

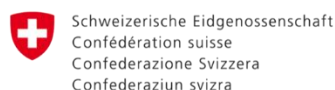
2024 ANNUAL REPORT



**Internal Displacement
Solutions Fund**

‘Unlocking potential’

thanks to the support of:



Swiss Agency for Development
and Cooperation SDC



Foreign, Commonwealth
& Development Office



Internal Displacement Solutions Fund

April 30, 2025 : Global Solutions Hub for Internal Displacement

Internal Displacement Solutions Fund

Annual Narrative report 2024

The report was written and designed by Mona Folkesson, IDSF Secretariat and Fund Manager.

The report builds on the submission of the annual progress reports of the ten joint programmes.

Additional information on the fund including the individual joint programme reports are available on the Fund website:

<https://mptf.undp.org/fund/ids00>



EXECUTIVE SUMMARY

Internal displacement is a growing global crisis, with over 76 million people displaced within their own countries due to conflict, violence, disasters, and increasingly, climate change. Many internally displaced persons (IDPs) face protracted displacement with limited access to basic rights or pathways to recovery. This trend undermines progress toward the Sustainable Development Goals (SDGs) and demands more coordinated, development-focused responses. Despite the scale and complexity of the challenge, internal displacement remains under-prioritized in global financing and development agendas.

The Internal Displacement Solutions Fund (IDSF) was established in 2023 as a key commitment under the United Nations Secretary-General's Action Agenda on Internal Displacement. The Fund's overarching objective is to enable UN Country Teams (UNCTs), under the leadership of Resident Coordinators, to support governments in designing and implementing nationally owned, development-oriented solutions for internally displaced persons. It aims to fill a critical gap in the international financing architecture by catalyzing early action, enhancing national leadership, and unlocking longer-term investments toward sustainable solutions.

In 2024, with thanks to its donors, the IDSF demonstrated its catalytic potential by helping shift the international approach to displacement from prolonged humanitarian response to durable, government-led recovery. The Fund delivered strong results across ten pilot countries, with tangible outcomes across four core thematic areas:

- Nationally Owned Solutions: 5 national and 23 sub-national durable solutions strategies were endorsed, often embedded in national development plans. Governments established interministerial platforms and action plans, signaling strong leadership and coordination across sectors.
- Evidence-Based Approaches: 9 countries improved displacement data systems, informed by over 28,000 consultations with IDPs. Tools for mapping, intentions surveys, and area-based planning were institutionalized to guide prioritization and investment.
- Catalytic Impact: The IDSF enabled structural shifts—supporting countries to develop costed implementation plans, activate solutions-focused governance structures, and align donor coordination. In several settings, it helped unlock additional investments and commitments.
- Gender Equality: All Joint Programmes integrated gender-sensitive planning, with targeted consultations, inclusive decision-making, and support to women-led IDP associations. Gender equity was embedded as a quality marker in strategy design and delivery.

Despite global funding constraints, the Fund successfully to date (May 2025) mobilized **USD 21.9 million**, representing 60% of its target for the first two years. The IDSF remains a unique and essential financing mechanism to support sustainable solutions to displacement, aligned with national development priorities, SDG targets, and peacebuilding goals.

IDSF at a glance

**information below describes the status as of May 2025*



Internal Displacement Solutions Fund

Established

2023 in response
to the SG's Action
Agenda

16 eligible PUNOs



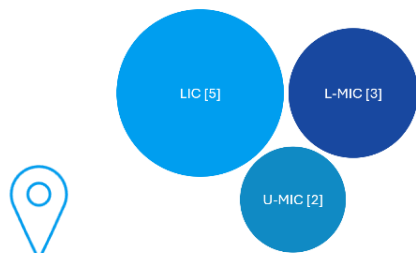
13.8M

\$US allocated to UNCTs
in the 1st Funding Round

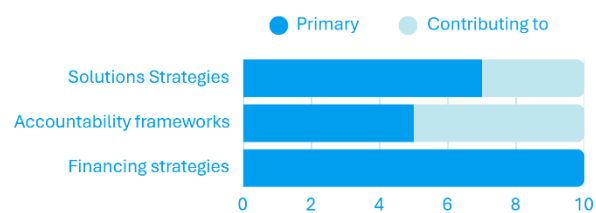
10 ongoing Joint Programmes



Working in different country contexts



Across the 3 Fund objectives



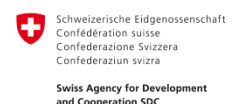
8

out of 10 joint programmes
operate in fragile contexts

US\$ 21.9M committed with thanks to:



Norway





Foreword

In a global landscape marked by protracted crises, shrinking humanitarian budgets, and mounting climate threats, the Internal Displacement Solutions Fund (IDSF) continues to demonstrate its value as one of the UN system's most adaptive and catalytic tools for solutions to internal displacement. The progress documented across ten pilot countries reaffirms that when governments are supported to lead, and when the UN system is equipped to align accordingly, transformative change is not only possible—it is already happening.

Launched to fill a persistent gap in the UN's financing architecture with a specific focus on addressing internal displacement, the IDSF has enabled country teams to pivot early from short-term humanitarian responses to long-term, nationally led solutions planning. In doing so, it has helped Resident Coordinators and UN Country Teams respond to the Secretary-General's Action Agenda and the recommendations of his High-Level Panel on Internal Displacement. Crucially, the Fund supports what has often been the missing link—early-stage development and peacebuilding engagement, rooted in national leadership.

In its second year, the value of the IDSF has become even more clear. As this report illustrates, the Fund has supported the development of government-owned national strategies, strengthened coordination platforms, empowered local authorities, and improved government access to the data and technical advice they need to lead their own solutions pathways. These efforts are driving a shift in institutional behavior within the UN—encouraging coherence across agencies, greater alignment with government priorities, and more inclusive approaches centered around the voices of displaced people.

Yet this progress is unfolding in a context where global funding is under strain. As we look at reform in the context of UN80 and the Humanitarian Reset, the solutions agenda has taken on more importance, introducing ways of working that will end aid dependency and protracted displacement, while preventing new displacement. The IDSF is a powerful enabler of this reform—proving that small, strategic, and flexible investments can unlock longer-term impact, reduce future humanitarian need, and build the capacity of national systems to lead.

We remain deeply grateful to donors—**Germany, Norway, Switzerland, and the United Kingdom** - for believing in the vision of this Fund and for providing the foundational support that has made early successes possible. As we look ahead, we call on more donors to join us. The evidence is clear: the IDSF is working. Now we must scale what works.

Ugochi Daniels,

IOM Deputy Director General and Chair of the IDSF Steering Committee.

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PART 1

Introduction

More people are now displaced within their own countries than ever before driven by conflict, violence, disasters, and increasingly the impacts of climate change. The number of internally displaced persons (IDPs) has doubled over the past decade, reaching 76 million by the end of 2023. In 2024, escalating crises in the Democratic Republic of Congo, Myanmar, Sudan, and Ukraine are adding to the millions already living in protracted displacement, often for years or even decades. Return is becoming less viable as displacement patterns shift—fueled by conflict, disaster, and environmental degradation—making solutions more complex.

Yet IDPs remain largely invisible in global reporting and underrepresented in international responses, including those related to the Sustainable Development Goals (SDGs). Recognizing the need for a fundamental shift in approach, and responding to appeals from Member States, the UN Secretary-General established a High-Level Panel on Internal Displacement, which led to the launch of the Action Agenda on Internal Displacement in 2022. This Action Agenda outlines a shared vision to accelerate solutions, prevent future displacements, and ensure protection and support for displaced people.

To help drive this shift, the Secretary-General established the Office of the Special Adviser on Solutions to Internal Displacement (OSA) in 2022, with a time-bound mandate to reshape how the UN engages on displacement—strengthening support to governments and aligning efforts across the UN system.

While states hold primary responsibility for delivering solutions, they need support that reflects the scale and complexity of the

challenge. A whole-of-government approach must be matched by a coordinated, whole-of-UN response—one that operationalizes the triple nexus of humanitarian, development, and peacebuilding efforts.

To this end, the Action Agenda identifies Resident Coordinators as the UN's lead on solutions at country level, responsible for coordinating support across agencies and with national partners. It also called for a dedicated financing mechanism to provide early, flexible funding for development-focused solutions.

Launched in 2023 by the Office of the Special Adviser, the **Internal Displacement Solutions Fund (IDSF)** is that mechanism. It enables UN country teams to align early behind government leadership, support policy shifts, generate data and evidence, and unlock broader development financing. In doing so, the IDSF strengthens solutions leadership where it's most needed—and helps ensure displacement is addressed not only as a humanitarian concern, but as a central development and governance priority.

Following the end of mandate of the Special Adviser on Solutions to Internal Displacement in December 2024, the Fund has transitioned as an integral mechanism within the successor arrangements established by the Secretary General's Executive Committee, ensuring strategic and coordinated approaches to solutions. The Steering Committee will be, as of 2025, chaired by the annual convener amongst the Solutions Champions Group, starting with IOM in 2025, UNDP 2025 and UNHCR 2026. The Fund Secretariat has moved to UNDCO, embedded in the new inter-agency Solutions Hub as one of the critical instruments to drive the collective agenda forward.

