



Facing the  
**CHALLENGES  
OF FORCED  
DISPLACEMENT**  
in Central America and Mexico

## **Facing the Challenges of Forced Displacement in Central America and Mexico**

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UNDP-UNHCR Regional Local Governance Framework

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# Introduction

## Forced displacement in Central America and Mexico

Forced internal and cross-border displacement has grown significantly over the past five years in Central America and Mexico. The confluence of economic, political, social, and environmental factors has led to a growing situation of chronic violence and insecurity, which has forced an increasing number of internally displaced persons, refugees and asylum seekers to leave their homes. Worldwide, there are 514,684<sup>1</sup> refugees and asylum seekers from El Salvador, Guatemala, Honduras and Nicaragua. Political turmoil in Nicaragua, since April 2018, has led tens of thousands of people to flee violence and human rights violations, with the majority fleeing to neighbouring Costa Rica and a significant number to Panama. In total, 833,274 people from northern Central American countries and Nicaragua have been uprooted from their homes and have sought refuge in Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Panama. In addition, 5.4 million Venezuelans have fled the political, economic, and social crisis in their country. While the majority have sought refuge in countries located in South America, a total of 222,000 displaced Venezuelans have settled in Central America, primarily in Panama, Costa Rica and Mexico.

In this context, the COVID-19 pandemic has had a significant impact on displaced populations and their host communities. Temporary border closures have prevented many people, including those in need of protection, from crossing into other countries. People in transit and potential asylum seekers have been forced to wait in border areas where they faced poor sanitary conditions and limited opportunities for self-sufficiency in the face of mobility restrictions imposed by some governments. Those returning to their homes or localities in their countries of origin, particularly involuntary returns, can exacerbate local tensions, especially in a context of the economic and health crises. In destination countries, refugees and asylum seekers suffer from increasing xenophobia and high levels of vulnerability. They are also more exposed to health risks and a loss of income, especially those working in the informal economy. The lack of protection and access to services increase the risks and vulnerabilities of displaced persons, particularly women and youth.

Despite this context, local authorities, together with a diverse range of actors, can generate strategies that allow them to better address the needs of the general population, including displaced persons, using comprehensive approaches and taking advantage of the capabilities of this population to contribute to social development. In the current context, they can also form part of the immediate response to the crisis generated by the pandemic. Displaced persons should therefore be seen as development actors and considered an opportunity rather than a threat. The resources and capacities of transit and host communities should not be compromised by their presence, which is why UNDP and UNHCR have prepared this document to promote practical approaches that draw on best practices and seek to put into action the nexus between displacement and development at the local level.

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1 UNHCR (2021)

## Regional Integrated Framework for Protection and Solutions (MIRPS)

In 2017, the governments of Belize, Costa Rica, Guatemala, Honduras, Mexico, and Panama adopted the Declaration of San Pedro Sula<sup>2</sup> to strengthen protection and promote solutions for affected people and address underlying causes of forced displacement through the promotion of stable environments that ensure security, economic development and prosperity. Through the Declaration, the countries agreed to participate in the Regional Comprehensive Protection and Solutions Framework (MIRPS) as a regional contribution to the Global Compact on Refugees. MIRPS strengthens regional cooperation and responsibility sharing associated with countries of origin, transit and destination. All States committed to adopt and implement national action plans that are aligned with the specific commitments and priorities in each country. In 2019, El Salvador joined this regional effort and assumed the Pro-tempore Presidency for 2020. In 2021 this role is held by Guatemala.

At the regional level, a Technical Secretariat co-led by UNHCR and a Pro-Tempore Presidency (PPT) led by one of the seven States (PPT), supports the work of MIRPS countries through four main pillars that include strengthening international protection, humanitarian assistance, support to host communities and the expansion of opportunities for durable solutions. The third pillar seeks to strengthen institutional response and coordination actions with local authorities, civil society, and the private sector in host communities to promote social inclusion and socioeconomic participation. In 2020, the MIRPS States identified strengthening the response and capacity of local authorities as a cross-cutting regional priority.

In line with the commitment to invest in and promote the role of local authorities in advancing protection and solutions, regional consultations were held between MIRPS States concerning their participation in the Cities of Solidarity Initiative. This led to the identification of 22 urban locations as suggested focus areas for future investment in municipal capacity building and collaboration. The initiative was first established as part of the 2004 Mexico Declaration and Plan of Action and was reaffirmed and strengthened by the 2014 Brazil Plan of Action, emphasizing the role of cities in the effective, sustainable and lasting social inclusion of refugees, asylum seekers, stateless persons and other vulnerable groups. This has been an important reference point in the Americas for guiding governments on the expansion of protection instruments and strategies.

## Local Governance

Local governments have an important role to play in responding to the unprecedented levels of displacement in Central America and Mexico. When a person is forced to flee their home, they are proportionally most likely to move to urban locations in search of safety and opportunity. Despite limited resources, municipalities are aware of the importance of identifying and responding to the needs of displaced persons. They should ensure that their plans and programmes include the needs and perspectives of this population, along with other marginalized constituents within the host community, promoting a comprehensive approach to assistance. The MIRPS seeks to leverage local government leadership to promote collaborative, sustainable and comprehensive approaches that respond to the challenges posed by urban displacement in ways that don't just address the needs and preferences of urban displaced persons, but also strengthen the resources and capacities of local governments to establish inclusive communities for all residents. This commitment is in line with the United Nations Sustainable Development Goal (SDG) 11, which seeks to "make cities inclusive, safe, resilient and

<sup>2</sup> <https://www.acnur.org/5b58d6904>

sustainable” and “substantially increase the number of cities and human settlements that adopt and implement integrated policies and plans for inclusion” by 2030.

In support of locally driven responses to provide protection and solutions to people in contexts of human mobility, humanitarian and development actors have increasingly recognized the importance of working with local governments to: (i) provide significant investments that expand and improve existing services, taking into account the challenges posed when receiving displaced people, and establish new services as needed; (ii) promote a focus on programme planning and implementation to complement policy decisions, particularly in places underserved by financial and technical support; (iii) strengthen the capacity to promote economic development and improve the self-reliance of displaced and marginalized people; and (iv) contribute to sharing best practices among local governments to support a harmonized response in the region that respects the specific contexts.

Establishing inclusive communities for displaced people underscores the importance of strategic municipal planning for inclusive public service delivery, strengthening local governance capacity to harmonize an approach that integrates a long-term perspective, increasing service coverage for displaced and marginalized residents and responding to the unique needs of the displaced population through the provision of humanitarian support. These actions should recognize their agency, knowledge, and experiences to define, prioritize and inform comprehensive responses.

Ensuring these shared value outcomes entails equipping municipal officials with the tools and capacities to effectively design and implement plans and programmes based on sound planning and evidence. Strengthening the organizational capacity of municipal service providers involves the following factors:

1. **Access to data:** the use of information systems to effectively plan and respond to forced displacement, which should include disaggregated data related to the demographics of the incoming population, existing service infrastructure, coverage and usage of services and the geographic coverage of organizations that provide complementary services;
2. **Planning:** sufficient preparedness can improve the ability of service providers to effectively manage the surge in demand, including contingency planning with humanitarian actors and maintaining effective communication channels with partners;
3. **Financing:** the adoption of sound financial practices that are in line with international standards and relevant to the context to enable effective budgeting, resource mobilization, management and distribution of funds;
4. **Human resources:** recruiting, managing, training and ensuring the permanence of local government staff in their positions;
5. **Procurement:** define procurement lines (including transport routes and regular suppliers) for essential goods and services such as medicines and vaccines that ensure competitive and transparent procurement processes.



## Regional Local Governance Framework

The partnership between UNDP and UNHCR builds on the Joint Communiqué of the Administrator and the High Commissioner issued in 2017, which was followed by the development of a joint comprehensive Plan of Action to define the operational aspects of the partnership. The implementation of the 2030 Agenda<sup>3</sup> and the Global Compact on Refugees<sup>4</sup> are cornerstones of the collaboration to strengthen complementary humanitarian and development approaches for displaced populations and their host communities. Taking into account the evolving COVID-19 pandemic, UNDP and UNHCR seek to tailor joint responses that address municipal capacity and resource requirements along with the medium-term recovery needs of local community, which also include the displaced population.

The UNDP-UNHCR Regional Local Governance Framework seeks to provide tools to implement the Cities of Solidarity Initiative that reflects regional prioritization, in line with the UNDP-UNHCR Cooperation Framework for the Rule of Law and Governance. This exercise is built around four pillars and will serve as a support tool for generating commitments with local authorities, the United Nations country team and civil society to provide a comprehensive base of support. This includes: (i) mainstreaming forced displacement into local development planning; (ii) protection and access to essential services; (iii) rule of law and e-governance; and (iv) socio-economic integration and social cohesion.

### 1. Mainstreaming forced displacement into local development planning

As a regional application of the Global Compact on Refugees, the UNDP-UNHCR Regional Local Governance Framework is designed to support municipal authorities in Central America and Mexico to include refugees, asylum seekers, internally displaced persons, returnees and other populations of concern, as well as host communities, in local development planning and programming. The purpose is to assist municipalities to reduce the costs that can be incurred by displacement in locations that have low institutional capacity and limited economic resources. This helps to provide local authorities with sustainable structural and financial models to meet the needs of both local and forcibly displaced communities, also in contexts involving involuntary returns and reintegration. The COVID-19 crisis represents an additional constraint for local governments that requires collective action planning that will be covered by this initiative.

Focusing on general municipal needs – that are linked to national development plans and policies where relevant – will involve an area-based approach, with the definition of the given geographical area considered the main entry point, rather than focusing on a specific target sector or population group. All stakeholders, services and needs are mapped and assessed, and relevant actors are mobilized as part of a coordinated collective response. The UNDP-UNHCR Regional Local Governance Framework also aims to promote stakeholder participation and a commitment to facilitate the increased participation of host and forcibly displaced communities in the identification of needs, prioritization, programming, and policy processes. Support will be provided to strengthen the capacities of municipal authorities so that they can lead and coordinate an inter-sectoral, integrated and participatory process.

<sup>3</sup> <https://www.undp.org/content/undp/es/home/2030-agenda-for-sustainable-development.html>

<sup>4</sup> <https://www.acnur.org/pacto-mundial-sobre-refugiados.html>



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## 2. Protection and access to essential services

In line with the MIRPS States' commitments to ensure local protection and solutions for displaced populations, municipal authorities play an essential role in their identification (regardless of their individual classification or legal status), the management of individual cases and referrals to complementary services. Through partnership and increased coordination with civil society and the international community, municipalities can expand their existing services to include displaced persons. Municipal institutions that can respond to all segments of society, including the most vulnerable, generate more sustainable and comprehensive outcomes for all.

Through the provision of technical and financial support, municipalities can strengthen their existing services and infrastructure, particularly in the areas of human rights protection, health, water and sanitation, humanitarian assistance services and access to justice, which have been left particularly fragile in the context of COVID-19. Victims of trafficking in persons, especially women in transit, should benefit from specific protection measures. Host municipalities should also facilitate access to education and housing, as well as processes and protocols to ensure that these services reach both displaced persons and vulnerable persons in the vulnerable people in the host community.

In addition, the long-term development of social protection systems to meet the needs of displaced and host communities contributes to the SDGs under the principle of leaving no one behind and expands social protection coverage for all.<sup>5</sup> This implies the implementation of a series of policies and programmes that are necessary to reduce the consequences of the cycle of poverty, exclusion and forced displacement. The impact of COVID-19 on the most marginalized communities heightens the urgency of this objective, especially for vulnerable women.

## 3. Rule of law and e-governance

In local contexts of violence, insecurity and forced displacement, the UNDP-UNHCR Regional Local Governance Framework will seek to address rule of law and governance issues to ensure that displaced persons and host communities understand and claim their rights, while local institutions guarantee those rights in an equitable, fair, accountable, transparent, inclusive and participatory manner. This involves improving community access to civic security and justice, strengthening the capacity of local providers to deliver public services, and foster

5 Linked to the achievement of SDGs 4, 8 and 10.

broad and inclusive participation to build trust and promote local ownership. This is not just an opportunity for the more equitable participation by displaced persons who are often victims of discrimination and institutional violence, but it also ensures increased access to segments of host communities that have lower levels of participation with local institutions due to issues related to their age, gender, race, or other characteristics. Special consideration should be given to the risks and vulnerabilities of forcibly displaced women who are often affected by gender-based violence.

E-governance considers how local authorities can leverage connectivity to respond more effectively to community needs through innovations in e-administration, e-service delivery, and e-participation. Partnerships with the private sector, financial institutions, and other partners can help address issues of sustainability and efficiency. Especially in a contexts of communities in remote locations, e-governance can improve access to information and facilitate the delivery of basic services to the public through public investments in Information Community Technologies (ICTs) while improving areas such as cost, efficiency and cost-effectiveness, transparency, universal service delivery and increased stakeholder participation. Investments in this area support the adaptation of information collection methods and the use of data and information systems to ensure the availability of disaggregated data, at a minimum broken down by age and sex, to support access and the delivery of municipal services. Disaggregated data allows municipalities to better identify certain population groups, such as women and indigenous groups, who are experiencing barriers with accessing municipal services.

#### **4. Socioeconomic integration and social cohesion**

While an increasing number of forcibly displaced persons are likely to remain in their host communities, they face a range of regulatory, administrative and practical obstacles that hinder their integration into local labour markets or prevent them from establishing their own businesses. They also tend to be discriminated against and are often victims of labour exploitation. This is even more acute in the case of women and ethnic minorities. In addition, involuntary returns pose challenges in terms of reintegration and the resocialization of people, who are generally young men with low levels of employability and civic coexistence with the rest of the population. In addition, the COVID-19 induced economic crisis has particularly impacted forcibly displaced persons, especially the majority of those who work in the informal economy, and particularly women.

In this context, the UNDP-UNHCR Regional Local Governance Framework will support the subregion's authorities with the design and implementation of a series of (re)integration measures aimed at ensuring that displaced populations achieve their livelihoods in an autonomous and sustainable manner. These measures will include skills development programmes, labour inclusion, entrepreneurship, financial inclusion, leveraging digital solutions (where possible) amongst others. It is important to consider the increasingly digital nature of work to facilitate access to livelihoods opportunities that can go beyond the scope of the local community. Taking into account the context of gender-based violence faced by many women and the significant gender gap in terms of socio-economic (re)integration, specific actions are geared towards the socio-economic integration of women, especially those who are heads of households. The success of this process depends on the participation of different actors, particularly civil society and the private sector. This means that it is essential to form partnerships with the private sector to improve the labour inclusion of displaced populations, involuntary returns, and the host communities.





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Forced displacement and involuntary returns also raise serious concerns in terms of social cohesion at the local level. The presence of displaced persons and involuntary returnees can serve as a context to spread xenophobic narratives and hate messages that can have a divisive effect on host communities and societies and increase the vulnerability of these populations. A thorough analysis of the potential tensions and conflicts that could be caused by population influxes, humanitarian and development interventions, and changes in resources or new skills is an essential component of developing conflict-sensitive area-based programming. A participatory, community-based approach is also an essential component of this work and implies the meaningful inclusion and participation of displacement-affected communities throughout the entire planning, implementation and review cycle.

The UNDP-UNHCR Regional Local Governance Framework has been developed in line with the MIRPS and with the support of the MIRPS Working Group on Local Governance. It is intended to serve as a guide for multi-stakeholder participation and for mainstreaming forced displacement into development planning. It outlines several steps that municipal leaders can take to plan and implement collective actions involving local stakeholders and external partners. Pillar 1 is envisioned as a preliminary step that facilitates the areas covered by the subsequent pillars. An assessment of overall municipal needs and sector priorities will serve as the basis for incorporating forced displacement into local development planning. In many cases, responding to the short- and medium-term impacts of COVID-19 will be a central focus of local assessments. Cities and municipalities that have been identified for potential inclusion in the Cities of Solidarity Initiative provide orientation to these investments.

## A shared understanding of terminology

**1** **Forced displacement:** is an involuntary or forced movement of a person or persons away from their home or region of origin. UNHCR defines 'forced displacement' in the following manner: displaced as a result of persecution, conflict, generalized violence or human rights violations. A refugee, asylum seeker, internally displaced person is considered to be forcibly displaced.

**2** **Refugee:** A person who, "has a well-founded fear of persecution on account of race, religion, nationality, membership of a particular social group or political opinion, is outside their country of nationality and is unable or unwilling to avail themselves of the protection of his country, or to return to it, for fear of persecution. (Art. 1(A) (2), Convention Relating to the Status of Refugees, Art. 1A (2), 1951 as amended by the 1967 Protocol.)"

**3** **Migrant:** The United Nations defines a migrant as "someone who has resided in a foreign country for more than one year regardless of the causes of their movement, voluntary or involuntary, or the means used, legal or otherwise". However, common usage includes certain types of shorter-term migrants, such as seasonal agricultural workers who move for short periods of time to work in planting or harvesting agricultural products, United Nations Department of Economic and Social Affairs.

**4** **Internally Displaced Person (IDP):** "Persons or groups of persons who have been forced or obliged to flee or leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters and who have not crossed an internationally recognized State border. (Guiding Principles on Internal Displacement, UN Doc. E/CN.4/1998/53/Add.2.)"

**5** **Asylum seeker:** A person who seeks safety from persecution or serious harm in a country other than their own and awaits a decision on their application for asylum in accordance with the relevant national and international instruments. In the event of a negative decision, the person must leave the country and may be expelled, like any foreigner in an irregular or illegal situation, unless permission to stay is granted on humanitarian or other grounds.





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## PILLAR 1

# Incorporation of forced displacement in Local Development Planning

Municipal plans are the road maps used by local governments for their institutional work, defining actions, responsibilities, and budget to carry out activities that contribute to improving the living conditions of the population and ensure sustainable and inclusive development. In order to meet the new needs and challenges at the municipal level caused by the arrival of displaced populations that have protection, care and integration needs, it is

necessary to develop a process that initially identifies the specific conditions and needs of these people and second, identifies intervention strategies within the framework of the capacities and responsibilities of local governments. This will ensure that the rights of displaced populations are guaranteed, and local integration is achieved that favours social cohesion and peaceful coexistence.

