 37 per cent of small-sized enterprises able to secure formal credit.[58] With only a fraction of micro and small enterprises able to access formal credit, many operate informally – the same space where an estimated 93 per cent of forcibly displaced persons in Ecuador earn their livelihood.[59] Supporting SME recovery is therefore key to improving economic inclusion and creating lasting opportunities for displaced communities.

In this context, IOM Ecuador is implementing the **Enterprise Development Fund (EDF)**, a global mechanism that **mobilizes the private sector to support displacement-affected populations**. EDF Ecuador was launched in 2023, with support from the United States and Sweden.

49 Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (R4V), *Refugees and Migrants from Venezuela* (2025).
50 IOM, *DTM Encuesta de Intenciones y Dinamicas Migratorias en Ecuador - Ronda 2* (2024).
51 IDMC, *2025 Global Report on Internal Displacement* (2025).
52 InSight Crime, *Balance de InSight Crime de los homicidios en 2023*, 21 February 2024; InSight Crime, *La violencia transforma el mapa migratorio de Ecuador*, 21 January 2025.
53 IDMC, *2025 Global Report on Internal Displacement* (2025).
54 IDMC, *2025 Global Report on Internal Displacement* (2025).
55 OCHA, *Overview of Disasters in Latin America and the Caribbean 2000-2022* (2023).
56 IOM, *DTM Encuesta de Intenciones y Dinamicas Migratorias en Ecuador - Ronda 2* (2024).
57 World Bank Group, *Press Release* (2020).
58 Luna, R., Ortiz, C., Granda, R. et al., *Income Trajectory and Access to Financing of MSEs in Ecuador: An Empirical Approach Using Discrete Choice Models*, Academy of Entrepreneurship Journal, 27 (2021).
59 UNHCR, "*Ecuador [Country Page]*" (2024).



Through the EDF, businesses in high-demand sectors are supported with tailored financial and technical assistance. © IOM 2024

The EDF model

Originally developed in 2018 in Iraq, the EDF promotes private sector recovery and large-scale job creation by supporting SMEs in displacement-affected and fragile contexts. By providing grants ranging from USD 5,000–30,000 in high labour-demand sectors, EDF stimulates rapid job creation and local market revitalization.[60] Operational in 13 countries as of August 2025,[61] the EDF is embedded within IOM's broader market systems approach, which combines push strategies that build the capacity of vulnerable individuals with pull strategies that strengthen value chains and connect SMEs to markets.

The EDF provides **non-repayable, conditional grants** to SMEs that show strong potential for growth but lack access to capital, often due to structural barriers such as informality, lack of collateral, or migrant or irregular legal status. The EDF targets these businesses that are often excluded from formal financial systems and cannot access traditional loans, **serving as a bridge to inclusion, de-risking the earliest phase of business development and allowing for growth.** EDF grantees often transition to the formal sector and later become eligible for bank loans or investment.

Through the EDF, SMEs are positioned as engines of economic growth, recovery and inclusion. **As of February 2025, the EDF had supported over 3100 SMEs, creating over 14,000 jobs and leading to the investment of over USD 50 million.**

Such support is particularly critical in displacement-affected contexts, where exclusion from formal labour markets and credit systems leaves IDPs reliant on informal, low-productivity work. By targeting SMEs, the backbone of labour markets like Ecuador yet systematically underfinanced, EDF addresses a key market failure, enabling firms to expand, create jobs and integrate IDPs and migrants into dignified and sustainable livelihoods.

[60] For more information about the model, see *Private sector development in Iraq: IOM's Enterprise Development Fund* (2025) (internal).
[61] Argentina, Armenia, Colombia, Ecuador, Ethiopia, Guatemala, Iraq, Lebanon, Libya, Pakistan, Somalia, South Sudan and Türkiye.



Financial and technical support provided through EDF enables SMEs to consolidate their business expansion and growth plans and hire additional staff under fair and ethical labour conditions. © IOM 2024

Enterprise Development in Ecuador

In Ecuador, the initial pilot focused on **SMEs in Quito**, providing tailored grants and technical assistance to businesses with strong potential for job creation. Following the implementation of the pilot, a total of 30 small and medium-sized enterprises (SMEs) in the province of Pichincha (of which Quito is the capital) have received support, resulting in the creation of **205 direct jobs and 1,046 indirect jobs**[62] in displacement-affected communities across their respective value chains. As of June 2025, **IOM has mobilized USD 760,000 in funding, which is complemented by an additional USD 1,281,314 in investments made by the beneficiary SMEs themselves** for the implementation of their business plans.

These enterprises operate in labour-intensive and growing sectors such as manufacturing, food, tourism, technology, construction, and services, informed by **local market assessments**. Each SME receives tailored financial and technical assistance, with funds disbursed in tranches linked to business milestones, reinforcing performance and accountability. The financial support contributes to the **consolidation of their business expansion and growth plans,** enabling the acquisition of equipment and machinery, facility improvements and the development of proprietary software or technologies. It also fosters the hiring of additional staff, including IDPs, under fair and ethical labour conditions, **helping displaced and vulnerable populations to secure dignified livelihoods.**

Building on this success, under the *Oportunidades* project supported by KfW, IOM Ecuador is now scaling the EDF to support women-led enterprises and job creation in municipalities affected by mixed migration.[63] Larger-scale initiatives like these strengthen linkages between SMEs, local governments, financial actors and community networks – laying the groundwork for **sustainable, market-driven reintegration and broader economic recovery in displacement-affected communities.**

Donors: PRM, SIDA, KfW
Dates: 2023–2025

[62] An indirect job refers to employment that is not created directly by a project or intervention, but rather results from the broader economic activity stimulated by it.
[63] IOM, "Germany contributes EUR 25 Million for IOM-Supported Women and Youth Project in Ecuador" (2025).

PROMISING PRACTICES AND LESSONS LEARNED

Development-anchored approaches

Inclusive, sustainable livelihood support: In Ecuador and other contexts, EDF leverages businesses in high-demand sectors as the vehicle of new economic opportunities for IDPs, migrants, refugees, returnees, youth, women and host communities. The model supports not only immediate livelihood recovery but also long-term economic transformation in displacement-affected communities by addressing structural barriers SMEs face to inclusion in the formal sector.

Market-led approaches: Labour market assessments guide the selection of SMEs, ensuring resources go into high-demand sectors. By grounding SME support in labour market assessments and addressing financing gaps, the EDF places markets at the centre of recovery, ensuring that interventions respond to real demand, overcome barriers to credit, and strengthen the systems that sustain livelihoods beyond project timelines.

Financing for solutions

Community-driven financing: As of June 2025, IOM mobilized USD 760,000 in EDF funding, which was matched by USD 1.28 million in investments from beneficiary SMEs toward their own business plans. This co-investment demonstrates that when given access to catalytic finance and technical support, local enterprises can mobilize their own resources at significant scale. Such community contributions multiply the impact of external funding, reinforce ownership, and ensure that businesses are deeply committed to achieving results.

Public-private partnerships: IOM collabourates with chambers of commerge, local business associations and private sector actors (e.g. Mastercard, Asiacell, KAPITA and Erst and Young). In line with the recommendations of the Action Agenda and other fora, such partnerships move beyond exclusively monetary support to deliver business advisory services, digital financial solutions and access to markets.

Government-led solutions

Institutionalization: In Iraq, EDF tools have been institutionalized within national public systems. In Ecuador, similar pathways are being explored, reinforcing EDF's adaptability as a long-term mechanism to support inclusion and social cohesion in displacement-affected communities.

Adaptability: The EDF model has been tailored to fit different contexts, with EDF-Agriculture, EDF-Green, EDF-Women and EDF-Innovation exemplifying how the tool can be tailored to reach women, youth, returnees and underserved entrepreneurs, as well as sectors such as agriculture, green jobs and innovation. Such adaptability is critical to address the unique recovery needs of each context and community.

Regional approaches: Ecuador was the first country in the Latin America and the Caribbean region to pilot the EDF. However, IOM has since leveraged regional funding through the *WeBelong* project of the Office of Regional Operations to support the creation of a Regional EDF Hub, which will enable coordination and scaling of the tool across similar mobility contexts in the region. In Guatemala and Panama, for example, the model is now being piloted to support economic reintegration and enhance resilience at the community level.

7. SUSTAINABLE PEACE FOR DISPLACEMENT-AFFECTED COMMUNITIES IN ETHIOPIA

CONTEXT

In 2021–2022, Ethiopia experienced multiple conflicts and disasters which led to widespread displacement. As of 2021, an estimated 4.23 million individuals were displaced across the country, with 74 per cent displaced due to conflict in Amhara, Tigray, Oromia and Somali regions.[64] A large portion of this displacement was concentrated in the Oromia and Somali regions, where over 1.3 million IDPs were residing.

In 2025, although the ceasefire between the Government and the Tigray People's Liberation Front (TPLF) continues to hold in Northern Ethiopia, ongoing border disputes, resource scarcity and competition over land continue to fuel inter and intraclan tensions, which at times spill over into violence and conflict that damage infrastructure, livelihoods and housing, leading to further displacement. At the end of 2024, Ethiopia hosted 3.1 million IDPs, of which 2.3 million were displaced by conflict and violence.[65]

The Government of Ethiopia has taken decisive steps to advance solutions through a nationally led, community-driven approach, supported by international partners. In November 2024, it launched the **National Strategy to implement solutions pathways to internal displacement in Ethiopia**, setting out a principled approach to resolve displacement and promote long-term recovery.

IOM RESPONSE

In 2021, particularly in the Somali and Oromia regions, social cohesion issues presented substantial barriers[66] to durable solutions and related programming, including measures to restore social infrastructure and promote peaceful coexistence. The Oromia region also saw notable increase in displacement caused by social tension.[67] In this context, IOM sought to build upon its experience implementing transition and recovery programming in Ethiopia to target displacement-affected communities in the region. **As of July 2025, the programme had directly and indirectly reached 600,000 individuals in displacement-affected communities.**

Supporting social cohesion through gender-responsive community-based planning

A key intervention of the project was the gender-responsive community-based planning (CBP) and community dialogue across target woredas[68] in the Oromia and Somali regions. The design of activities drew upon a 2021 feasibility study conducted in collaboration with KOICA and the Ministry of Peace. The feasibility study found that, particularly following the COVID-19 pandemic, **sharply defined gender roles were creating additional burden among females in displacement-**

64 IOM, DTM Ethiopia: Mobility Overview 2021 (2022).
65 IDMC, *2025 Global Report on Internal Displacement* (2025).
66 IOM, DTM Ethiopia — National Displacement Report 10 (August - September 2021) (2021).
67 IOM, DTM Ethiopia — National Displacement Report 11 (December 2021–February 2022) (2022).
68 Third level of administrative divisions of Ethiopia, after zones and regions.



150 Women Peace Ambassadors have been engaged across the 10 project sites in Oromia and Somali regions. © IOM 2025 / Mehalon Lulie

affected communities. The project methodology prioritized inclusive participation, with women and youth actively engaged in planning, dialogue and local decision-making. IOM conducted CBP to address basic and specialized social service needs, as well as other social cohesion needs.[69]

Training Women Peace Ambassadors

As part of this effort, IOM supported the establishment and training of 150 Women Peace Ambassadors (WPAs) in the Moyale, Meisso and Warder towns in the Oromia and Somali regions. These ambassadors were equipped with skills in peacebuilding and social cohesion, enabling them to mediate community disputes, lead local reconciliation efforts and organize social cohesion events.

Under the leadership of WPAs and Inclusive Peace Committee members, 80 community dialogues were held across ten woredas, reaching over 3,600 participants – more than half of whom were women. These sessions provided inclusive platforms for IDPs, host communities, youth, persons with disabilities, and religious leaders to address shared concerns, resolve local disputes, and strengthen community bonds. Facilitation guidelines developed by IOM ensured thoughtful and impactful engagement across sites.

Notable outcomes include reconciliation between feuding households and various community-led events, such as cultural festivals, environmental campaigns and sports activities, which brought together diverse groups and strengthened mutual trust. Activities helped to foster inclusive leadership, elevated women's roles in peace processes, and laid the foundation for durable solutions grounded in community cohesion and shared responsibility.

Following project activities, 91 per cent of participants reported **meaningful participation** in other community social, cultural and economic activities, while 95 per cent reported feeling part of the community and positive intercommunal relations, indicative of **social cohesion**.

[69] 2024 internal evaluation of CBP found significant increase in social cohesion, particularly in displacement-affected settings. Given social cohesion was such a barrier in this context, as reflected in DTM and project studies, the CBP methodology is particularly applicable.