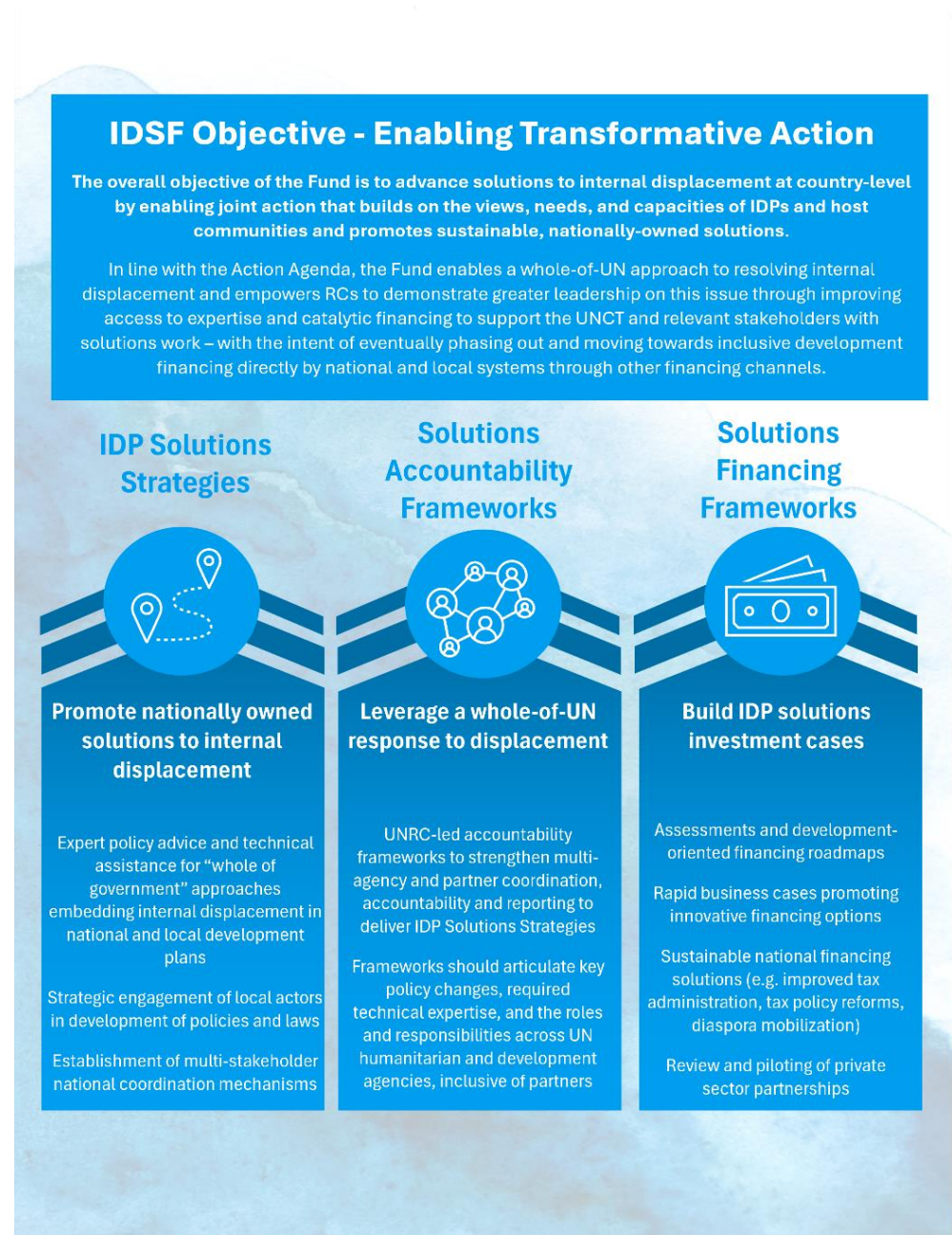
IDSF VISION AND OBJECTIVES

The Internal Displacement Solutions Fund, supports strategic, collaborative and comprehensive engagement of United Nations country teams (UNCTs) under the leadership of Resident Coordinators in managing IDP-centered initiatives aligned with national priorities. The fund promotes national leadership and strategies that are fully inclusive in addressing the needs of IDPs, as well as leaving no one behind and respecting national SDG plans. IDSF priorities address causes of protracted internal displacement, ways of improving coherence and coordination in programming multi-dimensional solutions, and piloting methods of rapidly advancing and scaling IDP strategies.

The Fund focus is to be catalytic. To create momentum for the removal of barriers that block longer-term solutions processes for internal displacement and/or facilitate unlocking of additional resources and investments towards achievement of solutions.

IDSF stakeholders provide financing to leverage impact through:

- Multi-sector, SDG-aligned and IDP-informed strategies that accelerate development planning and humanitarian responses for internally displaced people.
- Leveraging a whole-of-UN response using accountability frameworks and joint coordination mechanisms where peacebuilding, social cohesion, legal identity and economic inclusiveness are foundational elements.
- Developing financing frameworks that link IDP solutions to long-term development planning and financing that is evidence-based.



GOVERNANCE AND PROJECT MANAGEMENT PROCESS

The Fund is overseen by the Steering Committee ensuring overall coordination, strategy and monitoring of results. The Steering Committee provides oversight and makes, collectively and on a consensus basis, all key decisions related to the Fund such as setting priorities, allocating funds, revising the Terms of Reference or Operations Manual, approving the direct costs related to Fund operations, and mobilizing resources.

In its incubation phase (2023-2024), the Steering Committee was chaired by the UN Special Adviser on Solutions to Internal Displacement. As of January 2025, it will be chaired by the annual convener amongst the Solutions Champions Group, starting with IOM, UNDP 2026 and UNHCR 2027. The Steering Committee includes on a rotating basis, five UN entities and three contributing donors. Building on experience from other Funds, it has been agreed to further integrate two IDP affected members states in the steering committee. The member states led ‘Group of Friends of Solutions to Internal Displacement’ have been asked to nominate two members. A transition of membership will take place during 2025, as the tenure of 18-24 months for the initial Steering Committee members will reach its term.

Steering Committee composition 2023-2024	
Chair	Special Adviser
UN members	IOM; UNDP; UNDPPA; UNHCR; UN-Habitat
Donor members	Germany; Norway; Switzerland
Ex Officio	OCHA; UNDCO; MPTF-O

The Fund Secretariat was housed in the Office of the Special Adviser in its incubation phase and have transition to UNDCO as an embedded element of the new Global Solution Hub as of January 2025. The Secretariat which is also the Fund Manager is responsible for operational functions, provides management support to the Steering Committee and liaises with the Administrative Agent. During 2024 the secretariat was composed of a part time professional staff, which will be further expanded to a full-time professional staff and one administrative staff during 2025. During the reporting period the Secretariat managed the technical review process, overseeing the development and implementation of the first funding round allocation and provided various strategic recommendations for consideration by the Steering Committee to facilitate effective and efficient Fund operations.

The Fund uses a pass-through funding modality, where donors and Participating UN Organizations (PUNOs) channel funding through the UN Multi-Partner Trust Fund Office as the Administrative Agent (AA). the Administrative Agent. Established in 2003, the UNDP MPTFO is the United Nations center of expertise on pooled financing mechanisms, supporting development effectiveness and United Nations coordination through the design and administration of innovative pooled financing mechanisms. Managing over 200 trust funds, with over USD 19 billion in deposits and investing in programmes overseen by 50 participating United Nations organizations, the MPTFO’s efficient and transparent services are recognized by all partners. The Administrative Agent’s costs are 1 per cent of the contributions received.

Operations Manual

The IDSF Operations Manual was adopted in May 2024. The manual articulates operational rules, guidelines, and processes for the Internal Displacement Solutions Fund (IDSF). It complements the Fund Terms of Reference (TOR), which contains the foundational parameters for the Fund, including its rationale, scope and strategic approach, and governance arrangements. The manual sets out the process for the programme cycle (including all necessary tools and templates for Joint Programmes) and the Fund’s results framework.

RESOURCE MOBILISATION

The Fund is designed to operate with a multi-year funding envelope of USD 100 million over an initial five-year period, targeting an average of USD 20 million in new contributions per year. Under its current framework, the Fund can allocate up to USD 3 million per eligible country. This multi-year, flexible financing approach is critical to sustaining momentum toward government-led, development-anchored solutions.

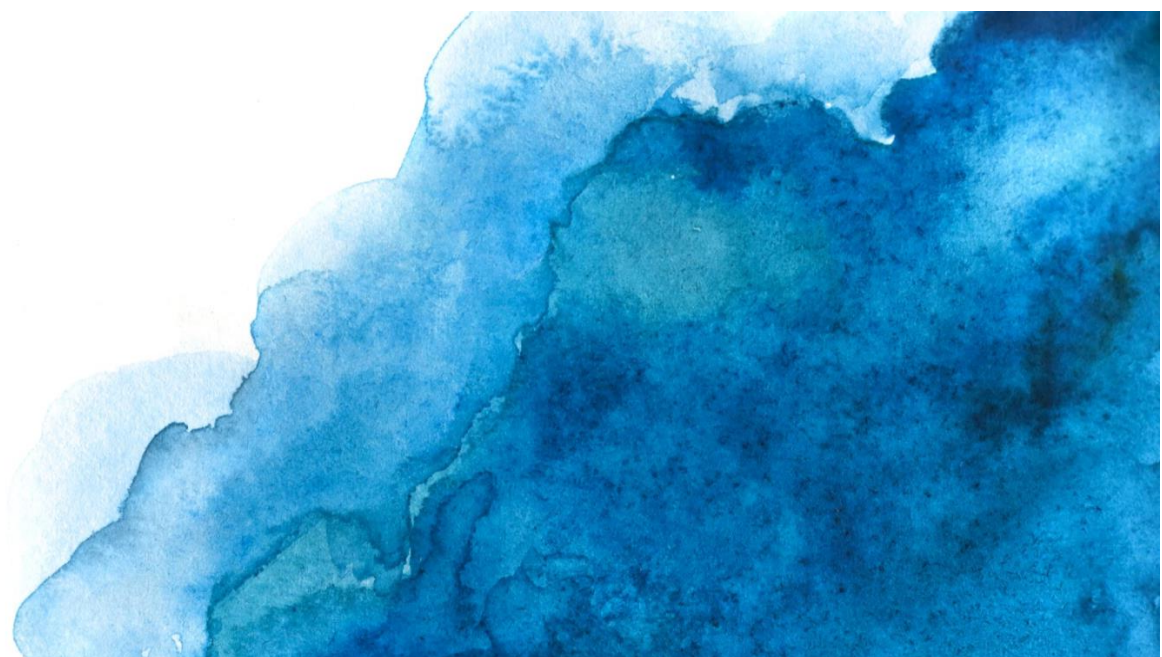
As of the time of reporting, the Fund has mobilized a total of USD 21.9 million, representing approximately 60% of its resource mobilization target for the first two years. The Fund's anchor donors—Germany, Norway, and Switzerland—have demonstrated continued leadership through multi-year pledges and renewed commitments. Their continued support stands as a strong testament to the Fund's credibility and operational effectiveness. The Governments of the United Kingdom and Spain have recently joined the Fund's donor community, expanding the coalition committed to advancing durable solutions.

The Secretariat and the Chair of the Steering Committee actively engage with development partners to position the IDSF as an essential instrument for bridging humanitarian and development responses. Donor advocacy, including peer-to-peer exchanges, has been instrumental in amplifying awareness and securing new partnerships. Sustained resource mobilization will be critical to scale early successes, maintain operational agility, and meet the growing demand from governments seeking to drive solutions. Full financial reporting, including contributions, allocations, and expenditures, will be detailed in the Annual Financial Report.

RISK MANAGEMENT

The Fund's baseline risk assessment was presented to and endorsed by the Steering Committee in June 2024, providing the foundation for the Fund's risk management strategy. Eight key risk areas were identified, each with corresponding risk factors, potential outcomes, and an assessment of the associated risk level for the Fund.

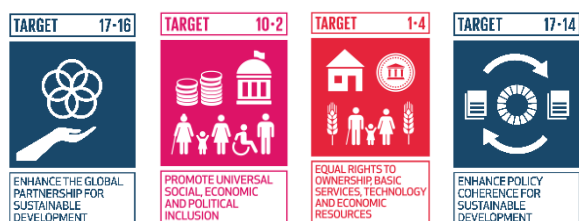
Ongoing monitoring of risks and corresponding mitigation measures has been established. The first risk monitoring report, outlining actions taken and recommended adjustments, is included as Annex 1.