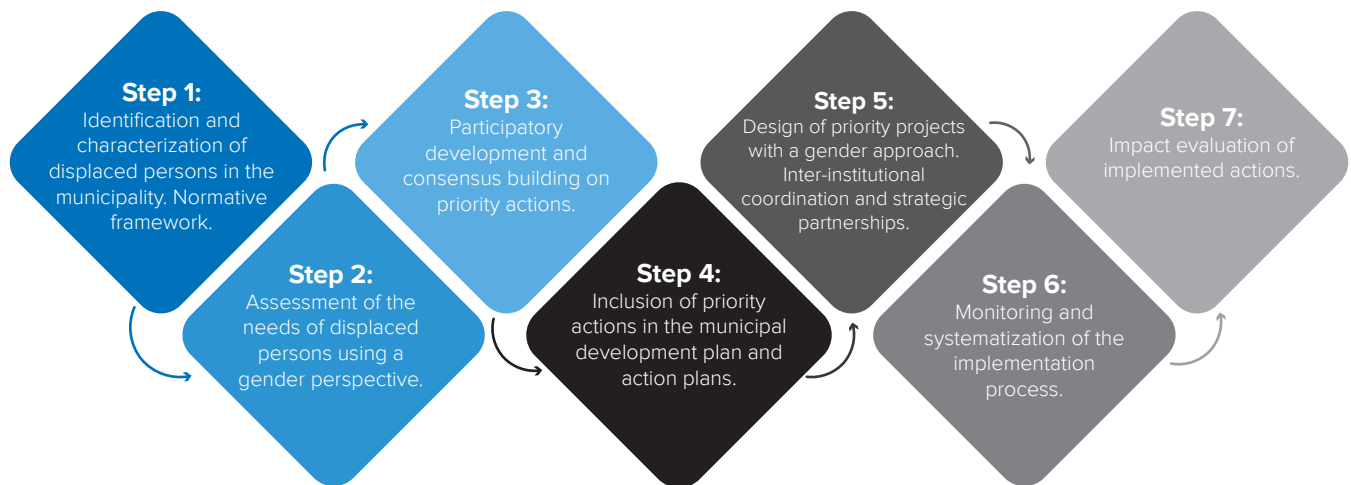
As part of the MIRPS, the countries in the region have committed to ensure the delivery of assistance and integration responses for the displaced population, which include a number of cross-cutting measures. This includes:

## Crosscutting measures for the implementation of the MIRPS

- 1 Ensure the participation of the population through assessments and consultations.
- 2 Improve data collection so that it includes age, gender, nationality and needs.
- 3 Promote legal and institutional protection frameworks.
- 4 Promote coordination forums between government institutions and other relevant actors.
- 5 Strengthen protection systems for women, girls and other at-risk groups.
- 6 Identify needs and allocate budgets to attend to the displaced population.

### How to include the needs of displaced persons in municipal plans: step by step

The following is an overview of how to include the needs and proposals of the displaced communities present in the municipality in the process of designing and implementing municipal development plans. This will contribute to providing more tailored assistance, contributing at the same time to improved integration through consultation and dialogue with the displaced and host communities.



## Step 1: Identification and characterization of displaced persons in the municipality. Normative framework.

In coordination with the relevant authorities, it is important to maintain a record of displaced persons in the municipality that identifies their age, gender, ethnicity, disability status and where they are staying. This basic information is essential for local authorities as it facilitates knowledge and access to this population to ensure the provision of assistance.

The identification process should ideally be accompanied by a characterization process that determines the conditions and needs of the displaced population by including information about their family situation, educational level and occupational profile in a registration database. It can also be used to collect information regarding the status of the fulfilment of their rights (housing, health, purchasing power, etc.).

At the same time, it is important to characterize institutional services that the municipality can provide to serve the displaced population and available institutional capacities to meet their needs. This institutional characterization makes it possible to identify information about programmes, institutions, and legal, administrative and financial coverage in the municipality within the framework of the rights it is seeking to guarantee. In the framework of this institutional characterization, it is necessary to conduct an analysis of the justice mechanisms available in the municipality and their scope and limitations.

In the first step, it is essential to review the regulatory framework in which the municipality operates in terms of the integration of displaced persons. This framework includes:

- National laws, policies and regulations for the care and protection of displaced persons or people on the move.
- Laws, national policies and specialized assistance and protection services for women who experience gender-based violence (GBV) and members of the LGBTI population.
- National and subnational policies for the implementation of ‘open’ and e-government.
- Regulatory framework of the judicial system and justice mechanisms at the local level.



## **What digital governance tools can be useful to facilitate this process?**

In the registration and characterization of the municipality's displaced population, it is essential to have a database that facilitates the disaggregation of information based on sex, age, ethnicity, disability and if they are members of other vulnerable groups, as well as their location in the municipal territory.

## **Step 2: Assessment of the needs of displaced persons using a gender perspective**

A gender-based needs assessment of displaced persons is an essential step to facilitate the identification of strategies, programmes, actions, and institutions responsible for the implementation of the plan.

In order to undertake an assessment that effectively responds to the needs and concerns of displaced populations, it is essential to generate a participatory mechanism that captures the multitude of voices, experiences and situations experienced by these people. This mechanism should take into account their diverse reasons for fleeing or leaving their place of habitual residence, as well as their protection, assistance, and integration needs.

In this process it is important to identify the needs of displaced persons in terms of access to justice, taking into account the available justice mechanisms in the municipality and identifying possible areas that require strengthening.

### **Include a differential approach in the needs assessment.**

The differential approach makes it possible to identify the specific needs of individuals or populations, in this case those that go beyond the general needs that displaced populations may have. This includes conditioning factors such as sex, age, gender, life cycle and physical conditions, which imply different needs and therefore adapted strategies to achieve comprehensive, equal, and equitable assistance that contribute to their local integration and development.

## **What do we mean by a gender approach?**

Gender mainstreaming means assessing the implications of planned actions, policies and programmes for women and men. It is a strategy used to ensure that women's concerns and experiences, as well as those of men, are included in all design, implementation, and evaluation phases so that everyone benefits from the policies or programmes.



### Step 3: Participatory development and consensus on priority actions

The previous process of assessing the needs of populations on the move using a gender perspective should continue with a process of identifying possible solutions and priority areas for action. This in turn should be contrasted with available institutional services and access to justice to identify actions for institutional strengthening that expand and improve services for the population. This means that it is necessary to systematize the participatory assessment, which will act as a basis for joint discussions between local authorities, institutions, target populations and civil society organizations to identify priority areas.

Achieving effective participation with the development and consensus of the action areas requires:

- That the parties involved in the process have the same levels of information. This implies that they are knowledgeable of both the characterization of the displaced population and the needs assessment, as well as the institutional characterization.
- Transparency in relation to the response capacity within the national legal framework and existing institutional services in the municipality. This facilitates the identification of gaps and strengthens needs for the implementation of priority actions.
- Strengthen participation mechanisms to ensure inclusive processes that go beyond promoting a dialogue space, but also inform inclusive decision-making.

In this phase multiple solution options or work approaches may emerge, so it will be necessary to evaluate the different options for addressing each of the prioritized problems using criteria such as: cost vs. benefit; probability of achieving the objectives; risks and difficulties that may be encountered for their implementation, etc.





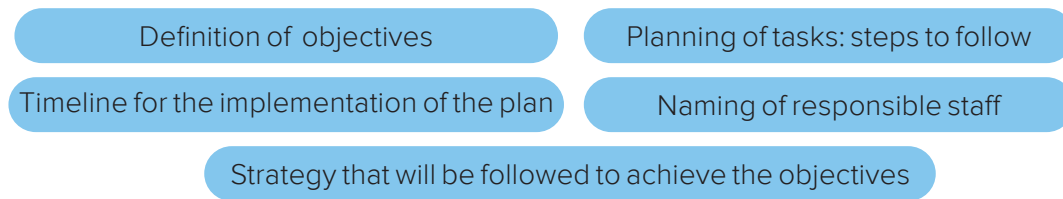
#### Step 4: Inclusion of priority actions in the municipal development plan and action plans.

Once the priority areas and actions have been identified, the next step is to develop a concrete action plan that operationalizes the implementation of actions that contribute to addressing prioritized needs. The continued use of a participatory work methodology is proposed for this process. This can be achieved through the definition of priority work areas and the establishment of relevant inter-institutional roundtables or groups involving the participation of the displaced population, civil society organizations and representatives of the private sector. The goal of this work is to facilitate increased interaction and effectiveness with the design of adjusted and operational plans.

Although it is important to ensure maximum inclusion and participation in the roundtables, there is a need to have a number of people to ensure the smooth functioning of this work. In addition to representatives of the different groups at the roundtables to guarantee greater inclusion and participation, these efforts can be complemented with the use of digital tools that ensure increased access for the population to information and channels that allow them to express their opinions.

**Actors to be considered for incorporation into the different working groups:** target population, local authorities, technical staff from the relevant institutions based on the thematic topic of the working group, academics, community leaders, civil society organizations that work in the thematic area, private companies, etc.

## Components of a Plan of Action



As a result of the work carried out by the roundtables, a document should be prepared that incorporates the main problems identified in the previous phase (needs assessment), the prioritized actions and the proposals that emerged from this phase to address the problems and their causes, including: the objectives of the actions to be carried out, agreed indicators to assess their implementation and the goals that is expected to be achieved. In this phase it is also recommended to identify who (institutions, organizations) can lead the action and possible implementation partners such as the private sector and civil society organizations.



**Step 5:** Design of priority projects using a gender perspective.

### Inter-institutional coordination and strategic alliances with civil society and the private sector.

Based on the action plans prepared in a participatory manner, the working groups established in the previous phase can proceed with the design and formulation of concrete projects that respond to the actions and allocated budget. They can also design a system for monitoring their implementation and evaluating the achievement of the expected results. It is important that elements of sustainability, transparency and accountability are included in the design of plans and projects.



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**The following elements must be taken into account in the design of a project:**

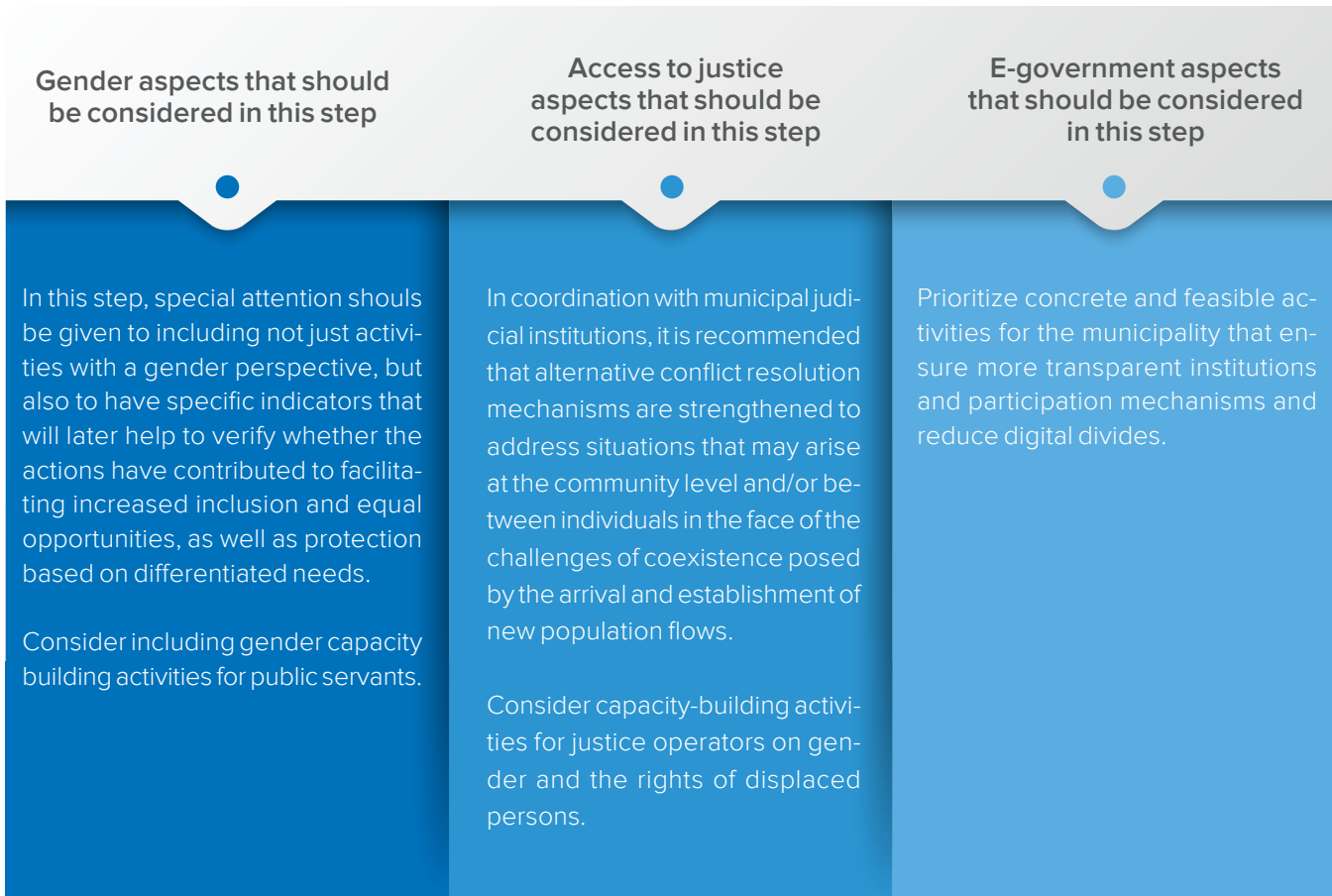
- Identification of the problem or need to be addressed.
- Project objective.
- Baseline: what already exists, the situation from where we start.
- Project goals: quantitative and qualitative situation to be achieved.
- Activities: concrete actions to be implemented
- Objectively verifiable indicators: Indicators are used to identify the degree of progress with the achievement of goals. It is important that they are designed based on the following principles:
  - indicators must be specific, measurable, achievable, relevant, and temporary.
  - Verification sources: these determine the origin of the information that confirms the implementation of certain actions and contributes to measuring compliance with the indicators.
  - Budget and resources required for implementation.
  - Timeline for the implementation of activities.
  - Team responsible for the project, as well as partnerships with civil society organizations and the private sector that are planned for the project's implementation.

The project's design should have a gender and rights cross-cutting approach and contain specific indicators to monitor these variables that are both qualitative and quantitative<sup>6</sup>.

The participation of civil society organizations that have been working on these issues and supporting displaced persons in different ways is an enabler for the design of projects. This will incorporate not just their proposals and forms of coordination for the implementation of actions, projects, and activities, but also facilitates learning from their experiences and best practices. In addition, it is important to request support from the private sector for specific activities that can benefit from their collaboration and commitment.

Another element in the design process is to determine the inter-institutional coordination mechanisms required for the correct implementation of the project, identifying actors that can be included in the implementation and follow-up mechanisms for the progress and achievement of goals. Finally, it is essential that the plans and projects identify elements that will contribute to the sustainability of the action, as well as transparency and accountability mechanisms that can be included in the implementation process within the framework of the principles of open government.

<sup>6</sup> [https://www.ohchr.org/Documents/Publications/Human\\_rights\\_indicators\\_sp.pdf](https://www.ohchr.org/Documents/Publications/Human_rights_indicators_sp.pdf)  
<https://lac.unwomen.org/es/digiteca/publicaciones/2015/09/monitoreo-genero>  
<https://www.undp.org/content/undp/es/home/librarypage/hiv-aids/lgbti-index.html>



## Step 6: Follow-up and systematization of the implementation process

Monitoring the implementation of activities and projects in relation to the action plan is a permanent process that facilitates analysing progress with achieving the planned goals and ideally provides timely feedback on the degree of progress to identify possible preventive and/or corrective measures needed to achieve an improved implementation of the plan.

To this end, it is necessary to establish a continuous systematization of the activities carried out and their results based on the indicators, timeline, and planned budget. The Monitoring Plan could be implemented by a Technical Team that collects and organizes all of the information that is regularly presented to the Action Plan Monitoring Committee, which includes representatives of local authorities, different groups that represent the displaced population, members of civil society organizations and staff from international cooperation agencies, as well as the private sector. The Committee should meet regularly to monitor progress with the implementation of the projects, discuss the challenges and difficulties encountered and make the necessary political-technical decisions to address these issues.

In addition, it is recommended that spaces for participation and interaction between local authorities and the displaced population are maintained to communicate new concerns and/or unforeseen issues that require the attention of the municipal government in addition to the planned activities.



## Step 7: Impact evaluation of implemented projects and initiatives

An evaluation of the entire process should be carried out at the end of the implementation of the Action Plan. This should include the initial assessment stage to the completion of the intervention. This evaluation should determine the degree of achievement of the established objectives and identify best practices and lessons learned for future processes.

An impact evaluation goes beyond detailing the fulfilment of generic data such as the number of activities implemented and their level of participation. It should also include an analysis of the effect that this activity, initiative, or project has really had on the target population. It is then a matter of evaluating whether the implemented plan has achieved the expected impact. This type of evaluation is important after the plan has been fully implemented as it allows for an impact assessment and facilitates an analysis of what was not achieved and why. This process takes into account the lessons already learned for the design of a new strategy.

### How do you conduct an impact assessment?

**STEP 1. Design of the impact evaluation**  
 Define questions to be asked in relation to the project's indicators and goals. Include qualitative questions: have the implemented measures had the expected impact?

Define methods (surveys, focus groups, etc.) for consultations and population sample: number of people to be consulted and definition of population groups, with a focus on achieving an inclusive sampling (gender, age, disability status, etc.).



# 2

## STEP 2. Implementation

Conduct surveys, focus groups and other actions for data collection.

Analyze the collected information to identify the degree of success of the actions implemented in both quantitative and qualitative terms.

Disseminate the information collected incorporating both the achievements and the challenges that remain to be addressed.

# 3

## STEP 3. Lessons learnt and best practices

Based on the information collected, analyze what worked and what were the success factors. At the same time, analyze what did not work and what were the factors that limited the achievement of objectives, suggesting options for how it could be improved in future interventions.

Systematize, publish and disseminate lessons learned and best practices so that if there is a change of staff in the institutions, the project's achievements have been recorded and are widely known.

