

# IDMC Modules on Durable Solutions for IDPs (2015)

## Module 4 - Collaboration

Time	90 minutes maximum (1 hr. 30")
Overview	This session looks beyond the substantive aspects of durable solutions and takes a more action-orientated approach. Focus on how to achieve durable solutions in X country, based on the principles and criteria discussed.
Objectives	By the end of the session, participants will: <ul style="list-style-type: none"><li>• Understand the rationale for collaboration</li><li>• Understand the concepts of primary and complementary responsibilities</li><li>• Understand the roles of various actors and the relationships between them in X country</li></ul>
Key messages	<ul style="list-style-type: none"><li>• The achievement of durable solutions is a complex and gradual process requiring a concerted approach by many stakeholders</li><li>• The primary responsibility rests with the state, but local, national and international organisations from various sectors, including development, have complementary roles to play</li></ul>
Documentation	<ul style="list-style-type: none"><li>• Guiding Principles 28 to 30</li><li>• Previous working group outputs</li></ul>
Equipment / Materials / others	<ul style="list-style-type: none"><li>• LCD/computer for powerpoint slides</li><li>• Post-its</li><li>• Flipcharts and markers; blue tack to put up flipcharts on walls</li></ul>

# IDMC Modules on Durable Solutions for IDPs (2015)

<p>Module 4: Collaboration in Durable Solutions</p> <p>Title</p>	<div data-bbox="379 387 1385 524"><h2>Durable solutions: Challenges and way forward</h2></div> <div data-bbox="719 689 1054 741"><h3>Collaboration</h3></div> <div data-bbox="691 864 1070 992"><p>IDMC training workshop (Place/Country) (Inclusive dates)</p></div> <div data-bbox="379 1021 1385 1133"></div>
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<p>Module 4: Collaboration in Durable Solutions</p> <p>Objective slide</p> <p>5"</p>	
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# IDMC Modules on Durable Solutions for IDPs (2015)

## Collaboration for durable solutions

Learning objectives:

- To reaffirm the rationale for collaboration to achieve durable solutions
- To identify primary and complementary responsibilities in doing so
- To understand the roles of various responders, including humanitarian and development actors, and the relationships between them in X country



Present the topic and learning objectives one by one, and explain that we will conclude our discussions on durable solutions with a forward-looking view of collaboration for their achievement in X country.

Module 4:  
Collaboration in Durable Solutions

Actors and responsibilities

25”

## Guiding Principles

- Principle 28 on authorities’ duty to establish conditions for the three settlement options
- Principle 29 on IDPs’ participation, and authorities’ duty in terms of restitution and compensation
- Principle 30 on authorities’ duty to ensure international **humanitarian organisations and others** have unimpeded access to IDPs



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Emphasise the primary role of the state in the achievement of durable solutions and in providing access to other responders.

Stress the importance of IDPs being well informed and free to choose their settlement option, and their participation in the process of achieving durable solutions.

Finally, underline that GP 30 refers to humanitarian organisations and other responders. This certainly includes development actors.

(Reference: UNGP GPs 28 to 30; key principles on role of IDPs)

### Range of actors – IASC framework



**NRC**  
NORWEGIAN  
REFUGEE COUNCIL

**iDMC** internal  
displacement  
monitoring  
centre

Trainer presents slide and invites brief discussion on what “range of actors” means in X country and who they are concretely.

Ask participants to name actors that should normally be considered parties to this process, then use the slide to provide feedback and eventually integrate the inputs collected from the audience.

Place emphasis on the fact that the authorities are at the centre of the process, but there are different institutional layers to be taken into consideration.

Start also the discussion on the need to build synergies between humanitarian, development and peacebuilding actors in order to address the multiple challenges of durable solutions.