Livelihood assistance and skills training are provided to displaced and host community members, including women, as part of the KOICA project. © IOM 2025 / Mehalon Lulie

Grassroots conflict early warning systems

In order to ensure safety and security in areas of intervention, IOM implements grassroots conflict early warning systems. These systems, active in 10 woredas, consisted of Conflict Early Warning and Early Response Network (CEWARN) situation rooms, in which up-to-date information on conflict could be collected and transmitted to local authorities and community mediators to enable them to respond proactively. On a daily basis, kebele[70] focal points provided information to woreda level situation rooms, with information also shared horizontally among woredas and vertically when needed. **The model supported the role of local actors in conflict mediation efforts and encouraged ownership of conflict drivers by providing a platform by which community members can lead early response efforts.**

In partnership with the Ethiopian Peacebuilding Network, the project also trained 21 participants from civil society, academia, and the Oromia-Somali Bilateral Office. This led to the formation of the **Eastern Ethiopian Peacebuilding Network**, which will expand peacebuilding efforts across Dire Dawa, Harari, Oromia and Somali regions, ensuring sustainability and extending reach.

Systemic, market-driven livelihoods interventions

In both regions, the majority of IDPs identified pastoralism or farming as their primary source of income.[71] Accordingly, IOM provided support to restore assets which were lost or destroyed as a result of conflict and/or displacement. However, IOM also supported off-farm interventions that encouraged beneficiaries to diversify their livelihoods, providing seed funding to kick-start business activity. **In total, over 6,100 households benefited from on-farm packages and over 1,500 benefited from off-farm packages.**[72] These interventions were informed by a Labour Market Assessment, ensuring interventions were context-specific and tailored to local agronomic challenges.

Donors: KOICA
Dates: 2022–2025

70 Smallest administrative unit in Ethiopia.
71 IOM, DTM Ethiopia — National Displacement Report 10 (August - September 2021) (2021).
72 On-farm package included crop seeds, vegetable seeds, poultry, livestock-Goat, and modern beehives and technical trainings and extension services. Off-farm package included start-up capital and business skill management skill training.

PROMISING PRACTICES AND LESSONS LEARNED

Extensive consultation during project design: Beginning in December 2019, a series of feasibility studies and consultations were undertaken in East Wollegas and the Somali region to discuss needs and project design. This phase included high-level dialogue between IOM and the Ministry of Peace, as well as consultations with IDPs, returnees, host communities, and local and regional governments in the Somali Region and East Hararge Zone and Oromia region. These consultations directly informed project design; as they revealed a lack of social cohesion and delayed economic recovery as primary barriers to the (re)integration of IDPs and returnees, which then became the main focus of the programme.

Building upon past programming: In the three years prior to project implementation, 1,100 government officials, community members and civil society organizations were trained on conflict resolution, durable solutions and CBP; IOM leveraged this existing experience when designing new CBP activities. Further development in areas where institutional and community capacities already exist is essential to sustain results in solutions programming.

Peacebuilding and stabilization

Integrating peacebuilding into solutions efforts: Prior to project implementation, a lack of social cohesion in displacement-affected communities in the region created significant barriers to solutions. Accordingly, the programme prioritized peacebuilding and recovery interventions, engaging in inclusive community dialogue and conflict mitigation activities in displacement-affected communities to create the preconditions necessary for the achievement of durable solutions.

Engagement of civil society to extend impact: IOM in collaboration with the Ethiopian Peacebuilding Network organized a training on conflict management, peacebuilding and conflict sensitivity, seeking to create a **network of CSOs to address root causes of conflict, support displaced populations and promote solutions and recovery** in the Somali and Oromia regions. This training resulted in the establishment of the Eastern Ethiopian Peacebuilding Network to extend the reach and impact of peacebuilding initiatives.

Locally driven, community-based solutions

Grassroots understanding of conflict dynamics: IOM worked at the community level through CEWARN situation rooms, empowering community focal points to take ownership of monitoring and addressing proximate drivers of conflict. These focal points were capacitated to gather information and conduct analysis and contingency planning in order to respond effectively and communicate up-to-date information to communities, adjacent woredas and kebeles.

Addressing context-specific barriers to social cohesion: Prior to project implementation, a significant gap identified was the need to **further support women as crucial actors fostering peace and mitigating intercommunal tensions in displacement-affected communities.** CBP and the training of WPAs was therefore prioritized as part of efforts to promote social cohesion and create conditions conducive to solutions in displacement-affected communities.

Aligning interventions: One of the early challenges observed was the limited integration between livelihood support and community-based peacebuilding efforts in conflict-affected areas. Livelihood interventions were often delivered in isolation, which risked reinforcing existing divisions or being perceived as unevenly distributed. The project therefore prioritized linking livelihood support with community-based reconciliation efforts to ensure economic recovery contributed to broader social cohesion objectives in displacement-affected communities.

8. FACILITATED VOLUNTARY MOVEMENT PROGRAMME IN IRAQ

CONTEXT

Between 2014 and 2017, the Islamic State of Iraq and the Levant (ISIL) took over vast swathes of Iraqi territory. The widespread violence which accompanied its offensive and occupation displaced over 6 million people.

The Government of Iraq formally announced the end of the conflict in December 2017, leading to large scale returns and a transition from humanitarian to recovery and stabilization efforts. While over 4.9 million formerly displaced individuals have returned to their areas of origin as of December 2024, over 1 million Iraqis remain displaced, with around 15 per cent residing in camps.[73] For many IDPs in protracted displacement, barriers to solutions are entrenched and complex, and include security concerns, social cohesion issues, HLP issues and lack of access to basic services. In line with commitments set out in the Action Agenda and the Durable Solutions Compact in Iraq, UN agencies have redoubled their efforts to support the Government of Iraq to enable remaining IDPs to access solutions through government-led, development-anchored approaches.

IOM RESPONSE

In 2019, IOM, in partnership with the Government of Iraq and the Iraq Durable Solutions Network (DSN) launched the **Facilitated Voluntary Movement (FVM) programme**. The FVM programme targets IDPs residing in formal camps, informal sites, and out-of-camp urban and rural settings. Designed with protection at its centre, the programme focuses on **enabling IDPs to make informed decisions regarding whether to return or relocate** and delivering multisectoral assistance through a **case management approach** to comprehensively address their needs.

At the onset of the programme, IOM engages in site-wide sensitization activities and establishes help desks through which IDPs can register their interest in the FVM programmme. IOM then conducts "go and see" and/or "come and tell" visits to allow IDPs to engage directly with local authorities regarding conditions in areas of origin or integration. Host and "stayee"[74] communities are also widely consulted, enabling them to ask questions, raise concerns and flag any issues which could hinder the (re)integration process.

For IDPs who then chose to pursue return or reintegration, IOM and its partners provide comprehensive, needs-based assistance – including transportation, legal, health, MHPSS, livelihood, and shelter services, among others – through a case management approach. Complementarily, IOM and its partners work with local authorities to restore and enhance essential services and to address social cohesion issues hindering return and relocation.

Given extensive housing, land and property (HLP) and documentation needs in Iraq, IOM places a particular focus on these issues. Since the onset of the FVM programme, IOM has enabled the issuance of over 12,236 HLP and civil documents, provided legal representation in more than 613 complex cases, and directly supported 2,019 families in accessing HLP rights in their areas of origin.

[73] IOM, DTM Iraq (2025).

[74] Stayee communities are defined here as families residing in their area of origin who were not displaced because of Iraq's conflict with the ISIL or its aftermath (IOM DTM Iraq).

More than 50 per cent of beneficiaries across IOM's legal assistance portfolio are women and girls, supported through tailored services such as Women's Legal Counselling Offices and partnerships with local Women's Rights Organizations.

As of June 2025, the FVM programme has enabled the return and relocation of over 5,018 households. In 2024 alone, IOM and partners supported over 10,000 beneficiaries through FVM – over half of whom (57%) were female. In 2021, IOM and partners codified the FVM methodology in the **Iraq Durable Solutions Toolkit**, which promotes flexible, non-prescriptive methodologies adaptable to varied displacement contexts, placing particular attention on supporting IDPs in informal sites to access solutions. It emphasizes protection mainstreaming, community ownership and government alignment.

Addressing complex barriers to return

Guided by the below categorization of obstacles, **IOM and its partners aimed to assist not only IDPs with urgent material needs, but also those facing more complex and entrenched challenges** – such as lack of community acceptance due to perceived affiliation with ISIL. Specifically, under the FVM programme, IOM provides targeted individual assistance to households to overcome obstacles in the second and third categories through social cohesion and tribal engagement initiatives, while simultaneously engaging in high-level advocacy to address barriers to solutions.

Figure 3: Categorization of obstacles to return under FVM

CATEGORY	CATEGORY 1	CATEGORY 2	CATEGORY 3
	SERVICE OR MATERIAL ISSUES	COMMUNITY RECONCILIATION, DIALOGUE AND SOCIAL ISSUES	SECURITY AND POLITICAL CHALLENGES
Return Obstacles	• Damaged / destroyed housing • Lack of economic opportunity / jobs • Lack of basic services (water, electricity, education, health, etc.) • Mental health issues • ERW / UXO / IED contamination • Lost, damaged or invalid civil documentation, and housing, land and property documents	• Ethno-religious tension, or tribal disputes • Perceived affiliation to extremists (allowed to return by authorities but fearful • of revenge, reprisal, lack of community acceptance, • including women and children) • Other issues preventing acceptance of returnees by communities	• Areas blocked (militias) • Perceived affiliation to extremists (blocked from return by authorities) • Lack of security clearance • House occupation (by armed groups) • IDPs originating from disputed territories

Multi-sectoral area-based assistance

The FVM programme has **strong links to IOM's broader community stabilization and recovery and resilience portfolios**, ensuring return and reintegration are underpinned by ongoing support in locations of solutions. Complementing individual assistance to IDPs, IOM prioritizes the provision of livelihoods support and the rehabilitation of community infrastructure in these areas, helping to promote the sustainability of return and relocation efforts.

To ensure context-specific MHPSS support in locations of solutions, IOM developed a toolkit to help equip MHPSS staff to effectively support FVM beneficiaries. While IOM has a long history of provision of MHPSS services in Iraq, the adaption of these services to the solutions and recovery context is playing an important role in the success of FVM efforts.



Since 2019, IOM Iraq's Facilitated Voluntary Movement programme has supported durable solutions for IDPs and returnees. © IOM 2021 / Aram Hakim

Monitoring

Post-departure monitoring is a central pillar of FVM, enabling a continuous assessment of returnee and relocated households' evolving needs. IOM conducts structured follow-up visits at one, three, and six-month intervals to track reintegration progress across key areas such as shelter, education, livelihoods and civil documentation. Protection monitoring is integrated into this exercise to identify cases of harassment, eviction threats, gender-based violence risks, or barriers to accessing services. Findings are triangulated with community-level data and shared with relevant actors and coordination platforms. This approach not only informs timely, targeted support but also generates evidence to guide strategic planning, advocacy and the refinement of solutions programming at scale.

Inter-agency coordination and leadership

In 2020, the DSN was formalized and renamed the **Durable Solutions Technical Working Group** (DSTWG). Co-led by IOM, the DSTWG convenes key durable solutions actors at the technical level under the strategic guidance of the higher-level **Durable Solutions Task Force** (DSTF)[75]. IOM also co-leads three of eight **Area-Based Coordination groups** which have been set up to drive solutions efforts in localities receiving large numbers of returnees and/or IDPs seeking to integrate locally. The multilayered coordination architecture in Iraq helps to ensure coherent programming across the nexus and to identify good practices and scalable models. Moreover, an internal lessons learned exercise, conducted in 2023, found that area based coordinators, in particular, had increased the understanding of durable solutions objectives within the collective operational response and served as a platform through which topics outside of IASC Cluster responsibilities could be discussed – **helping to mitigate the impact of cluster deactivation** at the end of 2022.

Donors: Multi-donor, including European Union, German Federal Foreign Office, Governments of the Kingdom of the Netherlands, Norway and the United Kingdom, USAID
Dates: 2019–2025

[75] The DSTF is also co-led by IOM.

PROMISING PRACTICES AND LESSONS LEARNED

Case management approach: Anchoring FVM in comprehensive household profiling and a case management approach enables IOM and its partners to address complex and entrenched barriers to durable solutions among the remaining IDPs. **Indeed, in many post-crisis settings, large-scale spontaneous return occurs early on, but progress toward durable solutions later plateaus.** Proactive and tailored efforts are often needed to support IDPs in protracted displacement to access durable solutions.

Locally driven, community-based solutions

"Types" of community participation: The FVM manual codifies different degrees of community participation – ranging from passive, to consultative, to full ownership, with communities controlling decision-making and other partners facilitating their access to resources. For example, a solutions programme based on focus group discussions with community leaders, women, youth and other marginalized groups would constitute *consultation*. The framework helps implementers centre IDPs and displacement-affected communities throughout the process.