### Gender aspects that should be considered in this step

In the survey questions and the evaluation process, include questions about the degree of satisfaction with the services received from the municipality and the main areas that still require more attention to achieve adequate differential care.

### Access to justice aspects that should be considered in this step

In the survey questions and the evaluation process, include questions about the degree of satisfaction with access to justice and the legal services provided in the municipality and the areas that still require further attention.

### E-government aspects that should be considered in this step

In the surveys and evaluation process, include specific questions about the degree of people's satisfaction with the electronic mechanisms established as well as the transparency, accountability, participation and collaboration achieved in the process.



## PILLAR 2

# Protection and access to essential services

### How can protection and access to essential services be guaranteed at the municipal level?

The availability of services for all without discrimination is an obligation for local governments. Based on the consensus regarding the need to provide welcoming environments for displaced populations, and the adoption of initiatives such as “Cities of Solidarity”, there is a general recognition that refugees, internally displaced persons and returnees with protection needs require services such as education, health, shelter, transportation and social services. As

evidenced during the COVID-19 pandemic, neither health nor disease respect borders, all persons in a community must be guaranteed access to public health and regardless of their migratory status, all persons should have access to basic health education and prevention, as well as medical care in the case of illness, accident or injury. This includes protection during pregnancy, access to reproductive rights, and occupational health and safety. In addition, education



is both an inalienable human right and a necessity for all children, with the possibility of educational continuity in technical, vocational, professional, and tertiary education being particularly important for young people and adults.



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## How does the local level contribute to guaranteeing protection?

### Protection:<sup>7</sup>

Forcibly displaced and stateless communities are best placed to identify the threats they face. They are also familiar with the causes and effects of these threats and can help address them. Numerous problems associated with protection often predate and are exacerbated by humanitarian emergencies. The most relevant include harmful practices, domestic violence, public violence, criminal acts, abandonment of people with specific needs and exclusion or discrimination based on gender, ethnicity, or other grounds. A planned response should aim to build on the knowledge and resources of communities and strengthen their capacities. If crisis-affected communities are empowered, they are better able to protect and support their families, promote social cohesion and peaceful coexistence with host communities, respond to the aspirations of young people and rebuild their lives.

Community-based protection places the capacities, willingness, rights, and dignity of displaced persons at the centre of the response. It generates more effective and sustainable protection outcomes by strengthening local resources and capacity and identifying protection gaps. Through consultation and participation, communities must be meaningfully and substantively involved in all responses that affect them and play a leading role in achieving the desired outcome. Without the participation of the constituents they are designed to support, external interventions cannot achieve sustained improvements in their lives on their own. This approach stresses the importance of a systematic and continuous process of involving communities as analysts, evaluators, and implementers in their own protection.

Specific community-based protection support and responses carried out by municipal authorities in coordination with stakeholders may include:

<sup>7</sup> <https://emergency.unhcr.org/entry/50478/communitybased-protection>

- Take immediate steps to prevent the separation of families. Reunite them whenever possible.
  - Identify and support community self-protection measures. Do not introduce new measures that may weaken the community's own protection capacity.
  - Identify harmful practices and coping mechanisms and work with the community to replace them or mitigate their effects.
  - Work with community leaders and structures. Support existing structures and avoid creating parallel coordination mechanisms. Ensure that existing structures are fair, inclusive and reflect the diversity of the community.
  - Quickly identify a diverse group of community members who are able and willing to organize community support for those who are most at risk, including temporary care arrangements for unaccompanied minors.
  - Involve groups and individuals who are most at risk, as well as those with specific needs, in decision-making processes. Pay special attention to unaccompanied and separated minors, people with disabilities, elderly persons without families and other people and groups who are easily marginalized or exploited.
  - Create community-based systems that uphold respect for individual rights and provide protection and care for groups with specific needs.
  - Promote community ownership from the start of the intervention. Create and strengthen links between displaced and host communities whenever possible.
- 
- Prioritize and promote actions that strengthen social cohesion. Strengthen and support the provision of local services and work to ensure that displaced communities have access to them.
  - Support the efforts of communities to protect their members and meet their own needs. When necessary, provide resources to facilitate these efforts.
  - Establish multi-partner emergency response plans with the community
  - In collaboration with the community, take immediate steps to identify and analyse the protection risks faced by women, men, girls, and boys. Agree on ways to prevent and respond to sexual and gender-based violence.
  - In collaboration with the community, establish a mechanism to identify the groups and individuals who are most at risk of sexual and gender-based violence.

**Complementary actions may include:**

- Working with the community, create a two-way communication mechanism that ensures that all people, including the elderly, people with disabilities and other potentially marginalized groups, have access to relevant information about assistance and other issues. Use communication channels that community members prefer. Post information in places where people are likely to gather, such as community centres.
- Work with community outreach volunteers to ensure that information is disseminated widely and reaches those most at risk.
- Establish community-level mechanisms for reporting protection incidents. Establish effective early feedback and response systems. These systems should be able to receive and promptly address issues raised by persons of concern, particularly allegations of sexual exploitation and abuse.

**Best practice - Honduras: Municipal plans for the response to internal displacement.**

The Inter-Institutional Commission for the Protection of Persons Displaced by Violence (CIPPDV) has implemented activities since 2017 in the framework of strengthening municipal capacities to respond to internal displacement. Instruments, measures and policies have been designed to ensure the prevention, care and protection for victims of displacement and the promotion of durable solutions. The Human Rights Secretariat -an executive secretariat of the CIPPDV – has designed a process for the construction of Municipal Plans for the Response to Internal Displacement in the municipalities of San Pedro Sula, El Progreso and Central District. The plans, which consider territorial differences, have the objective of developing a workplan that articulates municipal responses with the Municipal Units for Assistance to Returnees (UMAR).

**How can education be facilitated at the municipal level?****Education<sup>8</sup>**

The 1951 Convention Relating to the Status of Refugees ensures access to education for refugees in the context of existing services provided by the host community. It urges States to “accord to refugees the same treatment as to nationals for elementary education... [and] the most favourable possible treatment in relation to any education other than elementary education”. Inclusion in equitable and quality education services provided by the national education system contributes to resilience, prepares children and youth for active participation in society and is in line with the Sustainable Development Goals and the commitment to “leave no one behind.” For internally displaced persons, the right to education is governed by Article 13c of the International Covenant on Economic, Social and Cultural Rights.

Similarly, forcibly displaced persons may be more likely to face additional barriers to access education due to their irregular status, lack of traditional social networks and unfamiliarity with the education system. The actions by municipal authorities to provide opportunities for displaced persons to access education must be consistent with their rights. Access to inclusive and equitable quality education in national systems creates conditions in which children and youth can learn, thrive and develop their potential, build individual and collective resilience, experience and negotiate peaceful coexistence and contribute to their societies.

Inclusion in the national education system for those without access is a process that must be reflected both in the education system and in the preparation of students. Three guiding strategic objectives include:

8 <https://data2.unhcr.org/en/documents/details/71213>



## **1. Promote the equitable and sustainable inclusion of refugees, asylum seekers, returnees, stateless persons and internally displaced persons in national education systems.**

To meet Sustainable Development Goal 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”, all children and youth need to be included in accredited and accountable early childhood, primary and accredited secondary education programmes as soon as possible following their displacement. Access to TVET and tertiary education is also important. It is common for host communities to experience the same learning and access challenges as forcibly displaced communities. As a regional application of the Global Compact on Refugees, the MIRPS seeks to direct global attention to the needs of both communities so that coherent humanitarian and development efforts are undertaken to support MIRPS States with fulfilling their national and international responsibilities.

## **2. Foster safe and enabling environments that support learning for all students, regardless of legal status, gender or disability.**

Forcibly displaced people often live in environments where local children also lack access to quality learning opportunities, with limited literacy, numeracy and critical high-level skills that foster personal development, economic growth and community development. Effective inclusion requires safe and accessible learning environments, comprehensive student support and community involvement. Working with national and regional education authorities to strengthen systems to meet the needs of all students is a priority. Similarly, communities play an important role in this process by identifying local solutions and approaches to ensure participation, especially for girls and students with disabilities, and by supporting community-based learning.

## **3. Enabling students to use their education for a sustainable future**

Educated communities can achieve rapid generational change through their creativity, energy, and idealism. Education enables girls, boys, youth and adults to use their academic and practical knowledge, adapt to changing circumstances, develop decision-making and peace-building skills and express their needs and views on decisions that affect them, both where they live now and in the future. Education, along with economic inclusion, community development and participation in peacebuilding, fosters the development of learners to become productive members of civil society. Future-ready skills such as digital literacy, problem-solving and intercultural communication are fundamental for social engagement and must be integrated throughout the educational cycle so that learners are prepared for the worlds of today and tomorrow.

**Best Practice - Belize: English as a Second Language (ESL) Education Services.** Belize is the only English-speaking country in Central America. Considering the increased displacement of asylum seekers to Belize, the government provides ESL education services to both asylum seekers and refugees from neighbouring Spanish-speaking countries. The Refugee Department of the Ministry of Immigration and the Ministry of Education strengthened partnerships with the University of Belize and the “Help for Progress” organization to provide services both at the community level and from the university. To ensure efficiency and prioritization during the selection of candidates to receive classes at both basic and intermediate levels, a needs assessment is conducted in the communities. In addition, community leaders are selected as English instructors and receive intensive pedagogical training.

## How can health services be provided at the municipal level?

### Health<sup>9</sup>

Displaced persons who do not have access to health care services may suffer higher maternal and infant mortality rates, increased cases of preventable death, be disproportionately affected by epidemics and pandemics and be more prone to mental illness. Displaced persons are at increased risk of being excluded from medical care due to their legal status and lack of official documentation and employment benefits. To ensure access to the health system, responses can include implementing effective communication strategies, creating an effective referral system, working with partners to provide targeted support to build capacity with local health facilities and monitoring how displaced persons access services.

When possible, access to public health services - including primary, emergency, and specialized care - should be sustainable and integrated into health sector plans. If government services are not available in certain sectors, which leads to significant gaps in service delivery (e.g., reproductive health, HIV, mental health), other actors can provide these complementary services while working with local authorities so that they can eventually provide these services in the future.

The primary health service package should include the following minimum aspects:

- **Early childhood and childhood services** including nutrition, immunization, communicable disease control, clinical consultation, referral of sick children and comprehensive management of childhood illnesses and accelerated child survival or equivalent programmes. A monitoring system is essential for verifying that displaced persons have immunization rates that are at the same level as the host community.
- **Reproductive health, including family planning, sexual health services.** This area covers sexually transmitted infections and sexual and gender-based violence and prenatal, delivery (including comprehensive emergency obstetric and neonatal services), neonatal and postnatal services. Other

<sup>9</sup> <https://emergency.unhcr.org/entry/39272/health-in-urban-areas>

important aspects of reproductive health programmes include the promotion of sexual and reproductive health rights, the reduction of harmful practices and a drop in the number of adolescent pregnancies.

- **Communicable disease control** with epidemic/outbreak preparedness and response, including prevention and treatment of diarrheal and respiratory diseases. Displaced persons should also have access to communicable disease services, especially for the three diseases that are often operated as vertical programmes (i.e. malaria, HIV and TB).
- **Services for non-communicable diseases** including consultations, investigations, and treatment with generic prescription drugs for common diseases. Regular follow-up and ongoing treatment for people with chronic diseases including epilepsy, diabetes, hypertension, asthma, chronic obstructive pulmonary disease and heart disease. First-line mental health interventions for mental, neurological and substance use disorders, including referrals for psychosocial support.
- **Nutrition** including nutritional assessments, nutritional rehabilitation through inpatient or outpatient therapeutic programmes, nutrition promotion, micronutrient supplementation programs and food security support. These include the inclusion of infant and young child nutrition programmes and the promotion of exclusive breastfeeding.
- **Health and hygiene promotion** including communicable and chronic disease prevention programmes and nutrition and hygiene messages.
- **Mental health and psychosocial** support provided by a psychiatric nurse, psychiatric clinical officer, or psychiatrist to assess and treat people with severe or complex mental disorders and to provide guidance and support to primary health care staff. Social workers and community workers should also make home visits for monitoring purposes, help people access community services and encourage or support self-help and mutual support initiatives.

**Best Practice - Costa Rica:** Temporary health insurance for asylum seekers and refugees in Costa Rica. The Government of Costa Rica provides temporary health insurance to 6,000 chronically ill asylum seekers and refugees. Beneficiaries have access to services at public health centers throughout the country. During the national emergency caused by COVID-19 and reflecting a tradition of protecting the human rights of all citizens in the country regardless of their migratory status, Costa Rica has taken measures to ensure the inclusion of forcibly displaced persons in the national response. This has meant that everyone has access to COVID-19 prevention, testing and treatment measures.

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## How can local stakeholders support housing solutions?

### Housing <sup>10</sup>

Access to affordable housing is an essential condition for the development of a well-functioning locality. Arrivals or departures from a given municipal area can increase or decrease the demand for housing services. Because of this situation, taking into account people's movements in local development plans is essential for effective municipal management. In cases where forcibly displaced persons arrive in large numbers to an urban location, the availability of space and access to public services becomes a key concern. Minimum standards for housing (minimum 3.5 m<sup>2</sup> of covered living space per person in tropical or hot climates, excluding cooking or kitchen facilities<sup>11</sup>) may be much higher than the average space available in dense urban neighbourhoods, particularly in informal settlements on the periphery of towns and cities where displaced populations tend to settle. Lasting solutions for refugees, asylum seekers, internally displaced persons and persons in need of international protection are not likely to be achieved without ensuring access to or recovery of their housing, land and property abandoned as a result of their departure.

The right to adequate housing was first recognized in Article 25(1) of the Universal Declaration of Human Rights. The principle of "Everyone has the right to adequate housing" is applicable at all stages of the displacement cycle (before, during and after displacement) and is relevant to all persons of concern, including women, girls, men and boys. "Adequate housing" includes having security of tenure; availability of services, materials, and facilities and infrastructure; affordability; habitability; accessibility; location; and cultural appropriateness. In urban contexts, persons of concern try to access the low-cost rental market but often do not have the references, documentation, or sufficient income for the necessary deposit. Displaced persons are vulnerable to exploitation by landlords when regulations require proof of residency or citizenship to establish a lease. They may also occupy the limited public spaces available in the city. Relationships with the local community may deteriorate if persons of concern occupy the already limited number of public spaces such as parks, roads, or public squares.

**Regional best practice: Safe Spaces Network.** The Protection and Safe Spaces Network initiative is implemented by civil society, religious organizations and human rights networks, with the support of public institutions and United Nations agencies. This protection network operates safe spaces (including temporary shelters, mobile information centers and safe houses) along the main migratory routes and provides immediate assistance to people in transit, including those in need of international protection. Services provided include identification and referral of persons in need of protection; information and legal support for the asylum process; physical protection and humanitarian assistance; access to child protection and gender-based violence case management services; and psychosocial support and first aid.

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<sup>10</sup> <https://emergency.unhcr.org/topic/29033/settlement-and-shelter>

<sup>11</sup> <https://spherestandards.org/wp-content/uploads/Sphere-Handbook-2018-EN.pdf>



## How is access to water, sanitation and hygiene ensured?

### WASH<sup>12</sup>

Urban water supply, sanitation and hygiene interventions aim to improve safe access to water of sufficient quantity and quality, as well as good quality sanitation, hygiene practices and water supply, sanitation and hygiene in hospitals, health and nutrition centres and other public institutions.

Displaced populations must always have access to safe drinking water and sanitation on equal terms with host communities. Water and sanitation services must be aligned with the SDG[2] standards for universal and equitable access to safe and affordable drinking water (6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all) and adequate and equitable sanitation and hygiene systems for all, including the elimination of open defecation practices (6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, with special attention to the needs of women and girls and people in vulnerable situations).

Specific targets linked to the achievement of this standard should be aligned with local development plans. When defining priorities and targets, the focus should be on a) geographic location, identifying on a map where refugees are concentrated and where water, sanitation and hygiene services are deficient; b) groups with specific needs; and c) individuals and households with low socioeconomic status. In locations where services are limited, coordination with local authorities, the ministries responsible for water, environment, infrastructure and energy, the UN system and other development actors will facilitate the improvement or extension of existing services, or establish new structures for the benefit of users. Investments should also be made to ensure that displaced people have access



12 <https://emergency.unhcr.org/entry/42340/wash-in-urban-areas>



to information about services, where they are located and who is responsible for operating and managing them. People with specific needs, either from the displaced population or the host community, should be supported as a priority.

Displaced populations, or those with limited resources to pay for water, should receive subsidized access through general cash subsidies where possible. The implementation of a hygiene promotion strategy based on sound urban social marketing principles using local communication channels is particularly important, as evidenced during the COVID-19 pandemic. In locations where toilets do not exist and it is not possible to connect to the existing sanitation network, new toilets should be constructed and evenly distributed. No dwelling should be more than 50 meters from the nearest toilet. The use of toilets in dwellings should be verified by checking their connection to the sanitation network or to the final disposal point. Efforts should be made to ensure that all toilets can be used safely by displaced persons and members of the host community, including children, the elderly and pregnant women.

Effective wastewater management is one of the most challenging sanitation issues. Priority should be given to established national standards for the discharge of wastewater after treatment in grease traps, soak pits or septic tanks. In densely populated areas, sewage systems should be completely sealed, and wastewater should be transported to and processed in a treatment system to protect both the environment and public hygiene. In situations where demand exceeds the capacity of the wastewater network, upgrading piping systems, pumping stations, or purification capacity should be considered to ensure equitable access. In order to control the risk of disease, regular trash removal is essential. In both cases, municipal efforts to achieve these goals must be supported by the commitment of development stakeholders.

**Best Practice Honduras: WASH needs during the pandemic.** To support local solutions to forced displacement and the identification of priority needs, Honduras has expanded the use of a community-based protection monitoring tool in five departments, identifying priority needs in the displaced population in the San Pedro Sula Metropolitan Area. These needs were subsequently included in the national response to the pandemic. This included the implementation of prevention and response activities focused on hand washing, support and provision of safe access to WASH services, provision of supplies (hygiene kits and masks) to affected families and training on best hygiene practices.