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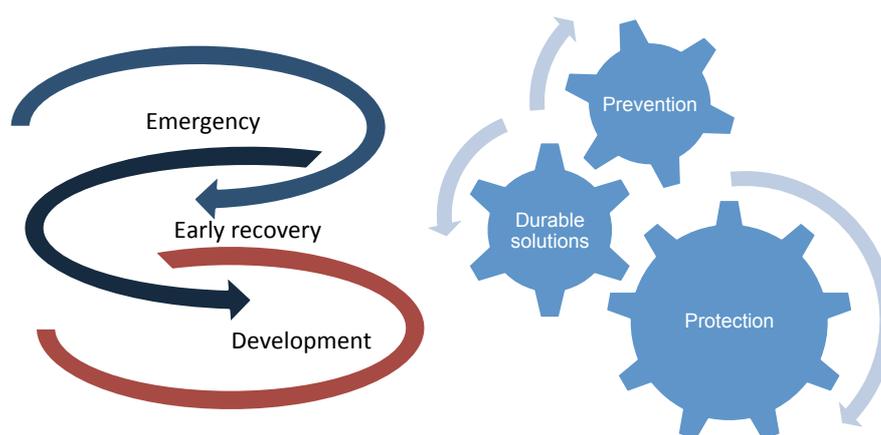
## Coordinated and timely engagement

Timeline: when?



Presents this slide, recalling the previous discussion about a timeline, and the conclusion that the different phases of response overlap and influence each other.

## Is a timeline appropriate?



To reinforce the message, go back to the contents already presented in the previous

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slide and emphasise that the achievement of durable solutions cannot be seen as a linear process. Explain that, in the same vein, measures to prevent future displacement may be inherent in other aspects of durable solutions work, and equally that protection and assistance measures may contribute to the achievement of solutions.

## Early recovery ...

“ ... begins early in a humanitarian setting. It is a multi-dimensional process, guided by development principles. It aims to generate self-sustaining nationally owned and resilient processes for post-crisis recovery”



Basic services

Livelihoods

Shelter

Governance

Security

Rule of Law

Environment

Social dimensions



Reiterate that early recovery is not just a transition phase but an important part of the process of achieving durable solutions, and that the proper implementation of early recovery measures is also considered to help prevent future displacement.

Read the definition and try to break it down by areas of focus. Ask the participants to tell you in which way these areas are relevant for the achievement of durable solutions in Country X.

Emphasise that development factors kick in during the early recovery phase and are essential to the achievement of durable solutions, meaning that the development sector should be involved as early as possible in the response.

References: Humanitarian Aid and Early Recovery <http://www.gdrc.org/go/chapter-4-recovering-from-violent-conflict/conflict/humanitarian-aid-and-early-recovery#human>

UNDP Early Recovery

[http://www.undp.org/content/undp/en/home/ourwork/crisispreventionandrecovery/focus\\_areas/early-recovery.html](http://www.undp.org/content/undp/en/home/ourwork/crisispreventionandrecovery/focus_areas/early-recovery.html)

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## Development, humanitarian and peace-building nexus

- Durable solutions included in national and local development, poverty reduction, economic reconstruction, transition and urban development plans
- Cooperation and planning across sectors via flexible, multi-year support for durable solutions
- Systematic integration of durable solutions into peace-building and stabilisation processes
- New deal for engagement in fragile states supports the achievement of durable solutions

**Special rapporteur on IDPs' rights - 2013 report**



Refer to the 2013 Report to the General Assembly of the Special Rapporteur on the Human Rights of IDPs (who made 'achieving durable solutions' one of the priorities of its mandate). Structural and operational impediments continue to hinder effective cooperation between humanitarian, development and peacebuilding actors to support durable solutions. While the IASC Framework provides a significant tool for addressing the nexus between peacebuilding, development and durable solutions, the implementation of the Secretary-General's Framework provides an important opportunity to tackle existing structural and operational impediments to solutions to displacement, alongside broader efforts by States, civil society and other actors.

The report sets out different recommendation to states, humanitarian agencies and development actors, among others. For example:

- Include durable solutions in national and local development plans, poverty reduction and alleviation plans, etc.
- Recognize the need for resolving displacement as an indispensable investment in development;
- Encourage cross-sectoral cooperation and planning through flexible, multi-year support for collaborative efforts in support of DS;
- Systematically integrate durable solutions into strategic plans and frameworks;
- Systematically integrate durable solutions into peacebuilding and stabilization processes;
- Ensure that the implementation of the New Deal for Engagement in Fragile States supports the achievement of durable solutions.

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### Quote

“The complexity of the situation in X country defies traditional displacement interventions; camp management takes place at the same time as return; emergency interventions occur simultaneously with development projects.”