Importance of community engagement for successful reintegration: Strong host/"stayee" community sensitization and stakeholder engagement helps to promote the sustainability of return and relocation efforts and reduce protection incidents. Community engagement under the FVM programme is multifaceted, including sensitization campaigns, help desks, information sessions, participatory community planning and feedback mechanisms.

Coordination and leadership: In Iraq, **IOM plays a key coordination role in multiple dimensions of the solutions architecture**, including through co-chairing of the Monitoring and Assessments subgroup and the Facilitated Voluntary Returns subgroup in addition to the **DSTF**, **Returns Working Group**, and **DSTWG**. This extensive presence enables IOM to more effectively strengthen country-level coordination on solutions.

Data-driven solutions

Post-departure monitoring: IOM conducts 3 rounds of post-return follow-up (2 weeks, 3 months, 9 months). This survey detects exposure to protection risks, monitors safety and security and assesses the durability of return. Such monitoring is necessary because **solutions are not achieved simply because IDPs have moved to areas of origin or relocated**. Instead, tools like these verify that in areas of solutions, IDPs are progressing on the IASC criteria.

Evidence-based advocacy for solutions: Data on intentions and service provision is important to support advocacy for IDPs in pursuing alternative solutions not included in existing plans, in line with the IASC framework. In particular, clear evidence that return is not viable in certain contexts has helped inform dialogue with national partners to consider all solutions.

Peacebuilding and stabilization

Programmatic links: Linking solutions efforts to IOM's social cohesion and tribal engagement programmes were crucial in helping address some of the barriers faced by IDPs. Through local peace agreements and community-level initiatives, IOM was able to support IDPs who were unable to return to areas of origin due to lack of community acceptance and/or fears of reprisal.

Adaptability: The FVM toolkit is non-prescriptive and acknowledges that certain components are foundational. This enables activities to be designed based on the specific area of intervention. Similarly, the phases of the toolkit are not necessarily sequential.

9. CLIMATE RESILIENT INFRASTRUCTURE AND LIVELIHOODS IN MOZAMBIQUE

CONTEXT

Mozambique is the third most vulnerable African country to multiple weather-related hazards.[76] In particular, sudden-onset disasters like floods and cyclones have caused large-scale internal displacement, with 138,000 individuals displaced due to disasters at the end of 2024.[77] **Almost 70 per cent of these IDPs have been displaced since Cyclones Idai and Kenneth in 2019.**

It is estimated that together, Cyclones Idai and Kenneth destroyed 240,000 houses and displaced over 160,000 people.[78] In total, more than 1.7 million people were affected, with an estimated USD 3.4 billion needed for recovery and reconstruction.[79] A Post Disaster Needs Assessment found the highest damages and losses in the productive (USD 1.19 billion), infrastructure (USD 797 million) and social (USD 693 million) sectors, posing a significant development challenge and exacerbating existing inequality. For IDPs wishing to return to their areas of origin, the destruction of housing by the two cyclones remains a significant obstacle. In order to resume their former livelihoods or left without a better alternative, some IDPs who returned to cyclone damaged areas reside in partially damaged or destroyed houses but continue to lack the resources or capacity needed to undertake reconstruction or repairs.

IOM RESPONSE

Following a National Institute of Statistics (INE) housing survey that identified 15,000 households in need of support to repair or reconstruct their homes, the Government of Mozambique, with financing from the World Bank, commenced the **Cyclone Idai and Kenneth Emergency Recovery and Resilience Project (CERRP).**

As part of this effort, **IOM leads housing recovery in the city of Beira,** seeking to develop local capacity in resilient construction techniques and reconstruction to rehabilitate **over 6,680 houses across 25 communities,** applying Build Back Safer[80] principles to enhance resilience to future disasters. The province of Sofala, where Beira is located, was the hardest area hit by Cyclone Idai, with damages estimated at USD 2 billion (over 150% of provincial GDP). Such resilient reconstruction is especially necessary due to Beira's vulnerability to further natural hazards and urban flooding events.[81]

With funding from the World Bank and coordination by the Government's Post-Cyclone Reconstruction Office, the initiative is implemented in partnership with UN-Habitat and Dora Construções, a local construction company. As of June 2025, **839 core houses had been reconstructed under the project, and 2,999 families had been supported** with repairs and technical support.

76 IOM, "Mozambique: Disaster Risk Reduction" (2025).
77 IDMC, *2025 Global Report on Internal Displacement* (2025). At the end of 2024, Mozambique hosted a total of 718,000 IDPs.
78 UNICEF, "Cyclone Idai and Kenneth" (2019).
79 Government of Mozambique, Post Disaster Needs Assessment (2019).
80 Build Back Safer is a risk-informed approach to post-disaster reconstruction – especially in shelter programming – that empowers affected communities to rebuild dignified, secure and hazard-resilient homes using safer construction techniques. For more information, explore the Philippines case study and these IOM resources.
81 World Bank, *Mozambique: Cyclone Idai & Kenneth Emergency Recovery and Resilience Project* (2019).



Artisans in Beira trained in Build Back Safer principles as well as PSEA, GBV, safety protocols and Environmental and Social Standards. © IOM / Amanda Martinez

Two-tiered verification

When identifying beneficiaries, IOM follows a two-tiered verification process, **combining vulnerability assessments and community consultations.** To conduct vulnerability assessments, IOM teams revisit beneficiary households to reverify socioeconomic needs identified during the 2021 INE study. This helps to ensure prioritization of the most vulnerable households. IOM then works with neighbourhood communities comprising municipal and community representatives to enable "beneficiary validation" – a process which helps to ensure that the selection process was transparent and fair and verify that vulnerable households are not excluded.

Climate-resilient infrastructure and livelihoods

In conducting repairs and reconstruction, IOM involves local skilled artisans and craftspersons, providing them with on-the-job training to apply Build Back Safer principles and comply with Environmental and Social standards, IOM's guidelines on Prevention of Sexual Exploitation and Abuse (PSEA), gender-based violence (GBV) and construction safety protocols.

With the support of UN-Habitat, a key partner on the project, **IOM delivers two types of training to local artisans:** one on retrofitting and roof repair, and the other on the construction of new houses. These trainings emphasize techniques that improve hazard resilience, such as securing roof structures to walls using hurricane clips and reinforcing joints to withstand high winds. Artisans also learn to correctly space purlins and rafters and minimize roof projection – both critical to reducing vulnerability during storms. The sessions cover not only technical specifications and step-by-step construction procedures, but also ensure attention to the quality of materials, good workmanship and the health and safety of workers on site.



Luiza stands outside of her home in Mozambique, recovered following support from IOM. © IOM / Amanda Martinez

Solutions as a development imperative

Protracted internal displacement is not only a humanitarian concern but also a significant barrier to sustainable development. It is often symptomatic of deep-rooted development challenges and can undermine a country's progress toward the SDGs. Many IDPs are unable to access adequate housing, basic services or livelihood opportunities for years; these conditions erode human capital and place substantial strain on national and local economies and on the host communities. Addressing these longer-term challenges requires a shift from short-term humanitarian aid-driven responses to more government-led, development-anchored approaches. However, such approaches cannot be implemented without appropriate financial backing. Development financing, particularly from multilateral development banks, is critical to scale these efforts.

This programme, managed by the Government of Mozambique and financed by the World Bank, illustrates how **targeted investments from development financing actors can support government priorities to address barriers to durable solutions and prevent future displacement, while working toward broader development goals.** In Beira and other highly impacted areas, the "[transition from] immediate response... to longer-term recovery and reconstruction" was necessary not only to address the extensive needs of IDPs, but to "limit the long-term effects of the disaster on humanitarian and poverty outcomes." These outcomes are particularly critical in the context of rapid urbanization. Given Beira was projected in 2019 to double in size within 10–15 years, investments in disaster-resilient infrastructure are vital to safeguard sustainable development and mitigate the risk of future disasters.

Donors: Government of Mozambique, with support from the World Bank
Dates: 2021–2025

PROMISING PRACTICES AND LESSONS LEARNED

Financing for solutions

Development financing for solutions: As noted earlier, protracted displacement stems from – and contributes to – broader development challenges, requiring solutions that go beyond short-term humanitarian aid. This project demonstrates how development financing can be mobilized to support solutions at scale via **engagement with IFIs and MDBs.** Financing through the World Bank is playing a critical role in promoting the resolution of displacement and supporting broader development goals. By channeling funds through the government-led CERRP programme, **the intervention also reinforced national leadership and capacity.**

Development-anchored approaches

Durable housing reconstruction: Immediately following the 2019 cyclones, IOM provided CCCM, shelter, non-food items (NFIs), protection, MHPSS services in relocation sites and host communities as part of its humanitarian response – reaching over 500,000 people. However, IOM Mozambique soon pivoted toward a **development-anchored approach**, working with the Government to support sustainable solutions through the rehabilitation and reconstruction of housing. These interventions address potential development challenges arising due to protracted displacement rather than treating displacement as a strictly humanitarian caseload.

Disaster risk reduction and climate resilience

Urban resilience: The project integrated climate resilient construction techniques into broader **urban reconstruction** and **development planning**. Such approaches are critical given the growing number of IDPs in urban and peri-urban areas and unique vulnerabilities of these settings due to their higher population density, more complex infrastructure and rapid development patterns.

Locally driven, community-based solutions

Importance of community involvement in all phases: The project prioritized community involvement and ownership throughout all phases, including the use of local labour and services for the rehabilitation and reconstruction of homes. This promotes cost efficiency, builds skills in climate-resilient construction techniques and helps to stimulate the local economy.

Partnerships: This programme constitutes significant partnership across humanitarian, development and national actors through the engagement of the World Bank, the Government of Mozambique, and other partners in the CERRP, namely UN-Habitat. To engage effectively, it was crucial for IOM to understand each partner's needs, as well as leverage longstanding experience implementing joint programming with UN-Habitat in urban areas in Mozambique.

Gender mainstreaming: IOM promotes gender balance in its choice of artisans, creating an environment where all genders have an equal opportunity to participate in and benefit from the planning and development of projects. Artisans included individuals with previous experience in construction and carpentry, who were then supported with training to refine their skills.

Government-led solutions

Aligning solutions with national government priorities: In Mozambique, the National Institute for Disaster Management and Risk Reduction, in addition to GREPOC, is one of the core focal points for solutions, making it critical for IOM programming to engage at the **intersection of natural hazards and displacement** to align with government priorities.

10. THE **NIGER** COMMUNITY COHESION INITIATIVE

CONTEXT

The Niger sits at the crossroads of multiple regional conflicts, having been profoundly affected by violence from non-State armed groups (NSAGs). In particular, the crisis in the Liptako Gourma area (straddling Burkina Faso, Mali and the Niger, specifically the Tillabéri and Tahoua regions) and the Lake Chad Basin crisis[82] (including Cameroon, Chad, Nigeria and the Niger, specifically the Diffa region), have driven instability and forced tens of thousands of people to flee their homes. As of April 2025, more than 507,000 people were internally displaced in the Niger.[83]

In addition to conflict-induced displacement, the Niger is vulnerable to climate-related shocks, including recurrent droughts and floods which have significant impacts on livelihoods. Resource constraints, fragile governance and persistent insecurity and violent extremism[84] have left many IDPs in conditions of protracted displacement, and sustained support is needed to promote stability and enable IDPs to access durable solutions.

IOM RESPONSE

In 2014, responding to the growth of violent extremism and NSAG activity in the Niger, IOM initiated the **Niger Community Cohesion Initiative (NCCI)** to increase community engagement with government leaders to support social cohesion, seeking to mitigate recruitment by violent extremism organizations (VEOs). **Over the almost 10 years of implementation, the programme expanded to address key drivers of extremism, instability, conflict and displacement in the Agadez, Diffa, Tillabéri, Maradi and Tahoua regions.**

Addressing drivers of violent extremism, instability and displacement

The factors that drive people to flee their homes, fuel instability and lead to recruitment by violent extremist groups are often closely connected. According to the **2024 Global Terrorism Index**, 4 of the 10 countries with the highest number of IDPs feature among the 10 countries most affected by terrorism. NCCI works at this intersection, **addressing drivers that fuel both instability and violent extremism as part of broader efforts to prevent displacement and create conditions conducive to durable solutions.**

For example, the social marginalization of women and youth was identified as a primary contributor to the gains made by violent extremist organizations (VEOs) in the five target regions. Accordingly, NCCI placed a **particular emphasis on women and youth inclusion and leadership throughout interventions.** Youth inclusion was especially crucial, given their heightened vulnerability to recruitment by VEOs.[85] Ensuring their active participation in community decision-making increased resistance to violent extremist exploitation, youth gangs and banditry while also fostering resilience and strengthening social cohesion.

82 In 2017 alone, more than 2.6 million individuals were displaced across the Lake Chad Basin due to Boko Haram insurgency.
83 OCHA, Chiffres clés : mouvements de populations (2025).
84 For more information on violent extremism in Niger in 2014, please see here.
85 IOM, *New Contexts of Ongoing Conflict and Violent Extremism: Disengagement, Disassociation, Reintegration and Reconciliation* (2021).