Solutions means investing in the SDGs

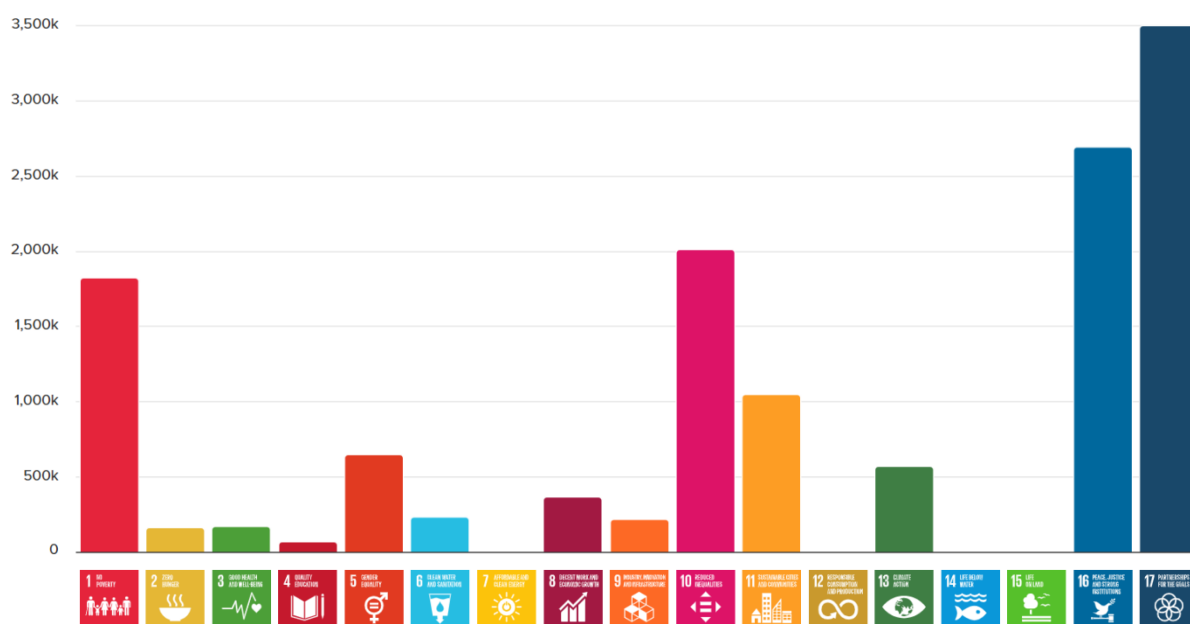
Internal displacement, whether due to conflict or disaster and the impact of climate change, affects all regions of the world. Prolonged displacement is a direct obstacle to achieving the SDGs and the 2030 Agenda's core promise to leave no one behind. No displacement-affected country is currently on track to meet key SDG targets, including those on hunger, health, and gender equality. The Action Agenda emphasizes that making progress on solutions is key to the achievement of the SDGs and that action to resolve internal displacement must be recognized as a priority of inclusive development, with "leaving no one behind" being a central promise of the 2030 Agenda.

With this in mind, the IDSF place a high emphasis on the linkages between internal displacement and national plans to advance the Sustainable Development Agenda. One of the critical aspects of the solutions strategy is the integration of displacement in national development plans.



The current IDSF portfolio supports achievements across 13 Sustainable Development Goals. With the biggest financial investment in SDG 17, SDG 16, SDG 10 and SDG 1 respectively. In total 41 SDG targets are supported by the interventions under the Fund

with the largest budget planned in support of target 17.16 Enhance the Global Partnership for Sustainable Development, closely follow by Target 10.2 to Promote Universal Social, Economic and Political Inclusion, Target 1.4 on Equal Rights to Ownership, Basic Services, Technology and Economic Resources, and Target 17.14 to Enhance Policy Coherence for Sustainable Development.



Leaving No One Behind: Importance of Participation

Accountability to displaced persons is a foundational principle for all joint programmes under the IDSF. These programmes recognized the importance of involving internally displaced persons (IDPs) not merely as beneficiaries, but as rights-holders and co-creators of the solutions that impact their lives. Governments and UN partners increasingly committed to amplifying IDP voices, incorporating their perspectives into planning, and providing mechanisms for feedback, dialogue, and co-decision-making.

In **Mozambique**, participatory tools were used to consult affected communities—especially women, youth, and marginalized groups—on their displacement experiences, expectations, and concerns. The use of a gender-sensitive planning tool allowed communities in Mahate and Paquitequete to influence the design and rollout of durable solutions action plans. The process was enriched by focus group discussions, community walks, and key informant interviews, enabling planners to consider both the quantitative and qualitative dimensions of displacement.

Central African Republic (CAR) embedded accountability through the Local Committees for Peace and Reconciliation (CLPRs). These community-based structures not only managed peacebuilding activities but also monitored the quality of services delivered under the JP. In Bria, Bangassou, and Alindao, displaced persons actively participated in WASH and health committees, influencing how resources were allocated and priorities were set. This strengthened trust between communities and service providers and promoted more equitable service delivery.

In **Iraq**, the Ministry of Migration and Displacement and Joint Crisis Coordination Centre consulted IDPs during a review of the national referral and

compensation systems. Focused discussions highlighted inefficiencies in processing compensation claims and obstacles in securing housing, land, and property rights. These insights informed the revision of legal frameworks and the development of more accessible referral mechanisms for displaced populations.

Colombia stood out for its structured participatory planning approach. Afro-Colombian, Indigenous, and rural IDP communities were directly engaged in designing local durable solutions strategies. Territorial forums and participatory mapping sessions ensured that displaced persons' voices were at the heart of municipal and departmental planning. These engagements not only shaped policy but also led to more accurate data collection, better community buy-in, and stronger partnerships with civil society.

Nigeria reinforced accountability through the enhancement of complaints and feedback mechanisms in the BAY states. These mechanisms were integrated into State Action Plans and tailored to each local context, providing safe and confidential avenues for IDPs to share concerns. The system proved effective in real-time monitoring of relocation projects and helped prevent miscommunication between state authorities and displaced households.

In **Somalia**, the six-month grassroots consultation process that informed the Solutions Pathways Action Plan was itself a demonstration of accountability in action. IDPs were consulted through local dialogues, household surveys, and representative discussions. Their feedback helped shape the plan's priorities, especially regarding access to land, employment, housing, and basic services. The process demonstrated that accountability is not just about information-sharing but about inclusion in the design and direction of policy.

In **Ethiopia**, regional governments used community action funds and local consultations to ensure that return, relocation, and integration projects were aligned with community needs. In Tigray and Somali regions, IDP communities helped identify sites for reintegration and co-developed risk mitigation plans related to social cohesion and conflict sensitivity.

These examples underscore how accountability to IDPs goes beyond consultation to genuine power-sharing. The JPs created spaces where IDPs could shape their own futures, hold service providers to account, and co-produce durable solutions that reflect their aspirations and rights.

PART 2

Consolidated Fund level results

2024 was the first year of operational delivery of the Internal Displacement Solutions Fund. Ten Joint Programmes were allocated fund following a competitive application process, initiating delivery between February to June 2024. In addition to reporting on individual results for the respective Joint Programmes, they also contribute to the Fund level results as defined by the three strategic objectives and the eight signature indicators established in Terms of Reference of the Fund.

The following section outlines consolidated results of the Fund against the collective indicators, followed by thematic deep dives on key areas of the Funds investment, ie. [A] Nationally owned solutions; [B] Evidence based approaches to solutions; [C] Catalytic impact of the Fund; and [D] Integration of Gender equality and Gender mainstreaming.

Key results: During 2024, with the support of the IDSF the following was achieved.

<div>5</div> <div>national solutions strategies</div>	<div>>28K</div> <div>IDPs consulted</div>	<div>9</div> <div>country data collection system strengthened</div>
<div>23</div> <div>sub-national solutions strategies</div>	<div>6</div> <div>UNCT defined roles</div>	<div>2</div> <div>instrument to inform financing developed</div>

2024 progress against IDSF signature indicators

IDSF Outcome and signature indicators	2024 Value
1) IDP Solutions Strategies: Promote nationally owned solutions to internal displacement	
# of national strategies or local development and/or climate action plans that have embedded long-term solutions for internal displacement, as a result of IDSF support	TOTAL: 8 Colombia: 8 incl. 4 Municipal Development Plan; the National Development Plan; the government's long-term action plan to overcome the Unconstitutional State of Affairs regarding IDPs in response to the Constitutional Court; the Ombudsman's Institutional Strategic Plan; and the 2421 Law – new victims' Law.
# of national or sub-national solutions strategies for internal displacement developed and endorsed by government	TOTAL: 5 national and 23 sub-national strategies [CAR: 1 National solutions strategy; Chad: 1 National solutions strategy + 15 provincial action plans; Ethiopia: 1 National Solutions Strategy, 4 new Regional Costed Action Plans; 1 revised Regional Costed Action Plan; Mozambique: 1 National Solutions strategy; Nigeria: 3 State level Solutions strategies; Somalia: 1 National Solutions Strategy, 1 Durable Solutions Roadmap for the Jowhar Offstream Storage Programme (JOSP)]
# participants in inclusive national consultative processes on IDP solutions carried out with IDSF support (disaggregated by gender, IDPs, and members of host communities)	TOTAL Female: 13'039 [CAR: 75; Chad: 30; Colombia: 1'283; Ethiopia: 90; Iraq: 19; Mozambique: 11'456; Nigeria: 51; Somalia: 15; Vanuatu: 20]
	TOTAL Male: 11'014 [CAR: 194; Chad: 60; Colombia: 855; Ethiopia: 210; Iraq: 28; Mozambique: 9'373; Nigeria: 212; Somalia: 52; Vanuatu: 30]
	TOTAL IDPs: 28'170 [CAR: 64; Colombia: 1'210; Ethiopia: 3'156 (indirect); Mozambique: 20'829; Nigeria: 11; Vanuatu: 2'900]
	TOTAL Host communities: 2'061 [Colombia: 928; Mozambique: 1'125; Nigeria: 8]
2) Leverage a whole-of-UN response to displacement	
# of UNCTs that have mapped and defined roles, responsibilities, and capacities to deliver IDP Solutions Strategies, with IDSF support	TOTAL: 6 [CAR, Chad, Colombia, Mozambique, Nigeria, Vanuatu]
Increased # of agencies reporting displacement-related activities through Joint Work Plans (under cooperation frameworks)	TOTAL: 17 [Chad: 7; Colombia: 8; Iraq 2]
3) Solutions Financing Frameworks: Build IDP solutions investment cases	
# of instruments produced to inform financing of IDP Solutions (e.g. assessments, financing roadmaps, rapid business cases)	TOTAL: 2 [Colombia: 1; Nigeria: 1]
# of sustainable national financing solutions strategies adopted by governments with IDSF support	TOTAL: 0
Cross-cutting	
# of countries with strengthened data collection systems on displacement to inform solutions	TOTAL: 9 [CAR, Chad, Colombia, Ethiopia, Iraq, Mozambique, Nigeria, Somalia, Yemen]

Thematic overview of results across the Joint Programmes

[A] Nationally Owned Solutions

In 2024, governments across several countries demonstrated an increasing commitment to owning and leading efforts toward durable solutions for internally displaced persons. This shift was not only symbolic—it was backed by strategic policies, institutional reforms, financial commitments, and deepening coordination between national, regional, and local actors. These examples provide strong evidence of growing national leadership and ownership.

In **Somalia**, the Federal Government achieved a landmark milestone by launching the “Solutions Pathways Action Plan” (2024–2029), a fully costed and government-owned framework aiming to support one million IDPs on their journey toward solutions. The process leading to the plan was inclusive and participatory. It involved a six-month grassroots consultation campaign engaging over 14 federal ministries, regional states, local authorities, UN agencies, and more importantly, displaced and host communities. The Prime Minister, Hamza Abdi Barre, officially launched the Action Plan in September 2024. Its significance lies not just in its scope, but in its institutional embedding—the Plan is now a pillar of the National Transformation Plan (2025–2029). To ensure the plan’s implementation, a National Centre for Rural Development and Durable Solutions was established by decree, reinforcing the government’s long-term vision.

Nigeria took a multi-tiered approach. The states of Borno, Adamawa, and Yobe—collectively known as the BAY states—completed and launched their own State Action Plans (SAPs) on Durable Solutions. These SAPs were developed through participatory planning processes and validated by local government representatives, traditional leaders, IDP committees, and civil society. They provide a blueprint for

sustainable reintegration, relocation, and return. The Federal Government, through the National Commission for Refugees, Migrants, and Internally Displaced Persons (NCFRMI), recognized this state-led momentum and began developing a national durable solutions strategy, which is intended to harmonize state-level plans into a federal framework. Notably, these state plans were supported by a coordination mechanism that brought together key stakeholders from different sectors and regions to align funding and operational priorities.