Do you agree or disagree?  
(10 minutes)



Optional: Before presenting the slide, ask the participants to stand in a straight line facing the projector. Explain that one end of the line represents a definite “yes” and the other a definite “no”. Ask them to position themselves to reflect the extent they agree or disagree with the statement.

Once the participants have organised themselves, ask those at either end to explain their reasons first and then move toward the middle. Sum up.

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## Durable solutions and peace-building



“Seizing the window of opportunity in the aftermath of conflict requires that international actors are, at a minimum, capable of responding coherently rapidly, and effectively in these areas,” including ...

... the provision of basic services such as water, sanitation, health and primary education, and the safe and sustainable return and reintegration of IDPs and refugees.



Ask one of the participants to read the SG's quote.

This is to emphasise further the link between Durable Solutions and Peace-building. One of the persisting gaps in international and national efforts in peacebuilding processes is the well-organised and planned return of IDPs and refugees. Historically this can be also related to a lack of collaboration between concerned actors.

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## UN secretary general's decision on ending displacement

- IDPs and returnees
- Aftermath of conflict
- Collective responsibility
- Government
- UN
- NGOs
- Civil society

### Development of a durable solutions strategy

- Collective process directed by resident coordinator
- Technical support from UNDP and UNHCR



Present the Secretary General's Policy Committee's Decision on Ending Displacement in the Aftermath of Conflicts.

The Secretary General's Decision on Ending Displacement in the Aftermath of a Conflict calls on RCs/HCs to lead the development of strategies for Durable Solutions for IDPs and returning refugees. One of the main areas of focus of the strategies should be the definition of the most appropriate division of roles and responsibilities. While speaking to the RCs/HCs and entrusting UNDP and UNHCR (as leader of the Early Recovery Cluster and Protection Cluster, respectively) to lead the provision of technical support the Decision encourages a collective process based on a principle of collective responsibility.

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## Piloting of SG Framework

### 3 pilot countries:

Afghanistan, Côte d'Ivoire, Kyrgyzstan

### Challenges/questions

- Inter-Agency dynamics: no prioritization of DS strategies
- Long processes: strategies getting outdated
- National v. subnational DS strategies
- SG decision and peacekeeping operations
- HCT strategy: scarce focus on/involvement of the national or local authorities (i.e. lack of ownership)



The Framework considers post-conflict situations and identifies three pilot countries, e.g. Cote d'Ivoire, Mali and Afghanistan.

Explain what are the challenges possibly raised by the Framework.

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in Durable  
Solutions

Actors and  
responsibilities

45/60"  
maximum  
(depending on  
activity  
chosen)

## Planning for durable solutions “A place to be”

The national human rights commission, provisionally in charge of coordinated the response to IDPs, calls a meeting to discuss their relocation to Faraway Land. The individual institutions and civil society organisations involved are supposed to agree not only on the practicalities, but also on matters of substance - in particular IDPs' consultation, assistance programmes and monitoring of potential protection concerns in the resettlement areas.



Prior to the start of the session, trainer circulate the scenario «A Place to Be» with all the background information to conduct an exercise in two phases. Allow sufficient time for the participants to read it.

Before the session, the trainer should have also already selected some participants and distributed the roles they will be asked to play during the second phase of the exercise (the. Spend some time to explain the roles.

### Phase 1: roles and DS (Role-play)

Show the slide and introduce the additional information. Read it loudly and then ask the participants who are supposed to play some roles to move to the centre of the room and to form a circle. The other participants are asked to observe.

The role play is based on a simulation of a coordination meeting chaired by the National Human Rights Commission, being the assigned focal point for IDPs (NB: change the role, depending on the context and institutional responsibilities in country X). Let participants continue to discuss for a maximum of 10 minutes. Take a few minutes to analyse the way the discussion went and debrief. Ask participants:

1. What went right and what went wrong.
2. Was it clear which institution was supposed to lead?
3. What was the involvement of non-governmental agencies?
4. Is there a role for development actors?
5. What would enable development actors to be part of the process?

Trainer closes the activity and requests participants to go back to their places.

Note that this activity can also be used as an energizer.