Land rehabilitation in the Niger under NCCI. © IOM

A **2020 independent evaluation** found that following NCCI interventions, rates of violent extremism and reported crime successfully decreased across villages.

The Stability Index

NCCI activities were guided by an understanding of both community- and macro-level drivers of instability. The programme embedded tools such as conflict analyses, community risk assessments and, after 2021, the **Stability Index** to identify and track the specific drivers of violence and displacement across geographic areas and over time. Now implemented across 22 countries, IOM's Stability Index monitors drivers of instability across three dimensions – livelihoods and basic services, social cohesion, and safety and security – helping to prioritize target locations and sectors and inform resource allocation.

For instance, in the Diffa region, data collected through the Stability Index indicated that robbery, restrictions on freedom of movement and NSAG activity were the key factors posing the greatest threat to social cohesion and security. These findings helped inform the programme's design and guided the development of targeted activities.

Supporting institutional confidence and social cohesion

Throughout all phases of the NCCI, IOM worked hand-in-hand with local authorities to empower communities to identify and prioritize their own needs, co-design solutions and drive sustainable, locally owned change. COGES (Comités de Gestion), infrastructure management committees[86] covering sectors such as water, schools, and health centres, coordinated with local government authorities to collaborate on infrastructure design, mobilization of resources, and investment planning, thereby supporting the long-term sustainability of projects. These quick impact project[87] activities addressed threats to instability while creating opportunities for increased engagement with local authorities and intercommunal dialogue. Between July 2020 and December 2021 alone, project activities reached over 1.6 million people; the **2020 independent evaluation** found programming had a **measurably positive impact on institutional confidence and social cohesion.**

The **infrastructure** supported under the programme included a range of facilities aimed at strengthening both government capacity and community resilience. These comprised government

[86] In addition to COGES, the programme engaged peace committees, leveraging traditional conflict resolution mechanisms such as negotiation and community dialogue to address grievances, particularly those related to water, pasture, or land disputes.

[87] Quick impact projects are funded by grants. These grants are generally around USD 35,000 per activity, but they can vary from USD 5,000 to USD 250,000 depending on the type of risk and response needed to address the risk.



Hermann Nicolai, German Ambassador, opening the water valve installed in the Merdesa school. © IOM

buildings, which were rehabilitated or constructed to enhance the ability of local authorities to effectively respond to the needs of affected populations; schools, established to accommodate the growing number of students, particularly in areas experiencing displacement; and water sources, such as boreholes and wells, developed to ease tension between host communities and IDPs over access to natural resources.

For example, in Tassara (Tahoua Region) and Maine-Soroa (Diffa Region), the arrival of IDPs displaced by the worsening situation at the Niger–Mali border placed strain on the water supply, causing frustration and tension. To alleviate these pressures, the project supported the construction and rehabilitation of wells, ensuring access to water for both host and displaced populations. Inclusive management committees, representing diverse community groups, were established to oversee the infrastructure, promoting community ownership and preventing future disputes. In total, the water interventions reached 4,339 and 5,000 community members in Tassara and Maine-Soroa, respectively. **These efforts not only alleviated resource-based tensions, supporting stability, but also fostered trust and cooperation within displacement-affected communities.**

Land rehabilitation included dune fixation and bush clearing in Diffa and half-moons and tree planting to support natural regeneration in Tillabéri, Tahoua, and Maradi. In Mangaïzé, Konjimit and Bankilare in Tillabéri, land rehabilitation via CfW was explicitly designed to promote social cohesion between host and displaced communities. Approximately 600 youth in vulnerable situations were employed to construct 23,600 half-moon ditches,[88] rehabilitating 77.47 hectares of land. Local authorities, particularly municipal officials and village chiefs, were actively involved in both the planning and implementation stages, helping to identify priority sites for rehabilitation and ensuring inclusion of host and displaced community members in mixed CfW teams.

By working collabouratively on shared activities, participants built positive relationships and measurably strengthened social cohesion and trust. For example, following the implementation of CfW activities in Tillabéri city, **89 per cent of beneficiaries across displaced and host communities reported a positive impact on community cohesion and peaceful coexistence.**[89]

Donors: European Union Foreign Policy Instrument, GFFO, PBF, OTI, BAA
Dates: 2014–2023

[88] Half-moons are crescent-shaped pits dug into the soil to capture and retain rainwater. They help increase water infiltration, reduce soil erosion and rehabilitate degraded land. In the Niger, land rehabilitation is particularly critical as more than 80 per cent of its population relies on agriculture for their food and income.

[89] These results are particularly noteworthy in the Tillabéri and Diffa regions. The 2020 independent evaluation found these regions harbored the most IDPs and were the least secure, in addition to being the least welcoming of outsiders. Youth in these regions were also most likely to suffer from marginalization, making their inclusion especially critical to mitigate this driver of violent extremism.

PROMISING PRACTICES AND LESSONS LEARNED

Peacebuilding and stabilization

PVE and solutions: NCCI's theory of change explicitly integrates peace and VEO engagement dynamics with displacement, distinguishing it from many conventional HDPN approaches that treat displacement as an exclusively technical or social service challenge rather than conflict-related.

Synergy with DDRR programming: Rather than work in isolation, the programme built on stability gains achieved through IOM's regional DDRR programme, generating broader impact. Implemented in the Diffa and Tillabéri regions and in displacement- and conflict-affected communities where NCCI was also active, the DDRR programme sought to address drivers of recruitment and promote sustainable reconciliation of former associates through sensitization and communication campaigns, livelihoods support and rehabilitation of community infrastructure.

Data-driven solutions

Stability Index: Particularly in the Diffa region, which hosted the largest number of IDPs, the Stability Index provides a macro-level understanding of stability dynamics, enabling IOM to prioritize target locations and sectors and track impact over time. Once these areas are identified, more localized tools, such as conflict analyses and community consultations, are employed to understand precise drivers of instability and inform the design of tailored programming.

Locally driven, community-based solutions

Engage subnational authorities: NCCI prioritized a bottom-up approach via community governance structures, such as inclusive management committees. In parallel, subnational authorities, including mayors and departmental officials, played active roles in both infrastructure development and governance (e.g. via participation in management committees). Cast as "guardians" rather than top-down implementers, their engagement ensured community-driven priorities were institutionally supported, reinforcing local ownership & restoring the social contract.

Visibility: While widely recognized by local stakeholders, NCCI deliberately supported local authorities and community structures to assume a leading role in implementation. By working primarily in the background, the project team fostered local ownership and sustainable outcomes.

Youth inclusion: With an **average age of 22 years**, displacement-affected populations are significantly younger than the global population, whose average age is 30.3 years. Ensuring the inclusion of youth in the design and implementation of solutions programming is therefore essential to reflect the **voices, priorities and aspirations** of IDPs. In Niger, youth inclusion and meaningful participation was especially essential to prevent the growth of violent extremism.

Adaptability: In its nearly decade-long lifespan, NCCI underwent several regional and thematic shifts. The programme and donors' willingness to adapt allowed the project to adapt to changing displacement dynamics and different profiles of displacement-affected communities

System strengthening: NCCI interventions were designed to reinforce existing systems, thereby fostering trust and strengthening local capacity in displacement-affected communities. For example, during the COVID-19 response, NCCI supported the Tillabéri Integrated Health Centre with medical materials and equipment, addressing critical service gaps caused by years of insecurity and infrastructure damage. By aligning with local health priorities, IOM's investment improved service delivery and community confidence, with health staff reporting increased use of services, even by patients from neighbouring areas.

11. GOVERNMENT, INTER-AGENCY AND PRIVATE SECTOR PARTNERSHIPS FOR SUSTAINABLE SOLUTIONS IN

NIGERIA

CONTEXT

Nigeria grapples with one of the largest internal displacement crises in Africa, with 3.7 million people displaced at the end of 2024.[90] Displacement is primarily concentrated in the north-eastern states of Borno, Adamawa and Yobe, where a decade-long humanitarian crisis, driven by insurgency by Boko Haram and other non-State armed groups, has left millions of people in situations of protracted displacement. The crisis has had a devastating impact on communities, created widespread humanitarian needs and disrupted livelihoods.

IOM RESPONSE

A 2023 Mission Report from the Secretary Geneal's Special Adviser on Solutions to Internal Displacement identified a window of opportunity to accelerate progress toward IDP solutions in North-Eastern Nigeria; however, it stressed that **seizing this opportunity would require a deliberate shift toward a government-led, partnership-driven, scalable approaches.** Against this backdrop, IOM is expanding its partnerships in Nigeria, engaging strategically with the private sector and scaling up its support to government authorities to promote their leadership of solutions efforts, including sustainable financing.

Supporting government leadership through State-level policy development

In 2021, at the national level, the Government of Nigeria adopted a **National IDP Policy** to operationalize commitments under the Kampala Convention. In 2024, the State Governments of **Borno**, **Adamawa** and **Yobe** launched **State Action Plans on Durable Solutions**, with the Governor of **Benue** following suit in January 2025. **These State Action Plans collectively aim to support over four million IDPs (including returnees)** and have been backed by a substantial fiscal commitment.[91]

IOM provided technical support to the development of the State Action Plans. For example, at the request of the Government of Adamawa,[92] IOM organized a solutions planning workshop in late 2022 to initiate the development of the Action Plan, bringing together Government representatives at the National and State level, donor community and members of the Durable Solutions Technical Working Group. During the workshop and subsequent development of the Action Plan, IOM advocated for the consideration of all solutions, as well as the alignment of the Action Plan with Adamawa State's Medium-Term Development Plan and relevant solutions frameworks.

To support the development and implementation of the state action plans, IOM's Displacement Tracking Matrix (DTM) also conducted joint intentions surveys with the government across Adamawa, Benue, Borno and Yobe states. In total, this exercise covered 25,336 households in the north-east

[90] IDMC, *2025 Global Report on Internal Displacement* (2025).
[91] Hillal, A., T. Ernst, P. Hart, L. Petrella, L. Fleck and A. Bundale, *Policy Brief: Financing solutions to internal displacement. Bridging humanitarian aid and development finance* (IOM, Geneva: 2024).
[92] IOM also supported the Government of Adamawa with the development of a Durable Solutions Coordination Mechanism.



A woman in Dauchi Settlement, Adamawa State, supported by IOM as part of the operationalization of the State Action Plan. © IOM 2024

surveys, in addition to other DTM tools like the Solutions and Mobility Index (SMI), directly informed the development and implementation of the State Action Plans, helping to ensure that the response was grounded in IDP needs, preferences and intentions.

Development financing for solutions

The state action plans were backed by substantial fiscal commitment, with the State Governments of Adamawa, Benue, Borno and Yobe respectively dedicating 7, 10, 15 and 5 per cent of their budget to implementation.[93] To supplement these contributions, the plans are financed through a diversified funding strategy, with public budgets covering operational costs, IFIs and donors financing critical infrastructure, and private sector contributions focused on housing. This strategic financing approach was developed in part through a September 2024 workshop in Abuja convening representatives of the federal and state governments, private sector and the UN and is emblematic of a shift toward development financing, enabling governments to address key challenges such as infrastructure, housing and livelihoods at scale. It also leverages the comparative strengths of public, private and international partners in a coherent and coordinated manner.

Synergies with peace and recovery programming

IOM's work to support peace and recovery in north-east Nigeria has been instrumental in both **creating conditions conducive to the implementation of solutions to displacement at the**

[93] Hillal, A., T. Ernst, P. Hart, L. Petrella, L. Fleck and A. Bundale, *Policy Brief: Financing solutions to internal displacement. Bridging humanitarian aid and development finance* (IOM, Geneva: 2024).



Livelihoods support in Adamawa State. © IOM 2024

community level, and in mobilizing political engagement at the institutional one. Through its DDRR programme, IOM has supported the rehabilitation and reintegration of former associates to Boko Haram and related groups. IOM works at the community level to address drivers of recruitment, promote community acceptance of returning former associates and support long-term reconciliation and stabilization. At the end of 2024, IOM had reached 5,699 individuals in the BAY states with tailored services and supported the establishment of 14 social cohesion and reconciliation platforms, helping to create an enabling environment for voluntary, safe return and reintegration.