In **Chad**, national leadership was evident through the development of a Durable Solutions Strategy with oversight from an inter-ministerial committee led by the Ministry of Planning and Economic Development. The strategy broadened its scope beyond internal displacement to also include refugees, returnees, and persons affected by climate shocks, particularly floods. The process included provincial action planning that incorporated feedback from community representatives and technical staff from line ministries. These activities helped to ensure that national priorities reflected the realities and aspirations of affected populations. The strategy has already been used to guide local budgeting processes in Lac and Hadjer-Lamis provinces.

The **Central African Republic (CAR)** revitalized its dormant National Working Group on Durable Solutions, transforming it into a functional coordination body aligned with the newly launched National Strategy for Durable Solutions (2024–2028). The Ministry of Humanitarian Action, Solidarity and National Reconciliation led the strategy’s development, supported by technical and financial contributions from UNDP, IOM, UNHCR, and UNICEF. The strategy outlines a shift from short-term humanitarian interventions to a long-term development lens, focusing on access to housing, land and property (HLP), basic services, and livelihoods. It also calls for greater decentralization of decision-making through municipal-level coordination platforms, which have already been piloted in Bria.

In **Ethiopia**, national ownership was underscored by the launch of the National Strategy to Implement Solutions Pathways to Internal Displacement. This strategy, endorsed by the federal government and supported by the Disaster Risk Management Commission (EDRMC), laid the foundation for a more harmonized and development-oriented approach to displacement. The government engaged six regional states—Afar, Amhara, Tigray, Somali, Oromia, and South Ethiopia—in developing region-specific durable solutions action plans. These documents were informed by local consultations, vulnerability mapping, and participatory planning exercises involving woreda (district) and kebele (village) level authorities.

Colombia continued to lead in national policy ownership by structuring its Durable Solutions Strategy as a CONPES document—Colombia’s

highest-level public policy instrument. The strategy was aligned with the national development plan and included actionable targets linked to budget lines. Local governments in high-displacement regions were empowered to draft territorial solutions plans, which were supported by technical assistance from the national level and guided by established methodologies such as area-based focalization and solutions costing.

In **Yemen**, despite a fragile context, the government showed clear leadership in revitalizing the 2013 National IDP Policy. With support from UNDP, UNHCR, IOM, and FAO, the Executive Unit for IDPs initiated a roadmap to operationalize the policy, focusing on four governorates—Aden, Lahj, Marib, and Taiz. Each governorate held a durable solutions workshop to define local priorities and agree on joint actions. This process laid the groundwork for the integration of displacement considerations into local development planning.

Finally, **Vanuatu** stands out for its proactive stance on climate-induced displacement. The government initiated the development of a national Durable Solutions Roadmap to operationalize the Policy on Climate Change and Disaster-Induced Displacement. The Inter-Ministerial National Durable Solutions Taskforce was activated to steer coordination, and the Ministry of Climate Change played a central role in overseeing policy alignment and community consultations. These efforts have become a model in the Pacific for how small island developing states can respond to internal displacement driven by environmental hazards.

These examples collectively demonstrate the shift from externally driven interventions to nationally defined, owned, and led responses. They reveal a growing maturity in how states are approaching displacement—not just as a humanitarian concern but as a development priority that requires integrated, long-term planning and policy reform.

THE HOW : Approaches of the IDSF to enhance national ownership

The IDSF makes deliberate effort to build the leadership and institutional capacity of national and subnational governments to lead and sustain durable solutions to internal displacement. Here are some of the approaches and methods that is being applied:

Development and Leadership of National and Subnational Strategies: In several countries, the IDSF has enabled governments to take the lead in formulating and operationalizing national and regional solutions strategies. Examples includes: **Chad** saw the government lead strategy development through CNARR and the Inter-Ministerial Committee, facilitated by a dedicated solutions advisor and field consultations that shaped provincial action plans. And **Ethiopia** working with local DRMCs co-led the process to develop six regional action plans, improving planning capabilities and ownership.

Institutional Coordination and Policy Ownership: Many JPs focused on strengthening institutional frameworks, clarifying roles, and enabling inter-agency collaboration at multiple government levels. In **Nigeria** improved inter-state and federal coordination including federal institutions began aligning strategies and data governance with state-level actions. In **Vanuatu** the National Displacement Solutions Taskforce assigned durable solutions responsibilities to ministries and with IDSF technical support helped formalize policy roles and launch cross-sector consultations. In **Mozambique** municipal and provincial officials were equipped with practical tools to integrate displacement into urban policies, with special emphasis on gender-sensitive planning, improving their capacity to manage displacement-affected urban growth

Capacity Building through Technical Assistance and Training; Targeted support for training, staffing, and advisory roles helped governments build technical expertise in data, planning, and coordination. **Iraq** saw progress in building institutional systems under the leadership of the Ministry of Migration and Displacement (MoMD). The JP conducted stakeholder workshops to identify administrative bottlenecks in IDP compensation, facilitated problem-solving sessions, and helped draft technical strategies to revise compensation policies. These engagements empowered MoMD to take a more active role in shaping displacement responses. **Somalia** experienced significant momentum with government leadership during the Solutions Pathways Action Plan process. The IDSF JP provided financial support for the plan's launch, paid the salaries of key government officials to lead the process, and co-organized data governance consultations with national stakeholders. The creation of the National Centre for Rural Development and Durable Solutions further institutionalized this leadership, positioning Somalia to lead future data-driven responses.

Government Engagement in Data Governance and Area-Based Planning; JPs also enabled governments to participate in and lead area-based planning and displacement data governance—often for the first time. **Mozambique** conducted multi-stakeholder trainings on gender-responsive planning tools and international displacement data standards (DSID and IRIS), particularly targeting provincial planners. **Colombia** mainstreamed solutions planning into over 50 municipal development strategies. National and local government actors co-developed methodologies for geographic targeting and prioritization using government-endorsed tools.

[B] Evidence-Based Approaches to solutions

Reliable data and evidence emerged as cornerstones in the design and implementation of durable solutions under the IDSF Joint Programmes. Across countries, governments and partners moved from reactive, fragmented interventions to data-informed strategies that allow for more precise targeting, planning, and monitoring of solutions.

In **Ethiopia**, the Joint Programme facilitated the launch of the National Strategy to Implement Solutions Pathways to Internal Displacement, which was underpinned by a rich evidence base. This included regional vulnerability assessments, socioeconomic surveys, and participatory needs analyses. In Amhara and Tigray, spatial mapping helped identify potential relocation areas and vulnerable groups in host communities. The strategy's data-driven design helped regional authorities develop costed action plans tailored to specific regional dynamics.

In **Mozambique**, the IDSF programme advanced the development of a national dashboard to monitor progress on durable solutions indicators. The initiative aligned with international standards such as the Data for Solutions to Internal Displacement (DSID) and International Recommendations on IDP Statistics (IRIS). The government and UN partners jointly developed disaggregated indicators that reflect both humanitarian and development needs. For instance, assessments in Mahate and Chuiba captured not only shelter needs but also aspirations for livelihoods, land tenure, and access to services.

Colombia took a multi-dimensional approach to evidence generation. The JP developed a geospatial focalization methodology, which uses census, displacement, and poverty data to define micro-territories for action. Local governments in Chocó and Antioquia applied this tool to design targeted durable solutions plans. These data were complemented by cost-benefit analyses, impact evaluations, and municipal profiling, enabling policymakers to allocate resources effectively and respond to evolving needs.

In **Somalia**, data played a dual role: first, to inform planning; second, to catalyze funding and alignment among stakeholders. The Solutions Pathways Action Plan includes a dedicated “Pathway 6” focused on data and evidence. The plan was built on baseline assessments, multi-sector needs analyses, and thematic studies covering land tenure, livelihoods, and urban displacement. These data informed the design of indicators, monitoring frameworks, and fundraising priorities. Moreover, the plan's data strategy was aligned with the National Statistics Office, ensuring institutional integration.

Iraq took notable steps to modernize its national referral and compensation systems using evidence. IOM supported the development of a secure, interoperable data architecture using a .NET Core API and JWT-based access control. This system addressed previous bottlenecks in verifying and processing compensation claims. The Ministry of Migration and Displacement (MoMD) and Joint Crisis Coordination Center (JCCC) also used survey data and legal analysis to identify administrative, technological, and regulatory gaps.

In **Nigeria**, state governments in the BAY states conducted data capacity assessments and appointed dedicated data custodians. These officials received training on evidence use, which was applied in the design of State Action Plans. Displacement tracking and intention surveys helped uncover patterns of movement, risks of re-displacement, and potential for local integration. Data also informed gender-responsive budgeting and multi-sectoral coordination.

Yemen integrated multiple data streams into its area-based programming model. The Joint Programme supported durable solutions and intention surveys, as well as socioeconomic assessments in Marib, Taiz, Lahj, and Aden. These studies revealed preferences for relocation, barriers to return, and access gaps in services. Results were used to develop localized action plans and advocate for greater inclusion of displaced populations in governance mechanisms.

Vanuatu developed a predictive model for climate-induced displacement in partnership with the Ministry of Climate Change. This model combined geospatial risk data with community-based vulnerability assessments to identify displacement hotspots. These insights fed into the costed implementation plan for the national Policy on Climate Change and Disaster-Induced Displacement.

Across all these contexts, the use of evidence transformed durable solutions planning. It enabled governments to prioritize interventions based on need, track progress systematically, and advocate for resources using compelling, credible data.

[C] Catalytic Impact of the IDSF

One of the defining features of the Internal Displacement Solutions Fund (IDSF) is its ability to act as a catalyst—spurring governments, institutions, and donors into action to address the complex and long-standing challenges of internal displacement. The Fund's support has triggered significant policy shifts, enabled structural changes, attracted co-financing, and built momentum for durable solutions that extend beyond the life of individual programmes.

In **Somalia**, the catalytic impact of the IDSF is perhaps most evident in the creation and adoption of the federal “Solutions Pathways Action Plan.” This plan, which aims to support one million IDPs by 2029, was born from an inclusive national process made possible by IDSF funding and coordination. Following the launch, the government established the National Centre for Rural Development and Durable Solutions by decree. Moreover, a Solidarity Forum held in Geneva with global stakeholders generated interest in financing the plan, even though the forum itself was not directly funded by the IDSF. The Fund's influence extended far beyond its financial input—it shaped priorities, policies, and processes that will outlive the programme timeline.

In **Ethiopia**, the IDSF programme was instrumental in uniting federal and regional authorities around a shared agenda on displacement. The launch of the national durable solutions strategy was accompanied by strong regional engagement in Somali,

Tigray, Amhara, and Afar. As a direct result, regional action plans were costed and integrated into broader resilience and peacebuilding frameworks. The visibility of these plans attracted interest from bilateral donors and financial institutions, sparking conversations about replicating this model in other regions.

Mozambique offers another compelling example. The IDSF enabled the government and partners to operationalize its existing national policy on disaster displacement (PEGDI) by funding the development of an implementation plan and a practical community-based planning tool. These outputs have not only shaped national coordination platforms but have also catalyzed municipal investments in informal settlement upgrading and climate-resilient housing.

In the **Central African Republic**, the IDSF-supported JP helped bring the issue of durable solutions into the national policy arena. Prior to this initiative, displacement was addressed

mainly through humanitarian interventions. With the launch of the National Strategy for Durable Solutions (2024–2028), developed with IDSF support, durable solutions were incorporated into the National Development Plan. This strategic alignment has opened the door to development financing for peace and recovery initiatives in conflict-affected prefectures.

