Project Title: *Global Project: NextGen Recovery and Human Mobility Solutions for the 21st Century*

Project Number:

Implementing Partner: UNDP

Start Date: 1 June 2020   **End Date:** 31 May 2023   **PAC Meeting date:** TBC

Brief Description

The world is facing several worrying interrelated threats that pose genuine risks to development and the human security of millions of people. To-date the novel Coronavirus (COVID-19) has affected over two million people and killed over 100,000 with no end in sight. In addition to the ongoing pandemic that is devastating people's lives and livelihoods, according to the 2018 World Inequality Report (p. 9) "income inequality has increased in nearly all world regions in recent decades, but at different speeds." A contributing factor to this trend has been the presence of conflict and disasters which have fuelled the current spike and scale of migration and displacement witnessed today. According to the UNHCR (2019) there are over 70.8 million forcibly displaced people in the world. In addition, over 272 million international migrants and in most cases the drivers of these migrations are related to the hunt for work and a better life, but now affected by the COVID-19 as well. The devastation of economies by COVID-19, disasters and conflicts, and the contamination of lands and settlements through landmines, unexploded ordnances and improvised explosive devices have all combined to worsen people's lives and livelihoods, including those of refugees, internally displaced people, migrants and vulnerable host communities.

Comprehensively addressing the i) political-economic-environmental dynamics feeding income inequality/poverty and ii) their effects on vulnerabilities, forced displacement and migration in places suffering from crises or shock is a priority for UNDP, and now even more so in a world heavily impacted by COVID-19.

The NextGen Recovery Solutions and Human Mobility Global Project will offer integrated solutions to addressing these nexus challenges. The Global Project will do this by combining existing technical, programme and policy expertise in three established interrelated UNDP workstreams: i) migration and displacement; ii) livelihoods and economic recovery, and iii) mine action, all in light of new developments and situations brought by the corona virus pandemic. The Global Project will be delivered via a combination of risk-informed policy advice, technical assistance, new technologies and ways of working, and new programme and finance models tailored to specific country and regional needs.

Indicative Results

Output Area 1 Migration and Displacement: Strengthened capacities of institutions and communities to formulate and implement inclusive development approaches and solutions on migration and displacement, taking into account COVID-19 (SP Output 3.1.1).

Output Area 2 Economic Recovery: New sustainable livelihood and economic opportunities developed to help communities and countries recover from crises (conflict /disasters) and shocks, in particular COVID-19, and its aftermath (SP Output 3.1.1).

Output Area 3 Mine Action: Strengthened capacities of national institutions to manage mine action activities and their mainstreaming into broader humanitarian and development planning, and SDG prioritization processes (SP Output 3.1.1).

<table>
<tr><td colspan="2">Contributing SP Outcome: Outcome 3 – Strengthen Resilience to Shocks and Crisis

Contributing SP Outputs: 1.1.2; 1.3.1; 2.3.1; 3.1.1; 3.6.1
Indicative Project Output(s) with gender marker:
All Project Outputs: GEN 2</td></tr>
</table>

Total resources required:		**USD 47,174,400**
Total resources allocated:		
	UNDP TRAC:	
	Donor (SDC):	1,093,381
	Donor: XX	
	Government:	
	In-Kind:	
Unfunded:		**USD 46,081,019**

I. DEVELOPMENT CHALLENGE

Ending extreme poverty, reducing inequalities, climate change adaptation, and overall helping countries to achieve the goals of the 2030 Agenda for Sustainable Development (SDGs) is at the core of UNDP's 2018-2021 Strategic Plan. However, UNDP recognizes that its ability to deliver on these commitments will be challenged by a growing number of countries affected by COVID-19 and other crisis and shocks for example those related to conflicts and climate change. While humanitarian actors are often at the forefront when shocks or crisis strike, development policy and practice has frequently been side-lined in the crucial race to open humanitarian spaces and save lives. The international community has come to the recognition that there needs to be a '*new way of working*' that can demonstrably strengthen the nexus between humanitarian action and development, and thereby improving SDG outcomes for people in situations of risk.[1] This urgency has now been exacerbated by the need for integrated solutions to the COVID-19 pandemic. UNDP is well positioned to tackle this interdimensional challenge by providing customized development planning and programming support to overcome and mitigate crisis; build resilience[2] to disasters/climate change and conflicts, prevent future crises, and enable sustainable recovery[3] that protects development gains during and post- COVID-19.

All countries, irrespective of their developmental status are susceptible to shock or crisis as witnessed in the devastating impact of COVID-19, which has struck highly developed and emerging economies with equanimity.[4] 'Shocks' can take a number of different forms, from being localized short-term events – i.e. a result of a geophysical (earthquake or Tsunami) or climate change induced (i.e. hurricanes, cyclones) processes; to shocks caused by armed conflict and dealing with the legacies of war (landmines, unexploded ordnances, destroyed infrastructure) or tackling the outbreak of communicable diseases (i.e. COVID-19), macro-economic collapse, or large-scale forced migrations.[5] Over time the collective impact of these types of shocks and crises can lead to lasting negative structural effects on social cohesion, environmental sustainability, and undermine hard-won development gains.

It should be noted, that while development can be at risk from shocks and crises, it can also be the source of risk, for example, national development choices can contribute to marginalization and inequalities and the exposure of people, livelihoods[6] and material assets to hazards and shocks (i.e. displacement caused by major infrastructure construction[7] or poor urban planning). When not environmentally sustainable, so called

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[1] *Risk Definition:* Although there are many different formulations, the term *risk* can be understood as the probability of negative consequences resulting from the interaction of hazards, vulnerability, and exposure. Hazards can take a variety of forms, including cyclones, earthquakes, droughts, conflict, and pandemics[1]. Although hazards are often understood to relate to one-off events, or shocks, they can also include stressors, which are longer-term processes, such as climate change and land degradation, that put pressure on a system. Vulnerability relates to the ability to withstand shocks and stressors, while exposure refers to the extent to which a system is subjected to them.

[2] *Resilience Definition:* Resilience can be characterized as the capacity to absorb, adapt, and transform in response to shocks and/or crisis. Absorptive capacity relates to the ability to buffer against and withstand, the shock or stressor, adaptive capacity involves making proactive choices in the face of a shock or stressor, while transformative capacity entails more fundamental changes in the range of choices available. There can be both positive and negative resilience – that is, a system might be resilient and quite successful at reinforcing potentially negative outcomes, such as non-nutritious traditional dietary practices, lack of press freedom or strengthen leavers of state capture.

[3] *Recovery Definition:* UNDP defines recovery as a transformative process through which households and communities rebuild their assets, restore their livelihoods and strengthen their capacities to manage the impacts of future crisis.

[4] For example, the current political crisis paralyzing the UK and the possibility of a 'hard-Brexit' would have unpredictable impacts on the lives and economic well-being of the country.

[5] Over sixty-five million people are today forcibly displaced. Amongst these displaced people are about forty-one million internally displaced, while the sheer numbers have grown in recent years, so too has the average duration of displacement, which is now 17 years.

[6] Livelihoods Definition: include the capabilities, assets (both material and social), and activities required for a means of living

[7] For example, China's Three Gorges Dam – the world's largest hydro damn and symbol of Chinese engineer and progress, flooded 13 cities, 140 towns, and 1,350 villages, uprooting 1.3 million people.

development contributes to climate change or disasters. So clearly, in some places these competing dynamics threaten to send human development into reverse.

Based on decades of development practice, it is now well understood that extreme poverty tends to concentrate with vulnerable groups impacted by conflict or protracted crises (i.e. migrants and forcibly displaced persons, ex-combatants, mine victims, crises affected such as all those succumbing to health hazards such as COVID-19).[8] For example, in a period of 3 short months over 1.9 million people living in 170 countries tested positive for the Novel Coronavirus, with almost 125,000 deaths directly attributable to the pandemic.[9]

Not to be forgotten, the on-going crisis Syrian conflict has created over five million refugees since 2011. Soon to be entering its second decade, the scale and duration of this displacement has caused socio-economic stress and competition in host countries - several of which were classified as middle income before hostilities erupted[10], and are today affected by COVID-19. Inside Syria, dislocation has also been significant as Internally Displaced Persons (IDPs) have been forced to react to the on-set of violence by constantly relocating as frontlines continue to shift even during a pandemic like the Novel Coronavirus. OCHA estimates over 6 million Syrians are internally displaced. Of this total, 4.7 million are categorized as living in hard-to-reach areas, one million live in camps, while 1-in-5 suffer a permanent disability; a number expected to increase once return migration begins and the legacies of the conflict (i.e. landmines and various types of explosive remnants of war) make safe passage and attempts at reconstruction and economic recovery highly lethal and risky affairs.[11] In a similar vein, the Venezuelan crisis has resulted in about 5 million Venezuelan people leaving their country seeking food, work, and a better life. According to the U.N. International Organization on Migration, an estimated 1.8 million people have settled in Colombia, 861,000 in Peru, 456,000 in Chile, 366,000 in Ecuador, and 253,000 in Brazil. Close to 400,000 Venezuelans are in the United States and about 300,000 in Spain.