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## PILLAR 3

# Rule of Law and E-Governance

“

*“Access to justice at the local level can act as a proximity mechanism that brings the State closer to citizens, so that they feel that the institutions provide them with solutions when there are strong social tensions. When the local dimension of governance fails, the marginalization of some groups increases. This can further accentuate vulnerability and the proportionality of outbreaks in social conflicts” (UNDP, 2020).*

”



## The role of justice mechanisms at the municipal level

An effective justice system at the municipal level enables peaceful coexistence and increases social well-being (OPSD, 2018). Equitable access to justice is essential for ensuring compliance with the rights and duties of the population, facilitate social cohesion and citizen participation in the various public spaces. It is necessary for justice to make conciliatory mechanisms available wherever conflict or the violation of a right is generated. When considering access to justice, it relates to “the right of people, regardless of sex, race, age, sexual identity, political ideology or religious beliefs, to obtain a satisfactory response to their legal needs<sup>13</sup>”.

Local governments must also take into consideration the prevention of violence against displaced persons in their local security and peaceful coexistence policies and plans. This includes the provision of assistance, punishment, and reparation. The response chain is completed with institutional services for the prevention and provision of assistance to victims of violence, which includes access to justice as a means of enhancing inclusion and social cohesion. Local government is the closest to citizens out of all the forms of government. This means that it has the responsibility to include the issue of access to justice in municipal policies as a fundamental axis of the rule of law. Municipal governments must therefore promote justice services and take concrete measures that contribute to improving access and quality of these services, putting people at the centre.

**Best Practice: Municipality of San Ramón, Costa Rica. “I’m Important, I Participate and I Decide”** - Citizen Integration Platform: Through the use of technology, this platform sought to strengthen participation in deliberative citizen spaces for the co-creation of local public policies to increase transparency. Eight working groups were created using the “ÁgoraPIC” digital platform, in which ideas and proposals were geo-referenced and results were collected. Multimedia content was created for social networks and community meetings based on these results. The project created so much interest in Costa Rica that citizens have requested that it is replicated in other cantons of the country.

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During 2020, the COVID-19 pandemic posed an additional challenge for many countries and communities as social distancing measures have led to a reduction in access to justice services. These services were already overstretched and struggled to respond in a timely manner to the number of existing demands. In this context, it is more important than ever that political and judicial authorities design strategies to help reduce pressure on the demand for judicial services and improve conditions for effective access to justice. For example, in civil and commercial matters, restorative justice and alternative dispute resolution methods such as mediation and conciliation can be promoted. Mediation by telephone or online meetings can be used to address challenges with social distancing.

Local governments face multiple challenges to meet the needs and guarantee the rights of displaced populations. In many cases, host communities already face challenges with the economic and social development of their municipalities and the arrival of displaced persons places increased pressure on the provision of public services. In addition, there are challenges for the protection and integration of displaced persons, as well as difficulties with the provision of “specialized” assistance, particularly services that incorporate a gender approach. There is a need to provide differentiated responses to groups with different situations of vulnerability, including women, children, and the LGBTI population.

<sup>13</sup> (UNDP, 2020).

## What is open government and e-government?

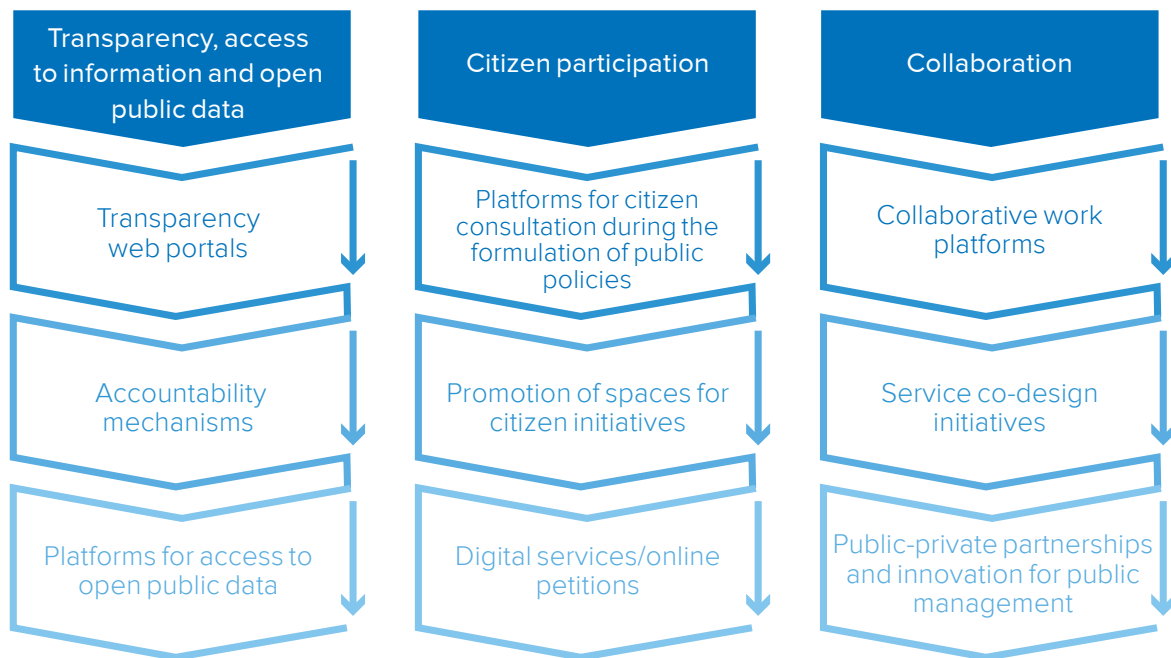
### Definition and principles

The concepts of open government and e-government have similar and complementary objectives, but there are also significant differences. Open government is conceived as a new way of understanding society and its interaction with the State. Open government is based on three fundamental principles:

- **Transparency:** access to public information for all stakeholders.
- **Participation:** active and continuous interaction of social actors in the government’s activities, including citizens and the private sector.
- **Collaboration:** between social actors in a co-responsible manner with the objective of seeking solutions to development challenges and reaching agreements that generate opportunities for common benefits.

The concept of open government implies a change in the traditional form of administration, which involved the citizen as a beneficiary of public policies. Open government puts the citizen at the centre and makes them a participant in their own development. This new mode of interaction requires the implementation of data sharing strategies and participation mechanisms that will include the population in government decision making processes.

### Implementation of open government in concrete actions



Source: Adapted from Ramírez-Alujas and Dassen, 2012.

**What are Information and Communication Technologies (ICTs)?**

They involve the use and interaction of information technology and telecommunications to improve the processing, storage and transmission of information. The main tools are mobile phones, computers, the internet, and social networks.

As part of the application and development of the principles of open government, the concept and practice of e-government has been gaining momentum. E-government is the way governments (local or national) offer modern and efficient mechanisms to facilitate access to information and citizen participation. E-government is based on the use of Information and Communication Technologies (ICTs) in areas such as management, planning and public administration. This includes the creation of online portals with information related to the different agencies and branches of government, the availability of carrying out procedures and accessing services online and the use of technological mechanisms to facilitate citizen consultation and participation.

**Why is it important to strengthen open government and e-government at the municipal level?**

The use of new technologies and the internet has been increasing exponentially throughout the region, contributing to the consolidation of a new, more connected, active, and empowered citizenry to claim their rights (OAS, 2014). According to ECLAC data<sup>14</sup>, during the last decade the use and availability of cellular phones has increased by up to 62% in some countries of the Latin American region. At the same time, the democratization process in the region in recent decades has gone hand in hand with decentralization processes, transferring the administration of certain aspects of government from the national level to subnational levels. This situation means that local governments now have a wide variety of responsibilities and challenges to meet the needs of their populations and manage resources effectively and efficiently.

**Best Practice: E-government in the city of Merida, Yucatan, Mexico.**

The city has a web portal that offers a variety of services:

- **Catalogue of procedures available using the city's mobile application:** allows citizens to identify and access online procedures that they require.
- **On-line chat:** This is used to solve citizens' doubts without the need to attend a government agency in person.
- **Reporting:** a variety of reports can be sent to authorities through a mobile application or website.
- **Electronic service cart:** it is possible to pay for services and procedures online.
- **Geostatistical information system:** specific data can be accessed using an online map about urban facilities, public spaces, green areas, etc.
- **Transactional tools:** citizens can request minutes of government meetings, information about property values and obtain licenses online.



The increase in the capacities and responsibilities of local governments requires a close and accessible public administration mechanism for citizens, creating the opportunity to establish spaces for interaction and collaboration in order to achieve social goals and strengthen the legitimacy of government action. To achieve this, it is necessary that processes such as the assessments of problems and needs, the design of strategies, the implementation of programmes and the evaluation of results benefit from the use of participatory mechanisms, ensuring that social demands are heard and addressed (OAS, 2014).

**Best Practice: Municipality of Pococí, Costa Rica.** Asociación la Red de Jóvenes Sin Fronteras. In coordination with the municipality and different institutions and organizations, this municipality created awareness modules on the Sustainable Development Goals, open government and migration and refugee issues to create a network of young people at the local level who can promote these issues. As a result of the discussions that occurred during this initiative, 5 proposals for social projects were implemented. Information campaigns were also implemented on social networks and were widely disseminated.

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Strengthening e-government can be a very useful tool for local governments, as it contributes to improving government administrative processes, reduces costs and increases efficiency in the services provided by the government to its citizens, increasing democratic legitimacy and transparency. Local governments can benefit from the use of ICTs to strengthen their processes, opening channels of communication with citizens to identify development challenges at the local level as an opportunity to include a diversity of visions, needs and solutions that provide common benefits.

### How can strengthening e-government at the municipal level contribute to guaranteeing the rights of displaced persons?

The municipal governments in the region have been implementing citizen participation mechanisms for years, ranging from the implementation of consultative councils to direct decision-making mechanisms. This has contributed to the consolidation of spaces for dialogue between citizens and local governments.

**Best Practice: “Open Data at the local level” Municipality of Palmares, Costa Rica.** This is a small town that followed the national strategy to build its own municipal open data page. The local population can consult and download all the municipal information including budgets, land ownership registration, permits, etc. Using the municipal website (<https://www.municipalmares.go.cr/>), citizens can make payments and carry out administrative procedures. In addition, the municipality developed an online platform for the participatory design of its 2015-2025 Development Plan and Municipal Strategic Plan.

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These institutional participation mechanisms can be strengthened and reach more people through the development and use of information technology - e-government - as this exponentially increases the capacity of governments to receive information and implement actions that meet the needs of the population. At the same time, e-governments contribute to improved internal coordination in the provision of services. The use of information platforms such as web portals, mobile applications and social networks can facilitate the improvement of programmes, services and municipal development plans by providing a space for citizens to express their opinions about current services and propose initiatives or submit requests electronically.

However, one challenge that local governments may need to address to achieve positive results from the use of technology is the digital divide. Certain vulnerable communities or groups, including displaced populations, have different levels of access to and use of electronic media. This means that an open government and e-government plan would need to be accompanied by a strategy to address the digital divide and facilitate the participation of these populations.

The following recommendations will facilitate the use of electronic tools for access to information and citizen participation:

- Design mechanisms for open and efficient communication.
- Generate interactive tools that inform citizens using simple languages and formats.
- Develop systems that allow different institutions to share information and digitalize internal processes.
- Design web sites for citizens, understanding their needs and identifying the best ways to disseminate information.
- Generate security conditions in relation to the protection of personal data.
- Conduct studies to determine population groups that are severely disadvantaged by the digital divide and identify strategies to reduce it.

## **What e-government tools can be useful to facilitate the process of inclusion of displaced populations in municipal plans?**

### **A. Digital mechanisms for consultation and participation**

Local governments have existing experience in the use of participatory mechanisms for the design of municipal plans through open meetings, municipal councils, focus groups and other strategies. However, these mechanisms often do not necessarily include the perspectives of different community groups or fail to address and systematize different voices and opinions. For this step, the use of digital mechanisms for consultation and participation can be very relevant. This often involves using predefined surveys and questions to learn about as many experiences as possible, which contribute to a deep and solid analysis of the different realities faced by displaced populations.

The use of digital surveys through a web portal or a mobile application can be very useful for collecting information and reaching population groups who are normally less accessible, such as young people and people in vulnerable situations who may feel insecure about sharing their opinions in public spaces. The following issues need to be addressed to ensure a safe and reliable information collection process:

1. Design the survey in a participatory manner with the displaced population, institutions and civil society organizations. This ensures that questions are formulated to collect information and opinions about specific issues.
2. Conduct a campaign in neighbourhoods to inform people about this participatory assessment process and the face-to-face and digital tools that are available.
3. Make digital mechanisms available for those who do not have access to technology.
4. Ensure that mechanisms exist for the protection of personal data in accordance with national data protection policies <sup>15</sup>.

## **B. Web portals**

Open government facilitates transparency in processes and legitimizes government actions. Having a web portal where assessment and characterization documents can be published, and the systematization of this participatory process can be presented will contribute to transparency and increase the empowerment of citizens. A temporary space can be created on the portal during the process of identifying priority areas so that people can provide feedback about the document. Once the different options have been systematized, an online vote can be held with the displaced population to facilitate the highest possible level of participation in the selection of priority areas for the plan. Coordination with the registration system to identify displaced persons and grant them access to the online vote would be necessary to achieve this.

## **C. Web spaces and applications**

With the goal of facilitating inclusive participation, a web space or mobile application can be created so that displaced persons can propose actions to be included in the plan, taking into account the priority areas. This type of tool is very interesting in terms of access and participation but there are challenges in terms of managing expectations and each local government's response to the proposals. As a result, to achieve a transparent process it is important to design an online format for reporting which initiatives are going to be included in the plan, which are not and why these decisions have been made. Once the action plan has been finalized it can be published on the municipality's web portal.

## **D. Periodic surveys**

It is recommended that a dual communication electronic system is created to achieve a more in-depth identification of the impact of the activities implemented in favour of the rights of displaced persons:

- Conduct periodic surveys regarding the degree of satisfaction with services received and their perceptions of integration into the local community.
- Create an online space to receive complaints and reports from the displaced population regarding the fulfilment of their rights. This system would require coordination with different government institutions at the local level for so that the complaints could be referred to the relevant agency and ensure a response.

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15 <https://campus.estrategiaintegrate.org/>

The UNDP-SIGOB Regional Project is part of UNDP's corporate offer in Latin America and the Caribbean since 1991 to support governments to develop innovative management approaches and to improve their management effectiveness. UNDP-SIGOB works with the institutions of the Government Centers and other key State institutions in identifying management problems, through rapid diagnoses or detailed institutional analyzes and collaborative work that proposes options to solve those problems and, in many cases, implements new management methods.

Traditionally, UNDP-SIGOB has provided direct support to the State's most senior leadership (e.g. the Heads of the Executive, Legislative and Judicial Power) in the conduct of their management to generate and / or maintain the conditions of democratic governance. More recently, within the framework of the Decade of Action for the SDGs, UNDP-SIGOB offers a new line of work on management focused directly on sub-national and local governments. UNDP-SIGOB also has a new line of products aimed at achieving effectiveness in responding to citizens with respect to different types of procedures (permits, authorizations, certifications, request for funds, document processing, etc.), which are entirely digital and ready for teleworking. To date, the UNDP-SIGOB Regional Project has developed a portfolio of 21 modules that offer practical solutions to specific public management problems.

To improve the effectiveness of public management, the fulfillment of the commitments that local governments have undertaken with citizens and the achievement of the sustainable development goals of the 2030 Agenda, transparency must be the main and transversal characteristic of the institutional transformation process. UNDP-SIGOB seeks practical solutions to specific problems by generating transparent processes through the following programs, among others:

- **Online Citizen Services System (SOL):** Is a system that allows citizens, under an online service platform, request different types of public services offered by the institutions and check the status of the procedures. Likewise, SOL allows public officials to telework, keeping a traceability of the management carried out.
- **Goals:** it is a method that lets pass from strategy to operation. UNDP-SIGOB works with the institution to prioritize products from the perspective of what affects citizens and helps to identify which public services to improve and which new services to create to make inclusive and sustainable development a reality. GOALS is used to organize and establish networks in real time that connect the teams in the field, the intermediate authorities in the ministries, the minister of the sector, and the management unit (delivery unit) in the Presidency or Government Center . GOALS has been used by more than 30 institutions, including several Latin American and Caribbean Presidencies.
- **Foro:** aimed at the senior management of institutions that seeks to initiate active dialogue and interaction processes with citizens. FORO allows leaders to interact with population groups to meet their requirements and build responsible commitments. This conversation method and procedure, included in a management system and digital platform, encourage transparency and certainty in the management of commitments.
- **SIGOBito:** Born as a work methodology aimed at strengthening the management capacities and political dialogue of local governments. Likewise, SIGOBito seeks to strengthen their collaboration capacities to address common problems and challenges and seek joint solutions. SIGOBito integrates methods and instruments for managing the daily agenda of local governments, the management of the main initiatives and the communications of the municipality with the citizens.





## PILLAR 4

# Socioeconomic Integration and Social Cohesion

Integrating a person into a new environment is a complex process that goes beyond the provision of a series of services and programmes. In many cases, cultural differences and conditions can make access to basic services difficult. However, these barriers are often not visible and public institutions may perpetuate forms of institutional or structural discrimination.

To avoid these barriers, principles should be incorporated that place recognition and guarantees of the human rights of all persons at the centre of local government, which includes persons who are forcibly displaced, and provide this population with

differentiated treatment that respond to their specific vulnerabilities.

The integration of refugees, internally displaced persons and involuntary returnees is not an isolated process and requires cross-cutting actions with other priority areas and vice versa. Governments that implement these processes may find an opportunity to advance other agendas related to human rights and development. Some examples of this can be found in the Sustainable Development Goals (SDGs). Target 4.13, on universal access to primary and secondary



education, states that this could not be achieved without including more than one million refugee and displaced children who are currently out of school. Target 11.14, on access to affordable and decent housing and basic services for all, is closely related to urbanization, a sector in which migration plays an important role.<sup>16</sup>

## What do we mean by socioeconomic integration?

Socioeconomic integration aims to make displaced people the promoters of their own livelihoods, fostering their sustainable inclusion in host communities by providing them with the opportunity to significantly contribute to local economies.