Peacebuilding considerations are also integrated into the State Action Plans, reflecting their importance to progress toward solutions. For example, the **Benue State Action Plan** for solutions directly emphasizes the criticality of **"Peace-building... to ensure a conducive environment for sustainable reintegration."**

Private sector partnerships

In addition to its collaboration with the Government of Nigeria and other international organizations, **IOM has increasingly sought to galvanize the private sector in support of solutions to displacement in Nigeria.**[94] IOM recently developed a Memorandum of Understanding (MoU) with CISCO International. Under this MoU, IOM and CISCO are piloting an initiative to provide ICT technical, institutional and material support to improve the employability and entrepreneurial skills of 150 IDP youth and host community members, contributing to livelihoods opportunities and general enfranchisement. Additionally, IOM recently launched a housing design competition engaging local and international architects to better inform housing programmes in the north-east.[95]

Donors: CERF, European Union, FCDO, IDSF, USAID, Private Sector
Dates: 2022–2025

[94] In addition to its operational engagement, IOM is also more broadly advocating for increased private sector engagement in Nigeria. Together with UNHCR and UNDP, IOM convened a roundtable in 2024 in Lagos, calling upon the private sector to help build sustainable solutions to internal displacement, moving beyond immediate aid and investing in infrastructure, skills and the economic integration of IDPs.

[95] For more information, see IOM Nigeria's private sector engagement strategy (2023).

PROMISING PRACTICES AND LESSONS LEARNED

Government-led solutions

Translating national-level policies to regional and local levels: National policies are an essential step in advancing government-led solutions to internal displacement. However, bridging the gap between policy and implementation requires concrete support for State- and local-level action plans that align with national frameworks. Government leadership at the State level has been critical to turning national commitments into meaningful, context-specific action.

Data-driven solutions

Enabling an evidence-based response: In Nigeria, IOM provided up-to-date data on IDP needs, preferences and intentions to inform the design and implementation of the State Action Plans. Continued data and analysis efforts will be crucial to support and monitor progress toward solutions.

Financing for solutions

Leveraging public financing to promote solutions: The State Governments of Adamawa, Benue, Borno and Yobe each dedicated between 5 and 15 per cent of their fiscal budgets to IDP solutions. While additional financial support is needed to fully operationalize the plans (an estimated USD 3.5 billion across the states of Adamawa, Borno and Yobe),[96] it illustrates the **power of State-led development financing** as a means to support solutions at scale.

Leveraging public financing to promote solutions: Increased engagement with the private sector can bring in new and critical development investments to support solutions at scale. IOM in Nigeria effectively leverages partnerships with the private sector in critical areas such as housing and livelihoods, going beyond provision of aid to include interventions like skills development in key sectors.

Development-anchored approaches

Shifting toward scalable, development-anchored solutions: Given the scale of displacement in Nigeria, actors needed to prioritize scalable solutions and embed necessary support within broader development planning and financing. By explicitly aligning with development plans both in priorities and financing, the Action Plans allow States to address needs of IDPs, particularly around housing,[97] on a far wider scale. For example, while conventional IDP housing interventions often prioritize the most vulnerable, development-anchored approaches create opportunities for more scalable and inclusive responses.

Need for increased emphasis on local integration: Despite its relevance to solutions in Nigeria, local integration continues to receive less attention than return. Continuing to strengthen the evidence base – in particular, through expansion of intention surveys to identify the potential numbers of IDPs interested in long-term integration – is essential to demonstrate the ability of local integration to contribute to solutions, recovery and development.

[96] Hillal, A., T. Ernst, P. Hart, L. Petrella, L. Fleck and A. Bundale, *Policy Brief: Financing solutions to internal displacement. Bridging humanitarian aid and development finance* (IOM, Geneva: 2024).

[97] Recent DTM reports suggest housing in particular remains a key need among IDPs in Nigeria.

12. TRANSITIONAL SHELTER IN THE PHILIPPINES

CONTEXT

The Philippines remains one of the most disaster-prone countries in the world, ranking first in the **2024 World Risk Index**. At the end of 2024, the country hosted 1.1 million IDPs, the vast majority of whom were displaced by disasters.[98] Since data became available in 2008, over 62 million new internal displacement movements[99] linked to disasters have been recorded in the Philippines, largely due to typhoons.[100] The country has longstanding protocols to move people out of harm's way before major natural hazards, which can make displacement an important coping mechanism.

Climate change has made disasters more frequent and intense, increasing the likelihood of future internal displacement and movements in the Philippines.[101] In the aftermath of such events, sustainable accommodation is one of the most pressing needs for IDPs, with thousands stuck in areas at risk of further flooding, landslides and volcanic activity.[102]

IOM RESPONSE

As part of broader efforts to support the Government of the Philippines to prepare for, prevent and respond to displacement, IOM supports national and local government units to resolve disaster-induced displacement through the construction of transitional shelters that integrate solutions considerations from the onset of emergencies. IOM's support also contributes to the long-term tenure security of IDPs in the Philippines.

Importance of considering solutions from the start in humanitarian response

IOM's transitional shelter efforts seek to bridge humanitarian disaster relief efforts, with CCCM and Shelter actors incorporating climate resilience and development-oriented considerations from the start of the disaster response. More specifically, **while helping to meet immediate shelter needs, the Transitional Shelters serve as resilient structures that support long-term stability.**

Each transitional shelter unit is anchored in tenure security and built on hazard-cleared sites identified through coordination with the Philipine's Mines and Geosciences Bureau. Disaster risk reduction is embedded in the shelter design itself through **Build Back Safer**[103] features, notably through the "quatro aguas" roof capable of withstanding Category 3 typhoon winds, elevated flooring, and site development plans that include drainage and access roads. Beneficiaries and workers receive orientation on Build Back Safer principles, while so-called "sweat equity" contributions reinforce community ownership and awareness of DRR principles.

98 IDMC, *2025 Global Report on Internal Displacement* (2025).
99 Internal displacement movements refers to the number of times people were forced to flee inside their country during the year. This helps understand the dynamics of displacement in a given context.
100 IDMC, Country Profile: Philippines (2025).
101 IOM, Country Factsheet: The Philippines Migration, Environment and Climate Change (MECC) Key Risks, Policies and Data Sources (2024).
102 OCHA, Philippines: Multiple Tropical Cyclones - Situation Report No. 2, 19 December 2024 (2024).
103 For more information, see Shelter Cluster key principles of Build Back Safer, tailored to the Philippines but applicable regionally and globally.



A family smiles outside of their transitional shelter. © IOM 2020

Context-specific design and location

The design and materials of the transitional shelters are rooted in local housing preferences and traditions, promoting community acceptance, ease of maintenance, and future upgrading by beneficiaries. These transitional shelters are constructed both in relocation sites and in areas of origin, depending on hazard exposure and preferences of the affected communities.

While transitional by design, IOM positions shelters close to the areas in which IDPs intend to pursue solutions, providing them with a practical opportunity to rebuild their lives and livelihoods, with the support of the government and its partners. Whether beneficiaries intend to remain in relocation sites or eventually return to their communities of origin, the transitional shelter model provides a **safe, dignified and tenure-secure foundation for recovery.**

Centrality of land tenure security to solutions to disaster-induced displacement

Central to the transitional shelter approach is the availability and security of land. IOM facilitates medium and long-term tenure security through close coordination with local authorities and a robust **HLP due diligence process**. This process, conducted with the participation of host communities, beneficiaries, and landowners, ensures transparency and community ownership.

Land tenure security is critical to the achievement of durable solutions for populations affected by disaster-induced displacement. Following a disaster, land degradation, damaged infrastructure, and contested ownership can all serve as barriers to land and property restitution. Accordingly, measures to promote land tenure security under the project were essential to enable families and communities to rebuild homes and restore livelihoods, contributing to long-term solutions.

To ensure tenure security in relocation sites, IOM introduced a Shelter Contract Agreement template to the municipal governments of Abuyog, Baybay and Mahaplag. In all three areas, the local government provided land to families who could not return to their original homes. The proposed agreement was then reviewed by each municipality's legal office and, once finalized, co-signed by the local government and each transitional shelter project beneficiary, as well as formally notarized. This document gave beneficiaries **documented proof of their right to use the land and shelter** and protected the **local government's role as facilitator and steward of the site**. Each party retains a signed copy of the contract, allowing either side to reference the agreement in case of questions or disputes.

In Abuyog, the municipality's legal office translated the agreement into the local Waray dialect, conducted group orientations to explain the contents in detail, and directly facilitated the signing process. Baybay and Mahaplag followed similar steps, developing locally tailored versions of the contract. For transitional shelters built in the same location as the beneficiaries' original homes, a different kind of agreement was used to reflect specific situations.

Donors: Australia Department of Foreign Affairs and Trade, CERF, Government of Japan, USAID
Dates: 2022–2023[104]

[104] These dates reflect the use of transitional shelter **as the cornerstone of the response to Typhoon Odette and Tropical Storm Agaton, reaching 1,350 households**. However, IOM has implemented transitional shelter activities in the Philippines since 2007 as part of efforts to support resilience and recovery from the onset of crisis.



Transitional shelters constructed in the Philippines. Ensuring tenure security, namely through the programme's flagship HLP due diligence process, is critical to site success. © IOM 2020

PROMISING PRACTICES AND LESSONS LEARNED

Solutions from the start

Transitional shelter model: While implemented within an emergency response framework, the transitional shelter programme embeds solutions-oriented planning, including tenure security, disaster risk reduction and settlement integration, within early action. This coherence enables interventions to remain responsive to immediate needs while laying the groundwork for sustainable recovery and solutions. **Operating through the Shelter and CCCM clusters ensures strong coordination in the humanitarian response, while alignment with local development plans and coordination with national and subnational agencies ensures continuity beyond the emergency phase.**

Government-led solutions

Whole-of-government approach: To ensure broad institutional support and alignment with national and local development frameworks, IOM engages actors across all tiers of government – **from regional agencies to provincial, municipal, and barangay units**. This also includes technical collaboration with specialized agencies: for instance, IOM coordinated with the Department of Public Works and Highways to access the heavy equipment needed to engage in site development, while the Department of Environment and Natural Resources Mines and Geosciences Bureau provided hazard assessments and cleared the proposed shelter sites. Local electric cooperatives like DORELCO facilitated the installation of posts and electricity connections.

Messaging: Particularly when engaging in solutions from the start in the context of disaster-induced displacement, it is important to provide clear messaging to the local government regarding IOM's offer and the meaning of a "transitional" shelter. This clarity helped manage expectations around the purpose and duration of the shelter support and ensured alignment with broader recovery and relocation plans. Early and transparent communication was also essential to establish trust, support community buy-in and facilitate **eventual handover to local authorities.**

Addressing negative perceptions of displacement: In the Philippines and similar contexts, communities may resist evacuation or relocation, even when lifesaving, due to negative perceptions of displacement. **While often associated with loss, not all movement is harmful.** Distinguishing between evacuation, planned relocation, and unplanned displacement is essential. With clear communication and community engagement, such movements can be reframed as protective and proactive steps toward safety and recovery, rather than disconnection or failure.

Pairing prevention with mitigation: In disaster-prone contexts like the Philippines, efforts to prevent displacement – such as risk awareness campaigns or early warning systems – are critical but not always sufficient as not all displacement can be avoided, especially given escalating climate risks. Therefore, it is essential to pair prevention with broader adaptation measures to strengthen community resilience and reduce the need for repeated humanitarian responses.

Importance of multisectoral response to ensure long-term recovery: A key lesson from the programme is that the provision of shelter alone is not sufficient to ensure long-term recovery, particularly in relocation contexts. In particular, any displaced families, once relocated, face **new or continued barriers to livelihoods**, especially when relocated far from their original sources of income. This economic disconnection can affect the viability of the settlement and erode the benefits of shelter assistance over time. In response, IOM has begun integrating early coordination with government livelihood schemes, notably through the Department of Social Welfare and Development's Sustainable Livelihood Program, to provide relocated households with income-generating opportunities.

13. DANWADAAG DURABLE SOLUTIONS CONSORTIUM IN SOMALIA

CONTEXT

The mobility landscape in Somalia is dynamic and complex. Natural hazards, including drought and flooding, and protracted conflict and security threats have led to approximately 3.8 million people living in internal displacement as of December 2024.[105] Displacement in Somalia has been characterized by spontaneous movements from rural to urban locations, with an estimated 95 per cent of IDPs residing in urban neighbourhoods in 2024.[106] This has driven rapid urbanization and generated unprecedented levels of demand for land in both urban and peri-urban areas.

However, due to a lack of sufficient land availability, a significant portion of Somalia's urban IDP population resides in informal settlements, with 85 per cent occupying privately-owned land without legal guarantees or documentation.[107] Forced evictions from these settlements undermine progress toward durable solutions and contribute to broader instability.

IOM RESPONSE

Since 2018, the **Danwadaag ("Common Purpose") Consortium** has supported **over one million people in displacement-affected communities (DACs) in Somalia to progress toward durable solutions, targeting both IDPs and host communities through its interventions.**[108] With multi-donor support, Danwadaag has grown into the largest durable solutions consortium in Somalia. Led by IOM, it brings together 14 international and national partners, including Norwegian Refugee Council, Regional Durable Solutions Secretariat (ReDSS), Concern Worldwide and Gargaar Relief Development Organization. Danwadaag also partners with the Somali government, offering evidence-based strategies to facilitate reintegration and strengthen the self-reliance of DACs. An adaptive, contextualized approach ensures that voices and priorities of DACs' drive every stage of the consortium's work.