Between 1900 and 2016, global poverty rates fell by 25 percent, an aggregate reduction of over 1 billion people.[12] Although a noteworthy achievement, this aggregate total does not tell the entire story, with about 1 billion people living in informal urban areas, and more than 1.5 billion - half of the world's *remaining* extreme poor population - lives in fragile[13] and conflict affected settings.[14] Not surprisingly, the poverty gap between people living in conflict affected/fragile states and those living in non-crisis developing countries is widening. Taken from this perspective, we can draw two important conclusions. First, it is clear there has been a geographical unevenness to the declines in extreme poverty, and second, poverty remains clustered around fragile and crisis effected states.[15] With the advent of COVID-19, there may be complete collapse of economies, with global GDP expected to drop by over one percent, with billions forced out of work - formal or informal which is expected to have serious long-term individual and societal consequences in many of the countries UNDP is present.

The 2019 *Fragile States Index* categorizes over 80 countries as being fragile[16] - this figure gives weight to the OECD's projections that the share of the extreme poor living in crisis-affected areas will rise by more than 60%, to almost 2 billion by 2030.[17] With COVID-19, this figure is likely to go up significantly. Indeed, in the very year world leaders will convene to report progress on meeting the goals of the 2030 Agenda, the OECD estimates 80

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[8] Syria and Iraq were middle income countries prior to their respective conflicts.

[9] New York Times. Coronavirus Map: Tracking the Global Outbreak. 14 April, 2020

[10] UNHCR/UNDP. *3RP: Regional Refugee and Resilience Plan 2018-2019*. (Amman: 6 April 2017)

[11] United Nations. *Syrian Arab Republic Humanitarian Response Plan (HRP)*. (Geneva: 2017)

[12] UNDP. 2018. *2018-2021 UNDP Strategic Plan*. p. 6

[13] Fragility Definition: Relates to weak capacity, accountability, and legitimacy of institutions

[14] World Bank http://www.worldbank.org/en/topic/fragilityconflictviolence/ overview.

[15] Global poverty has fallen from 35 per cent in 1990 to under 10 per cent in 2016, reducing the number of poor people in the world by over 1 billion.

[16] The Fragile States Index highlights the current trends in social, economic and political pressures that affect all states, but can strain some beyond their capacity to cope. The Index is unique uses quantitative data with data produced using content-analysis software, processing information from millions of publicly available documents to arrive at its conclusions. The result is an empirically-based, comprehensive ranking of the pressures experienced by 178 nations.

[17] OECD (2015), States of Fragility 2015: Meeting Post-2015 Ambitions, OECD Publishing, Paris

percent of extreme poor will be living in crisis settings.[18] Notwithstanding the uneven patterns associated with poverty reduction trends, there is also the gendered experience of crisis (including GBV, trafficking, and economic exclusion) and poverty lived by women that still requires more focus and targeted efforts if *Security Council Resolution 1325* on Women Peace and Security is to be fully implemented.[19]

Given the sheer scale, urgency, and risks to development and achieving the SDGs posed by COVID-19, crises and conflict, the proposed Global Project offers a unified 'multi-purpose (Figure 1) approach for helping countries develop their resilience capacities to cope with current and future crises and shock, including those such as the COVID-19. This will be done by integrating existing technical and policy expertise in *three established* UNDP workstreams: i) migration and displacement; ii) livelihoods and economic recovery; and iii) development and mine action into one Global Policy Network (GPN) anchored portfolio. This multi-workstream approach offers a new cross-sectoral conflict-sensitive thinking, will be digitally innovative, and adopt a NextGen solutions modality to building resilience at the country and regional levels. In trying to shrink the space between humanitarian action and development, it is imperative that countries and communities overwhelmed by the COVID-19 and other shocks or crises can count on UNDP to assist them to 'build-back-better' and develop resilience capacities to manage future catastrophic events. Given the complex and fragile environments targeted by the Global Project, it will also directly contribute to meeting UNDP's pledge of formulating policies and programmes that reach all members of society to ensure *No One is Left Behind.[20]* Programmes addressing these three workstreams will be linked to climate adaptation or climate risk management, Disaster Risk Reduction, governance, conflict prevention and peace building especially in crisis and post crisis settings.

II.   STRATEGY

The Global Project will contribute to UNDP's overall corporate strategic objectives of helping countries achieve sustainable development by: i) eradicating poverty in all its forms and dimensions; ii) accelerating structural transformations for sustainable development; and iii) building resilience to crises and shocks.

Capitalizing on the Global Policy Network's (GPN) existing competencies, the Project is linked to over-arching UNDP strategic frameworks and workstreams on i) migration and displacement; ii) development and mine action, and iii) livelihoods and economic recovery in crisis and post crisis situations.[21] **There is a cogent recognition that tackling migration and displacement issues will be accelerated through mine action and the development of livelihoods-economic recovery solutions and *vice versa*,** as human mobility is key to sustainable economic recovery while lack of economic opportunities is a major driver of migration. Furthermore, legacies of war obstruct economic recovery, return and safe passage for migrants. Thus, the Project is well positioned to utilize the intersectionality of these inter-linked workstreams and hence strengthen their synergies through the application as well as creation of multi-dimensional and cross-practice solutions. This deepening of UNDP's multi-sectoral approach is intended to strengthen its relevance as a trusted partner on migration and displacement, livelihoods and economic recovery and mine action in the context of COVID-19 and beyond, while delivering (at the output level) on its mandate to build resilience, peace, and eradicate poverty in all its forms and dimensions as articulated in its 2018-2021 Strategic Plan. **See diagram below** (next page).
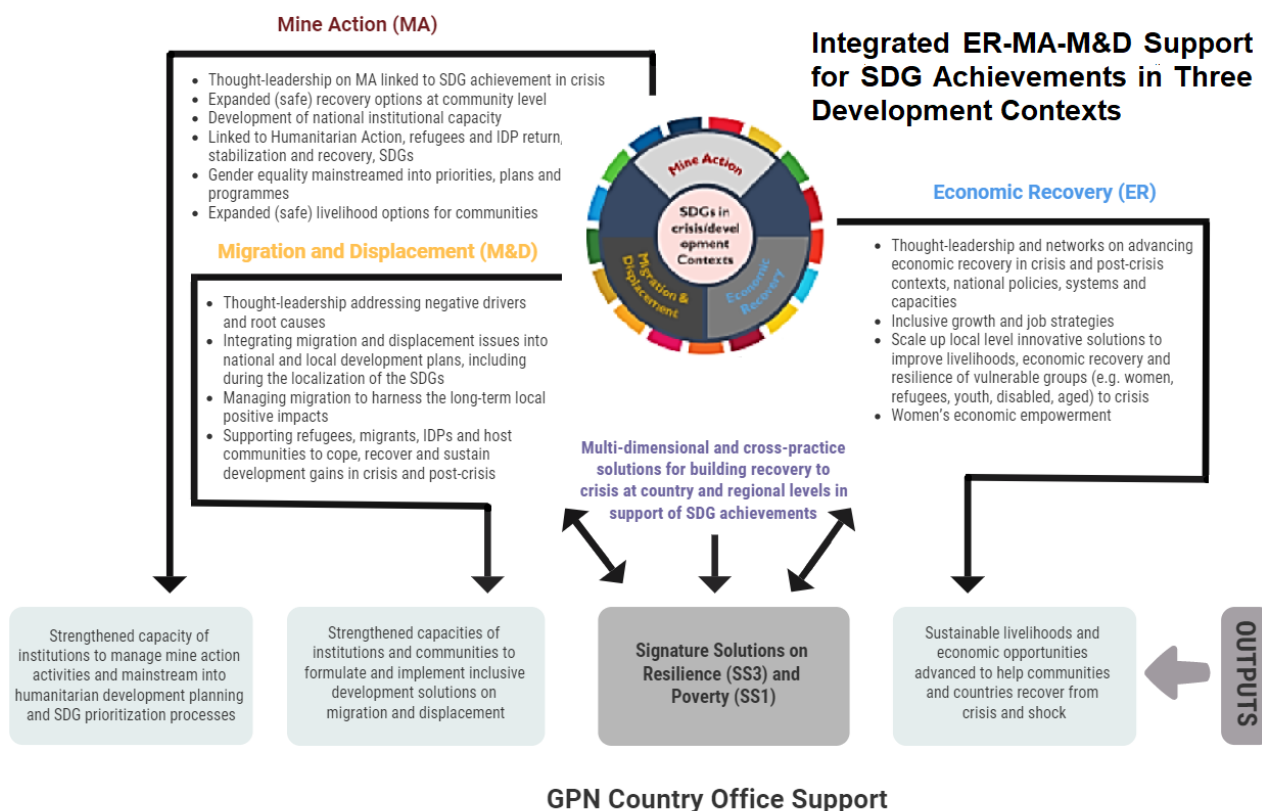
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[18] OECD. 2018. *World Fragility Report*. (Paris: OECD).
[19] The Security Council adopted resolution 1325 on *women and peace and security* on 31 October 2000. The resolution reaffirms the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security.
[20] UNDP. 2018. "*What does it mean to Leave no on behind? A framework for implementation.*"
[21] *Inter alia,* Global Compact on Migration, Global Refugee Compact, *Grand Bargen and New Way of Working NWOW), Leaving No One Behind (LNOB);* UNDP. 2013. *Livelihoods and Economic Recovery in Crisis Situations.*

As depicted in the Results Framework (Section V) there will be an emphasis on promoting gender[22] equality and the empowerment of women, youth and the disabled. The direction for this support will draw from the UN Security Council Resolution 1325 on Women, Peace and Security, UN Security Council Resolution 2250 on Youth, Peace and Security, and General Assembly Resolution 73/142 on Inclusive development for and with persons with disabilities.[23] This will be particularly important for ensuring effective and sustainable recovery, and in meeting one of the core doctrines of the 2030 Agenda of *Leaving No One Behind*.