There are clear examples of positive effects on local economies. A refugee relocation and labour integration programme implemented in Mexico since 2016 has achieved the economic integration of almost 5,500 people who are of an economically active age. It is estimated that these people annually contribute about 60.4 million pesos (US\$2.9 million) in the payment of taxes and contributions. Thanks to an employability support programme in Panama, it is estimated that the 230 refugees and asylum seekers who are participating contributed to an increase of around USD \$250,000 in the national GDP just in 2019.<sup>17</sup>

Considering the displaced population as an element that supports economic development requires that authorities, both at local and national levels, support their socioeconomic integration through more inclusive policies and the promotion of access to rights and services.

## The role of local governments



Human mobility influences every community. There is a need to implement suitable management practices that favour socioeconomic and cultural integration of displaced populations, in addition to mitigating the factors and processes that can destabilize or put at risk both displaced persons and the host community. These include the areas of poverty, insecurity, public health, xenophobia, and violence. In addition, development opportunities associated with people on the move should be identified.

<sup>16</sup> (OIM, 2017).  
<sup>17</sup> (UNHCR, 2020)

The two major global compacts adopted in 2018 represented major steps forward in this area. The Global Compact for Safe, Orderly and Regular Migration (GCM) was the first global agreement on a common approach to international migration in all its dimensions. The Global Compact on Refugees (GCR) is a framework for better planned and more equitable responsibility sharing, while also increasing opportunities for refugees and asylum seekers.<sup>18</sup>

The Inter-American Commission on Human Rights (IACHR) recommends that integration is comprehensive to guarantee full respect and protection of all human rights of involuntary returnees during the return process, as well as ensuring their right to a dignified life and decent work.

To make this a reality, the IACHR member states agreed to promote the dignified reintegration of involuntary returnees through access to justice, the provision of emotional and mental health services, and the non-criminalization and non-revictimization of this population without discrimination.

The IACHR also facilitated the accreditation and validation of school credits, diplomas, academic certifications, and professional qualifications obtained in other countries for the rapid academic and professional reintegration of nationals who have returned to their territory of origin, including migrant members of their families.<sup>19</sup>

Taking this into account, it is important to note **that integration policies are designed and implemented at the local level.** National and international programmes can articulate and strengthen these programmes, but municipal governments have the institutional capacities to understand the economic, social and cultural dynamics in which these projects are implemented. Many of the most innovative and creative practices for accommodating diverse groups of displaced people were first developed and scaled-up by municipal governments.<sup>20</sup>

Local integration is a complex and gradual process with legal, economic, social, and cultural dimensions. Local integration occurs at three levels:

**Legal:** Allows displaced persons to be granted a progressively broader range of rights, similar to those enjoyed by citizens, eventually leading to permanent residency and possibly citizenship.

**Economic:** Makes displaced persons less dependent on support from the host community and humanitarian assistance and increasingly self-sufficient so that they can help themselves and contribute to the local economy.

**Social and cultural:** Interaction between refugees and members of the local community allows refugees to participate in the social life of their new country without fear of discrimination or hostility.<sup>21</sup>

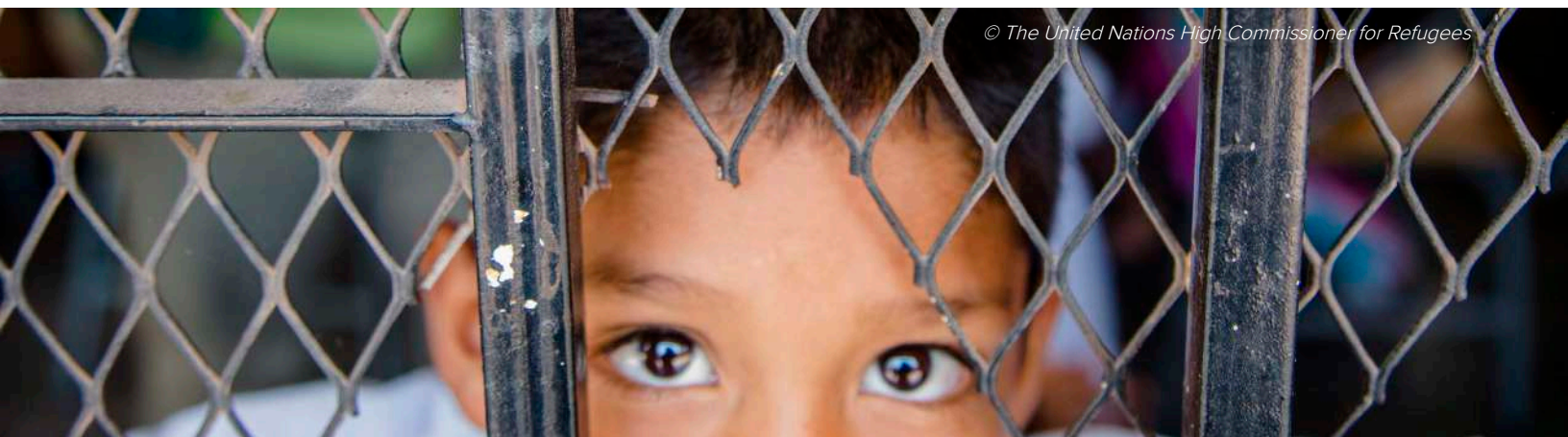
There are complementary approaches to policy development that strengthen social integration such as direct social cohesion programming. This may include projects to facilitate dialogue, support for conflict prevention institutions or capacity building projects that enable local civil society networks to work as local peace builders.

18 (UNDP, 2020)

19 Principle 80. Inter-American Principles on the Human Rights of All Migrants, Refugees, Stateless Persons and Victims of Trafficking in Persons, 2019, <https://www.oas.org/es/cidh/informes/pdfs/Principios%20DDHH%20migrantes%20-%20ES.pdf>.

20 <https://geography.columbian.gwu.edu/sites/g/files/zaxdzs1786/f/image/guia-inclusion-de-los-migrantes.pdf>

21 <https://www.acnur.org/integracion-local.html>



Development programmes and projects that address health care, education, livelihoods, food security or gender empowerment can have a significant impact on improving social cohesion. Indirect programming involves work to leverage the full scope of development-oriented work in order to strengthen community ties and increase economic and governance interdependence.<sup>22</sup>

### Benefits to host communities

Throughout the region there is a shared responsibility among all authorities, including those at the municipal level, to respect, protect and promote the human rights of all persons without discrimination. Local governments that are responsible for implementing standards of care for forcibly displaced persons comply with this obligation.

Displaced persons and involuntary returnees have a lot to contribute to their host communities. Regardless of the type of migration flow involved (north-south, south-south, south-north), their work supports economic growth in their host and home communities.<sup>23</sup> Harnessing that strength and talent is a development opportunity. In its “People on the Move” report, the McKinsey Global Institute estimates that in 2015 the world’s 247 million cross-border migrants contributed approximately \$6.7 billion to global output. This represents 9.4% of global GDP, despite representing just 3.4% of the world’s population. In general, refugees and migrants generate higher productivity in destination economies, even considering the differences between labour force participation rates, unemployment and productivity levels compared to those of native workers with similar skill levels.

The McKinsey Global Institute identified that human mobility magnifies people’s productivity. The report estimates that the incremental contribution in their new destinations was between \$2.7 and \$3.2 billion in 2015 compared to their expected output in their home countries. Incorporating a focus on the integration needs of forcibly displaced persons is essential for addressing their legitimate aspirations for security and economic progress, not just for this population, but also for members of the host communities.

22 UNDP, 2020  
23 Jonathan Woetzel, 2016

## Guiding principles for economic integration

**The human rights approach:** Human rights are all rights that are inherent for human beings without distinction of any kind and without any other condition. Forcibly displaced persons should receive full recognition of their rights. In order to make these rights effective, it is necessary to apply reinforced guarantee mechanisms.

The human rights approach consists of designing public norms and policies based on the recognition of authorities' obligations to guarantee the dignity of people in their different contexts and conditions. This requires placing an emphasis on the most vulnerable groups of the population, such as displaced persons and returnees. Implementing a human rights approach involves the promotion of social inclusion and integration so that displaced persons and involuntary returnees can lead socially, culturally and economically productive and prosperous lives (OHCHR, 2013) guaranteeing their contribution to local development. According to the Global Migration Group (GMG), "the protection of these [human] rights is not just a legal obligation, it is also a matter of public interest that is intrinsically related to human development".

The international obligations of States in the region include the obligation to seek technical cooperation provided by the regional and international community, including UN agencies and entities and regional institutions, as well as technical assistance from civil society organizations and other relevant actors for the implementation of migration policies that incorporate a human rights perspective.<sup>24</sup>

### **Gender perspective and differentiated approach for the care of women, children and adolescents and LGBT+ population.**

Certain segments of the population face additional barriers due to specific circumstances, either circumstantial or structural, that hinder their social integration and maintain clear forms of discrimination based on stereotypes or prejudices. These barriers require assistance that incorporates a differentiated approach.

The gender perspective is a conceptual tool that makes it possible to identify differences between women and men, not just due to their biological characteristics, but also because of the cultural differences assigned to human beings. The importance of the gender perspective is that it addresses the imbalances that exist between women and men and contributes to social improvement as it offers elements to understand how discrimination against women is generated. This helps States address the causes of gender inequality and transform these, the development and productivity of the societies themselves.

When we speak of women as a vulnerable group, we are referring to the presence of discriminatory practices against women because of the fact that they are women. The International Organization for Migration estimates that women represent 49% of international migrants. Their migratory process is the result of different causes such as violence, family reunification or the few job opportunities available to women, among others. Women experience migration in a way that is different to men as they are more often victims of crimes such as sexual violence, discrimination, and human trafficking<sup>25</sup>.

Applying a gender-sensitive approach with differentiated assistance in places of origin and transit, destination and return countries will contribute to the full realization of the human rights and fundamental freedoms of forcibly displaced women, as well as to their empowerment. The IACHR has established that migration laws

<sup>24</sup> Principle 9 of the Inter-American Principles on the Human Rights of All Migrants, Refugees, Stateless Persons and Victims of Trafficking in Persons, 2019.  
<sup>25</sup> (Ministry of Social Development Government of Chile et al., 2016).

and policies applied by States must incorporate a gender perspective that takes into account the specific risks and differentiated effects faced by displaced<sup>26</sup> women, men, children and adolescents of both sexes and LGBTTIQ persons.

Recommendations for the care and protection of forcibly displaced women include:

1. Creation of a catalogue with available government programs, projects or benefits that provide opportunities for women’s development regardless of their immigration status.
2. Design of information campaigns to promote the catalogue described in paragraph 1.
3. Strategies that guarantee effective access to justice for all displaced women and timely, diligent and comprehensive assistance for women who have been victims of gender-based violence.

It is increasingly common that persons with diverse sexual orientation and gender identities migrate<sup>27</sup>, and members of this population have different characteristics and needs. Discrimination based on sexual orientation and/or gender expression constitutes a violation of the fundamental rights of LGBTTIQ persons, which is reflected in all socio-cultural spheres such as work, health, education, and others. These challenge are exacerbated by being a displaced person.<sup>28</sup> Efforts to provide differentiated assistance to this population segment should be directed in the same way as the assistance provided to women, without forgetting that social inclusion involves recognition and respect for differences.

It is important to remember that children and adolescents are disproportionately impacted by violence, forcing them to flee their communities and countries. Central American migration flows are much more likely to include unaccompanied minors and families with children.<sup>29</sup>

Differentiated assistance means guaranteeing the same rights in different contexts.		
	Displaced Persons.	Involuntary returnees.
Priority focus areas for access to economic integration programs.	Protección de las amenazas externas a su vida o integridad.	Attend to problems caused by family separation. Recognition and homologation of studies and qualifications.
Factors that can lead to exclusion.	Lack of access to public services in the country of origin that prevent them from obtaining documentation.	Lack of recognition of their migrant status as nationals.

### How to promote economic integration?

The arrival of displaced persons can be leveraged for inclusive and sustainable economic and social development. All indicators point to the economic migration of this population becoming even more significant

26 Principle 8. Inter-American Principles on the Human Rights of All Migrants, Refugees, Stateless Persons and Victims of Trafficking in Persons, 2019.  
 27 International Organization for Migration, “Migración y Poblaciones Lesbianas, Gais, Bisexuales, Trans e Intersexuales: Módulo para la capacitación y sensibilización de instituciones públicas, organizaciones sociales, colectivos y activistas LGBTI en la región mesoamericana”, Costa Rica, 2016, pp.  
 28 Ministry of Social Development Government of Chile et al., 2016.  
 29 MPI, 2020



in the next decade and beyond. Ensuring effective law and policy that respond to the needs of this demographic, together with those of migrants, will be critical for national outcomes and future well-being.<sup>30</sup>

Socio-economic integration is a multidimensional process, encompassing not just economic and trade issues but also social and cultural policies. These integration processes pose challenges for refugees and migrants who may face an increased likelihood of only accessing temporary and less competitive contracts. There is also the issue that they have minimal bargaining power to improve their working conditions, as migrant workers tend to be less likely to join or form unions for fear of discrimination, repression and deportation (if undocumented), which may prevent them from playing an active role in defending their interests. Language barriers can also greatly affect the bargaining power of migrant workers.<sup>31</sup>



#### i. Recognition of relevant stakeholders.

For the principle of cooperation and coordination, as many partners as possible should be identified to promote the improvement of the situation to enable displaced persons to have legal and de facto access to decent

30 Inter-Parliamentary Union, 2015

31 FAO, 2017

work (e.g. through work permits, business ownership, access to financial services, land ownership rights and freedom of mobility).<sup>32</sup>

It is recommended to compile a directory the government agencies, organizations and groups available in the community in accordance with the following categories:

**International agencies and development actors:** There are agencies from the United Nations System that work directly on this issue such as UNDP, UNHCR, IOM, ILO and OHCHR, and others that work in a crosscutting manner including UNICEF, UN Women and UNODC. There are also bilateral development cooperation agencies and multilateral financial institutions such as the World Bank and the Inter-American Development Bank.

**National and local government agencies:** Identify all government agencies that have an impact on processes and assistance for people on the move. It is also relevant to identify all agencies that have programmes, funds and support to promote employment, self-employment, access to educational services, credit and financial services and others. Identify which agencies have programmes that can benefit displaced persons, even if they are not explicitly aimed at these groups. Identify what obstacles they may face. Through a review of the guidelines, criteria or calls for proposals, review the difficulties that displaced persons may face when trying to comply with requirements or adjusting to the proposed schemes. It is important to take into account that different migratory flows may have different obstacles.



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### 1) Identify where new programmes could be created or how existing programmes could be adapted.

**Shelters, refugee and migrant support centres:** By having direct contact with people on the move, these entities can be an initial generator of databases for the identification of profiles, help meet the most urgent basic needs of this population and facilitate their (re)integration.

**Civil society organizations:** Civil society organizations possess a strong knowledge of displaced communities and often built trust with these populations to facilitate engagement with public institutions. By working closely with displaced persons, CSOs can identify omissions or discriminatory practices that prevent their economic and social integration. Among CSOs, migrant organizations play a fundamental role in social cohesion processes,

**Industrial, chambers of commerce, private sector associations and other groups of employment generators:** Representatives of workers (unions), employers' organizations and business/private sector organizations (e.g. hotel and tourism associations, agricultural producers, exporters, etc.) play a vital role in representing the real economy and should be consulted, especially when formulating and implementing laws and policies on migrant labour. Maintaining a permanent channel of communication with this sector will make it possible to learn about the needs of the labour market and generate agreements that allow for the labour insertion of displaced persons in cooperation with human resources departments.

**Education system:** Academic centres can contribute to the socioeconomic (re)integration of displaced and involuntary returnees through both formal education (structured and institutionalized) and non-formal education (organized and intentional but not regulated, e.g., artistic training, sports, etc.). Technical and vocational training institutions have a key role to play in fostering employability through their role as intermediaries regarding the skills required by the private sector.

**Institutions that certify skills or competencies:** These institutions will be key to the recognition of the professional qualifications of displaced persons upon their arrival in the country. These institutions accredit the training or trade people carried out in their places of origin, which facilitates their integration into the labour market.

**Institutions that hire human resources:** these agencies are a good opportunity to promote training and education in different areas and can also provide the necessary tools and resources for individuals to develop skills that will help them generate entrepreneurial processes. Support can be provided by specific institutions and organizations that work in each relevant sector. In addition, many of these institutions facilitate links with local labour markets.

**Religious associations:** Religion is a common marker of collective identity. It can be a tool for political mobilization and act as the basis for determining who belongs in a society and who does not. Promoting tolerance and freedom of religion and belief while building bridges within and between religious traditions are important aspects of social cohesion. These actions can invoke global narratives and transcendent concepts in the context of peacebuilding, all of which can be related to social cohesion and peace.

**Financial Service Providers (FSPs):** FSPs, such as microfinance institutions, banks, development agencies and impact investors, can facilitate the financial inclusion of displaced people. Financial inclusion is key to enabling people to develop and sustain an enterprise of any size.

**Other community groups:** In order to contribute to the social cohesion of a society, it is important to consider not just those groups that work on the issue of human mobility, but also other cross-cutting issues, such as health, HIV prevention, labour insertion, socio-cultural activities, education, women, children and adolescents, sexual diversity, etc.



## ii. Removing the need for official documents, a gateway to other rights?

Both origin and destination governments can simplify procedures, reduce document costs and work together to improve and regulate the intermediation of services.

## iii. Identify profiles in the communities of displaced persons.

It is not possible to work on the integration of displaced persons if there is no certainty about who they are, what part of the territory they have settled in and their living conditions, as well as their life trajectories, work experiences and capabilities. The level of impact of a programme that promotes access to education or self-employment among groups of displaced persons will depend on how well their context is understood.

## iv. Strengthen existing skills and capabilities

The professional and social skills that refugee workers can gain in other countries can help improve their lives and those of their families. These policies should begin with the premise that communities gain when displaced persons are engaged in the labour ecosystem. Each person has valuable skills and capabilities that can enrich local culture, commerce and industry.

## v. Generate new capabilities and skills

Those who have been forced to migrate may find themselves more willing to explore new fields of work, learn new skills and identify opportunities for self-employment. This openness can be highly attractive and lead to their incorporation in innovative projects or being guided to undertake vocational training for in-demand skills. It is important that the offer a job or self-employment is accompanied by corresponding training and certification when these opportunities are identified.