Danwadaag integrates area-based solutions with urban development strategies, bridging humanitarian response with long-term, climate-resilient solutions. The programme takes a three-pronged approach to durable solutions, through (1) Capacity-building and inclusive and balanced urban development via the facilitation of community-driven, government-led interventions and investment in urban planning strategies to create enabling environment; (2) Housing and tenure security via the provision of sustainable land and housing solutions to minimize eviction risk; and (3) Services and livelihoods via the delivery of sustainable basic services and facilitation of inclusive social safety nets, integrated with financial inclusion and livelihood opportunities to foster self-reliance.

Urban environments and Housing, Land and Property rights

Forced evictions, insecurity of tenure, and poor living conditions pose significant challenges to the attainment of durable solutions in Somalia, particularly in urban settings. **Between 2018 and March**

105 IDMC, *2025 Global Report on Internal Displacement* (2025).
106 IOM, DTM Somalia — Baseline Assessment Report — Round 3 (February 2024 - September 2024) (2024).
107 IOM, Somalia Crisis Response Plan 2025 (2025).
108 While this case study focuses on the consortium's work, it should be noted that there is a wide range of other programming on solutions in Somalia. For more information, please visit the IOM Somalia site.



Barwaaqo site. © IOM 2024

2023, over 1 million forced evictions occurred across Somalia.[109] Forced evictions threaten the physical safety, dignity and livelihoods of DACs including, in particular, displaced women.

Against this backdrop, the Danwadaag Consortium seeks to support DACs to obtain land tenure security through a multi-faceted, integrated programming model. **Since 2019, Danwadaag has supported over 230,000 IDPs to secure land tenure and contributed to the prevention of nearly 600,000 evictions.** Danwadaag efforts have largely focused on preventing eviction through case management and legal support, eviction task forces, eviction forums, and wider community outreach to raise awareness of HLP rights among vulnerable community members.

In particular, the **Barwaaqo city extension in Baidoa**, a city characterized by rapid growth and accommodating high numbers of IDPs, saw Danwadaag work closely with the government to support DACs wishing to relocate to public land on the outskirts of Baidoa town. Following the allocation of land by the government of South West State, the Consortium supported voluntary relocation of IDP groups that were considered to be at high risk of eviction, ensuring land tenure security in the new sites. They also placed an emphasis on co-funding solutions through catalyzation of other funding streams or multi-sectoral joint investments. In cases where DACs do not wish to relocate to new sites or this was not a viable option, Danwadaag delivered holistic support to secure land tenure agreements in existing displacement sites in urban centres. These interventions involved negotiating in-situ land tenure agreements with landowners to reduce the risk of forced eviction as well as upgrading the displacement sites to improve the standards of living.

Recently, Danwadaag began piloting an **Integrated Rental Solutions programme** in Mogadishu, which provides rental subsidies, legal identity documentation, basic needs assistance and tailored livelihood support to IDP households to enable them to move from IDP sites into rented accommodation and reduce their long-term aid dependency. The pilot is built on an evidence base

[109] NRC, NRC Eviction Portal (2025).



IRS participant after moving into new accomodation. © NRC

a Danwadaag-commissioned rental market assessment to explore how the local housing market operates, understand the challenges that low-income families face and develop recommendations to tackle these challenges.

Data for solutions

Danwadaag measures the levels of (re)integration of IDPs through the **Local (Re)Integration Assessment (LoRA)** tool: A comprehensive data collection tool based on the IASC and ReDSS Solutions framework which monitors key aspects of IDPs' physical, material, and legal safety on a yearly basis. The tool enables the consortium to generate data to ensure that the needs and priorities of DACs are considered in (re)integration efforts at household, community and area levels.

Specifically, it examines to which extent key variables (access to land tenure security, employment, basic services, or perceived integration levels) contribute to an increase in self-reliance and long-term solutions as part of urban development processes. In Danwadaag's target areas, a LoRA pilot in 2020 determined level of trust in institutions was the most significant factor influencing IDPs' and returnees' perceptions of integration.

Evolving from the LoRA and first implemented in 2024, the **Durable Solutions Progress (DSP) Survey** is an IOM-supported, government-led initiative which supports the **National Durable Solutions Strategy** and **National Solutions Pathways Action Plan**. The Ministry of Planning, Investment and Economic Development (MoPIED) leads the implementation of the DSP Survey in coordination with Federal Member States and local authorities.

Supported by IOM's DTM team, the Danwadaag Consortium, the **Saameynta Joint Programme**, and the Internal Displacement Solutions Fund (IDSF), the survey provides representative data amongst IDPs and host communities in urban centres across the country. It measures progress toward durable solutions at city and neighbourhood levels, providing insights into sociological factors affecting local integration. **Covering around 70 per cent of the national IDP population as of early 2025**,[110] **these results strengthen evidence for durable solutions in alignment with global frameworks and are integrated with strategies like urban and water master plans and community action plans to ensure informed decision-making.** For example, in Baidoa, the survey found 85 per cent of IDP households would prefer to settle in the long term in their current location, underscoring the need for further interventions to support tenure security.

Donors: European Union, FCDO, Government of Somalia, with support from the World Bank, IOM Development Fund, USAID
Dates: 2018–2025

[110] Federal Government of Somalia, Somalia Durable Solutions Progress (DSP) Survey - 2024-2025 Overview Sheet (2024).

PROMISING PRACTICES AND LESSONS LEARNED

Development-anchored approaches

Integrated urban planning: In contexts like Somalia, where urban displacement is the dominant form of internal displacement and cities are rapidly growing, actors must shift to approaches anchored in local leadership and integrated urban planning. This approach ensures IDPs and host communities are included in resilient city systems, as illustrated in Baidoa.

Centrality of tenure security: Particularly in urban settings, tenure security is a cornerstone of solutions to displacement, underpinning the right to adequate housing. To this end, much of the work of the consortium entails advocacy on HLP rights and awareness-raising on the importance of HLP rights to the attainment of durable solutions in urban contexts.

Local partnerships: IOM through the Danwadaag consortium engages with local NGOs including the Gargaar Relief Development Organization, Shabelle Community Development Organization, Juba Foundation, Northern Youth Frontier League, Somali Community Concern and Lifeline Gedo. The Consortium effectively integrates the expertise of its different partners, facilitating knowledge sharing and the leveraging of comparative advantages. Working with local partners has also increased responsiveness and promoted **greater community buy-in**.

Government-led solutions

National ownership of data solutions: The DSP underscores the importance of national ownership and leadership of evidence-based programming. The MoPIED leads the implementation of the survey, ensuring alignment with the National Durable Solutions Strategy and global frameworks while fostering government capacity and ensuring sustainability.

Data-driven solutions

Transparent collection and dissemination of data: Data collected through the Danwadaag programmatic monitoring and evaluation (M&E) tool is published as a public good, promoting transparency and supporting progress toward national initiatives and city plans.

Urban services analysis dashboard: IOM Somalia's **Urban Services Analysis Dashboard** is an interactive tool drawing from DTM data that visualizes multi-sectoral data on service access and urban governance at both city and neighbourhood ("Derisnimo") levels. Working in conjunction with other tools leveraged by Danwadaag, the platform brings together information on land tenure, infrastructure, environmental conditions and key services such as water, sanitation, health, and education, enabling comparisons between IDPs and host communities. By spatially mapping and disaggregating indicators, the dashboard highlights service gaps, vulnerabilities and disparities across urban areas, making it a scalable and highly applicable tool to support authorities, UN and NGO partners, and communities to better plan and prioritize urban interventions.

Solutions based on IDP preferences: In alignment with global durable solutions frameworks, Danwadaag supports multiple solutions pathways (local integration and relocation) based on the preferences of IDPs. These preferences are assessed through tools such as the LoRA and DSP Survey, which also generate household- and community-level data on key indicators like land access, service availability, employment and perceived integration.

Importance of coordinated interventions: Securing tenure is a critical foundation for solutions. Pairing interventions with investments in WASH, livelihoods, shelter and infrastructure, particularly in urban settings, ensures IDPs can remain in place and are not secondarily displaced.

14. COMMUNITY-DRIVEN DEVELOPMENT TO PROMOTE SOLUTIONS IN SOUTH SUDAN

CONTEXT

South Sudan faces a complex humanitarian and development crisis due to a confluence of factors, including governance challenges exacerbated by political instability, recurrent floods, economic hardship and an influx of returnees fleeing conflict in neighbouring Sudan. As of February 2025, an estimated 1.99 million people were displaced across the country, placing strain on basic services and infrastructure.[111]

The civil war, which began in 2013, has seen multiple peace agreements signed in 2015, 2017 and 2018, though ceasefires have remained fragile. The 2018 Revitalized Agreement on the Resolution of the Conflict in South Sudan was seen as a crucial step toward lasting peace and stability, leading to a renewed ceasefire and formation of a unity government in 2020. While the agreement helped reduce the intensity of the conflict, South Sudan has continued to grapple with insecurity, localized violence and natural hazards.

IOM RESPONSE

Since 2020, IOM has supported the Government of South Sudan to implement the World Bank-funded **Enhancing Community Resilience and Local Governance Project (ECRP I)**. Operating across 12 counties and 265 displacement-affected communities, the ECRP aims to strengthen local governance and improve basic service delivery in alignment with the Local Government Act (LGA) of 2009. More specifically, under the ECRP, IOM works hand-in-hand with local authorities to roll out community-based planning (CBP) in line with participatory planning provisions of the LGA. The Act requires local councils – at county, payam, and boma levels[112] – to promote inclusive governance, facilitate locally driven planning processes, and actively engage communities in identifying and addressing service delivery and development needs. **By embedding CBP within these governance structures, the ECRP supports implementation of the LGA, fosters local accountability and strengthens the capacity of local governments to fulfill their responsibilities.**

Crucially, the ECRP has helped drive solutions through the inclusion of IDPs and returnees in local planning processes. **Both IDPs and returnees have been engaged as equal participants in identifying community needs, shaping development priorities and accessing services, ensuring their voices are reflected in decision-making.** This approach has also helped to promote social cohesion and build trust between communities and local authorities.

Community-based planning at scale

In line with IOM's global commitment to systemizing the use of CBP in its solutions programming,[113] CBP plays a critical role in ECRP planning and implementation, helping to ensure community engagement and ownership. IOM conducts CBP in three interconnected phases: (1) Community-based preparation; (2) Community-based assessments, and (3) Community-based planning and prioritization.

111 IOM, DTM South Sudan (2025).
112 Counties are the primary local government units below states in South Sudan, further subdivided into *payams* (administrative districts) and then into *bomas*, the smallest administrative level.
113 IOM, *White Paper on Solutions to Displacement: Key Priorities for IOM in 2025 and beyond* (2025) (Internal).



Wunthow Boma Development Committee in Geiger Payam, Renk County. © IOM 2022

Throughout the process, IOM supports local authorities to engage representative groups of community members in structured dialogue and participatory planning.

Through CBP, CAPs are produced, documenting outcomes and informing prioritization and implementation of projects as defined by community members. Under the ECRP, between 2020 and 2024, IOM implemented CBP in 265 communities and undertook 67 infrastructure sub-projects. **In total, infrastructures under ECRP have provided nearly 740,000 people in displacement-affected communities with improved access to essential services, with 99 per cent remaining functional and in use as of the end of 2024.**

Strengthening local institutions

Protracted conflict weakened formal and informal institutions and impaired the social contract in South Sudan.[114] Particularly in rural areas, people have increasingly relied on local and community institutions. However, confidence in these institutions has diminished, contributing to intercommunal violence, lack of social cohesion in displacement-affected communities and over 60,000 new displacements in early 2019 (the year prior to project initiation).

In this context, the ECRP has played a key role in strengthening local governance through support to the reactivation and establishment of development committees mandated in the LGA. IOM supported the formation of 260 Boma Development Communities and Payam Development Communities. **Between 2020 and 2024, over 2,000 individuals were trained to participate in these committees, reinforcing their ability to support planning processes and mobilize community resources.** Moreover, following training, numerous development committees have initiated their own efforts, expanding ECRP subprojects, lobbying government for additional support and launching independent ventures.

[114] OCHA, Humanitarian Response Plan Monitoring Report January – March 2019 (2019).