Mine Action (MA)

- Thought-leadership on MA linked to SDG achievement in crisis
- Expanded (safe) recovery options at community level
- Development of national institutional capacity
- Linked to Humanitarian Action, refugees and IDP return, stabilization and recovery, SDGs
- Gender equality mainstreamed into priorities, plans and programmes
- Expanded (safe) livelihood options for communities

Migration and Displacement (M&D)

- Thought-leadership addressing negative drivers and root causes
- Integrating migration and displacement issues into national and local development plans, including during the localization of the SDGs
- Managing migration to harness the long-term local positive impacts
- Supporting refugees, migrants, IDPs and host communities to cope, recover and sustain development gains in crisis and post-crisis

Integrated ER-MA-M&D Support for SDG Achievements in Three Development Contexts

Economic Recovery (ER)

- Thought-leadership and networks on advancing economic recovery in crisis and post-crisis contexts, national policies, systems and capacities
- Inclusive growth and job strategies
- Scale up local level innovative solutions to improve livelihoods, economic recovery and resilience of vulnerable groups (e.g. women, refugees, youth, disabled, aged) to crisis
- Women's economic empowerment

Multi-dimensional and cross-practice solutions for building recovery to crisis at country and regional levels in support of SDG achievements

| Strengthened capacity of institutions to manage mine action activities and mainstream into humanitarian development planning and SDG prioritization processes | Strengthened capacities of institutions and communities to formulate and implement inclusive development solutions on migration and displacement | Signature Solutions on Resilience (SS3) and Poverty (SS1) | Sustainable livelihoods and economic opportunities advanced to help communities and countries recover from crisis and shock | OUTPUTS |

GPN Country Office Support

The Project will contribute to the UNDP Signature Solution outputs related to *Enhancing national prevention and recovery capacities for resilient societies* (SS3) and *Keeping People out Poverty* (SS1), and in particular SDGs 1 (Poverty), 5 (Gender equality), 8 (Decent work/economic growth), 10 (Inequality) and 16 (Peace/Justice/Strong institutions). Strengthening local and national capacities for resilience building will necessitate integrated, and context specific support to local and national institutions and stakeholders to help them recover from COVID-19 and other crises impacts when they occur. To do so, it will rely on further cross-cutting expertise in the areas of: **governance, rule of law and justice, conflict prevention and peacebuilding, economic transformations and inclusive growth, gender equality, crisis and fragility engagement, natural capital and environment, climate change and adaptation and resilience and disaster risk reduction, for example.** As noted above, initially, existing guidance on enhancing resilience through livelihoods and economic recovery[24], migration and displacement,[25] and mine action[26] will form the core of the Global Project's portfolio of

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[22] UNDP. 2018. Gender Equality Strategy. (New York: UNDP). p. 5
[23] The 2018 resolution *Reconfirmed* the Convention on the Rights of Persons with Disabilities (2006)
[24] UNDP. 2012. *Livelihoods and Economic Recovery in Crisis Situations*. (New York: UNDP); UNDP. 2014. *The UNDP 3x6 Approach: Enhancing Resilience Through Livelihoods Recovery Programmes*. (New York: UNDP)
[25] UNDP. 2015. *Development Solutions for Migration and Development*. (New York: UNDP) and UNDP. 2018. *Promoting Development Solutions for Migration and Development*. (New York: UNDP)
[26] UNDP. 2016. *Development and Mine Action Framework*. (New York: UNDP); UNDP and GICHD. 2017. *Leaving no on Behind: Linking Mine Action to the SDGs* (Geneva: GICHD)

support, setting ambitions equal to 21st century challenges, that have started with the Coronavirus pandemic.

In line with the mandate of the GPN, there will be an emphasis on building and codifying global knowledge, technical expertise, innovation and partnerships across the UNDS, and other strategic partners. This will help consolidate UNDP's position as a thought-leader and influencer in offering salient solutions for sustainable recovery, meeting the demands associated with human mobility in the face of COVID-19, improving the impact of country-level programming and new solutions also targeted at the COVID-19 socioeconomic impact and linking this to conflict prevention, peacebuilding, and disaster risk reduction. Since the focus of the Global Project is on countries facing humanitarian crisis, such as those in the Global Humanitarian Response Plan 2020, situations of fragility, or complex development challenges, **its implementation is expected to facilitate complementarity across the development, humanitarian and peacebuilding pillars; and, augment existing coordination systems and structures** where required. In some cases, while addressing the challenges, UNDP will play a key role as an integrator in livelihoods recovery and migration/displacement and development.

To ensure Project interventions are based on a sound understanding of the dimensions and dynamics of a crisis and are tailored to respond to the needs of beneficiaries to mitigate future development losses, intersectional risk analyses using germane and proven assessment methodologies will form the anchor of the Project.[27] For example, the project will undertake socioeconomic impact assessment of COVID-19 to better offer recovery solutions. In addition, new livelihoods and socio-economic impact assessment tools to inform future policy and programming design will be pioneered during the COVID-19 response and recovery. Comprehensive multidisciplinary analysis of the root causes and drivers of displacement and migration respectively, will inform the policy and programmes to be supported in human mobility and development.

Activities will be delivered via a mix of risk-informed policy advice, technical assistance, programming, digital technology outreach, and finance models that may be linked to UNDP's newly established global network of development Accelerator Labs, and other innovation platforms, all tailored to specific country needs and COVID-19 related challenges. A country focussed approach, based on regional analysis, will help in the design and delivery of strategic integrated solutions to addressing the complexities of recovery and human mobility. The project will also provide a vehicle to improve UNDP's positioning and programming in migration and displacement, one of the three corporate elevation nexus themes identified by UNDP in 2019.[28]

> **Box 1: UNDP's Three Elevation Themes in 2020:**
> The world is facing several profoundly troubling trends that might disrupt further the planned development trajectories of many UNDP partner countries. The first is the rise in greenhouse gases and global temperatures. The second is rising inequality, as a consequence, and driver, of uneven growth and the heterogenous distribution of its benefits. The third is migration, due to volatility and a social contract where risks are assumed by individuals as opposed to governments. In 2019 there were about 272 million international migrants globally and over 70 million forcibly displaced populations (refugees, asylum seekers and IDPs).
>
> Climate change, inequality and migration can reinforce each other and effective policies to help countries manage these rising trends may underpin productivity, inclusion, and resilience in an integrated manner as described below and detailed in the subsequent sections.
>
> Together these global trends paint a stark picture of interacting, synergistic global risks: this future will have unimaginable consequences for people and the planet. These risks are best expressed in the 2019 World Economic Forum's Global Risk Report which identifies a cluster of negative

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[27] For example, the PCNA – *Post-Conflict Needs Assessment*; PDNA – *Post Disaster Needs Assessment;* CDNA – *Capacity Development Needs Assessment;* DRF - *Disaster Recovery Framework; UNDP Guide on Livelihoods and Economic Recovery in Crisis and Post-Crisis contexts; Guidance Note on Emergency Employment and Enterprise Recovery (EEER); Community Based Resilience Analysis (CoBRA)*, *Humanitarian Multi-Sector Needs Assessment and Analysis* (MSNA).
[28] For more, see UNDP. 2019. *Tackling Nexus Issues: Climate Change, Poverty and Inequality, and Migration and Displacement.*

drivers – biodiversity loss, failure to address climate change, and governance failures, as well as impacts – natural and anthropogenic disasters, extreme weather events, water crises, involuntary migration, all within the top 10 global risks.

The result is three-fold: the expansion and intensification of impacts of these risks well beyond national boundaries (as we are seeing with COVID-19); the acceleration and exacerbation of cascading effects and negative feedback loops between risks; and the increasing difficulty and improbability of achieving the SDGs without integrated, systemic societal transformation that also integrate fully these new risk trends.

In preparing to support countries affected by COVID-19 and other crises, due consideration to the inherent risks associated with working in fluid/violent development contexts will be evaluated on a case-by-case basis after consultation with GPN thematic teams, UNDP Regional Bureaus and Hubs, Policy Centres, UN country teams and partners. Where countries are responding to crisis, a *Signature Solutions* approach will assist in expanding the suite of development options to reduce vulnerabilities and incorporate development perspectives to strengthen humanitarian and – where relevant – peacebuilding responses. In congruence with UNDP's corporate Social and Environmental Standards, this approach is expected to accelerate and reinforce transitions and solve the nexus issues related to improving the policy and programming that too often splits the realms of humanitarian assistance, recovery and development.

Due to the multi-sectoral and multi-stakeholder nature of these complex efforts, UNDP will continue to leverage its strong partnership base across the UN Development Systems (UNDS). Through the Global Project, UNDP will build on its working relationships with governments, inter-governmental partners and International Financial Institutions, as well as civil society organizations, academia and the private sector.

At the regional level the Global Project will focus on joint-analysis, transfer of knowledge, capacity building, country-to-country learning and exchange, elevating network and platform facilities and strengthening of regional resilience and recovery building mechanisms. This will happen through the engagement of inter-governmental bodies and contributing to cross-border research, policy dialogues and assuming the integrator role where possible. In contexts where there are crisis spill-over threats even beyond those caused by COVID-19, assistance will be offered to regional organizational partners[29] for the transfer and exchange of knowledge, expertise in support of development solutions and heightened collaboration.