## vi. Articulate effectively with the private sector

Coordination between government entities and the non-governmental sectors involved in the migration issue is essential. A comprehensive labour policy should ensure dialogue with all of the social and economic actors involved. Maintaining constant interaction with the private sector allows for the identification of local needs and the characteristics of the labour demand in different sectors in terms of capacities and skills and the training and education required by the labour market. This is why it's important to create spaces for permanent dialogue. In addition, most of the chambers of commerce carry out market studies that could provide relevant information for the generation of public policies on labour issues.

## vii. Other recommendations to ensure the durability of the programmes

Taking into account the context and the need to build medium and long-term mechanisms that promote the socioeconomic integration of the population on the move, UNDP has promoted the strengthening of links between humanitarian aid and development to ensure a smooth transition to sustainable recovery.

For this reason, UNDP designed its **Strategy on Human Mobility and Sustainable Development in Latin America and the Caribbean**, which is based on the idea that human mobility represents an opportunity not just for people on the move, but also for their countries of origin, transit and destination. The priorities in this strategy include: (1) Strengthen the capacities of national and local public authorities; (2) Mitigate adverse drivers of migration; (3) Minimize the costs and maximize the benefits of migration; (4) Support transit and host municipalities; (5) Facilitate the socioeconomic integration of migrants; (6) Promote the socioeconomic reintegration of returnees; (7) Foster civic coexistence and social cohesion; (8) Adopt a gender-sensitive approach and promote women's

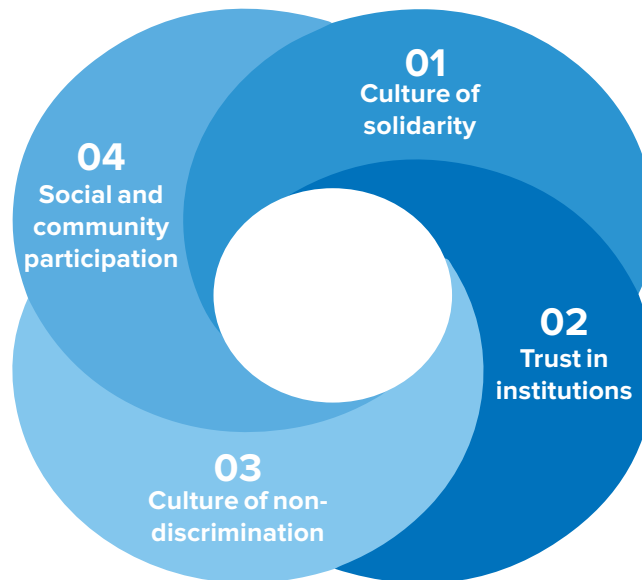


empowerment; (8) Integrate human mobility into governance and sustainable development dialogues; (9) Implement cross-border initiatives.

Through documents such as this one and alliances such as this UNDP-UNHCR partnership in MIRPS countries, the two agencies renew their commitment to supporting national and local governments with actions that enhance the benefits of migration for development in all of its dimensions.

## How to promote social cohesion?

It is important to note that there are problems with achieving social cohesion in countries that face deeply rooted patterns of socioeconomic inequality, political exclusion, discrimination of certain population groups, domination of a community or the hijacking of political decision-making by a single community, and the related implications for cultural diversity.<sup>33</sup> This is the case in Latin America where there are high levels of poverty and social inequality, as well as other factors that limit social cohesion. This is because social cohesion requires economic equality, with all people having a basic income and access to the resources, goods and services that allow them to live a dignified life. There are relevant factors to consider when contributing to a more cohesive society, which include:



(Image 11. Social Cohesion Structure. Prepared by UNDP)

1. **In terms of trust in institution**, social cohesion is strongly linked to strengthening inclusive, resilient and responsive capacities. Public policies shape, alter and inform inter-group relations at the local level. The provision of services from the State is critical in many contexts. For example, if education, health care, environmental protection or clean water are provided effectively, the State is perceived to be fair and equitable.<sup>34</sup>
2. **A culture of non-discrimination**: understanding that the convergence of different cultures, ethnicities, religions, traditions and others is not always easy and can result in the exclusion of minority groups. Public policies should be promoted to create conditions for peaceful coexistence while respecting human rights.
3. **The culture of solidarity** is seen as a value that forces us to think of others beyond our own interests and helps us build cooperation networks because we all need others for development.

33 UNDP 2009

34 (UNDP, 2009)



**4. Social and community participation** refers to any way in which people become involved in public life to modify their environment, reactivating links between people and fostering feelings of reciprocity and trust, thus strengthening social cohesion.<sup>35</sup>

Social cohesion assessments in country and community contexts usually take a holistic approach. This involves:

1. **Thorough knowledge of the historical context** and the often-multiple narratives of origin, values, symbols and events.
2. **Assessment of structural factors**, such as spatial settlement patterns, socioeconomic inequalities and use of mother tongue.
3. Research **on contemporary orientations, beliefs, and attitudes.**

There are different and equally useful methodologies for analysing social cohesion that contribute to the overall evaluation process. Some recently developed methods focus on quantitative indices for social cohesion. The advantage of creating an index is that it can be measured over time and its components can also be evaluated. Other tools include the social cohesion index implemented in the Arab region or the SCORE (Social Cohesion and Reconciliation) approach previously applied by UNDP. This used mixed methodologies to develop a valid and reliable assessment approach. These assessment methods are also coupled with geographic information to identify sub-national or community-level variations in social cohesion.<sup>36</sup>

<sup>35</sup> (INE et al. 2020)

<sup>36</sup> UNDP, 2009

# ANNEX 1

## Pillar 1 – Needs Assessment <sup>1</sup>

### What is a needs assessment and what should it include?

When considering local approaches to mitigate, managing and responding to forced displacement, integrating the needs of displaced people into local development planning can be achieved through needs assessments to ensure the availability of essential data and institutional mapping. Both processes are considered fundamental parts of a comprehensive approach that responds to humanitarian needs and seeks longer-term development benefits.

Sufficient data on displacement trends is an essential component of establishing evidence-based strategies, policies and related interventions. Data can be collected through either direct community participation or informal coordination mechanisms used by local governments to share specific information. By understanding the patterns and trends illustrated by this data, local authorities can make informed decisions to prioritize displacement-related responses. At the same time, the data can provide a basis for engaging financial and technical partners and building consensus with key national stakeholders to support the successful implementation of a programmed response.

A needs assessment is considered a very valuable tool for local development because it allows decision-makers to define and prioritize development interventions and to address forced displacement based on the circumstances of the displaced community and the general population. This involves the comprehensive collection and analysis of data related to the needs, conditions and capacities of the

populations involved (women, men and children of all ages, including those with specific needs) to identify gaps between the circumstances of the context and basic requirements and standards. Given that circumstances will differ in each location and will be affected by a variety of factors, it is essential to establish policies and define appropriate interventions based on unique local contexts. Importantly, a needs assessment enables municipal authorities to identify gaps in existing services and understand where resources and investment are required. Once completed, a planned response can be defined to address potential challenges and opportunities related to forced displacement.

A comprehensive needs assessment, particularly when conducted with all relevant partners including government institutions, UN agencies, civil society organizations and displaced and host communities, provides a shared understanding of the local context, humanitarian needs and capacities. This ensures that local government decision-making is transparent and evidence based. While some circumstance-based assessments may focus on a single sector - such as water and sanitation or shelter - it is relevant to consider a range of relevant sectors and provide a broader view of needs, their urgency and priorities at any given time. Given that the scope of the assessment is as broad as the number of sectors included, the level of information collected per sector is generally reduced. Multi-sectoral assessments are usually considered at the beginning of a displacement crisis due to a significant

<sup>1</sup> <http://needsassessment.unhcr.org/>

change in context, or to support a review of needs for annual humanitarian programming or comprehensive development planning at local and national levels.

The activities involved in needs assessments are carried out to understand the different needs of a given population. There are a variety of assessment tools and methods that can be used. During initial planning, it is useful to define a comprehensive assessment strategy that employs a variety of assessment tools, depending on the sector, level and type of data to be collected. Bringing together the widest possible range

of stakeholders will enable the optimal use of time and resources and ensures complementary actions in relation to data coverage, avoiding the duplication of data collection processes. While the extent of participation may depend on the specific context in a particular municipal location, participatory approaches involving all concerned communities should be used. When considering the structure of joint needs assessments and the necessary criteria to support the inclusion of displaced persons in local development planning, the following can be considered:

Type of requirements	Definition	Product	Implementation
<p>Joint needs assessment (in support of local development planning)</p> <p>Single assessment form, unified methodology and reporting.</p>	<p>Data collection, processing and analysis through a single process between agencies.</p> <p>The agencies and organizations involved in planning and design follow the same methodology and use the same tools.</p>	<p>A single report presenting the agreed-on interpretation and needs analysis of different agencies and organizations.</p>	<p>Establish a coalition of multiple organizations with pooled funds to conduct the assessment.</p> <p>Agree with partners on common data collection methodologies and tools, taking into account international best practices for researching, documenting and monitoring protection needs.</p> <p>Conduct a joint analysis to agree on the interpretation of the findings.</p>



## What are the criteria for an in-depth diagnosis in a defined municipality or geographic locality?

<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Visualize comprehensive and durable solutions that inform the needs assessment.</li> <li>• Define and quantify needs, including more detailed sectoral and operational information.</li> <li>• Provide detailed and statistically representative data.</li> <li>• Capture representative points of view of the affected populations through joint consultations with them.</li> <li>• Establish a baseline for tracking needs and responses.</li> </ul>
<b>Types of decisions</b>	<ul style="list-style-type: none"> <li>• Inform detailed planning and the scope of humanitarian assistance, early recovery, and durable solutions.</li> <li>• Adjust the current response.</li> <li>• Provide recommendations for operational and programmatic planning.</li> </ul>
<b>Deadline</b>	1-4 months
<b>Design</b>	<ul style="list-style-type: none"> <li>• Analysis of primary and secondary data</li> <li>• Primary data is collected in communities, institutions, households and with individuals.</li> <li>• Quantitative and qualitative research methods.</li> </ul>
<b>Sampling strategy</b>	Representative sample
<b>Data collection techniques</b>	Households/individual interviews, highly stratified focus groups, direct observation, structured questionnaires.
<b>Unit of measurement</b>	Community, household, individual.
<b>Resources</b>	Sufficient resources and time are required.
<b>Cost</b>	\$\$\$
<b>Products</b>	Detailed overview by area, including all relevant sectors.

In order to ensure that adequate attention is given to the diverse needs of displaced persons, a number of key principles for needs assessment are followed, as well as participatory approaches and a protection-focused, rights-based approach. All needs assessment activities should be aligned with the following key principles:

- **Do no harm:** Information sources of should be protected by complying with best practices in terms of privacy and confidentiality and seeking informed consent. The safety of those requesting and providing information is always a priority and any recorded information should be protected against illicit use and sharing. The assessment process should not have a negative impact on social tensions or exploit any members of the population who are visited or interviewed. All needs assessments should result in a clean data set, eliminating all household identifiers.
- **Relevance:** Always keep in mind the purpose of the assessment and collect and analyse only the data needed for specific decision making. All existing information should be collected and reviewed before a decision is made to collect new data.
- **Adequacy:** The scope of the assessment should reflect the extent and scope of the crisis. The cost of data collection should not outweigh the benefits of having the data.
- **Timeliness:** The need for accuracy, completeness and detail must be balanced against the speed with which critical decisions must be made. Results and related analyses must be disseminated in a timely manner to support decision making.
- **Validity:** Standardized and rigorous procedures for data collection and analysis should be used to ensure credible results and minimize bias. Evidence should be provided to support findings and conclusions.
- **Transparency:** The methodologies and approaches used during the assessment should be made available. This includes assumptions made during the analysis process or any potential limitations or accuracy of the data and sources used.
- **Impartiality:** A predefined analysis plan will ensure an objective and predictable process and minimize bias.
- **Disaggregation:** Ensure that data is always disaggregated by sex, age and other relevant factors, including geographic area and sector, and that adequate analysis is conducted so that the diagnosis accurately captures needs, conditions, priorities and capacities.
- **Coordination:** Ensure that all parties involved know where and when the assessment is being conducted. Involving a broad set of actors will strengthen the quality and usefulness of the findings and their impact on the humanitarian response.
- **Sharing:** Share findings with other stakeholders, national authorities and affected populations in accordance with the principles of information exchange and existing protocols and agreements when appropriate.
- **Preparedness:** Assessments are best conducted when preparedness measures have been implemented and agreed upon in advance among stakeholders. Assessment modalities should be part of contingency planning.
- **Secondary data:** Maximum use should be made of available secondary data. Primary data collection should focus on determining what has changed, validating the data and filling gaps in available secondary information that has been validated.

- **Continuity:** No assessment is a one-time event. Instead, it is a continuous process over time, allowing information on gaps and changing needs to be added to support decision making. Necessary steps must be taken in the design and implementation of each needs assessment to ensure comparability between data collected at different points in time so that trends can be monitored.

the extent to which groups are able to participate in finding lasting solutions to their situations.

Ensuring that displaced communities can participate in decision-making regarding their own lives, their families and their communities requires meaningful participation in the assessment of their needs and the definition of subsequent interventions. This includes understanding the context, defining information needs, conducting an analysis and sharing information. This can be carried out through community outreach volunteers. Specific initiatives may be required to ensure that the population is well represented and includes older women and men, youth, people with disabilities and LGBTI people.

A participatory approach to assessments seeks to positively leverage community capacities to ensure:

- More accurate and complete understanding of the situation, including underlying causes.
- Reducing the risks of exclusion of needs and capabilities of marginalized groups, incorporating a balanced representation of all groups by age, gender and diversity.
- Identification of existing needs and coping mechanisms, which will be incorporated into the response.
- Recognition and understanding of power relations between groups.
- Improvement of relationships between displaced persons and local authorities.



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- **Age, gender and diversity:** Humanitarian assistance should be based on the fact that different groups in the affected populations will have both shared and differentiated needs, in accordance with the age/gender/diversity approach. Displaced persons do not experience their emergencies or the subsequent effects in the same way. Protection risks, needs, priorities, capacities, resilience and coping mechanisms are varied, depending not just on age, gender, social roles and other forms of diversity, but also

### **What are the essential characteristics of a needs assessment?**

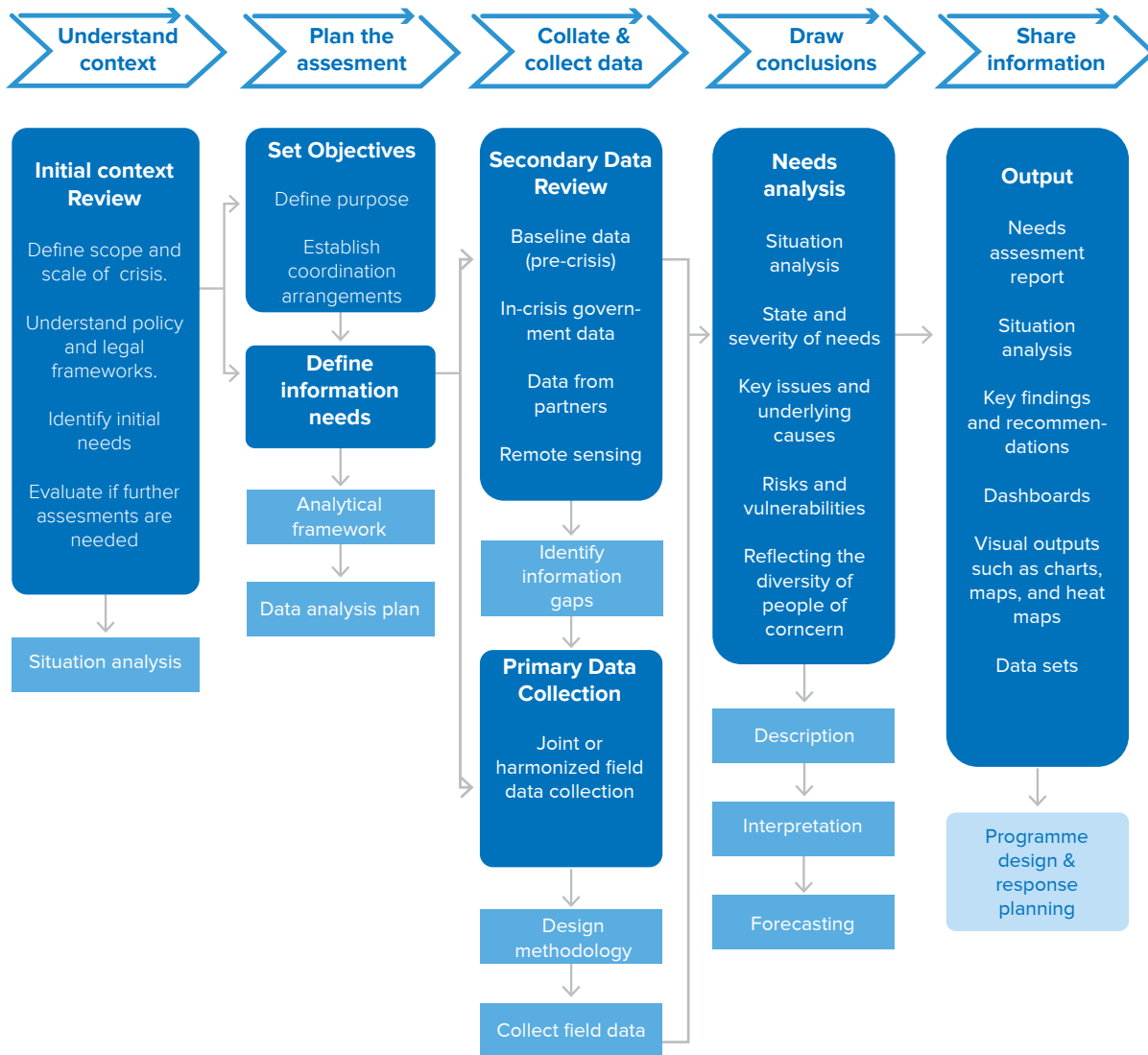
When considering displacement in urban contexts, there are a number of essential characteristics that must be considered for actions related to needs assessments:

Key features	Related actions
<ul style="list-style-type: none"> <li>• Variation in family size and composition within the displaced community.</li> <li>• Displaced persons reside in a large and dense population and may move in and out of urban areas frequently, making it difficult to identify them, particularly women and children at risk.</li> <li>• There are a variety of social and economic conditions, livelihoods and age, gender and diversity factors, which create diverse needs.</li> <li>• A dynamic and changing environment makes data obsolete soon after collection.</li> <li>• Traditional social hierarchies are often disrupted with different and competing leaders and representatives in the population.</li> <li>• The geographical extension of a city, increased insecurity and lack of clear boundaries due to growing informal settlements create logistical and organizational challenges.</li> <li>• Some vulnerable groups choose anonymity for their own protection, so additional measures are needed to enable identification, protection and access to assistance and services.</li> <li>• A wider variety of communication channels to disseminate or raise awareness represents both a challenge and an opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping areas through key informant interviews can be useful for understanding where displaced and other affected populations are most likely to live.</li> <li>• Community-based reporting methods should reflect the social composition of the selected area, as well as address age, gender and diversity.</li> <li>• Establish alternate times of day for interviews as heads of household tend to be out more often during the day.</li> <li>• Use different types of interviews, including telephone interviews, SMS surveys and conducting interviews in a place where people tend to gather, such as outside a community centre or in a city square.</li> <li>• More frequent updates of data on needs are required with a focus on identifying trends and movement patterns.</li> <li>• Engage civil society and displaced persons through participatory methods to assess needs, priorities and capacities that ensure inclusion.</li> <li>• Conduct focus group discussions with groups organized into gender, age and other relevant diversity factors to provide qualitative information that contextualizes, offers nuance and complements other quantitative findings. It is important to provide formats that facilitate access for hard-to-reach groups.</li> <li>• Prioritize and understand pre-existing and exacerbated vulnerabilities.</li> </ul>

### How to include the needs of displaced persons in needs assessments: step by step

A needs assessment is a process with key steps that have varying degrees of complexity and scope according to their scale and context. The following table summarizes the needs assessment process and their main outcomes. Each step and its associated activities are briefly described below.