Under ECRP II, IOM is implementing CBDRM activities as part of its efforts to support displacement-affected communities in South Sudan. © IOM 2025

Disaster risk reduction

Recognizing vulnerability in South Sudan to natural hazards and climate-related shocks, and the ability of natural hazards to drive secondary displacement,[115] the **ECRP II** is incorporating **community-based disaster risk management** (CBDRM) components into its programming. CBDRM is a decentralized approach to disaster risk reduction, focusing on meaningful participation of at-risk communities in the designing and implementing of risk reduction measures. A Global Facility for Disaster Reduction and Recovery (GFDRR) and World Bank assessment in 2023 found South Sudan is well-placed to facilitate CBDRM given the presence of local governance institutions and frameworks like the LGA.[116]

Under the ECRP II in Bentiu, IOM built a series of dikes to reclaim land that had been flooded since 2021 and is now rehabilitating flood-damaged infrastructure in the same area to bring back services. The programme is also registering and providing HLP & livelihoods assistance to returnees, who have been living in displacement sites nearby for the past four years. More than 5 square kilometers of land has been reclaimed, and more than 600 households have already settled in the area.

In the payam of Pakur,[117] 10.7 kilometres of dikes were built to reclaim 5 square kilometres of land. Overall, the project has built or rehabilitated more than 47 kilometres of dikes in Rubkona County in Unity State in 2024, **protecting over 62,000 individuals from severe flooding and reducing the risk of disaster-induced displacement.** The dikes were built in close collaboration with local authorities, community disaster committees and under a robust environmental management plan, reflecting the ECRP's focus on community-driven interventions.

Donors: Government of South Sudan, with support from the World Bank
Dates: 2020–2025

[115] OCHA, South Sudan Flooding Situation Report: Inter-Cluster Coordination Group, as of 31 January 2021 (2021).
[116] GFDRR and World Bank, Identifying Opportunities to Enhance Community Resilience in South Sudan (2023).
[117] Bentiu (the capital of Unity State) and Pakur Payam are both located within Rubkona County, Unity State, South Sudan.

PROMISING PRACTICES AND LESSONS LEARNED

Disaster risk reduction and climate resilience

Integrating disaster risk into ECRP interventions: Through community-based disaster risk management, disaster risk reduction is integrated systemically into measures to improve the standard of living for displacement-affected communities. This component of the ECRP further supports the prevention of displacement by addressing the intersecting impacts of climate and conflict, as well as contributing to widespread climate-resilient infrastructure in South Sudan, particularly in urban and peri-urban areas.

Locally driven, community-based solutions

Mainstreaming community voices in local development planning: IOM's experience in South Sudan illustrates how incorporating CBP into local planning can help to ensure that IDPs and returnees have a voice in these processes and that their needs and priorities are addressed through local development. IOM is now looking to extend this approach to new contexts. As of 2024, IOM is now implementing CBP approach in 31 countries and, in over half of these, CAPs have been incorporated into local development planning processes.

Engaging county-level authorities in community planning: IOM worked hand-in-hand with local authorities at the county level to roll out CBP, which helped to build trust between communities (including IDPs and returnees) and local authorities, thereby supporting social cohesion and addressing a key barrier[118] to return and (re)integration in South Sudan.

Conflict sensitivity capacity-building among project stakeholders: Following recommendations from initial phases of the programme, IOM began training a broad array of project stakeholders on Conflict Sensitivity, including contractors, Boma Development Committees, community leaders and site supervisors, to ensure project activities both do no harm and contribute to the lessening of intra-communal tensions. This is essential in DACs, where rising tensions can undermine the stability and social cohesion necessary to support durable solutions.

Government-led solutions

Challenges to strengthening systemic governance: South Sudan continues to face governance challenges, which have shaped how local authorities engage with service delivery. County officials often turn to NGOs and UN agencies for support rather than looking to national systems. While such external partnerships can address immediate needs, sustainable progress requires strong, whole-of-government leadership to drive and coordinate solutions at scale.

[118] OCHA, Humanitarian Response Plan Monitoring Report January – March 2019 (2019).

15. JOINT ANALYTICAL FRAMEWORK IN UKRAINE

CONTEXT

Since the Russian Federation's full-scale invasion of Ukraine in February 2022, the conflict has caused thousands of civilian casualties, widespread destruction of civilian infrastructure and widespread humanitarian needs. In April 2025, Ukraine hosted 3.8 million IDPs, while another 4.1 million had returned to their places of origin from internal displacement or abroad.[119] Today, according to DTM, most internal displacement in Ukraine is likely to become protracted, with two-thirds (66%) of IDPs already displaced for over two years and many intending to remain in their current location in the medium term.[120] In this context, the Government of Ukraine and its partners are prioritizing early recovery and solutions efforts alongside the humanitarian response.

IOM RESPONSE

To enable the scale up of interagency support to IDPs on solutions pathways in Ukraine, IOM and partners recognized that higher-quality, more reliable and better harmonized data on internal displacement was needed. Since 2022, IOM has collected data on IDPs, returnees and the non-displaced population through a nationwide representative **General Population Survey** (GPS)[121]. Building on this capacity, in March 2023, IOM Ukraine convened a **multistakeholder symposium** to identify data needs and design common methodologies and tools to assess IDPs' progress toward solutions, in line with relevant international frameworks. The symposium brought together Government of Ukraine, UN, INGO and national NGO data actors representing 29 organizations.

Following the symposium, the **Joint Analytical Framework** (JAF) was developed through a consultative process from May to November 2024, led by IOM and REACH, combining desk research and bilateral consultations with ministries, UN agencies, NGOs and academia. It includes definitions, indicators, and a blueprint for a Joint Progress Monitoring Method (JPMM). **Operationalization will occur in two phases: (i) strategic alignment, and (ii) use in official IDP statistics and data collection tools by stakeholders, including the Government of Ukraine.**[122]

Incremental steps to a Joint Analytical Framework

To develop the JAF, first a common understanding of key concepts was built, agreeing upon how to define who is an IDP; when an IDP begins moving toward solutions; how to measure progress along solutions pathways and at which point displacement-related vulnerabilities have been resolved – meaning that the person is no longer considered an IDP. The JAF sought to align definitions with the IASC, IRIS and the global Data for Solutions to Internal Displacement (DSID) Framework, while also ensuring appropriateness to the local context.

These efforts demonstrated that seemingly simple questions – such as "Who is an IDP?" – can be highly complex in operational contexts. For instance, in Ukraine, there is a distinction between registered IDPs and the broader category of displaced persons identified through tools like DTM's

119 IOM, DTM Ukraine — Displacement and Return: Trends, Drivers and Intentions — June 2025 (2025).
120 IOM, DTM Ukraine — Internal Displacement Report — General Population Survey Round 20 (April 2025) (2025).
121 Ibid.
122 IOM, DTM Ukraine — Internal Displacement Report — General Population Survey Round 20 (April 2025) (2025) and IOM, DTM Ukraine — Measuring Progress Towards Durable Solutions To Internal Displacement In Ukraine Synthesis Report On A Joint Analytical Framework — January 2025 (2025).



DTM data collection in Ukraine. © IOM 2024

General Population Survey, which includes individuals who may not wish to self-identify or register as IDPs. Similarly, to distinguish internal displacement from short-term or self-evacuation in the fluid and evolving context of the conflict, IOM applies a two-week threshold to qualify a movement as internal displacement in its operational data.

Measuring progress along a solutions pathway

To help define IDP sub-stock figures and measure and track progress toward durable solutions, the JAF collects data across three areas: (1) IDP preferences and intentions; (2) IDP progress toward the eight IASC durable solutions criteria; and (3) core demographic and displacement characteristics. This comprehensive data and analysis has provided **critical insights into lived experiences of IDPs that can then inform programmatic activities.** For instance, the analysis revealed that negative coping strategies, including utilization of savings and reduced expenditure on housing utilities or health care, were more prevalent among IDPs likely to return to their area of origin.[123]

Data collection among IDPs and non-displaced populations

The JAF recognizes the importance of data and analysis across the population. This data serves as a benchmark against which progress toward solutions can be assessed, in line with standards set by **EGRISS/IRIS** and the **DSID Framework**. Comparing perspectives of displaced and non-displaced

[123] IOM, DTM Ukraine — Progress Towards Durable Solutions in Ukraine (2025).

populations also provides critical insights into social cohesion, enfranchisement and participation across different localities.

To capture data on both displaced and non-displaced populations, the Framework applied a range of context-appropriate methodologies, such as household surveys to assess individual needs and intentions, and focus group discussions (FGDs) and key informant interviews (KIIs) to gather community-level perspectives and expert insights. This approach ensured that data collection methods aligned with the specific type and granularity of information needed. The use of FGDs and KIIs also ensures the concepts underpinning data and analysis are grounded in lived experiences.

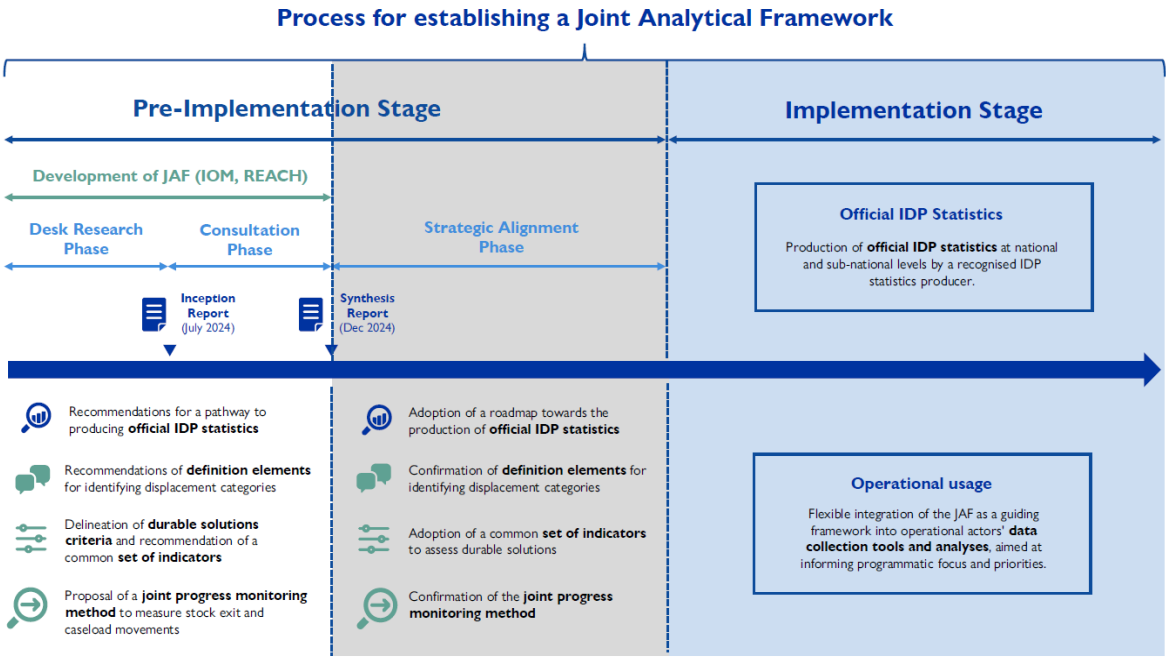
National data ownership

Bilateral consultations with the Ministry of Social Policy (MoSP), the Ministry of Reintegration of Temporarily Occupied Territories and the Ukrainian Parliament Commissioner for Human Rights laid the foundation for the development of the JAF. These contributions, particularly on displacement categories, coordination responsibilities and data systems, positioned national entities as key actors within the process and reinforced their leadership role in advancing durable solutions.

National leadership is essential for ensuring that measurements of progress toward durable solutions are embedded in existing administrative data systems. In Ukraine, coordination between the Ministry of Social Policy, Ministry of Development, and the State Statistical Service of Ukraine (SSSU), with support from the Ptoukha Institute of Demography and Social Studies, is ongoing. **For the JAF to be fully operationalized, intragovernmental coordination and data sharing must be prioritized to enable full integration into national data systems,** with the State Statistical Service of Ukraine (SSSU) or another designated body leading in the medium to long term.

Donors: FCDO, Government of Canada, Government of Belgium
Dates: 2022–2025[124]

Figure 4: Process for establishing and implementing the JAF



Source: IOM, DTM Ukraine — Synthesis Report On A Joint Analytical Framework — January 2025 (2025).

[124] The formal development of the JAF began in 2023, while DTM activities informing the process began in 2022.

PROMISING PRACTICES AND LESSONS LEARNED

Government-led solutions

National ownership of data solutions: While UN, INGO and NNGO data actors make valuable contributions to data on solutions to internal displacement, IOM recognized government leadership was crucial to the long-term sustainability of data efforts. **The organization consulted extensively with government counterparts in the JAF process, as well as planning for a future handover to national authorities.** National ownership also allowed IOM and other actors to leverage the Government of Ukraine's proprietary systems, with the goal being full integration into the National Statistical System.

Data-driven solutions

Coordination and partnership for data harmonization: The development of the JAF was grounded in strong coordination aimed at identifying data needs, bridging gaps and avoiding duplication across actors. The process engaged the Government of Ukraine, UN agencies and the UN Resident Coordinator's Office, as well as both international and national NGO data actors. This collaboration also promoted better harmonization of data, embedded in common definitions, indicators and understanding of key concepts.