Through UNDP's five Regional Hubs[30] and five Policy Centres[31] the project will provide expertise, regional insights, and facilitate collaboration among key partners to address transnational challenges related to the intersectionalities of migration and displacement and economic recovery. Support will also be provided to the Regional Hubs to convene forums, facilitate the exchange of knowledge, and chart and/or pioneer solutions in collaboration with regional political organizations. Accordingly, UNDP's Regional Hubs will house specific multidisciplinary technical capacity to ensure that regional initiatives are adequately supported, and advisory capacity is available to country offices and for regional and cross-border initiatives.

At the country/national level, assistance will be provided to relevant stakeholders to strengthen national institutions and increase community participation and capacities. The project will be guided by UNDP's Human Rights Based Approach (HRBA) to Development to ensure people's rights are at the centre of policy and practice in all its programming. This will be important given the complexity of challenges presented by crisis/fragility, now even exacerbated by COVID-19, which requires a dual focus on providing support at the

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[29] i.e. League of Arab States, African Union (AU), Association of Southeast Asian Nations (ASEAN), Organization of American States (OAS), Commission for Europe and Central Asia (ECA), European Union (EU), Organization for Security and Cooperation in Europe (OSCE)
[30] Located in: Amman, Addis Ababa, Bangkok, Panama, Istanbul
[31] Located in: Singapore, Nairobi, Istanbul, Oslo, Seoul

individual and structural levels. Steps have already been made to respond to these exacerbated challenges by developing tools in the specific context of COVID-19, e.g. HRBA checklist to socio-economic response.

At the subnational and local levels, the Project will invest extensively in building community resilience programming by conferring with different groups, including the most vulnerable, to tackle context specific challenges and engage in meaningful conversations around the issues of crisis, displacement, disabilities, livelihoods and physical risks posed by the threat of crises driven by conflict, disasters and pandemics such as COVID-19. The Leave No one Behind (LNOB) principles will be fundamental as project initiatives are designed, implemented and monitored.

III. RESULTS AND PARTNERSHIPS

As described above, the objective of the Global Project is to provide GPN led state-of-the-art, integrated migration and displacement, economic recovery, and mine action support to addressing the complexities of recovery and human mobility across different development contexts, in support of UNDP's COVID-19 offer and the UNDP Strategic Plan outcomes 1, 2 and 3. Consequently, the outputs and activities described below are designed to position UNDP as a strategic partner within the preparedness, response and recovery to COVID-19, the 2030 Agenda and SDGs framework. To achieve maximum integration and results, the three workstreams are packaged into a dedicated Recovery Solutions and Human Mobility Portfolio engineered to support countries in delivering on their commitments to *leaving no one behind* be it in crisis such as the current COVID-19 environment or non-crisis settings.

The Project is guided by Signature Solution 3 (Resilience) and Signature Solution 1 (Poverty) of the Strategic Plan, with other signature solutions playing ancillary roles. Based on this framing, the following three key indicative results areas have been identified:

Indicative Results

Output Area 1 Migration and Displacement: Strengthened capacities of institutions and communities to formulate and implement, inclusive development approaches and solutions of the 21st century+ on migration and displacement issues, taking into account COVID-19 (SP Output 3.1.1).

Output Area 2 Economic Recovery*:* New sustainable livelihood and economic opportunities developed to help communities and countries recover from crises (pandemics/conflict /disasters) and shocks, in particular COVID-19, and its aftermath (SP Output 3.1.1).

Output Area 3 Mine Action: Strengthened capacities of 20+ national institutions to manage mine action activities and their mainstreaming into broader humanitarian and development planning, and SDG prioritization processes (SP Output 3.1.1).

The above output areas are aligned with the UNDP Strategic Plan and its Theory of Change which aims to *help countries achieve sustainable development by eradicating poverty in all its forms and dimensions and accelerate structural transformations for sustainable development and building resilience to crises and shocks*. In this context, the Global Project plans to conduct the following activities under each of its stated output objectives:

Output Area 1 Migration and Displacement: **Strengthened capacities of institutions and communities to formulate and implement inclusive development approaches and solutions for the 21st century challenges of migration and displacement issues, taking into account COVID-19 (SP Output 3.1.1).**.

This output will ensure that UNDP better contributes to achieving safe, orderly and regular migration; as well as prevent, resolve and end forced displacement. Our ambition is that migration becomes a choice rather than a necessity in at least 50 programme countries; and on displacement, UNDP's ambition is to contribute to reduction of protracted displacement trends in line with commitments from the World Humanitarian Summit.

Hence, to support countries (be they places of origin, transit or destination) in better responding to migration and displacement issues through development approaches, the project will compile and codify evidence, generate knowledge, consolidate partnerships, and spread learning across countries. UNDP will support member states using development approaches to migration and displacement (e.g. addressing the root causes of displacement, and negative drivers of migration; integrating migration and displacement into development, as well supporting positive contribution of migrants/diaspora to sustainable development; supporting government in resilience based development; and re/integration; with gender, digital technology, environment, and conflict sensitivity as cross cutting issues). in a coherent, comprehensive and balanced manner with due regard for social, economic and environmental dimensions, and respecting human rights. UNDP will maximize the developmental benefits of migration and displacement for countries and people, and to mitigate any negative consequences.

To this end, The Global Project will leverage GPN expertise from correlative practice areas, namely; governance, rule of law, conflict prevention and peacebuilding, inclusive growth, gender equality, youth economic empowerment, crisis and fragility engagement, natural capital and environment, climate change and adaptation and resilience and disaster risk reduction. These areas are important for better addressing migration and displacement issues in countries of origin, transit and destination be it in rural or urban areas, e.g. through thematic cross-cutting task teams, joint analysis, initiatives and partnerships. In doing so it will infuse policy and programming processes with practice-lead innovations (e.g. use of digital service platforms for connecting displaced populations with social, employment, and financial service providers or the use of drones and infrared technologies to support mine clearance in urban areas). An overarching objective of the Global Project will be on building accountable and inclusive systems and institutions with the capacities to design, plan, and implement livelihoods and economic recovery and durable solutions[32] for the displaced people with a focus on digital technology, e.g. digital livelihoods support.

Led and informed by inputs from implementing partners and stakeholders at the country-level (i.e.: UNCTs, CSOs, private sector, academia) and ideas from UNDP's Global Innovation Facility and Accelerator Labs, pioneering work – including the use of digital solutions/platforms – to strengthen the delivery of programmes for migration and displacement will aim to i) leverage entry points from UNDP's general development programming; ii) implement global flagship solutions for human mobility solutions; and iii) pilot new approaches and solutions. The results will be used to re-think and (re)design potential durable solutions, including responding specifically to the gendered, aged, and youth dynamics of migration that both require elevated attention.

More specifically in response to COVID-19, UNDP will i) ensure that local government and communities have the capacity to prepare, respond and coordinate recovery; ii) strengthen communication and information dissemination on the COVID-19; iii) support migrants, IDPs, refugees and their host communities in socioeconomic recovery and integration, and iv) strengthen service delivery and rights approaches.

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[32] A durable solution is achieved when internally displaced persons no longer have any specific assistance and protection needs that are linked to their displacement and can enjoy their human rights without discrimination on account of their displacement. It can be achieved through: • Sustainable reintegration at the place of origin (hereinafter referred to as "return"); • Sustainable local integration in areas where internally displaced persons take refuge (local integration); • Sustainable integration in another part of the country (settlement elsewhere in the country). UNDP's focus is on i) and ii) above.

Output 1 Indicators

Three key output indicators have been established for reaching the intended result of improved institutional and community capabilities of formulating, and implementing, inclusive development solutions for migration and displacement (M&D), as a way to achieve safe, orderly and regular migration; and prevent forced displacement, in line with both the Global Compact for Migration, and Global Compact on Refugees.

Output Indicators

# of thought-leadership platforms, products and innovations on M&D drivers and development solutions supported, presented at Global/Regional fora, made available to partner institutions and communities

# of institutions, in particular women led, supported in mainstreaming M&D themes into national and/or sub-regional policies, frameworks and key sectors for implementation of SDGs and to respond to large population movements in the context of COVID-19.

# of targeted transformative development policies and programmes for migration and displacement implemented. Development programmes for migration and displacement are implemented in three areas: (i) Leveraging UNDP's general development programming on climate change and environmental degradation, governance systems, conflict prevention, and reduction of poverty and inequalities; (ii) implementing global flagship solutions for human mobility; and (iii) piloting innovative solutions on migration and/or displacement related to key issues e.g. the Coronavirus pandemic; need for self-reliance, women's empowerment, etc.

Output Indicator 1.1: # of thought-leadership[33] platforms, products and innovations on M&D drivers and development solutions supported, presented at Global/Regional fora, made available to partner institutions and communities, and used for policy and programming in response to COVID-19.

Activity 1.1.1 Build robust knowledge partnerships/networks[34] to generate and apply cutting-edge knowledge and solutions. This will Include establishing experts' networks and regional mobility hubs; forming a high-level academic advisory council to steer UNDP's work, and identify new lines of inquiry for comparative analysis leading to the formation of innovation platforms on migration and displacement.

Activity 1.1.2: Conduct, publish and circulate global guidance, training materials, innovative studies and research, technical reports, and thought-pieces on M&D related to a spectrum of protection and empowerment issues related to migrants, refugees, IDPs, communities of origin, transit, and host societies.