In **Colombia**, the catalytic role of the IDSF was evident in the transformation of existing tools into high-level policy instruments. The Durable Solutions Strategy was elevated to a CONPES document, giving it national policy status. The methodology for municipal targeting and territorial prioritization developed under the JP is now being replicated in other government programmes focused on rural development and urban inclusion.

Yemen's case illustrates how catalytic impact can manifest in difficult operational environments. Through the IDSF, the JP was able to revitalize the 2013 National IDP Policy by supporting a new roadmap for its implementation. This has prompted governorate-level planning and created momentum for multi-sectoral engagement in

areas such as Marib and Taiz. Additionally, ministries and local authorities began exploring how displacement data and community preferences could be systematically used to inform national development and stabilization programmes.

In **Vanuatu**, the JP served as a springboard for broader policy dialogue on climate displacement. The predictive modelling and national consultations conducted with IDSF support are now influencing not only domestic policy but also regional frameworks through the Pacific Islands Forum. The government's commitment to implementing the displacement policy has attracted attention from donors such as the Green Climate Fund and UN partners focused on climate resilience.

Finally, **Nigeria's** programme used catalytic investment to bridge humanitarian-development divides. The creation of three State Action Plans catalyzed a federal initiative to consolidate approaches to durable solutions. State-level frameworks have already been used to leverage additional resources for housing, WASH, and livelihoods in displacement-affected LGAs (Local Government Areas).

Across these diverse contexts, the IDSF has proven its value not only through direct implementation support but also as a mechanism to unlock structural, financial, and political barriers that have long hindered progress toward durable solutions. The catalytic role of the Fund is reflected in policies adopted, platforms established, and resources mobilized far beyond initial expectations.

[D] Integration of Gender Equality and Gender Mainstreaming

The integration of gender equality and gender mainstreaming was central to the IDSF Joint Programmes' approach to achieving durable solutions. Recognizing that displacement affects women, men, girls, and boys differently, the programmes sought to ensure that all strategies were gender-responsive, inclusive, and tailored to diverse needs. Across countries, planning tools, beneficiary selection, service delivery, and governance structures increasingly incorporated a gender lens.

In **Central African Republic (CAR)**, WASH and health committees established under the JP were mandated to maintain gender parity. In Bria, the local health centre's governance board was composed of 50% women, ensuring

that women's perspectives shaped health service delivery. Women's groups were also key actors in local peace committees and contributed to community dialogue processes,

mediating land disputes and promoting social cohesion.

In **Ethiopia**, the JP provided targeted livelihood and business development support to displaced women. In the Somali and Amhara regions, the Bureau of Women and Children Affairs was directly involved in identifying beneficiaries, guiding interventions, and monitoring outcomes. Capacity-building workshops trained women on financial literacy, cooperative development, and market access, ensuring their economic empowerment was embedded within solutions programming.

Mozambique introduced a gender-sensitive participatory planning tool that was deployed in key urban displacement areas such as Mahate and Chuiba. This tool included safety audits, access-to-services mapping, and gender-disaggregated data collection. Through these processes, planners identified specific risks faced by displaced women and girls, including gender-based violence and lack of access to reproductive health services. The resulting action plans incorporated safe space design, gender-responsive housing models, and female-targeted livelihood initiatives.

In **Somalia**, the Solutions Pathways Action Plan incorporated a gender mainstreaming strategy across all eight pathways. Gender indicators were integrated into the plan's monitoring framework, and the development process actively engaged women's civil society organizations. As a result, priorities such as land tenure for female-headed households, access to maternal healthcare, and employment for displaced women were elevated within the national agenda.

Colombia demonstrated one of the most advanced approaches to gender integration. Territorial solutions strategies specifically

addressed the intersectional vulnerabilities of Afro-Colombian and Indigenous women. Participatory diagnostics, developed through workshops and community mapping, prioritized women's leadership in planning councils. National guidelines on gender mainstreaming in durable solutions, developed by the JP, were adopted by multiple departments and municipalities.

In **Yemen**, special attention was paid to conflict-affected women and girls, including widows, survivors of gender-based violence, and adolescent mothers. Programmes in Taiz and Marib included vocational training, small grants, and psychosocial support tailored to women's needs. The Executive Unit for IDPs was supported to revise coordination tools to ensure gender equity in aid distribution and programme design.

Vanuatu mainstreamed gender through both policy and practice. Community consultations conducted for the implementation of the climate displacement policy were intentionally inclusive, ensuring equal participation by women and men. Displacement tracking tools included gender-disaggregated indicators, and the National Durable Solutions Taskforce included representatives from the Department of Women's Affairs. These efforts ensured that women's voices shaped not only community action plans but also national policy dialogue.

Nigeria embedded gender equality into its State Action Plans through gender-sensitive budgeting and participatory consultations. Each plan included a section on gender, with targets related to women's access to housing, land, and vocational training. In Adamawa and Yobe, community feedback sessions regularly included women's associations, ensuring that their voices were reflected in decisions regarding relocation and service delivery.

Collectively, these examples illustrate how gender mainstreaming became more than a checkbox exercise—it was a core principle guiding operational decisions, institutional partnerships, and community engagement. By embedding gender equality into the fabric of solutions programming, the IDSF-supported JPs enhanced the relevance, sustainability, and inclusivity of their interventions.

Knowledge Exchange and Learning Processes

The Internal Displacement Solutions Fund (IDSF) has also served as a powerful engine for learning, adaptation, and knowledge exchange across diverse contexts. Recognizing that durable solutions are not linear or prescriptive, but rather highly context-specific, Joint Programmes (JPs) under the IDSF made intentional efforts to capture lessons learned, facilitate peer-to-peer learning, and institutionalize adaptive approaches.

In **Chad**, national and provincial actors were brought together through a series of technical workshops that served as both planning and learning platforms. These sessions allowed government officials, local leaders, and UN agencies to co-create the national Durable Solutions Strategy and its related provincial action plans. The inclusive format enabled cross-sectoral dialogue and the sharing of regionally specific lessons. The experience prompted the Ministry of Planning to initiate a knowledge-sharing mechanism between provinces affected by displacement.

Iraq implemented bi-weekly coordination meetings between IOM, UN-Habitat, and key government stakeholders to track progress, discuss referral and compensation systems, and share real-time feedback from the field. These sessions acted as rapid learning cycles where challenges were identified, and adaptive measures were promptly taken. Capacity-building components also included legal clinics and data integration trainings for the Ministry of Migration and Displacement.

In **Nigeria**, inter-state coordination platforms were central to knowledge exchange. These forums facilitated peer learning between state governments in Borno, Adamawa, and Yobe on local integration, housing policy, and dispute resolution. Each state had a dedicated technical team that shared innovations—such as site planning templates, complaint tracking mechanisms, and gender integration strategies—leading to cross-replication of effective practices.

Mozambique embraced iterative learning through its Workstream 1 on Data for Solutions. This platform brought together government agencies, humanitarian actors, and academic institutions to validate indicator frameworks and develop shared data collection methodologies. Workshops provided hands-on training and encouraged collaborative refinement of assessment tools. Participants reported improved understanding of international standards and greater confidence in applying tools like the IRIS and DSID frameworks.

In **Colombia**, the JP created formal knowledge products including diagnostic studies, territorial mapping reports, and lessons-learned publications. These were disseminated to sub-national governments, civil society, and donor agencies, fostering a more consistent narrative on displacement across institutions. South-South exchanges were also facilitated with El Salvador and Honduras, enabling Colombian officials to share their experience in using area-based approaches and community-led planning.

In **Somalia**, the launch of the Solutions Pathways Action Plan was accompanied by a learning agenda focused on pathway-specific deep dives. These sessions allowed sectoral actors and government officials to unpack challenges in areas such as housing, land, and livelihoods, and identify what had worked in earlier pilot projects. The Plan's M&E framework includes a feedback loop where data and lessons are used to adapt interventions over time.

Yemen integrated learning into area-based planning by holding governorate-level solution workshops. These events created a platform for local authorities, humanitarian responders, and development partners to review progress, align on approaches, and update localized response plans. Capacity-building sessions provided municipal officers with planning tools and participatory techniques they could use independently in future planning cycles.

In **Ethiopia**, regional and federal actors regularly convened under the JP to align strategies and share implementation challenges. The JP developed a solutions-focused knowledge management toolkit, which included templates for action planning, community consultation guides, and M&E templates. Regional bureaus used these resources to contextualize action plans and track their own implementation progress.

Overall, the IDSF has fostered a culture of learning and reflection that enables more informed, agile, and inclusive solutions programming. These mechanisms of knowledge exchange are not only sustaining progress but building a repository of good practices that can be adapted globally to other displacement contexts.



Challenges Impacting Implementation

Despite the many advances driven by the IDSF-supported Joint Programmes, several persistent challenges impacted implementation. These challenges stemmed from political instability, institutional gaps, environmental shocks, and logistical limitations—each affecting how effectively durable solutions could be developed and operationalized.

In **Mozambique**, the 2024 general election season and subsequent civil unrest presented serious disruptions to programme activities. Political transitions led to delays in finalizing action plans, and staff turnover at the provincial level impeded continuity. Additionally, Tropical Cyclone Chido caused significant infrastructural damage in the north, particularly in Cabo Delgado, stalling both data collection and implementation in high-priority areas. These environmental shocks highlighted the need for more flexible, risk-informed planning processes.

Central African Republic (CAR) faced a mix of operational and structural hurdles. Despite launching a strong national strategy, the local implementation faced funding gaps, under-resourced coordination structures, and logistical constraints in remote areas. In many regions, local peace committees and service delivery platforms lacked reliable transportation or communications infrastructure. Additionally, security issues limited access for field staff, restricting monitoring and engagement activities.

Yemen's fragile political and security environment posed unique implementation challenges. Ongoing conflict in certain areas made it difficult to coordinate with local authorities or conduct regular assessments. The decentralization of government functions meant that some regional and municipal actors lacked the technical capacity or institutional mandate to manage durable solutions programming effectively. This led to uneven implementation across the targeted governorates.

In **Iraq**, bureaucratic inefficiencies with centralized decision making and sub optimal coordination slowed progress. For example, only 27% of registered returnee households had received government compensation by the time of reporting, largely due to bottlenecks in data processing and legal verification. A new registration system introduced for IDPs intending to locally integrate faced usability issues, leading to under-registration. These obstacles illustrate the difficulty of upgrading legacy administrative systems while responding to immediate needs.

Nigeria encountered coordination challenges in aligning federal and state-level strategies. While state-led action plans were well received, efforts to harmonize these with federal planning processes were delayed due to limited institutional bandwidth and divergent policy timelines. Furthermore, in some conflict-affected Local Government Areas, access constraints and security risks limited the ability of field teams to carry out consultations and monitor project activities.

In **Colombia**, local governments sometimes lacked the resources or technical skills to implement action plans. While the JP provided extensive support, high turnover among local officials and administrative fragmentation affected the continuity of implementation. Moreover, some municipalities struggled to integrate displacement solutions into broader development planning frameworks, resulting in parallel rather than integrated programming.

In **Chad**, heavy rains and flooding disrupted community consultations in Lac and Hadjer-Lamis. These environmental conditions highlighted the need for contingency planning

and investment in climate-resilient infrastructure. The limited number of trained personnel at the provincial level also made it difficult to sustain multi-sectoral coordination, particularly during the most intense implementation periods.

In **Ethiopia**, political instability and regional conflicts hindered operations in certain areas. For example, in Tigray and Oromia, insecurity restricted access to communities identified for return and reintegration. Additionally, differences in administrative capacity across regions made it difficult to apply standardized planning tools uniformly.