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## Actor mapping

- Aim: To map the various actors in X country that have responsibilities and roles in the achievement of durable solutions
- Work in the same groups as for the activity on criteria and use the same criteria you worked on
- Use Post-it notes to signify the various actors and their relations with each other - 15 to 20 minutes
- Market place - 10 minutes
- Conclusions - five minutes



### Phase 2: Actor Mapping.

Trainer proceeds to reform the same working groups that worked on the criteria during Session 3. Show the slide with the instructions for the next activity. The activity should build on the results of the previous work on criteria. Trainer exhorts participants to be as concrete as possible.

TIP: at the discretion of the trainer, trainer may use a simple mapping exercise which either could merely be a listing of actors vis-a-vis the recommendations made; or a relationship mapping exercise where influences and relationships are visualised. (Modify the power-point accordingly)

After the groups have finished their work, the flipcharts should be put up against the wall in sequence. Using the marketplace methodology, trainer invites the participants to look at the actor mapping results and ask questions to those members of the group.

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Case study  
(optional)

20" maximum

The following slides are optional and are meant to provide insights on a national process (Cote d'Ivoire) and how inter-agency collaboration resulted in the development of a national strategy for DS.

## IASC framework

- Durable solutions are not simple solutions, because they are usually linked to larger struggles for peace, security, territorial control, equal treatment and an equitable distribution of resources.
- Concerted efforts involving ... governments, international and non-governmental organisations and, most importantly, IDPs themselves are required to gradually make progress.

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## Case study: Côte d'Ivoire

2010



- A million IDPs
- 300,000 Ivorian refugees in the region



2014

- I. Return of displaced populations
- II. Re-establishment of state authority
- III. Improvement in security situation
- IV. Will to address IDPs' and war victims' needs: national development plan; disarmament, demobilisation and reintegration
- V. Strong economic growth - 8 %
- VI. Ratification of Kampala Convention
- VII. Land and nationality laws adopted



## Strategy justification

Despite the international community's efforts, IDPs and host communities continue to face enormous difficulties



- 34% of adults said they had never been registered in the civil registry
- HLP problems continued to hamper the solution of local conflicts
- 38% of the needs expressed related to shelter
- Ongoing challenges in water, sanitation and education

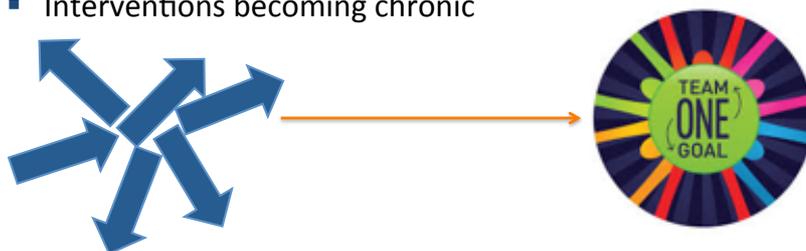
UNHCR monitoring



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## Strategy justification

- Uncoordinated approach by humanitarian organisations, without synergies or common vision
- Duplication of interventions, in some cases failing significantly to meet expressed needs
- Interventions becoming chronic



## Envisaged approach



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## Resouce mobilisation strategy



The slides above are intended to provide some lessons learned on a single case study, out of the ones envisaged by the SG Decision as pilot countries.

The studies essentially assist in providing an overview of the basic conditions of the scenario, to explain how the scenario was analysed (i.e. which factors were taken into consideration to legitimize prioritization of certain areas of intervention) and, finally, to present the approach that was adopted (process-wise) to ensure government buy-in and secure potential funds to support the implementation of the strategy.

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Conclusions

10" maximum

## Conclusions

- Authorities bear the main responsibility for the achievement of durable solutions
- Process involve a wide range of actors
- Development sector should be engaged and durable solutions pursued from the earliest possible stage
- The UN secretary general's decision on durable solutions encourages the adoption of strategies to close institutional gaps



To process the end, trainer present this slide to remind participants the main contents of the presentation and to sum up the key messages.

Deliver the additional message that the SG Framework is greatly focused on collaboration among different UN agencies, but in fact reasserts the principle of national responsibility.

Stress that authorities involvement from the early stages of the development of a national framework or durable solutions strategies is required for that framework to be successful.

Trainer seeks questions and provides feedback.