Activity 1.1.3: Participate in global discussions, support inter-governmental processes and fora on safe, orderly and regular migration (e.g. migrant, refugee, diaspora, communities of origin, and host communities).

UNDP's added value on thought leadership includes: Normative approach that not all key actors in this area bring – /important to ensure rights-based approach in M&D responses as this is not being mainstreamed for the most part; SG has conferred the role of SDG integrator on UNDP, and as the backbone of the UNDS, UNDP brings a key integrating role to M&D issues; With its expertise and GPN, brings cross-cutting understanding from development globally; Broad and deep partnerships with other key development partners at global, regional and national levels in M&D, has access to more extensive expertise, knowledge and ideas, with the potential for exponential gains in development; As a field-based implementer, brings the knowledge of tried and tested innovations to these platforms; Important role in integrating development approaches to GCM capacity building

[34] For example, the UN Migration Network, GPN lead webinars and workshops, social media, as well as through presentations and side-events at global and regional fora, such as the Global Forum on Migration and Development, the Global Compact for Migration's International Migration Review Forum, the Global Compact on Refugees' Global Refugee Forum, Regional Consultative Processes/Issue Based Coalitions, or the meetings of the G20.

Activity 1.1.4. Backstop UNDP's country and regional programs by providing concrete inputs and advise and connecting programming to the research and innovation, and promote quality assurance and learning among UNDP projects/initiatives.

Activity 1.1.5: Carry out sub-regional level studies that address the transnational nature of migration and displacement (i.e. Syria Crisis, Chad River Basin, Western Balkans, Central America, Asia and Pacific), and their underlying dynamics, patterns and impacts.

Output Indicator 1.2: # of national institutions supported in mainstreaming M&D themes into national and/or sub-regional policies, frameworks and key sectors for achievement of national SDGs and to respond to large population movements and the COVID-19 pandemic

Activity 1.2.1: Work with partners to support integration of LNOB principles in M&D policy development, specifically as it relates to inclusion of women, youth, the aged, and displaced populations.

Activity 1.2.2: Support member states in strengthening socioeconomic recovery, and meaningful integration of migration and displacement in a diverse set of national and local policy, planning and programming activities, as part of the GCM /GCR implementation.

Activity 1.2.3: Develop the capacities of local and national actors, as well as development partners to meaningfully integrate migration and displacement in development activities and respond to large population movements, including in SDG localisation and implement such initiatives, complemented by South-South learning and exchanges as part of the GCM /GCR implementation.

Activity 1.2.4: Bolster the capacity of the UN Networks on Migration at regional and country levels to better support member states in implementing the Global Compact for Migration, as well as empowering Member States to develop and implement GCM national implementation plans.

Activity 1.2.5: Develop a methodology to assess the impact of mainstreaming, assess the impact of mainstreaming human mobility, including comparing such processes and their outcomes across contexts. Assessment categories may shed light on the process (degrees of inclusiveness), planning outputs (degrees of prioritization in planning documents), planning outcomes (projects and activities implemented under planning documents), and impacts for migrants, refugees, displaced persons and their host communities.

Output Indicator 1.3. **# of targeted** transformative recovery and **development policies and programmes for migration and displacement implemented.** *Development programmes for migration and displacement are implemented in three areas: (i) Leveraging UNDP's general recovery development programming; (ii) implementing global flagship solutions for human mobility solutions; and (iii) piloting innovative solutions on migration and /or displacement:*

Activity 1.3.1: Leverage UNDP's general development policy and programming to address the root causes and negative drivers of displacement and migration, promote social and economic inclusion, strengthen local capacity, promote return and reintegration and enable migrants/diaspora contributions to sustainable development, through analysis of impact and expert advice, tweaking ongoing programmes to address migration/displacement, and provision of additional funding, where required.

Activity 1.3.2: Support governments in the formulation of inclusive national policies and institutional frameworks that address the root causes of displacement and negative drivers of migration and support durable local (i.e. Municipal) solutions, as may be required.

Activity 1.3.3[35]: Support the development and implementation of global flagship solutions for human mobility - tapping into UNDP's unique expertise at the local level to develop scalable programs which draw on UNDP's previous programming experience, as well as on the knowledge generated under Output 1 above, with a focus on women, girls and youth on the move.

Activity 1.3.4: Undertake pilots of innovative solutions including digital transformation through creating platforms to develop and test innovations which leverage the general programming, or serve as prototypes for potential flagship solutions[36].

Activity 1.3.5: Facilitate South-South Triangular Cooperation opportunities for institutional M&D focal points for purposes of sharing experiences and innovation on data management, performance measurement, monitoring and reporting.

Activity 1.3.6: Support women, girls and youth migrants /displaced associations to strengthen their positive impacts to sustainable development as migrants/displaced people.

Across Outputs indicators 1.2 and 1.3, as part of preparedness, response and recovery from COVID-19, UNDP will i) ensure that local government and communities have the capacity to prepare, respond and coordinate recovery; ii) strengthen communication and information dissemination on the COVID-19, iii) support migrants, IDPs, refugees and their host communities in socioeconomic recovery and integration, and iv) strengthen service delivery and rights approaches.

Output 2 Economic Recovery: New sustainable livelihood and economic opportunities developed to help communities and countries recover from crises (pandemics/conflict /disasters) and shocks, in particular COVID-19, and its aftermath (SP Output 3.1.1).

Rebuilding sustainable livelihood systems and strategies is essential for inclusive crisis recovery, the prevention of conflict, and building resilience to risks associated with future conflicts, pandemics or disasters. In addition to income and employment, the concept of livelihoods encompasses the ways that people access food, shelter, health care, education, safe water and sanitation, security, and protection. Building resilient livelihoods also requires concurrent efforts in green economic recovery both at the meso and macro level. At the meso level, this includes a focus on inclusive finance and market development, strengthening of new and existing enterprises, and job creation in both the public and private sectors, using digital technology to maximise impacts and scale. At the macro level, the process often involves ensuring economic, institutional, legal, and policy reforms and the reconstruction of infrastructure that recreate conditions for inclusive economic growth and facilitate trade and economic exchanges both internally and at the international level.

In almost all countries affected by the current COVID-19 pandemic, disasters and conflict, livelihoods and economic recovery are key components of UNDP's response and recovery support packages and seen as a critical first step to reducing vulnerabilities and building the resilience of communities and societies impacted by crisis or conflict. During the 2014-2017 period, UNDP allocated $1.7 billion on programmes related to early recovery including livelihoods, 10 per cent of its overall programme expenditure. During the same

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[35] Three flagship solutions that are ready to be scaled up are (1) strengthen municipalities' abilities to adapt to challenges caused by sudden inflow, transit, and return of migrants, refugees and IDPs; (2) local development through connecting diasporas and their hometowns; and (3) stabilize livelihoods while enhancing social cohesion through employment creation: UNDP's 3x6 approach. However, additional flagship solutions will be developed.
[36] As of one the first innovative solutions, the Global Project will pilot a *digital service platform* that aims at enabling migrants and their families to access one-stop shop services.[36]

period, UNDP supported early economic revitalization in over 30 countries[37], providing approximately 7.9 million people access to diversified livelihood opportunities.[38]

Programming for sustainable livelihoods and economic recovery after crisis or disaster provides an opportunity to "building-back-better"[39] and forward, stimulating more rapid and equitable growth, building peaceful societies and preventing future conflicts. Inclusive economic growth occurs when rising economic output in a local or national economy is associated with expanded livelihood opportunities for all segments of society and with safety nets that reduce the economic and social insecurity of vulnerable groups (i.e. women, youth, displaced, disabled). This is sure able to prevent countries and societies from relapsing into conflicts.

UNDP's approach to livelihoods and economic recovery is underpinned by a three-track approach,[40] where all routes start as early as possible, e.g. during the COVID-19 crisis, are socio-environmentally sustainable, but differ in intensity over space and time. The three tracks are:

> *i) Livelihoods stabilization* – (i.e.: emergency employment, supporting restoration of micro, small and medium enterprises, debris management including recycling, solid waste management, community infrastructure rehabilitation, skills training, supporting digital livelihoods, and provision of grants; and linking affected men and women to finance); Cash transfers are the basis for sustainable social protection and economic transformation, e.g. transitions to green and /or digital economies. This will be the case during and after COVID-19.

> *ii) Local economic recovery, for example, during and immediately after COVID-19, a disaster or conflict* – Skills training, commodity value chain development, inclusive market development, establishment of business services; working with partners on conditional cash transfers for example to help economic transitions (access to finance, digital livelihoods, investments in asset building, green economy) all underpinned by the future of work; and

> *iii) Sustainable Livelihoods and Inclusive Economic Growth* – Advice to governments for economic transformation/diversification to green economy, policy planning, support to capacity building of key government economic departments; facilitating investment framework and business environment, support for economic governance mechanisms to ensure flow of investments.

The need to focus interventions on women's economic empowerment can not be overemphasised. The Box 1 provides an overview of the impact of COVID-19 on women in general, and their businesses in particular.

Box 1: Impact of COVID-19 on Women

The COVID-19 pandemic is not just a health issue. It is a profound shock to societies and economies, and women are at the heart of care and response efforts underway. As front-line responders, health professionals, community volunteers, transport and logistics managers, scientists and more, women are making critical contributions to address the outbreak every day. The majority of caregivers, at home and in our communities, are also women.