These examples underline the importance of risk mitigation, adaptive programming, and long-term investment in local capacity. While the IDSF Joint Programmes achieved impressive milestones, these challenges remind us that durable solutions require sustained commitment, political will, and a readiness to adapt to complex and evolving circumstances.



PART 3

Progress across the ten Joint Programmes

Full narrative
reports for each
joint programme
is available on
the IDSF website



Central African Republic (CAR)

Project title:	Supporting National Leadership on Durable Solutions and Promoting Local Integration, Voluntary Return, and Social Cohesion in the Central African Republic
Start and End Date:	February 2024 – February 2026
Convening PUNO:	UNDP
PUNOs:	UNDP, IOM, UNHCR, UNICEF
Total Approved Allocation:	\$1,500,000
Overall Progress <p>The Central African Republic (CAR) Joint Programme (JP) aims to support the government’s efforts to promote durable solutions for internally displaced persons (IDPs) through the development of a national strategy, strengthening local governance structures, and improving displacement data management. It focuses on fostering government leadership, enhancing social cohesion, and aligning solutions with broader peacebuilding and development strategies.</p> <p>In 2024, the JP in CAR played a critical role in institutionalizing durable solutions by supporting the development of the National Strategy for Durable Solutions (2024–2028). Led by the Ministry of Humanitarian Action and National Reconciliation (MAHRN) and supported by UNDP, IOM, UNHCR, and UNICEF, the strategy marked a major policy shift from humanitarian relief to long-term solutions. Local peace committees and WASH and health governance structures were revitalized across six displacement-affected areas. These committees enabled inclusive governance and helped address access to services, sanitation, and infrastructure. Significant efforts were made to integrate gender considerations, particularly by ensuring that health centre boards had gender parity and women participated meaningfully in community mediation structures. The JP also supported youth-led dialogues and provided training for local actors to</p>	

promote social cohesion. Despite logistical challenges, including limited mobility in remote areas and delays in fund

Challenges and Lessons Learned

The JP faced significant challenges related to insecurity, limited mobility, and logistical barriers in remote areas, which at times delayed activities. Institutional fragility and resource constraints at the local level necessitated sustained technical support. A key lesson was the importance of embedding durable solutions within broader peacebuilding and stabilization efforts to address root causes of displacement. Continuous capacity-building, inclusive community engagement, and flexible programming were critical to navigating complex and evolving contexts.

Chad

Project title:	Support for Durable Solutions to Internal Displacement in Chad
Start and End Date:	June 2024 – May 2026
Convening PUNO:	UNDP
PUNOs:	IOM, UNDP
Total Approved Allocation:	\$500,000
Overall Progress <p>The project seeks to strengthen government leadership through the development of a national durable solutions strategy, build local planning capacities, and improve the use of displacement and climate data. The JP emphasize a whole-of-government and whole-of-UN approach, supporting integrated, inclusive, and sustainable solutions planning aligned with national development strategies.</p> <p>The Joint Programme in Chad significantly advanced national leadership on internal displacement by facilitating the creation of a comprehensive Durable Solutions Strategy and establishing the necessary governance structures. A Durable Solutions Inter-ministerial Committee was formed to serve as the Steering Committee, supported by a Technical Committee and the ‘Pool Solutions Durables’. Led by the Minister of Finance, Budget, Economy, Planning, and International Cooperation, the structure brings together focal points from a range of key stakeholders. A detailed national strategy and accompanying work plan were developed and validated through a consultative process with partners, providing a structured framework for implementation. The project supported the recruitment of a Solutions Advisor to draft the strategy through an inclusive and participatory approach. At the government's request, the scope was expanded to ensure coverage of all displaced populations.</p> <p>Priority intervention areas were identified and technically validated during a two-day workshop convened by the Ministry of Planning, bringing together sectoral ministries and UN agencies. Subsequently, provincial action plans were developed in close collaboration with technical services and local communities, ensuring that decentralized plans reflected both national</p>	

priorities and local realities. These achievements represent a critical step toward operationalizing durable solutions at both national and local levels.

Challenges and Lessons Learned

The JP faced challenges linked to security conditions, limiting access to some displacement-affected areas and delaying fieldwork. Political transitions and competing priorities occasionally slowed decision-making at the national level. Variations in local institutional capacity required tailored support and frequent follow-up. A key lesson was the importance of sustained technical assistance and political advocacy to maintain momentum. Embedding durable solutions planning into broader climate resilience strategies also emerged as a promising approach to address overlapping drivers of displacement.

Colombia

Project title:	Roadmap to Durable Solutions: Strengthening the Government of Colombia in the Implementation of the Durable Solutions Strategy
Start and End Date:	January 2024 – June 2025
Convening PUNO:	UNHCR
PUNOs:	IOM, UNDP, UN Habitat, UNHCR
Total Approved Allocation:	\$1,800,000

Overall Progress

The Colombia Joint Programme (JP) seeks to strengthen national and local capacities to achieve durable solutions for internally displaced persons (IDPs), with a focus on conflict-affected municipalities. Building on Colombia's Solutions Strategy and in alignment with the Peace Agreement, the JP aimed to integrate displacement solutions into municipal development plans, advance local action plans, and strengthen national coordination.

Throughout 2024, the JP made substantial progress in institutionalizing durable solutions at the local and national levels through inclusive, data-driven, and locally led approaches. The initiative has received full endorsement from the Colombian government, reflecting strong institutional commitment to advancing solutions for displacement. A key achievement has been the structuring of the National Durable Solutions Strategy as a CONPES document, a high-level policy tool that positions durable solutions within national development planning. This effort was accompanied by an extensive participatory process that exceeded expectations, engaging displaced populations, host communities, and local authorities.

At the territorial level, agreements with municipal governments and intensive community engagement have laid the groundwork for early implementation actions and the formulation of long-term durable solutions plans. These efforts directly benefit displaced populations by expanding access to education, livelihoods, housing solutions, legalization of informal

settlements, integrated slum upgrading, social cohesion, and enhanced IDP participation in decision-making processes. The JP has also developed critical methodologies for municipal targeting, area-based planning, participatory assessments, and costing and financing strategies. These tools provide essential frameworks for the design and implementation of durable solutions in the short, medium, and long term. Seven territorial durable solutions plans are currently under development, with two additional territories receiving technical support focused on return planning, incorporating stronger ethnic and rural dimensions to complement prior urban-focused analyses.

The JP also encouraged South-South learning by facilitating exchanges with other Latin American countries. While security risks remained in some municipalities, local ownership over solutions processes expanded significantly. Municipalities demonstrated growing leadership in leveraging available resources and coordinating sectoral interventions to advance durable solutions.

Challenges and Lessons Learned

The JP faced challenges due to high staff turnover within municipal governments following elections, which affected continuity. Resource constraints at the municipal level also slowed implementation in some areas. Security risks and the presence of non-state armed actors posed barriers to full access and community engagement in certain zones. Key lessons included the importance of sustained capacity support post-election, flexible planning to adapt to changing contexts, and continued investment in trust-building measures with affected communities. Strengthening institutional memory and embedding solutions approaches into formal municipal structures proved essential for sustainability.

Ethiopia

Project title:	IDS Fund for Ethiopia
Start and End Date:	January 2024 – January 2026
Convening PUNO:	IOM
PUNOs:	IOM, UNDP, UNHCR, UN-Habitat
Total Approved Allocation:	\$1,900,000

Overall Progress

The Ethiopia JP seeks to operationalizing a national strategy on Durable Solutions to Internal Displacement through regional action plans that support return, relocation, and local integration of internally displaced persons (IDPs).

The Ethiopia JP achieved major milestones in 2024. Ethiopia successfully launched its National Strategy to Implement Solutions Pathways to Internal Displacement in November 2024. Five of the six target regions—Afar, Amhara, Somali, Tigray, and South Ethiopia—completed their durable solutions action plans, with regional governments demonstrating strong leadership. These plans were built through participatory consultations led by regional Disaster Risk Management Commissions, with support from federal counterparts and UN agencies. Community-based assessments, risk mapping, and stakeholder validation processes ensured the plans reflected

local needs and realities. The JP also provided technical capacity support to local governments at federal, regional, zonal, and woreda levels, strengthening cooperation and programming across administrative tiers. In parallel, the JP worked closely with the Ethiopia Disaster Risk Management Commission (EDRMC) to draft a national roadmap for operationalizing the durable solutions strategy. The roadmap will provide actionable guidance on coordination structures, institutional roles, data management, prioritization, and capacity-building needs, fostering a holistic, whole-of-government approach to internal displacement. Implementation efforts prioritized direct support to vulnerable IDPs, particularly displaced women, through livelihood interventions. In collaboration with regional authorities, the JP identified targeted woredas in Afar, Amhara, Tigray, and Somali regions to deliver financial and technical support to IDP returnees and relocated communities. Community action funds, business grants, and business development training were deployed to foster livelihood opportunities, promote social cohesion, and pilot innovative financing mechanisms, directly benefiting displacement-affected populations.

Through these integrated efforts, the JP has reinforced Ethiopia’s national leadership on durable solutions. National stakeholders and regional governments began discussing co-financing models, showing increased ownership and interest in sustaining the solutions agenda. Overall coordination between federal and regional governments significantly improved, setting the stage for stronger follow-up in 2025.

Challenges and Lessons Learned

Implementation was challenged by insecurity, particularly in Tigray and Amhara, which limited field access and delayed planning. Institutional capacity varied across regions, with some DRMCs requiring sustained technical support. Inadequate costing of action plans raised concerns about financial feasibility, prompting greater focus on resource mobilization. Community engagement was constrained in areas with security or logistical barriers, highlighting the need for stronger outreach. A key lesson was the importance of adaptive programming, regional ownership, and consistent federal support. Gender and protection considerations required ongoing attention to ensure they are fully mainstreamed in implementation.

Iraq

Project title:	Strengthening data systems to improve the management of internally displaced persons referral systems in Iraq
Start and End Date:	March 2024 – September 2025
Convening PUNO:	IOM
PUNOs:	IOM, UN-Habitat
Total Approved Allocation:	\$500,000
Overall Progress	
The Joint Programme (JP) in Iraq aims to strengthen the Government’s data management systems for internally displaced persons (IDPs), enhance evidence-based policymaking, and improve housing, land, and property (HLP) rights and compensation mechanisms. By advancing these	

objectives, the JP supports more effective, targeted service delivery to vulnerable populations and contributes to a more responsive and informed national displacement response. During the reporting period, significant progress was made in building institutional engagement. A Steering Committee was successfully established, comprising key government stakeholders.

IOM conducted an initial assessment in August 2024 to map data gaps, identify entry points, and explore opportunities for strengthening IDP data systems within Ministry of Migration and Displacement (MoMD) and Joint Crisis Coordination Center (JCCC). Concurrently, UN-Habitat engaged a Compensation Legal Expert to assess compensation mechanisms and identify inefficiencies. Structured questionnaires were distributed to 30 key personnel involved in compensation processing, alongside a review of existing legal and regulatory frameworks. To further enhance data systems, a JWT-enabled .NET Core API was developed and delivered to MoMD in December 2024, showcasing a secure, efficient, and scalable approach to improving IDP referral and compensation data management.