### Step 1: Understand the context

An initial review of available information is conducted to understand the context prior to any planning or data collection activities. This involves analysing existing data and information collected by other actors (e.g., humanitarian and development actors and civil society organizations) about the current situation. The objective is to build an initial understanding of the context to define further information needs, decide whether a needs assessment is required and identify what type of assessment will best address the information needs.

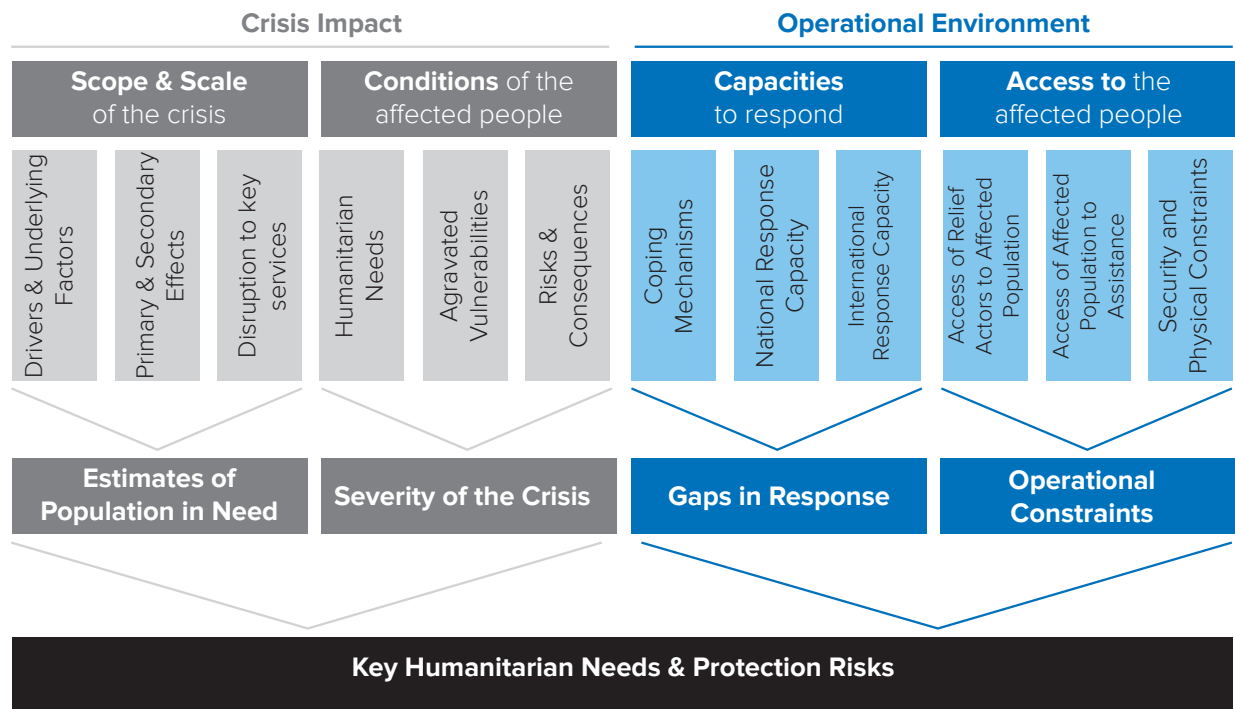
The results of the review are summarized in a situation analysis, which seeks to:

- Define the scope, scale and context of the current situation.
- Identify the initial needs and roles of women, men and children of concern, including subgroups with particular needs, such as people with disabilities, older people, youth and LGBTI people.
- Understand the socio-political context and relevant legal/policy frameworks.
- Identify protection risks and their likely evolution, including projections based on data from previous displacement and similar contexts.

## Step 2: Plan the needs assessment

The needs assessment can be planned based on the results of the context review. Minimum requirements include:

- An **evaluation project plan** includes data collection and analysis methodologies, data collection tools, analysis plans, pilot and training plans, budget, human resource requirements, work plan, terms of reference, etc.
- **Coordination modalities and arrangements** if multiple stakeholders are involved, including a plan on how to involve affected populations in the needs assessment process.
- Detailed information needs organized in an **analytical framework** that show the links between information categories and how they intersect analytically (an analytical framework is proposed and described below).
- An **analysis plan** that operationalizes the analytical framework and details indicators and sources of information for each piece of data that is sought, as well as how the information will be analysed.



### The analytical framework:

Supports and guides the collection and analysis of primary and secondary data by identifying key analytical questions;

Provide a way to organize what data to collect and how to analyse it, as well as how to describe the relationships and interactions between the items to be measured;

Supports a common analysis of where humanitarian needs and protection risks are most severe and which population groups are most in need; and

Serves as a communication tool between stakeholders and should be considered as a reference throughout the needs assessment process.

### Step 3: Data collection

Needs assessments are based on both secondary and primary data. They should always begin with a review of available information based on the analysis plan and in support of the analytical framework. Primary data is defined as data that has been collected within the scope of the needs assessment exercise itself, while secondary data has been collected outside that scope and for other purposes.

A secondary data review should be conducted to understand the situation by consolidating data that has been collected outside the scope of the current needs assessment. Potential data sources are documents prepared by municipal authorities, which may include previous assessments, situation reports, operations plan, registration systems, protection monitoring and case management systems, and sector-specific monitoring systems (health, education, shelter). Common sources of relevant secondary information may include data collected by humanitarian and development actors, as well as other government entities, civil society organizations and educational and research institutes.

An important step in the review of secondary data is the identification of information gaps in the documents reviewed. Primary data collection may be considered to help validate information already collected and/or fill identified gaps in existing information. Different methods can be used to fill these gaps, including direct observations, focus group discussions and interviews with displaced persons. These methods should be designed to ensure that women, men and children (including older people, people with disabilities, youth, LGBTI people, people with specific needs, minorities and indigenous peoples) have the opportunity to express their needs, priorities and capacities.

### Step 4: Conclusions and needs analysis

Needs analysis is a process that aims to draw conclusions from the information obtained about the level severity of conditions and priorities for humanitarian needs.

There are four different phases of analysis, which include:

- **Description:** Grouping, summarizing and comparing data based on the analysis plan to identify trends, patterns, outliers and anomalies.
- **Explanations:** Determining the reason for current or emerging patterns and trends and the underlying factors and processes that led to their existence.
- **Interpretation:** Drawing conclusions about the severity of conditions and priorities. Interpretation also involves judging the amount of evidence that support the conclusions and estimating the extent to which the findings can be applied to other settings.
- **Anticipation:** Predicting or anticipating the possible evolution of a situation based on past and present data. This step provides information on possible future events and their expected consequences for the affected population and also assists with the identification of new and emerging risks.

The interpretation and anticipation phases of the analysis are usually jointly carried out by the parties involved in the assessment, e.g. in a workshop. The results of the analysis are compiled in a final report and all analysis and processing decisions are documented. The assessment report and findings are the basis for a subsequent response analysis that is based on strategic, programmatic and operational conclusions to identify the severity of conditions and current and anticipated priorities.

### Step 5: Share information

The findings from the analysis step should be transferred into clear and persuasive information products that are shared with relevant partners. The most common output from this process is the needs assessment report, which includes a concise summary of key findings and recommendations to assist with decision making. The results of the assessment can be disseminated through many other information products in condensed formats, including verbal presentations and reports. Panels, maps and infographics can be used to visually illustrate the main findings and messages of the needs assessment.

Data, methods and findings are shared as widely as possible with other agencies and actors in the humanitarian response. This includes the affected populations and communities that participated in the assessment, who should also receive explanations of how the information will be used and what decisions it will affect. Data-sharing protocols or agreements should govern the sharing of findings and raw data. It is important to share this information both internally and externally, including with the target population, but only after protection risks have been identified and mitigated for all stakeholders who were or will be involved (i.e., data collectors, subjects, managers, disseminators, etc.) and strategies have been created to address these risks.





# ANNEX 2

## Pillar 1 - Mapping of partners and services

### What is partner and service mapping and what information does it record?

The range of actors involved in a response to forced displacement is diverse. Stakeholder and service mapping is a useful tool that allows local authorities to identify key actors that should be involved in a planned response, considering their interactions, interests, and mandates to guide protection actions and solutions. This type of information is invaluable to help define needs and gaps in essential services and protection actions and, in turn, design appropriate strategies, response plans and interventions. This approach also seeks to mitigate overlaps or inconsistencies between the interventions by different partners that may limit their overall impact and coherence.

While governments are primarily responsible for the provision of essential basic public services for both displaced populations and host communities, capacity and resource constraints often inhibit the provision of specialized services for displaced persons. Humanitarian organizations have knowledge, expertise and resources in a number of areas that can complement service delivery for this population, along with other marginalized or at-risk groups in the host community. Development actors can provide further training and technical support to strengthen the ownership and leadership by local authorities. Through effective collaboration, each actor can use their relative strengths as part of a multi-partner approach.

Partners can include national and local government authorities, United Nations agencies, development cooperation entities, international and local non-

governmental organizations (NGOs), religious groups, community groups and representatives of specific groups such as women, youth and community leaders. A mapping exercise is a way of documenting their level of influence, services and specific activities to identify which actors should be involved in a comprehensive planned response. It is also a means to facilitate access to information about existing services for the displaced population. Each stakeholder group has different attributes and roles that must be taken into account to support effective coordination and joint planning. Key considerations include:

**Governments:** Operating at the national, regional and local levels, government entities are primarily responsible for protecting refugees, IDPs and returnees with protection needs. Individual responses to support these three population groups vary according to mandate, capacity and available resources. For refugees, the level of access to essential basic services such as education and health care will vary depending on country contexts (resource capacity) and related legal frameworks (legal framework). These services also include training and employment opportunities traditionally provided to the host community, as well as customized services that respond to specific protection needs, such as safe spaces for unaccompanied children and youth.

While all governments have adopted a progressive policy agenda as part of the Regional Integrated Framework for Protection and Solutions (RIFPS) and have established related National Action Plans, the

governance structures to ensure the provision of protection, security and assistance through national departments as part of their responsibilities under the 1951 Refugee Convention are at different stages of development and implementation. For IDPs and returnees, State responsibilities are based on the context of international human rights law and national legislation. When possible, support programs should complement and build on (or eventually be absorbed by) established expertise and structures rather than establishing additional structures or services administered by non-governmental humanitarian actors.

**Non-government organizations, (UN System, international, national and local NGOs):** it is important to identify all non-government organizations that are or could be involved in the operational response. Mapping their activities highlights the skills of individual organisations, avoids duplication, fills service delivery gaps and strengthens municipal leadership. Actos working directly with displaced communities are often some of the best sources of background information. Many organizations have mandates on issues that include - but are not necessarily focused on - displacement, such as health, education and agriculture. Non-government organizations can be important partners for enabling the inclusion of displaced persons in local development plans and the provision of targeted assistance.

**The host community:** Host communities are affected by the influx of refugees, internally displaced persons and returnees. The arrival of displaced persons can have a significant impact on the local environment and potentially limited resources. Host families, especially in IDP contexts, welcome displaced persons into their homes, provide support and protection and share their scarce supplies. Rental prices can go up, housing can be difficult to find and wages in the informal sector can be reduced if the labour market becomes crowded. While some people in host communities are aware of the potential benefits of newcomers - such as their ability to work and increase trade - others may see

their presence as responsible for any perceived or real deterioration in their circumstances. Maintaining fluid dialogue with the host community should be considered a priority to mitigate tensions between the two communities and ensure that they are informed about the planned response, which should seek to address some of the challenges they face.

**The displaced community:** As with any population, the involvement of leaders (whether formally elected, self-elected or informal) in the displaced community can be useful for establishing contacts with the general population to identify community needs and provide related support services. It is important to clearly explain the purpose of interacting with the community (whether to facilitate assessments or provide services) and to clearly delineate the respective roles of all stakeholders and the related objectives of the individual organizations that support a given response. A basic understanding of community dynamics is an important consideration when defining an operational response and further protection actions and solutions. Meeting with different community groups that represent women, children people with disabilities and men of diverse backgrounds and ages is also an important step to gain a comprehensive understanding of community needs and priorities. Community involvement should be based on the development of an outreach strategy in coordination with stakeholders.

The definition of all stakeholders and services provides a valuable basis for effective coordination. Multi-stakeholder participation is a well-established best practice for integrating the response to forced displacement. At the local level, multi-stakeholder engagement is critical for streamlining different viewpoints and perspectives in order to create an atmosphere that is both inclusive and holistic. Effective engagement and coordination does not just support equitable participation, accountability and transparency among the various sectors involved, but also ensures that the voices of displaced persons are incorporated into policies and programs that concern them, ensuring effective buy-in and ownership.

Establishing a platform for local coordination among partners can ensure that everyone has access to up-to-date information on displacement trends, service gaps and stakeholder interests. Coordination among State actors at different levels of government that work on migration, displacement and development issues is a fundamental prerequisite for the successful implementation of national MIRPS policy commitments. Open dialogue regarding objectives, requirements, obstacles, competencies, and current displacement trends is essential to create a shared and overarching goal for all interested state actors to work towards. When all local non-governmental stakeholders have access to a shared knowledge base, subsequent plans and interventions are more likely to be complementary and more effectively serve the displaced population.

A “Who’s doing what<sup>37</sup> “ (3W) is a very useful methodology for mapping partners and services that can facilitate coordination and identify service gaps. While the 3W methodology is traditionally used in an emergency context linked to mass displacement, additional questions can be added as part of longer-term development planning (When? Why? For whom?). The tool can be completed through periodic coordination meetings or by directly approaching a local actor to access the necessary information. This will help define the roles of actors in different sectors such as protection, health, education, as well as establishing the location of activities and organizational capacity.



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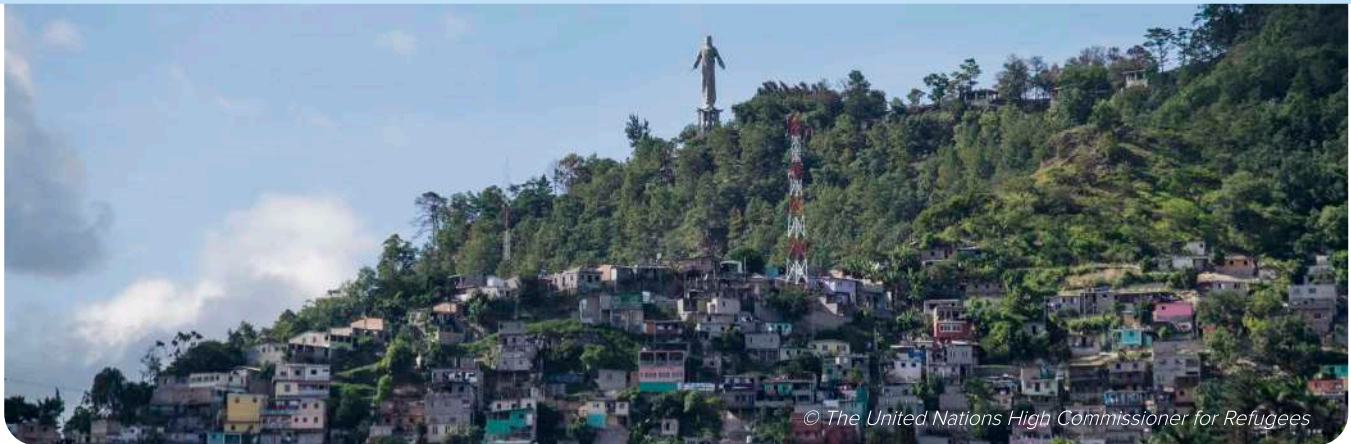
37 <https://emergency.unhcr.org/entry/42801/who-does-what-where-3w>



# ANNEX 3

## MIRPS Commitments by Pillar

### Pillar 1 - Incorporating forced displacement into local development planning



#### **Belize**

- Collaboration with the international community to improve the integration of refugees.
- Mapping and data collection on populations of interest and host communities to build evidence for inclusion in national plans.