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[37] Afghanistan, Bangladesh, Burundi, Cameroun, CAR, Chad, Colombia, Caribbean Small Islands States (Antigua and Barbuda, Dominica, Anguilla, the British Virgin Islands, Sint Maarten), Djibouti, DRC, Eritrea, Ethiopia, Guinea, Jordan, Iraq, Lebanon, Mali, Myanmar, Nepal, Niger, Nigeria, Pakistan, PAPP (Palestine), Somalia, South Sudan, Sudan, Syria, Turkey, Uganda, Yemen, Zimbabwe

[38] In these 30 countries, UNDP country offices reported contributing to an additional 457,084 (33% women) people benefitting from new emergency jobs and over 7.4 million people (38% women) benefitting from other emergency livelihoods.

[39] *Build Back Better*: The use of the recovery, rehabilitation and reconstruction phases after a crisis or disaster to increase the resilience of nations and communities through integrating measures for the restoration of physical infrastructure and societal architectures, and into the revitalisation of livelihoods, economies, and the physical environments.

[40] For more detail, see UNDP. 2013. *Livelihoods and Economic Recovery in Crisis Situations.*

Additionally, they are at increased risk of infection and loss of livelihood, and existing trends point to less access to sexual and reproductive health and rise in domestic violence during crisis.

We cannot allow this pandemic to set back a generation of entrepreneurial women. In the entrepreneurial world, many women already start a step (or two) behind men. For every dollar generated by a privately held company in 2019, women-owned businesses generated just 30 cents according to American Express.

Lack of funding, lack of confidence and market saturation have presented significant challenges for women in business, all of which are compounded by the current pandemic and economic crisis. If female-owned businesses hope to survive, they'll need more assistance than they're currently receiving.

In addition to following the findings of the analysis on the socioeconomic effects of the COVID-19 pandemic and response measures, seek to receive results and findings from comprehensive studies on how the pandemic and response measures are specifically impacting women and girls. This will allow the programmes to be adapted to better target women and girls economic empowerment.

Output 2 Indicators

Four main output indicators have been identified to reaching the intended result of advancing sustainable livelihood opportunities to help communities and countries recover from natural and conflict related shocks and stresses while protecting the natural resource base.

Output Indicators

# of thought-leadership platforms, products and innovations tailored to advancing livelihoods and economic recovery developed, disseminated and scaled-up to partner institutions, governments and communities.

# of countries with national systems, policies, capacities and partnerships supported to establish the conditions for resilient livelihoods creation and inclusive and sustainable (green) economic recovery to (re)emerge after COVID-19, other disasters and conflicts.

# of countries supported in the implementation and scale-up local level innovative solutions to improve livelihoods, economic recovery and resilience of vulnerable groups (e.g. women, refugees, youth, disabled, aged) to crisis, in close collaboration with SDG labs and Accelerator Labs.

# of countries supported where transformative structural solutions in livelihoods and economic recovery improve gender equality and women's economic empowerment during and beyond COVID-19.

Output Indicator 2.1: # of thought-leadership platforms, products and innovations tailored to advancing livelihoods and economic recovery developed, disseminated and scaled-up to partner institutions, governments and communities.

Activity 2.1.1: Develop and disseminate knowledge products, including building knowledge platforms, innovations and compiling authoritative publications and guidance to countries as they implement their economic recovery and SDGs plans beyond COVID-19.

Activity 2.1.2: Facilitate South-South Triangular Cooperation opportunities for sharing experiences and digital innovations in economic and livelihoods recovery policy and programming design.

Activity 2.1.3 Establish systems to better measure progress and the impact of livelihoods and economy recovery policies and strategies to achieving national SDGs early on in crisis and fragile situations.

Output Indicator 2.2: # of countries with national and subnational systems, policies, capacities and partnerships supported to establish the conditions for resilient livelihoods creation and inclusive and sustainable economic recovery to (re)emerge.

Activity 2.2.1: Provide countries with resources and high-level thought leadership and expertise to undertake livelihoods recovery needs assessments to identify entry-points (i.e. vulnerable women, youth, displaced, disabled) for livelihood stabilization and economic recovery in crisis and post-COIVD/crisis settings.

Activity 2.2.2: Provide capacity to key government institutions on innovative recovery models that expand community livelihood and economic self-reliance options for vulnerable and crisis-affected groups particularly the poor, women, persons with disabilities, and displaced.

Activity 2.2.3: Support country-level SDG platforms and UNDP acceleration labs on identifying, prototyping, and scaling-up innovative solutions and partnerships related to livelihoods and economic recovery.

Output Indicator 2.3: # of countries supported in the implementation and scale-up local level innovative solutions to improve livelihoods, economic recovery and resilience of vulnerable groups (e.g. women, refugees, migrants, IDPs, youth, disabled, aged) to crisis, in close collaboration with SDG labs and Accelerator Labs.

Activity 2.3.1: Tailor UNDP's 3-Track approach to local needs and prepare employment, and inclusive economic growth/job strategies (i.e. emergency employment; restoration of micro, small and medium enterprises; debris and solid-waste management; community infrastructure rehabilitation, skills training, provision of grants; linking affected men and women to finance) that immediately benefit people affected by COVID-19 and local economies.

Activity 2.3.2: Improve the integration of market-based and digitally enabled jobs and livelihoods solutions by rolling-out payment ecosystem solutions for digital cash-based interventions and other digitally enabled livelihoods solutions, and aligning UNDP's market-based operational strategies and processes on livelihoods and economic recovery with minimum economic recovery standards[41].

Activity 2.3.3: Design local economic recovery business plans (e.g.: skills training, commodity value chain analysis, inclusive market development, establishment of business service centers; and conditional cash transfers schemes) to create sustainable livelihoods and recover from crisis.

Output Indicator 2.4: # of countries supported where transformative structural solutions in livelihoods and economic recovery improve gender equality and women's economic empowerment

Activity 2.4.1: Advise UNDP country offices and partner governments and institutions on transformative women and girls focused livelihood and economic recovery policies and practices (i.e.: UNDP's guidance package on gender and recovery[42], including support to green jobs/economy); and support governments in their execution at the national and sub-national level on gender and livelihoods.

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[41] Refer to the following: https://seepnetwork.org/Initiatives-Post/The-Minimum-Economic-Recovery-Standards-MERS

[42] Please see, UNDP. 2019. Guidance Note 2: *Promote transformative livelihoods and economic recovery to advance gender equality.*

Activity 2.4.2: Support the development of a portfolio of country-level innovative programming solutions on gender and resilient livelihoods through advice to local acceleration labs, women friendly digital technology for livelihoods, advancing green economy, provision of seed funding and capitalization and dissemination of good practices in this area.

- **Activity 2.4.3:** Measure impact of new models for building women's and vulnerable groups' economic empowerment in crisis and post-crisis situations, where possible, using available technology. It will be important to ensure these technologies are better accessed and are appropriate – hence emphasis will be made to ensure: 1) universal access to internet connectivity, 2) development of digital skills, 3) promoting women in STEM fields, manufacturing, growth sectors of the economy, as well as Research and Development.
- **Activity 2.4.4** Develop capacities on gender and livelihoods across UNDP's recovery solutions and human mobility policy and programmes.

Output Area 3- Mine Action: Strengthened capacities of national institutions to manage mine action activities and their mainstreaming into broader humanitarian and development planning and SDG informed prioritization processes.

In many of the fragile post-conflict states that count on UNDP's support for sustainable recovery; landmines, cluster munitions and explosive remnants of war (ERW) are a significant hindrance to this vision, and to any attempts to achieve a real development breakthrough. In other words, mine action plays a critical factor in reducing all forms of violence and related deaths (SDG 16.1), in restoring livelihoods capacities, building resilience to shocks and stresses, and opening the pathways for refugees and IDPs to return home and begin the difficult job rebuilding their lives and livelihoods.

Mine action supports crises response and recovery by minimizing numbers of casualties, resilience building, economic recovery, forced migration, and people living with disabilities. Given its cross-cutting nature, mine action is integral to the effective management of crisis and works closely with both humanitarian and development partners through system-wide mechanisms such as the Inter-agency Coordination Group on Mine Action (IACG-MA),[43] Global Protection Cluster[44] and the HRP modalities for example.[45]

In 2019, UNDP commissioned an external review of UNDP's past involvement in Mine Action which recommended that UNDP should scale-up Mine Action activities. The scaled-up efforts will support affected governments with 1) capacity development to manage Mine Action (advocacy, clearance, land release, etc), and 2) integrating mine clearance and victim assistance into recovery, peacebuilding and long-term development. The goal is to double the number of countries where UNDP works on Mine Action (from the current 10 countries to 20+).

Output 3 Indicators

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[43] The work of the IACG – MA is guided by the *2019-2023 UN Mine Action Strategy* which contains several key UNDP priorities*,* including i) *assisting victims,* advocating for and supporting referral pathways so that survivors (victims and their families) benefit not only from emergency health care, but also from other assistance including psycho-social treatment and rehabilitation; ii) *strengthening national ownership* with a strong emphasis and systematic approach to strengthening capacities and managing transitions and to integrating, in line with SDG frameworks, sustainability and linkages to longer-term development goals as part of all mine action responses; and, iii) an explicit focus to *mainstream gender, age, and diversity* considerations across mine action to better respond to needs and priorities and LNOB.