Through workshops and strategic engagements, the JP developed recommendations for improving data interoperability, strengthening climate-induced displacement analysis, and refining evidence-based reporting mechanisms. These initiatives have laid a critical foundation for enhancing Iraq's national capacity to respond to internal displacement challenges through informed policymaking and system-wide improvements. While systemic change remains complex, the JP's efforts in 2024 laid critical groundwork for a more rights-based and accessible compensation system that can support sustainable reintegration pathways for Iraq's displaced population.

Challenges and Lessons Learned

The JP faced challenges including political sensitivities around compensation reform, limited internet coverage in remote areas, and resistance to procedural changes among some local officials. Administrative delays also affected the rollout of the digital system. A key lesson was the importance of sustained advocacy and capacity-building at multiple levels of government. Flexibility in adapting technical solutions to local contexts and maintaining consistent community engagement proved essential for building trust and ensuring program relevance.

Mozambique

Project title:	Enabling durable solutions to internal displacement in Mozambique through a joint approach
Start and End Date:	January 2024 – January 2026
Convening PUNO:	IOM
PUNOs:	UNFPA, UN-Habitat, UNHCR
Total Approved Allocation:	\$1,500,000
Overall Progress	

The Mozambique Joint Programme (JP) aims at supporting the government's efforts to find durable solutions for internally displaced persons (IDPs) affected by conflict and disaster. It seeks to strengthen national and provincial capacities to lead and coordinate solutions processes, improve displacement data for planning, and pilot community-driven interventions in selected districts. The Joint Programme (JP) in Mozambique remained on track throughout the reporting period, delivering catalytic support to the Government's efforts in addressing internal displacement and promoting durable solutions, in line with the United Nations Secretary-General's Action Agenda on Internal Displacement. The JP advanced several key UN commitments under the Action Agenda, including the development of a whole-of-government solutions policy, mainstreaming urban displacement, enhancing displacement data management systems, and strengthening accountability to internally displaced persons (IDPs) and host communities.

Planned activities were successfully implemented, leading to notable achievements. Solutions indicators were identified and agreed upon by the Government of Mozambique and the Solutions Working Group (SWG), providing a critical framework for future planning. Community consultations were facilitated to inform the Durable Solutions Report, and workshops were organized to build the capacity of government officials at various levels. Furthermore, the JP developed and implemented a gender-responsive participatory planning tool, ensuring the integration of diverse stakeholder contributions and promoting meaningful community engagement.

A major focus of the JP in 2024 was supporting the development of the Action Plan for the Policy and Strategy for Internal Displacement Management (PEGDI). Participating UN Organizations (PUNOs), in collaboration with SWG member agencies, provided both technical and financial assistance to the Government for the Action Plan's development, reinforcing national leadership and coordination on durable solutions.

Despite facing significant challenges—including disruptions linked to the presidential and general elections campaign, post-election civil unrest, and the impact of Tropical Cyclone Chido—the PUNOs maintained close collaboration with government counterparts and SWG partners. The Mozambique JP helped create the enabling environment for longer-term investments in durable solutions, bridging humanitarian responses with development and peacebuilding initiatives at both national and local levels.

Challenges and Lessons Learned

The JP faced significant challenges from natural disasters, including Cyclone Chidó, which disrupted field activities and delayed interventions. Political transitions associated with the 2024 general elections also temporarily slowed decision-making. Variations in local government capacity required flexible support strategies. A key lesson was the importance of embedding solutions approaches into existing governance and development structures to ensure continuity. Flexibility and strong risk management were critical to maintaining momentum despite external shocks.

Nigeria

Project title:	Strengthening Nigerian government capacities at the federal, state and local levels in pursuit of durable solutions in the Northeast and the Middle Belt
Start and End Date:	March 2024 – January 2026
Convening PUNO:	UNDP
PUNOs:	FAO, IOM, UNICEF, UNDP, UNHCR, UNMAS
Total Approved Allocation:	\$1,900,000

Overall Progress

The Nigeria Joint Programme (JP) aims at strengthening federal and state government leadership in delivering durable solutions for internally displaced persons (IDPs) in the northeast and Middle Belt regions. Nigeria has key foundations in place to scale up durable solutions for a significant proportion of the 2.2 million internally displaced persons (IDPs) in Borno, Adamawa, and Yobe (BAY states), as well as at least 500,000 IDPs in Benue State. With support from the program, the government has strengthened its capacity to coordinate and implement solutions through an evidence-based, participatory approach that prioritizes IDP voices, concerns, and rights.

In 2024, three State Action Plans (SAPs) on Durable Solutions were developed and launched in the BAY states, providing a strategic framework for addressing displacement. The program has also supported the establishment of government-led coordination mechanisms that bring together key stakeholders to plan, implement, and monitor durable solutions. To facilitate action, the BAY states have developed implementation frameworks, which will guide the 2025 workplan for durable solutions at the state level.

Recognizing the critical role of data in policy and planning, the program has enhanced government capacity to collect, manage, and store data. Data custodians have been identified in each state, and a data capacity assessment has outlined the technical and infrastructural needs to ensure government-led, sustainable data management systems. To strengthen accountability to affected populations, the program has assessed and reinforced feedback and complaints mechanisms, providing technical and material support to state authorities. Additionally, significant progress has been made in alternative dispute resolution (ADR) mechanisms in areas of return and integration, contributing to a safer environment for durable solutions. By reinforcing governance structures, improving data systems, and promoting IDP participation, the program is advancing durable solutions that are inclusive, conflict-sensitive, and sustainable.

Challenges and Lessons Learned

Challenges included administrative transitions following elections, which delayed implementation in some states, and persistent insecurity that limited access to certain areas. Resource gaps also constrained the full operationalization of SAPs. Key lessons included the need for sustained capacity-building beyond initial planning phases, embedding solutions processes into institutional structures to withstand political changes, and maintaining continuous community engagement to foster ownership and accountability.

Somalia

Project title:	Asaaska Fikir (Basis of Thought): Durable Solutions for IDPs
Start and End Date:	February 2024 – July 2026
Convening PUNO:	IOM
PUNOs:	IOM, RCO, UN-Habitat, UNHCR, UNDP, UNCDF
Total Approved Allocation:	\$1,900,000
Overall Progress <p>The Somalia Joint Programme (JP) aims at operationalizing the Solutions Pathways Action Plan, focusing on advancing durable solutions for internally displaced persons (IDPs) through government leadership at the federal and state levels. It seeks to strengthen national coordination, develop localized solutions plans, improve displacement data systems, and empower IDPs to participate in shaping solutions.</p> <p>The Joint Programme (JP) in Somalia achieved major milestones in 2024 by advancing government-led durable solutions for internally displaced persons (IDPs). A central achievement was the launch of the Federal Government’s Solutions Pathways Action Plan (2024–2029), a costed framework aimed at supporting one million IDPs, following a six-month grassroots consultation process. The Action Plan, launched by the Prime Minister in September 2024, has since been anchored in Somalia’s National Transformation Plan (2025–2029), demonstrating strong national ownership. Implementation is being led by the newly established National Centre for Rural Development and Durable Solutions, to be formalized by decree and law in early 2025. The JP’s support also strengthened the national Durable Solutions Technical Working Group (DSTWG), produced key tools and thematic studies, and advanced area-based outcomes.</p> <p>The IDSF provided catalytic support by aligning planning efforts with practical implementation tools. Data, assessments, and mapping exercises generated under the JP now serve as baselines for monitoring and financing the Action Plan. The JP also facilitated deeper coordination among stakeholders, enabling targeted discussions on priority areas such as data management under “Pathway 6.” The UN Integrated Office under the DSRSG/RC/HC further amplified support by ensuring alignment with national priorities and mobilizing international solidarity, including through the Solidarity Forum held in Geneva in November 2024. Through these efforts, the IDSF Somalia JP has positioned national institutions to lead sustainable, inclusive solutions for Somalia’s displaced populations.</p>	
Challenges and Lessons Learned <p>The JP faced challenges due to insecurity in some regions, limiting access for consultations and monitoring. Institutional capacity varied across federal member states, requiring differentiated support strategies. Political transitions and competing priorities at national and subnational levels occasionally slowed decision-making. A key lesson was the critical importance of continuous capacity-building, adaptive planning, and strong community engagement to ensure ownership</p>	

and sustainability of solutions efforts. Building durable solutions into federal and local development plans was recognized as vital for long-term success.

Vanuatu

Project title:	Advancing Durable Solutions to Internal Displacement in Vanuatu
Start and End Date:	January 2024 – January 2026
Convening PUNO:	IOM
PUNOs:	IOM, UNDP
Total Approved Allocation:	\$800,000
<p>Overall Progress</p> <p>The Vanuatu Joint Programme (JP) aims to support the government's efforts to develop durable solutions for communities displaced by climate change and disasters. Building on the 2022 National Policy on Climate Change and Disaster-Induced Displacement, the JP seeks to strengthen national and provincial coordination, pilot relocation planning processes, and enhance community resilience.</p> <p>The JP made meaningful progress in 2024 toward institutionalizing durable solutions to internal displacement. Key advancements were achieved across governance, policy planning, data collection, and community engagement. Government leadership was strengthened through progress toward activating the National Durable Solutions Taskforce (NDST) and negotiations on appointing a lead ministry for displacement coordination. A draft national Durable Solutions Roadmap was initiated during this reporting period. On policy planning, the JP supported the development of a draft costed implementation plan for the National Policy on Climate Change and Disaster-Induced Displacement. A multi-stakeholder workshop informed the draft plan, with further consultations and costings scheduled for 2025. In displacement data collection, the JP advanced the development of a predictive model for climate-related mobility and worked with government departments to gather national data, while preparing strategies for integrating displacement data into national systems. Community engagement efforts included consultations with 15 communities in Malampa Province to explore displacement experiences and relocation approaches. Displacement tracking was also initiated following the December 2024 earthquake to inform long-term solutions.</p> <p>While the development of site-specific Displacement Solutions Roadmaps did not commence in 2024, discussions with regional partners began on creating relocation guidelines for a future national framework. Capacity building at multiple government levels, with a strong gender equality focus, also featured prominently. Despite disruptions caused by the December earthquake, political transitions, and institutional constraints, the JP remains committed to strengthening national leadership and advancing durable solutions in 2025 and beyond.</p>	
Challenges and Lessons Learned	

Natural disasters, including Cyclone Lola and the earthquake, disrupted field activities and strained government capacities. Logistical challenges in reaching remote islands complicated consultations and implementation. A key lesson was the importance of investing in local capacities and community-based structures to ensure resilience amid shocks. Flexibility, sustained community engagement, and strong coordination mechanisms were critical for maintaining progress in the face of evolving challenges. Integrating displacement risk reduction into national development planning emerged as a strategic priority for future programming.

Yemen

Project title:	Area-based programmes for durable development solutions to displacement in Aden, Marib, Taiz, and Lahj
Start and End Date:	April 2024 – September 2025
Convening PUNO:	UNDP
PUNOs:	FAO, IOM, UNDP, UNHCR,
Total Approved Allocation:	\$1,500,000

Overall Progress

The Yemen Joint Programme (JP) aims at supporting area-based durable solutions for internally displaced persons (IDPs) in four target governorates: Marib, Aden, Taiz, and Lahj. Aligned with the 2013 National IDP Policy, the JP focuses on reactivating the policy through practical implementation, strengthening institutional coordination, and enhancing local-level planning capacities.