#### **Costa Rica**

- Protocol for the provision of assistance to refugee women: INAMU together with the DGME, PANI and UNHCR will design a protocol for the provision of assistance of women, adolescent mothers and survivors of gender-based violence that ensure coordination and articulation in the care of cases of refugees and asylum seekers in Costa Rica, including those women who have been detained following infractions of the law.

#### **El Salvador**

- Creation and installation of shelters and reception areas for internally displaced persons and deportees in need of protection (with a focus on the family unit) and with adequate protocols for their management.
- Identify reception spaces for the installation of shelters for asylum seekers.
- Design and implementation of a community approach and protection monitoring strategy from local care offices.
- Strengthening of the community approach used by local assistance offices through interinstitutional and intersectoral coordination.
- Coordinate actions with COMURES to design guidelines and principles for the implementation



of policies and assistance mechanisms for forced displacement at the local level in order to promote the participation of local governments in the response.

- Promote the design of a comprehensive policy of assistance, protection, and solutions for the internally displaced population at the central/local level.
- Work with municipalities to promote the creation or adjustment of mechanisms, programs, plans or local, municipal or departmental policies that provide humanitarian assistance and shelter for internally displaced persons in prioritized municipalities with the largest number of displaced populations, as well as those at risk of being displaced.

### **Guatemala**

- Expand the coverage of humanitarian assistance in the reintegration process.
- Continue strengthening the State's presence in at-risk communities, implement prevention and protection programs differentiated by causes and risk profiles that include prioritized access to documentation and maintain updated information on displacement for an adequate response.
- Design a contingency plan in case of collective displacement due to violence.
- Make progress with the formulation and implementation of a prevention and protection strategy in school environments.
- Design strategies that prevent and address the specific risks faced by women and girls, transport providers, people at risk of land dispossession, returnees with protection needs, and lesbian, gay, bisexual, transgender and intersex (LGBTI) people.
- Establish a displacement reporting mechanism that generates data about displacements on a regular basis.

- Include the interests of refugees in institutional actions and continue to strengthen the capacities of displaced communities' groups and organizations through the Refugee Commission.

### **Mexico**

- Provide training for public servants who attend to or work directly with asylum seekers, refugees and beneficiaries of complementary protection to ensure dignified assistance, prioritizing the agencies that are members of the Inter-Agency Roundtable on Refugees and Complementary Protection.
- Increase the operational capacity of the federal, state and Municipal Offices for the Protection of Children and Adolescents, primarily in the states with the largest populations of migrants, asylum seekers, refugees and beneficiaries of complementary protection (Chiapas, Tabasco and Veracruz).
- Through SIPINNA, the PFPNNA will generate coordination mechanisms with state and municipal protection attorneys' offices to standardize criteria that regulate restitution plans and the determination, coordination, implementation and monitoring of comprehensive protection measures and restitution of the rights of children and adolescents.

### **Panama**

- Strengthen training processes for national and local public officials on international protection in order to increase the capacity to identify and refer people in need of protection. Special assistance will be given to entities such as SENAFRONT, SNM, SENAN, ONPAR; INAMU, SENNIAF, the Ombudsman's Office and local authorities in prioritized areas.
- Promote the participation and consultation of communities in the design of activities and public policies and encourage joint actions with facilitators identified in the communities to lead these processes

## Pillar 2 - Protection and access to essential services



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### Belize

- Optimization of internal coordination actions to ensure that the populations of interest have access to all the benefits to which they are entitled.

### Costa Rica

- Protocol for the elderly refugee population: The Ministry of Human Development and Social Inclusion is committed to working with CONAPAM to design a protocol for the provision of specialized assistance to the elderly refugee population that facilitates their access to public services and the right to health.
- Technological Literacy Project: The Ministry of Culture, IMAS and the Ministry of Science and Technology will promote technological literacy for asylum seekers and refugees through literacy activities implemented by the National Library System (SINABI) and the Costa Rica National Digital Strategy (access to technology).
- Refugee children project in the SINEM: The National System of Music Education (SINEM) will provide refugee children free access to music education processes, including free access to musical instruments.

- Inclusion of the refugee category in social sector information sheets: The Ministry of Human Development and Social Inclusion will instruct all social sector institutions and the National System for the Unique Registry of Beneficiaries (SINIRUBE) to include the categories of Refugee and Asylum Seeker in their information sheets.
- Protocols for refugee assistance in the social sector: The Ministry of Human Development and Social Inclusion will provide technical support to all institutions in the social sector to establish protocols for the standardization of care for refugees and asylum seekers, as well as the implementation of internal awareness-raising processes to ensure the application of these protocols in all of the Ministry's agencies.
- State poverty reduction programs: The Ministry of Human Development and Social Inclusion will promote the inclusion of refugees and asylum seekers in poverty reduction programs implemented by the Joint Institute for Social Assistance.

### El Salvador

- Review and update the protocol for comprehensive assistance to internally displaced persons, establishing assistance mechanisms based on

their specific profiles and needs, as well as a case monitoring mechanism and updated mapping of existing services.

- Design and implement an internal assistance mechanism for displaced children, adolescents and young people and another for at-risk teachers.
- Inclusion of a school dropout variable in the SIGES NID SYSTEM for the question about reasons for displacement due to violence. This will ensure reliable information about the magnitude of the impact on the educational community.
- Include the topic of forced displacement in the training process on violence for teachers and tools such as psychological first aid.
- Implement psychosocial care programs to mitigate the impact of violence for children and adolescents in schools who are at risk of dropping out of school and live in contexts of social violence.
- Design and implement a strategy to raise awareness and improve the educational inclusion of children and adolescents displaced by violence in educational centres.
- Design of a specialized protocol for comprehensive health care (medical and psychosocial) for displaced persons, deportees in need of protection, refugees and asylum seekers.
- Provide specialized training to health system officials on psychological, psychiatric and psychosocial care for persons affected by forced displacement (internally displaced persons, deportees in need of protection, refugees and asylum seekers).
- Coordinate comprehensive health care (medical and psychosocial) provided through mobile health services in shelters and reception areas for displaced persons, deportees in need of protection, refugees and asylum seekers.
- Design a model of psychological/psychosocial care for people affected by violence (internally displaced persons, deportees in need of protection, refugees and asylum seekers).
- Design forced internal displacement indicators to be included in the MINSAL Information System for the analysis of the health impact on internally displaced persons as an input for the design of programs and interventions.
- Include displaced persons, deportees in need of protection, refugees and asylum seekers in policies and protocols for comprehensive health care (direct medical care, psychosocial care, care for chronic diseases, special health conditions) to ensure continuity of care and access to specific medicines without discrimination.

#### **Guatemala**

- Strengthen inter-institutional and inter-sectoral coordination to expand basic service options for refugees and asylum seekers.
- Implementation and socialization of Ministerial Agreement 696-2017 titled “Validation of the studies of deported Guatemalans who will continue their education in the national education system”.
- Negotiation and implementation of regional and international agreements for the recognition of educational certificates with special attention to the specific needs and difficulties of refugees with presenting documentation from their countries of origin.

#### **Honduras**

- Strengthen capacities to identify persons in need of international protection.
- Professionalization of Municipal Returnee Assistance Officers and staff serving the migrant population and their families.

- Strengthen assistance to returnees in need of protection to meet their housing, food and health needs in the short and medium term.
- Strengthen institutional responses through coordination and referral of cases.
- Include this population in prevention and protection mechanisms in affected communities.
- Establish dialogue with the Ministry of Labour and the Ministry of Education to resolve obstacles in terms of access to employment and education for refugees and asylum seekers.

### **Mexico**

- The INM and the Offices of the Attorney General for the Protection of the Rights of Children and Adolescents (federal, state and municipal) will apply a specialized protocol for the care of children and adolescents developed by COMAR, UNICEF and UNHCR and interview techniques included in this protocol to identify their international protection needs and refer them to COMAR or the relevant authority.
- SEP, INEA and COMAR will promote actions that allow the formal inclusion of children and adolescents who are asylum seeker, refugee and beneficiaries of complementary protection in compulsory education (preschool, primary, middle school and high school), as well as access to educational programs and recognition of knowledge through INEA at the national level for this population.
- The Welfare Secretariat will promote actions for the inclusion of the asylum seeker, refugee and beneficiaries of complementary protection in all

social programs, especially Sembrando Vida and the Social Emergency programs. The Ministry of Health and COMAR will implement actions aimed at ensuring access to health services for the asylum seekers, refugees and beneficiaries of complementary protection in a comprehensive manner and with risk prevention. The CNPSS will promote strategies for primary health care, childbirth, puerperium and new-born care, treatment for gender-based violence and people suffering from addictions and training for public servants on the specific needs of this population.

- Implement actions aimed at ensuring access to mental health services for the population seeking, receiving and benefiting from complementary protection.
- Promote the inclusion of the asylum seekers, refugees and beneficiaries of complementary protection in all reforms to the General Health Law, secondary laws and administrative provisions in relation to access to health services and medicines for the population who don't have social security, in accordance with the documentation issued by COMAR and INM.
- UNDP, UNHCR and PAHO will conduct assessments of the capacities of public health services in host communities in southern Mexico (primarily Chiapas and Tabasco), as well as the opportunities to strengthen them and meet the needs of asylum seekers, refugees and the local population.

### **Panama**

- Promote existing programs to meet basic needs with key actors (including food and temporary housing) for extremely vulnerable people.



## Pillar 3 - Rule of Law and E-Governance



### Belize

- Increased involvement in public information and awareness campaigns with holistic and updated information to raise awareness with the general population.

### Costa Rica

- Project that values the contribution of this population to the culture of host communities: The Ministry of Culture and Youth will strengthen information and training processes with cultural advisors from local governments that are implementing activities with the population of interest. This action has the objective of valuing the contribution made by refugees to the cultural dynamics of the host communities.
- Solidarity networks for refugees: The Ministry of Human Development and Social Inclusion, with support from UNHCR, will promote the participation of civil society in supporting refugees through research and professional practice initiatives with public and private universities.

### El Salvador

- Design and printing of information material about the asylum process in El Salvador.
- Conduct training and capacity building on the right to international protection and the asylum process

for DGME officials and institutions that work with children at border crossings, as well as any other related institution.

- Design of information and awareness campaigns about the rights of the displaced population and existing services.
- Encourage the creation of spaces for dialogue, participation and consultation between central and local government agencies and the forcibly displaced population to promote their participation in the design of local, municipal and departmental plans and policies for comprehensive care.
- Design and implement information and awareness campaigns on the right to access health care for displaced persons, deportees in need of protection, refugees, and asylum seekers.

### Guatemala

- Design and distribution of information materials on access to shelter and other international protection and care systems for migrants.

### Honduras

- Implement an initiative to raise awareness with authorities and the private sector about the migratory category of refugees and asylum seekers and their rights.

- Establish spaces dialogue to achieve the inclusion of the population in prevention and protection mechanisms.
- Promote initiatives for the participation of the Refugee Committee so that their needs are incorporated through the Refugee Commission.
- Implement a communication and awareness strategy about the rights of internally displaced persons in coordination with local governments.
- Implement an information and awareness campaign about the rights of internally displaced persons.
- Design a methodology that facilitates a close relationship with communities and internally displaced persons without increasing their risk levels.
- Strengthen leadership at the community level.
- Promote spaces for dialogue between government institutions and groups of displaced and at-risk persons.
- Create a confidential system for registering abandoned property and housing.

### **Mexico**

- Promote permanent information campaigns that, using simple language that is easily understood by migrants, inform them about their rights and the possibility of seeking asylum in the country.
- Working in conjunction with COMAR and UNHCR, the institutions participating in the Inter-institutional Roundtable on Shelter and Complementary

Protection will design materials that describe the programs and services available to the population seeking, receiving and benefiting from complementary protection and the steps to access them.

- Design of information and awareness campaigns against xenophobia that will be disseminated through television, radio and social networks as a response to expressions of xenophobia against migrants and persons requiring international protection, including information about the mechanisms for filing complaints with CONAPRED regarding discriminatory acts committed by public servants or private individuals.
- CONAPRED will provide courses and workshops to public servants and the media to counteract prejudicial and stigmatizing communication and news coverage of migrants, asylum seekers, refugees and beneficiaries of complementary protection.
- INDESOL will promote the inclusion of asylum seekers, refugees and beneficiaries of complementary protection in the activities implemented by civil society organizations and will review social co-investment programs to ensure the inclusion of this population.
- UNHCR will implement projects aimed at peaceful coexistence in the main host communities and will promote spaces for cultural exchange and learning. This will favour the integration of the population of interest.

### **Panama**

- Promote non-discrimination campaigns aimed at different entities for the integration of the refugee and asylum-seeking population in Panama.

## Pillar 4 - Socioeconomic Integration and Social Cohesion



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### Belize

- Support comprehensive learning, skills and livelihood opportunities for integration.

### Costa Rica

- Documentation for asylum seekers. This involves submitting the provisional identification document with DIMEX numbering and a temporary work permit at the time of filing the application for asylum.
- Labour insertion project for LGBTI populations: The Ministry of Human Development and Social Inclusion, in coordination with the Diverse Chamber of Commerce of Costa Rica and with the support of UNHCR, will implement a training and labour insertion program for LGBTI refugees.
- Digital Work Permit Consultation Project: The DGME, in coordination with the Ministry of Labour and Social Security and with the support of UNHCR, will create a digital consultation mechanism that will allow refugees to certify the validity of their work permit with potential employers.
- Labour intermediation program for refugees: (a) The Ministry of Labour and Social Security will provide effective access to labour intermediation programs including [www.buscoempleo.go.cr](http://www.buscoempleo.go.cr); EMPLEATE Program, Mi Primer Empleo and PRONAE 4x4, as well as microenterprise support programs; (b) The National Labour Inspectorate will include refugees in its procedures to ensure that this population's labour rights and employer obligations receive the same recognition as nationals; (c) Informative actions on current legislation will be implemented to improve the recognition of IDP identity documents and reduce discrimination and xenophobia during recruitment and selection processes.
- Project to make academic requirements more flexible. INA will design an alternative mechanism to check academic requirements and/or the matching of technical skills of refugees who wish to enter technical training courses. INA will also implement joint actions with the private sector to promote apprenticeships and the certification of competencies through dual training opportunities.
- Project for the provision of alternative evidence for the recognition of academic qualifications obtained in foreign countries. CONARE will incorporate the Consular Section of the Ministry of Foreign Affairs and Worship into the agreement of understanding with UNHCR for the provision of alternative proof or evidence in the formalization of the request for recognition and validation of academic qualifications and professional titles in the country of origin in favour of refugees.
- Entrepreneurship promotion project: The Ministry of Economy, Industry and Trade will include ventures led by refugees in the Entrepreneurs Register and will encourage their participation in business meetings and other activities organized by the Ministry to strengthen micro and small businesses.

- Temporary housing program: The Ministry of Housing and Human Settlements (MIVAH) will seek ways to incorporate asylum seekers into its services in order to facilitate housing solutions with a focus on inclusion.

### **El Salvador**

- Disseminate information and communication aimed at raising awareness with different government institutions and private companies regarding rights and identity documents for asylum seekers and refugees.
- Priority assistance through employment exchanges for displaced or at-risk women and young people.
- Strengthen and coordinate the Labour Insertion Committee, that is articulated with different LGBTI associations and INSAFORP to provide technical training to this population.
- Awareness-raising campaign for the recruitment of the LGBTI population aimed at private companies.
- Seek funding and expand/strengthen the entrepreneur support program for displaced and deported persons in need of protection.
- Creation of a Specialized Centre to promote technical/vocational programs, access to tertiary education, livelihoods and promotion of labour insertion (in coordination with private enterprise) for the forcibly displaced population.
- Promote a program for training in life and work skills that prioritizes the forcibly displaced population.
- Design of a local integration model for refugees and asylum seekers that includes legal, economic and social actions.

### **Guatemala**

- Design and implementation of a road map for the provision of assistance to the migrant population

in Guatemalan for the process of accrediting and certifying employment competencies.

- Propose the modification of labour regulations to allow access to work permits for refugees and asylum seekers.
- Design awareness campaigns for the business sector and public officials about the rights of refugees, especially in relation to the labour market and access to services (kiosks and job fairs).
- Strengthen information campaigns on labour rights and labour market insertion aimed at the general public, including refugees and asylum seekers.
- Prioritize the processing and resolution of work permit applications from refugees and asylum seekers.
- Continue to carry out statistical studies and improve registration systems to identify the profile of returnees, refugees and asylum seekers, including their labour characterization for their safe reintegration and, if necessary, internal relocation.
- Through public-private partnerships, facilitate labour reinsertion processes for refugees and asylum seekers using tools such as the National Employment Service.
- Create an intersectoral mechanism to establish mechanisms and implement the national strategy for the labour reinsertion of Guatemalan migrant returnees with or without international protection needs.

### **Honduras**

- Promote prioritized access for returned migrants in existing labour reinsertion programs.
- Promote inter-institutional alliances at central and local levels for priority access to labour reinsertion programs.



- Implement a national system for the protection of internally displaced persons, make progress with the establishment of a mechanism for the registration of abandoned property, facilitate the access of displaced persons to vocational training programs and income generation initiatives and promote spaces for dialogue and consultation with the displaced population.
- Facilitate access to vocational training programs and income-generating initiatives.
- Promote actions to include the population of asylum seekers, refugees and beneficiaries of complementary protection in housing programs.

#### **Panama**

#### **Mexico**

- Within the scope of their competencies, public agencies will promote the incorporation of asylum seekers, refugees and beneficiaries of complementary protection into public and private job training institutions, as well as skills or standards certification processes for asylum seekers, refugees and beneficiaries of complementary protection.
- Support asylum seekers, refugees and beneficiaries of complementary protection to access job offers available in the National Employment Service's labour exchange and disseminate the calendar of job fairs organized throughout the country.
- Promote the issuing of work permits for persons identified as asylum seekers whose applications for asylum are being processed by ONPAR.
- Identify alternatives to generate income for persons in need of international protection. Approaches will be made to institutions, private companies and civil society to explore alternatives and implement concrete initiatives for the economic inclusion of the refugee population.
- Raise awareness with private companies about the refugee population and their interest in obtaining employment.
- Include asylum seekers whose applications for asylum are being processed and refugees in the database of the Ministry of Labour for their participation in labour exchanges and job fairs.
- Promote integration initiatives between refugees and host communities at the community level.

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