[44] The Global Protection Cluster (GPC) is a network of UN agencies, NGOs and international organizations working on protection for internally displaced persons and other populations affected by conflict and natural disaster. The Office of the United Nations High Commissioner for Refugees (UNHCR) is the Lead Agency in the Protection Cluster.

[45] Led by OCHA, the Humanitarian Response Plan (HRP) is prepared for a protracted or sudden onset emergency that requires international humanitarian assistance. The plan articulates the shared vision of how to respond to the assessed and expressed needs of an affected population and is updated annually if needed.

Three key output indicators have been identified to reaching the intended result of strengthened capacities of national institutions to manage mine action activities and their mainstreaming into broader humanitarian and development planning and SDG prioritization processes.

Output Indicators

# of thought-leadership and knowledge products generated on mine action's role as an SDG enabler and pinpointing its influence on advancing responses to M&D and economic recovery

# of countries where gender-sensitive and victim assistance orientated landmine impact assessments are supported, and the information used as baselines for tasking mine clearance operations based on humanitarian-development priorities

national institutions supported to efficiently and effectively manage national mine action strategies (to UN International mine Action Standards) and accelerate economic recovery and maximize humanitarian and development benefits in mine affected areas and for at risk transient populations (i.e.: refugees, IDPs, and returnees)

Output Indicator 3.1 # of thought-leadership and knowledge products generated on mine action's role as an SDG enabler and pinpointing its influence on advancing responses to M&D and economic recovery.

Activity 3.1.1: Conduct, publish and circulate innovative studies, research, technical reports on mine action's impact on migration and displacement, economic recovery and achieving the SDGs in crisis and post-crisis contexts.

Activity 3.1.2: Aid in the design and collection of socio-economic landmine/ERW impact survey information used to prioritize clearance based on humanitarian-development indicators related to reduction of incidence, safely expanding livelihood/job opportunities, strengthening women's economic empowerment and access to land released, supporting refugee and IDP return, women's needs, and reduce threats to livelihoods at the community level.

Activity 3.1.3: Establish information management systems for mine action capable of spatially disaggregating and representing data related to suspected hazardous areas, gender, marginalized groups, and incidents used for targeting mine clearance assets.

Output Indicator 3.2: # of countries where gender-sensitive and victim orientated landmine/ERW impact assessments are supported and the information used as baselines for tasking clearance operations based on humanitarian-development priorities

Activity 3.2.1 Support mainstreaming gender and women's empowerment, and Victim-orientated mine action plans and priorities into humanitarian and development planning and budgeting processes.

Activity 3.2.2 Advocate, raise awareness and resources for the victims and survivors through promotion of sports and of the SDGs, and "turning minefields into sport fields".

Activity 3.2.3 Develop and deliver guidelines and training on mainstreaming mine action into development planning including environmental management of land and resources.

Activity 3.2.4 Establish national database on post-clearance impact of mine action's contributions to women's economic empowerment, humanitarian assistance, human mobility, economic recovery and SDGs achievement.

Output Indicator 3.3 # countries where national institutions, mainly led by women, are supported to efficiently and effectively manage national mine action strategies (to UN International mine Action Standards) and accelerate economic recovery and maximize humanitarian and development benefits in mine affected areas and for at risk transient populations (i.e.: refugees, IDPs, and returnees).

Activity 3.3.1: Assess national mine action institutional capacity; agree-upon plans, and indicators for strengthening oversight, planning, prioritization, coordination, and resource mobilization performance.

Activity 3.3.2 Establish tailored training of women leadership in mine action policy and programming

Activity 3.3.3: Contribute tailored capacity development support, including the provision of technical advisors, and facilitation of partnerships with government institutions, civil society, operators and other stakeholders through country offices.

Activity 3.3.4: Support development of national legislation, national platforms, frameworks and action plans necessary to ensure compliance with relevant international conventions (i.e.: Anti-Personnel Mines (APMBC); Convention on Cluster Munitions (CCM); Convention on the Rights of Persons with Disabilities (CRPD), Convention on Conventional Weapons (CCW), Protocol V and Amended Protocol II assisted.

Activity 3.3.5: Organize South-South Triangular Cooperation opportunities for sharing experiences for policy formulation and programming, and mine clearance operations.

Activity 3.3.6 Support gender analysis, participation and leadership of women in planning and implementation of recovery and development programmes on land released after demining.

Resources Required to Achieve the Expected Results:

The total financial resources required for the 3-year project is **$47,714,400.** Human resources for the implementation of the Global Project will be sourced from current GPN staff capacity.

Recovery Solutions & Human Mobility Portfolio Workplan and Budget (36 months)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Output 1 Migration and Displacement: Strengthened capacities of institutions and communities to formulate and implement inclusive development approaches and solutions for the 21st Century challenges of migration and displacement, taking into account COVID-19 (SP Output 3.1.1). *Gender Marker: 2*	**Activity 1.1:** # Thought-leadership platforms, products and innovations on M&D development solutions supported, presented at Global/Regional fora, made available to partner institutions and communities, and used for policy and programming. **1.1.1**. Build knowledge networks and regional mobility hubs; form high-level academic advisory council, identify new lines of inquiry for comparative analysis leading on migration and displacement. **1.1.2.** Conduct, publish and circulate global guidance, training materials, innovative studies and research, technical reports, and think-pieces on M&D related protection and empowerment issues targeted at migrants, refugees, IDPs, communities of origin, transit, and host societies. **1.1.3.** Participate in global discussions, support inter-governmental processes and fora on safe, orderly and regular migration (e.g. migrant, refugee, IDP, diaspora, communities of origin, and host communities). **1.1.4.** Backstop UNDP's country and regional programs by providing concrete inputs and advise and connecting programming to the research and innovation and promote quality assurance and learning among UNDP projects/initiatives. **1.1.5:** Carry out sub-regional level studies that address the transnational nature of migration and displacement (i.e. Syria Crisis, Chad River Basin, Western Balkans, Central America), and their underlying dynamics, patterns and impacts.	USD 1,500,000	USD 1,500,000	USD 500,000	UNDP HQ, Regional Hubs & Country Office Teams;		UNDP Technical and Policy Support Personnel, Mission Travel, Research, Innovation and Seed Funding, Conferences, Workshops, Consultants, Publications, Printing, Professional Services	USD 3,500,000
	Activity 1.2: # of institutions supported in mainstreaming M&D themes into national and/or sub-	USD 1,7500,000	USD 1,750,000	USD 500,000	UNDP HQ, Regional Hubs &		UNDP Technical and Policy Support	USD 4,0000,000

regional policies, frameworks and key sectors for implementation of SDG **1.2.1:** Work with partners to support integration of LNOB principles in M&D policy development, specifically as it relates to inclusion of women, youth, the aged, and displaced populations. **1.2.2**: Support member states in strengthening socioeconomic recovery and meaningful integration of migration and displacement in a diverse set of national and local policy, planning and programming activities, as part of the GCM /GCR implementation. **1.2.3:** Develop the capacities of local and national actors, as well as development partners to meaningfully integrate migration and displacement in development activities and to respond to large population movements, including in SDG localisation and implementation of such initiatives, complemented by South-South learning and exchanges as part of the GCM /GCR implementation. **1.2.4:** Bolster the capacity of the UN Networks on Migration at regional and country levels to better support member states in implementing the Global Compact for Migration, as well as empowering Member States to develop and implement GCM national implementation plans**.**				Country Office Teams		Personnel, Mission Travel, Research, Innovation Seed Funding, Conferences, Training Workshops, Consultants, Publications, Printing, Professional Services	
1.2.5: Develop a methodology to assess the impact of mainstreaming, assess the impact of mainstreaming human mobility, including comparing such processes and their outcomes across contexts. Assessment categories may shed light on the process (degrees of inclusiveness), planning outputs (degrees of prioritization in planning documents), planning outcomes (projects and activities implemented under planning documents), and impacts for migrants, refugees, displaced persons and their host communities							
Activity 1.3. # of targeted transformative development policies and programmes for migration and displacement implemented. Development programmes for migration and displacement are implemented in three areas: (i) Leveraging UNDP's general development programming; (ii) implementing global flagship solutions for human mobility solutions; and (iii) piloting innovative solutions on migration and/or displacement.	USD 2,500,000	USD 2,500,000	USD 2,500,000	UNDP HQ, Regional Hub Teams and Country Offices		UNDP Technical and Policy Support Personnel, Mission Travel, Research, Assessments, Innovation Seed Funding,	USD 7,500,000

	1.3.1: Leverage UNDP's general development policy and programming to address the root causes and negative drivers of displacement and migration, promote social and economic inclusion, strengthen local capacity, promote return and reintegration and enable migrants/diaspora contributions to sustainable development, e.g. through analysis of impact and expert advice, tweaking ongoing programmes to address migration/displacement, and provision of additional funding, where required. **1.3.2**: Support governments in the formulation of inclusive national policies and institutional frameworks that address the root causes of displacement and negative drivers of migration and support durable local (i.e. Municipal) solutions, as may be required. **1.3.3[46]:** Support the development and implementation of global flagship solutions for human mobility - tapping into UNDP's unique expertise at the local level to develop scalable programs which draw on UNDP's previous programming experience, as well as on the knowledge generated under Output 1 above, , with a focus on women, girls and youth on the move. **1.3.4:** Undertake pilots, in cooperation with SDG accelerator labs and CBi, of innovative solutions including digital transformation through creating platforms to develop and test innovations which leverage the general programming or serve as prototypes for potential flagship solutions[47]. **1.3.5:** Facilitate South-South Triangular Cooperation opportunities for institutional M&D focal points for purposes of sharing experiences and innovation on data management, performance measurement, monitoring and reporting. **Activity 1.3.6**: Support women, girls and youth migrants /displaced associations to strengthen their positive impacts to sustainable development as migrants/displaced people.						Conferences, Training workshops, Consultants, Publications, Printing, Professional Services	

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[46] Three flagship solutions that are ready to be scaled up are (1) strengthen municipalities' abilities to adapt to challenges caused by sudden inflow, transit, and return of migrants, refugees and IDPs; (2) local development through connecting diasporas and their hometowns; and (3) stabilize livelihoods while enhancing social cohesion through employment creation: UNDP's 3x6 approach. However, additional flagship solutions will be developed.