Data sharing and interoperability: Fragmented data systems and a lack of interoperability among registries are barriers to data sharing and integration. **Formal data-sharing agreements, common terminology and unique IDs, as well as initiatives like the Unified Information System of the Social Sphere, are promising enablers of data sharing and interoperability.** Until 2025, IOM's Data for Solutions and Recovery Working Group, co-chaired by UNDP and REACH, also provided a monthly forum for JAF updates as well as data sharing and coordination.

Collection of data on both displaced and non-displaced populations: The Framework emphasizes the need to collect data on both displaced and non-displaced populations, given that the latter serve as a benchmark against which progress toward solutions can be measured. This approach has also helped to ensure that the needs of non-displaced populations are captured, and informed efforts to promote social cohesion, inclusion and participation.

Ensuring that data captures the diversity of displacement situations: As outlined above, the term "IDP" encompasses people in a vast range of different circumstances, including some who may have made significant progress toward attaining solutions and others who have not even commenced the process. In Ukraine, the effort to **treat solutions as a process with many intermediate, measurable steps** has helped to ensure that the diversity of displacement situations is reflected in data and analysis and enabling better informed and better targeted programmes and policies.

Supporting solutions pathways during active conflict: In the context of ongoing conflict, traditional notions of durable solutions, particularly the emphasis on return, may not fully align with the realities or preferences of displaced populations. **While many IDPs ultimately hope to return, current data in Ukraine indicates 69 per cent intend to remain where they are in the medium term.**[125] This underscores the importance of supporting solutions that address immediate and medium-term needs (such as access to housing, services and livelihoods), recognizing local integration as a viable pathway and ensuring data collection captures evolving intentions and conditions without reinforcing a "returns bias."

[125] IOM, DTM Ukraine – Progress Toward Durable Solutions in Ukraine (2025).

16. PRESERVING CULTURAL HERITAGE AND MITIGATING DISASTER-INDUCED DISPLACEMENT IN **VANUATU**

CONTEXT

As one of the 15 pilot countries under the Action Agenda, Vanuatu faces acute vulnerability[126] from both sudden- and slow-onset natural hazards including cyclones, volcanic activity, storm surges and sea-level rise.[127] At the end of 2024, 2,300 individuals remained internally displaced due to disasters.[128] Particularly in the Pacific region, small island developing States (SIDS) are disproportionally impacted by the negative impacts of climate change and face unique displacement challenges stemming from high exposure and vulnerability to natural hazards.[129] Such displacement also poses significant threat to traditional knowledge, customary systems and networks and tangible and intangible cultural heritage.

For example, the 2017 and 2018 volcanic eruptions on the island of Ambae displaced an estimated 11,000 people – the island's full population, who underwent an unprecedented mass evacuation from the island. The evacuation was coordinated by the national government and the island-based councils of traditional chiefs.[130]

Recognizing this challenge, in 2018, the Government of Vanuatu launched a **National Policy on Climate Change and Disaster-Induced Displacement** and has since worked to improve preparedness, prevention and response.[131] While communities have demonstrated strong resilience at both individual and collective levels, climate change has intensified the frequency and scale of these events, reinforcing the need to both prevent displacement and provide assistance to IDPs.

IOM RESPONSE

In 2021, Vanuatu had the highest disaster risk worldwide.[132] Recognizing the importance of traditional knowledge, social and cultural practices, and community networks in displacement resilience at the grassroots level, IOM sought to integrate these elements into Vanuatu's formal approach to disaster displacement planning and management. Through the **Wokbaot Wetem Kalja ("Moving with Culture") project,** IOM drew on these understandings to support communities at risk of displacement, namely through preparedness, evacuation planning and culturally informed relocation.

Preservation of cultural heritage

In Vanuatu, communities have long relied on kinship ties and chiefly relations as part of displacement preparation, planning, and mobility during disasters. For example, after disasters, families and communities use established customary and kinship-based networks to facilitate hosting relocation. These movements, grounded in traditional relationships and obligations, help to maintain social stability and cohesion. By moving together, or staying connected through these networks, communities are better able to uphold cultural norms, traditional authority structures, and ways of life, even in the context of displacement.

126 In the 2023 ND-GAIN country index, Vanuatu ranked 168 of 187 in vulnerability largely due to disproportionately high exposure to natural hazards.
127 IDMC, *Disaster displacement: Vanuatu country briefing* (August 2022).
128 IDMC, *2025 Global Report on Internal Displacement* (2025).
129 United Nations General Assembly, Draft outcome document of the fourth International Conference on Small Island Developing States (2024).
130 IOM, DTM Vanuatu (2018–2019).
131 The launch of this policy was also supported by the IOM Development Fund.
132 IFHV, *World Risk Report 2021* (2021).



Malvatumauri National Council of Chiefs representative leads focus group discussion for chiefs in Navrovrovo, Maewo island. © IOM 2022

To explore how to best integrate these norms into disaster displacement planning and management, IOM's project team conducted a three-phase research process. The first two phases were comprised of desktop analysis, followed by key informant interviews and focus group discussions with national and provincial government stakeholders and councils of chiefs from across Vanuatu's islands. The third phase involved consultations and in-depth cultural and social mapping research into the Ambae displacement, with displaced and host communities on the affected islands of Ambae and Maewo.

Through an iterative process involving the local communities, IOM developed three research publications and seven resources.[133] The final resource was an "active" tool: the facilitation of a customary ceremony between the host and displaced islands to provide an avenue for reconciliation, remembrance and maintenance of customary protocols in case of future mass evacuation.

Support to government-led solutions

The set of resources and actions IOM developed supports the strengthening of traditional approaches to displacement, as outlined in Vanuatu's **National Climate Change and Disaster-Induced Displacement Policy**. Moreover, it provides guidance applicable even beyond displacement contexts on the respectful acknowledgment of cultural autonomy, self-reliance and reciprocal networks.

IOM originally designed the Wokbaot Wetem Kalja project at the request of the Government of Vanuatu, which has come under increased pressure from its communities to provide safe alternatives to the upheaval caused by recurrent disasters. During the project's inception phase, IOM consulted extensively with senior government officials in various departments. These included the Vanuatu Kaljoral Senta (Cultural Centre), the Malvatumauri National Council of Chiefs,

[133] These resources provide guidance on integrating customary and cultural dimensions across disaster risk management, humanitarian clusters, community-based research, participatory planning and loss and damage, among others. Access the full set of publications and resources on the IOM site.

the Department of Local Authorities, the Department of Women's Affairs and the National Disaster Management Office. This consultation helped ensure national ownership of project deliverables and promoted whole-of-government buy-in.

Enabling solutions from the start

In Vanuatu, the *Wokbaot Wetem Kalja* project integrated social and cultural factors, such as kinship networks, customary leadership and community-defined well-being, into disaster preparedness and evacuation and relocation planning. This works toward ensuring not only culturally appropriate responses, but also supported social cohesion, protected identity and maintained traditional governance systems, all of which are essential foundations for long-term recovery and voluntary, informed and dignified solutions.

The **IASC Independent Review on the humanitarian response to internal displacement** highlights the achievement of durable solutions is more likely when IDPs are engaged meaningfully from the outset and when their social systems and aspirations are reflected in programming. By anchoring its support in local cultural frameworks, IOM's approach aligns with global reform efforts, while reducing future obstacles to return, local integration or relocation.

The project recognized that **locally grounded approaches and activities during the humanitarian response can contribute to building resilience, capacities and skills of affected populations during displacement.** In turn, such approaches bolster the viability of longer-term solutions that make sense for the affected populations within the systems, worldviews and philosophies that they actively live.

Donors: IOM Development Fund
Dates: 2022–2024



Community project event in Lavonda Kairue, Ambae. © IOM 2022

PROMISING PRACTICES AND LESSONS LEARNED

Interlinkages between land and cultural heritage: Loss of tangible and intangible cultural heritage is an often-overlooked consequence of disaster-induced displacement. By highlighting the importance of kinship-based relocation, customary governance systems, traditional food and shelter practices, and community-led disaster plans, the project showed how **cultural practices can shape practical solutions,** which in turn support cultural preservation and utilize existing strengths to cope with disasters within lived cultural systems.

Embedding cultural and social practices into disaster displacement planning and management also helped to sustain and respect existing social cohesion and ensure services aligned with community values and structures, promoting better outcomes.

Development-anchored solutions

Alignment with development priorities: The project was funded through the **IOM Development Fund**, a global resource aimed at supporting developing Member States which is currently funding 1,000 projects in over 125 countries worldwide. The use of this funding, which seeks to "contribute to the harmonization of eligible Member State... policies and practices with their overall national development strategy," illustrates how displacement-related interventions are increasingly aligned with development priorities.

Data-driven solutions

Integrating context-specific indicators into M&E: While the project was informed by global durable solutions and CCCM best practices, IOM also drew upon Vanuatu's "alternative indicators to well-being" and Pacific-based cultural mapping methodologies to ensure communities are at the forefront of its programming and ensure project interventions and monitoring are appropriately contextualized.

For example, instead of measuring results solely through infrastructure output or service delivery, the project considered the **preservation of cultural practices**, such as the ability for communities to undertake cultural ceremonies during and after the disaster, **as a key indicator of well-being and resilience in displacement settings.**

Gender-sensitive social and cultural mapping: In order to guide its engagement, IOM undertook an initial mapping exercise of two communities (one displaced and one host) at risk of mass displacement impacts due to volcanic interruptions. This mapping was conducted through a participatory, gender-sensitive methodology that integrated some of the same social and cultural factors that eventually informed monitoring. The insights gained were critical for identifying culturally appropriate evacuation options at the outset of programming.

Understanding cultural and customary systems: Initially, IOM struggled when faced with a lack of documentation of traditional knowledge and cultural practices. Extensive community consultations and analysis were undertaken to begin understanding the intricacies of cultural and customary systems, such as reciprocal networks, and how to develop language around culturally appropriate solutions to displacement.

ANNEX

The secondary research was comprised of a desk review of durable solutions literature was carried out to contextualize the findings from the interviews within a broader body of organizational knowledge. In addition to project-specific documents and resources consulted to inform the individual case studies, this review included the following core resources (presented chronologically):

IOM resources:

- IOM Framework for the Progressive Resolution of Displacement Solutions (PRDS) (2016)
- Community-Based Planning Manual (2022)
- IOM Institutional Plan for the S.G. Action Agenda on Internal Displacement (2023)
- IOM's Approach to Supporting Development Solutions to Internal Displacement (2023)
- Development Hooks for Solutions Pathways (2024)
- Durable Solutions Monitoring and Evaluation Framework (2024)
- Hillal, A., T. Ernst, P. Hart, L. Petrella, L. Fleck and A. Bundale, Policy Brief: Financing solutions to internal displacement (2024)
- Second Period Global Report on the State of Solutions to Internal Displacement (2024)
- White Paper on Solutions to Displacement: Key Priorities for IOM in 2025 and beyond (2025)
- Using IOM data and analysis for evidence-based durable solutions programming (2025)
- Compendium of Case Studies on WASH Contribution to Durable Solutions (2025)
- S/36/7 Advancing Solutions from the Start: The Role of Humanitarian Response in Laying the Foundation for Durable Solutions (2025)
- S/36/9 Repositioning Solutions to Displacement in Government Leadership and Development Systems (2025)
- Piper, R., Building solutions for the world's 83 million internally displaced persons: Recent lessons on how (2025)

External resources:

- Guiding Principles on Internal Displacement (1998)
- African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention) (2009)
- IASC Framework on Durable Solutions for Internally Displaced Persons (2010)
- Sendai Framework for Disaster Risk Reduction 2015-2030 (2015)
- Report of the UN Secretary-General's High Level Panel on Internal Displacement, Shining a Light on Internal Displacement (2021)
- UN Secretary-General's Action Agenda for Solutions to Internal Displacement (2022)
- UN Secretary-General's New Agenda for Peace (2023)
- UN System-wide Approach to Internal Displacement (prepared by the High-Level Committee on Programmes Working Group on Internal Displacement) (2024)
- Final Report of the Office of the Special Adviser (2024)
- IASC Independent Review of the humanitarian response to internal displacement (March 2024)
- Management Response to the IASC Independent IDP Review (2024)
- Decision of the Secretary-General, 20 December meeting of the Executive Committee (2024)
- Joint UNSDG-IASC Guidance on Solutions to Internal Displacement (2025)
- IDMC 2025 Global Report on Internal Displacement (2025)



International Organization for Migration
17 route des Morillons, P.O. Box 17, 1211 Geneva 19, Switzerland
Phone.: +41 22 717 9111 • Fax: +41 22 798 6150
Email: hq@iom.int • Website: www.iom.int