During 2024, the Joint Programme (JP) in Yemen made significant strides toward advancing durable solutions for internally displaced persons (IDPs) in reactivating the 2013 National IDP Policy and through strengthened government leadership, policy development, and data-driven planning. A major achievement was the development of governorate-specific Plans of Action (PoAs) in Marib, Aden, Taiz, and Lahj, designed through participatory processes that engaged local authorities, displaced populations, and humanitarian actors. These Plans align with Yemen's 2013 National IDP Policy and provide practical roadmaps for integrating solutions into recovery and development frameworks. The Executive Unit for IDPs, Yemen's national counterpart, received targeted technical support to improve coordination and leadership on durable solutions. Data collection efforts—including displacement mapping, intentions surveys, and service access assessments—were conducted to inform planning and prioritize interventions. Capacity-building workshops enhanced the ability of local officials to integrate solutions principles into governance, while gender-sensitive and protection mainstreaming approaches were embedded across activities. Community engagement was central to the JP's approach, ensuring IDPs' voices were incorporated into planning and decision-making. Early recovery interventions in areas of return were informed by needs assessments conducted with displaced and host communities.

While insecurity and fragmented governance structures posed challenges, the JP successfully anchored durable solutions within national frameworks and strengthened local ownership. It demonstrated the value of flexible programming, sustained technical support, and a protection-centered approach to solutions. Looking ahead, the JP is well-positioned to support scaled implementation of the Plans of Action, deepen community participation, and foster more sustainable recovery pathways across displacement-affected governorates.

Challenges and Lessons Learned

The JP faced multiple challenges due to Yemen's fragile security and governance context. Access constraints in some governorates limited in-person consultations and slowed data collection. Local institutional capacity was uneven, requiring tailored support and adaptive planning. Political fragmentation and unclear mandates among local actors complicated coordination. A key lesson was the need for flexible programming and robust facilitation to navigate fragmented systems. Investing in local leadership and early wins—such as community planning workshops—proved essential to build trust and lay a foundation for scaled action.

PART 4

Looking Ahead

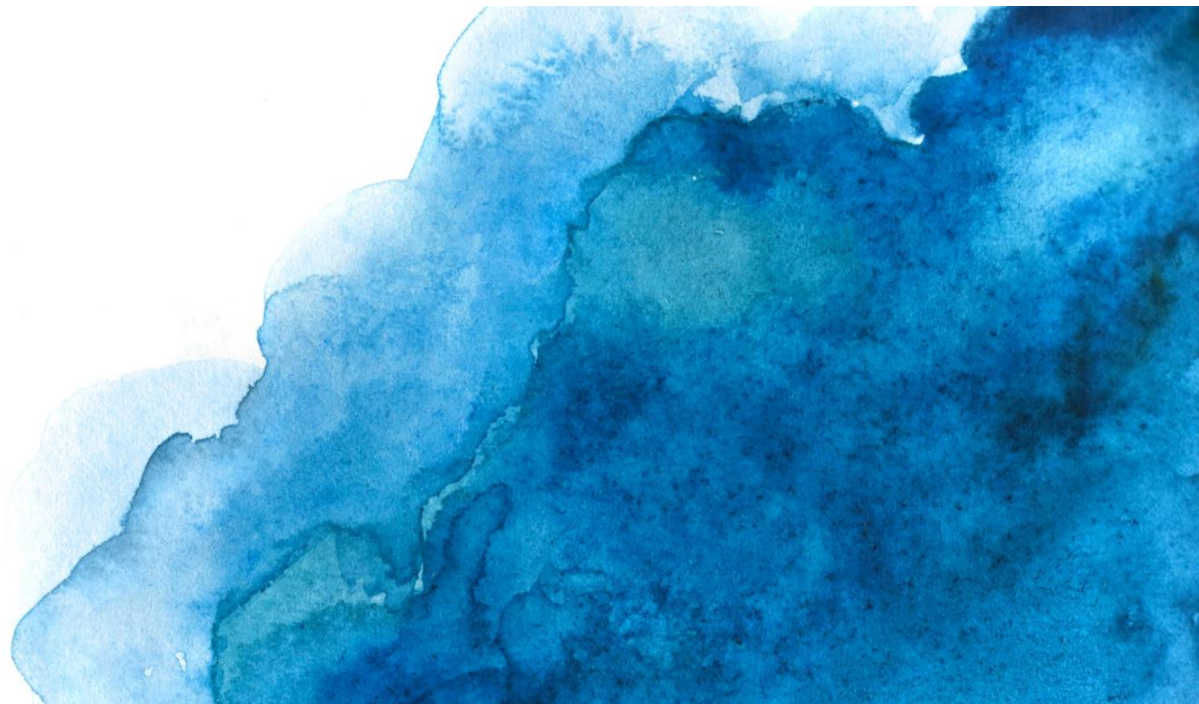
Sustaining Momentum on Solutions to Internal Displacement in 2025 and Beyond

2025 marks a pivotal year for the Internal Displacement Solutions Fund (IDSF), as it transitions from its incubation phase under the Special Adviser to an embedded mechanism within the UN system's broader post-2024 arrangements. This evolution comes at a time when international assistance faces unprecedented pressures, with direct consequences for how humanitarian and development systems are organized and resourced.

Humanitarian aid alone cannot deliver durable solutions. In a resource-constrained environment, it is critical to prioritize coherent, cost-effective responses that transition early from humanitarian relief to development-oriented, government-led solutions. Investing in sustainable solutions reduces dependency, restores dignity, and frees up scarce humanitarian funding for urgent crises.

As displacement grows more complex and protracted, and funding declines, we must double down on early engagement with governments, development actors, and new financing partners. Preserving the hard-won progress of recent years demands a shift toward longer-term investments, resilience-building, and inclusion.

The IDSF stands as a critical instrument to drive this change. By catalyzing government leadership, aligning humanitarian and development action, and unlocking innovative financing—including private sector, insurance, and market-based mechanisms—the Fund can help drive a new era of collective responses. Sustained commitment to solutions is not just a humanitarian imperative; it is a development, peacebuilding, and economic necessity.



Annex 1 Risk Management Report 2024

Risk	Risk Factors	Risk outcome (Implications for Fund)	Risk Level	Likelihood x Impact	2024 Update on mitigation and adaptation measures taken
Inability to mobilize sufficient resources to realize the ambition of the fund [Institutional]	<ul style="list-style-type: none"> - Lack of donor interest - Competing donor priorities - Failure to present compelling pitch - Insufficient outreach to prospective donors - Loss of momentum and attention to resource mobilization for displacement solutions following end of mandate of Special Adviser 	Fund unable to make additional allocations or additional allocations are limited in scope.	12	Likelihood: Possible Impact: Significant	Despite global financial uncertainty and a shrinking envelope for development aid, the IDSF has sustained and even expanded its donor base. In 2024, the Special Adviser on Solutions to Internal Displacement led targeted donor outreach, while Steering Committee donor members actively advocated for the Fund and welcomed new partners. Engagement with current and prospective donors was a key focus during the handover to the incoming Chair, who hosted a dedicated donor briefing in New York early in her tenure.
Limited impact and/or sustainability	<ul style="list-style-type: none"> - Poor JP design - Poor delivery as one UN / siloed activities - Lack of government ownership/engagement - Change in political leadership/priorities - Country-level contextual changes significantly alter displacement dynamics and needs from what was anticipated in JP design 	<ul style="list-style-type: none"> - Fund fails to deliver results in line with its objectives - Loss of confidence in the Fund - Reputational damage to the UN 	12	Likelihood: Possible Impact: Significant	Project proposals are reviewed by a diverse panel of technical experts. In 2024, two interim progress reports were produced, emphasizing the Fund's core principles: government ownership, inter-agency collaboration, and RC-led coordination. The Fund promotes a culture of reflection and learning, encouraging open dialogue about bottlenecks and external factors such as political shifts or conflict. Recognizing the complexity of solutions work, flexibility has been built in to allow Joint Programmes to adapt their objectives and timelines to evolving contexts.
Aid diversion / misuse of resources	<ul style="list-style-type: none"> - Lack of adherence with agency rules / procedures - Failure to ensure financial transparency / accountability or to adequately communicate about financial accountability / address misconceptions 	<ul style="list-style-type: none"> - Misuse of project funds (corruption, fraud, diversion) - Loss of confidence in the Fund - Reputational damage to the UN and contributing donors 	12	Likelihood: Possible Impact: Significant	The Fund adheres to established fiduciary standards for accountability and oversight. As of 2024, there have been no reported incidents of financial misuse.
Exclusion of vulnerable populations	<ul style="list-style-type: none"> - JPs do not adequately account for protection concerns, leading to the exclusion of vulnerable populations - National systems/capacities for inclusion low 	<ul style="list-style-type: none"> - Funds do not benefit the most vulnerable - Lack of impact - Reputational damage to the UN 	9	Likelihood: Possible Impact: Moderate	IDP protection and participation are core criteria for project selection and ongoing monitoring. Inclusion is tracked as a dedicated reporting element. Concerns of protection risk was flagged in one case during 2024 and addressed by the RC and PUNO. For JPs with smaller

					allocations, some PUNOs noted difficulty in ensuring robust IDP participation within the available budget.
Country-level shocks directly or indirectly affect JP implementation (e.g. climate-related shocks and other natural hazards, insecurity, economic shocks)	<ul style="list-style-type: none"> - Lack of flexibility in JP design - Other contextual factors vary within each country 	<ul style="list-style-type: none"> - Fund fails to deliver results in line with its objectives - JPs are not adapted to take into account changing context - Loss of confidence in the Fund - Reputational damage to the UN 	6	Likelihood: Possible Impact: Low	The IDSF provides flexibility to adapt Joint Programmes to shifting contexts. This agility is central to its value—ensuring alignment with evolving strategic priorities. Ahead of the second allocation round, ongoing programmes were invited to revise their proposals to better reflect changing realities and maximize impact.
Poor transition of Chairing and Secretariat functions	<ul style="list-style-type: none"> -Lack of planning/proper handover with transition to PUNO and DCO for roles of chair and Secretariat, respectively - Insufficient resources allocated to maintain functions of chair and/or secretariat. 	-Bottlenecks in handling Fund operations	6	Likelihood: Improbable Impact: Moderate	The transition of Chairmanship was supported by a formal handover note and an in-person briefing between the outgoing and incoming Chairs. Continuity in the Secretariat was maintained, with the same individual retained to ensure institutional memory and uninterrupted support.
Conflict of interest (real or perceived) for the Chair, following transition to an operational agency	<ul style="list-style-type: none"> - Chair privileges decisions that benefit his/her operational agency (or is perceived to do so) - The operational agency of The Chair receives a greater share of funding than other agencies, giving the appearance of preferential treatment 	<ul style="list-style-type: none"> - Bottlenecks in decision-making by the Steering Committee - Difficulties in mobilizing resources due to donor perceptions 	6	Likelihood: Improbable Impact: Moderate	All funding decisions in 2024 were made by consensus by the Steering Committee, based on Secretariat recommendations and outcomes of technical reviews. For the 2025 funding round, to enhance transparency, technical review scores will include both average and median values. The Chair will have the option to recuse themselves from decisions presenting potential conflicts of interest. An analysis of allocations by Chairmanship will also be published to support transparency.
Decision-making bottlenecks / ineffective fund governance	<ul style="list-style-type: none"> -Governance structures fail to meet regularly and/or reach consensus - Fund approval processes made overly bureaucratic - Fund stakeholders use delay tactics as a means of wielding influence over the Fund 	<ul style="list-style-type: none"> -Delays in allocation decisions - Loss of confidence in the Fund - Reputational damage to the UN 	4	Likelihood: Improbable Impact: Low	The Fund's Operations Manual was formally endorsed in May 2024, setting out allocation protocols and Steering Committee procedures. Over the course of the year, the Committee convened three times.