[47] As of one the first innovative solutions, the Global Project will pilot a *digital service platform* that aims at enabling migrants and their families to access one-stop shop services.[47]

	Across Outputs indicators 1.2 and 1.3, as part of preparedness, response and recovery from COVID-19, UNDP will i) ensure that local government and communities have the capacity to prepare, respond and coordinate recovery; ii) strengthen communication and information dissemination on the COVID-19, iii) support migrants, IDPs, refugees and their host communities in socioeconomic recovery and integration, and iv) strengthen service delivery and rights approaches.						
	MONITORING	USD 20,000	USD 20,000	USD 20,000	UNDP RSHM Global Project Team		Lessons Learned Review, Surveys, Reports	USD 60,000
	Sub-Total for Output 1	15.060.000						
Output 2 **New sustainable livelihood and economic opportunities developed to help significant numbers of communities and countries sustainably recover from crises and shocks.** *Gender Marker: 2*	**Activity 2.1**: **Thought-leadership platforms, products and innovations tailored to advancing livelihoods and economic recovery developed, disseminated and scaled-up to partner institutions, governments and communities** **2.1.1:** Develop and disseminate knowledge products, including building knowledge platforms, innovations and compiling authoritative publications and guidance to countries as they implement their economic recovery and SDGs beyond COVID-19. **2.1.2:** Facilitate South-South Triangular Cooperation opportunities for sharing experiences and digital innovations in economic and livelihoods recovery policy and programming design. **2.1.3** Establish systems to better measure progress and the impact of livelihoods and economy recovery policies and strategies to achieving national SDGs early on in crisis and fragile situations.	USD 700,000	USD 700,000	USD 600,000	UNDP HQ and Regional Hub & Country Office Teams		UNDP Technical and Policy Support Personnel, Mission Travel, Research, Innovation Seed Funding, Conferences, Workshops, Consultants, Publications, Printing, Professional Services	USD 2,000,000
	Activity 2.2: Support to national systems, policies, capacities and partnerships in-place to establish the conditions for resilient livelihoods creation and inclusive and sustainable economic recovery to (re)emerge beyond COVID-19.	USD 1,000,000	USD 750,500	USD 750,000	UNDP HQ and Regional Hub & Country Office Teams		UNDP Technical and Policy Support Personnel, Mission Travel, Research, Innovation	USD 2,500,000

2.2.1: Provide country offices resources and high-level thought leadership and expertise to undertake livelihoods recovery needs assessments to identify entry-points (i.e. women, youth, displaced, disabled) for livelihood stabilization and economic recovery in crisis and post-crisis settings. **2.2.2:** Provide capacity to key government institutions on innovative recovery models that expand community livelihood and economic self-reliance options for vulnerable and crisis-affected groups particularly the poor, women, persons with disabilities, and displaced. **2.2.3**: Support country-level SDG platforms, CBi Member Networks and UNDP accelerator labs on identifying, prototyping, and scaling-up innovative solutions and partnerships related to livelihoods and economic recovery.						Seed Funding, Conferences, Training Workshops, Consultants, Publications, Printing, Professional Services	
Activity 2.3: # of countries supported in the implementation and scale-up local level innovative solutions to improve livelihoods, economic recovery and resilience of vulnerable groups (e.g. women, refugees, migrants, IDPs, youth, disabled, aged) to crisis, in close collaboration with SDG labs and Acceleration Labs. **2.3.1** Tailor UNDP's 3-Track approach to local needs and prepare employment, and inclusive economic growth/job strategies (i.e. emergency employment; restoration of micro, small and medium enterprises; debris and solid-waste management; community infrastructure rehabilitation, skills training, provision of grants; linking affected men and women to finance) that immediately benefit people affected by COVID-19 and local economies. **2.3.2** Improve the integration of market-based and digitally enabled solutions by rolling-out payment ecosystem solutions for digital cash-based interventions and other digitally enabled jobs and livelihoods solutions, and aligning UNDP's market-based operational strategies and processes on livelihoods and economic recovery in line with the minimum economic recovery standards.	USD 750,000	USD 750,000	USD 500,000	UNDP HQ and Regional Hub & Country Office Teams		UNDP Technical and Policy Support Personnel, Mission Travel, Research, Innovation Seed Funding, Conferences, Training Workshops, Consultants, Publications, Printing, Professional Services	USD 2,000,000

	2.3.3 Design local economic recovery business plans (e.g.: skills training, commodity value chain analysis, inclusive market development, establishment of business service centers; and conditional cash transfers schemes) to create sustainable livelihoods and recover from crisis.							
	Activity 2.4: **Support transformative solutions in livelihoods and economic recovery to improve gender equality and women's economic empowerment** beyond COVID-19, other disasters and conflicts. **2.4.1** Advise UNDP country offices and partner governments and institutions on transformative gender focused livelihood and economic recovery policies and practices (i.e.: UNDP's guidance package on gender and recovery); and support governments in their execution at the national and sub-national level on gender and livelihoods. **2.4.2** Support the development of a portfolio of country-level innovative programming solutions on gender and resilient livelihoods through advice to local acceleration labs, women friendly digital technology for livelihoods, provision of seed funding and capitalization and dissemination of good practices in this area, e.g. through CBi analysis of transformative interventions by private sector entities in recovery. **2.4.3** Measure impact of new models for building women's and vulnerable groups' economic empowerment in crisis and post-crisis situations, where possible, using available technology. **2.4.4** Develop capacities on gender and livelihoods across UNDP's recovery solutions and human mobility policy and programmes	USD 1,750,000	USD 1,750,000	USD 1,000,000	UNDP HQ and Regional Hub & Country Office Teams		UNDP Technical and Policy Support Personnel, Mission Travel, Research, Innovation Seed Funding, Conferences, Training Workshops, Consultants, Publications, Printing, Professional Services Gender and Livelihoods Expert.	USD 4,500,000
	MONITORING	USD 20,000	USD 20,000	USD 20,000	UNDP RSHM Global Project Team		Lessons Learned Review, Surveys, Reports	USD 60,000
	Sub-Total for Output 2	**USD 11,060,000**						
Output 3	**Activity 3.1 # of thought-leadership and knowledge products generated on mine action's**	USD 2,500,000	USD 2,500,000	USD 1,500,000	UNDP HQ and Regional Hub &		UNDP Technical and	USD 6,500,000

		USD	USD	USD				

Strengthened capacities of at least 20 national institutions to manage mine action activities and their mainstreaming into broader humanitarian and development planning, and SDG prioritization processes. *Gender Marker: 2*	**role as SDG enabler and specific influences on M&D and economic recovery is shared globally.** **3.1.1** Conduct, publish and circulate innovative studies, research, technical reports on mine action's impact on migration and displacement, economic recovery and achieving the SDGs in crisis and post-crisis contexts. **3.1.2** Aid in the design and collection of socio-economic landmine/ERW impact survey information used to prioritize clearance based on humanitarian-development indicators related to reduction of incidence, safely expanding livelihood/job opportunities, strengthening women's economic empowerment and access to land released, supporting refugee and IDP return, women's needs, and reduce threats to livelihoods at the community level. **3.1.3** Support establishment of information management systems for mine action capable of spatially disaggregating and representing data related to suspected hazardous areas, gender, marginalized groups, and victims used for targeting mine clearance assets.				Country Office Teams		Policy Support Personnel, Mission Travel, Research, Innovation Seed Funding, Conferences, Training Workshops, Consultants, Publications, Printing, Professional Services	
	Activity 3.2 # of countries where gender-sensitive and victim assistance orientated landmine/ERW impact assessments are supported, and the information used as baselines for tasking clearance operations based on humanitarian-development priorities **3.2.1** Support mainstreaming gender and women's empowerment, and Victim-orientated mine action plans and priorities into humanitarian and development planning and budgeting processes. **3.2.2** Advocate, raise awareness and resources for the victims and survivors through promotion of sports and of the SDGs, and "turning minefield into sport fields". **3.2.3** Develop and deliver guidelines and training on mainstreaming mine action into development planning. **3.2.4** Establish national database on post-clearance impact of mine action's contributions to women's economic empowerment, humanitarian assistance,	USD 2,000,000	USD 2,00,000	USD 1,000,000	UNDP HQ and Regional Hub & Country Office Teams		UNDP Technical and Policy Support Personnel, Mission Travel, Surveys, IMS, Assessments, Conferences, Training Workshops, Visibility events, Consultants, Publications, Printing, Professional Services	USD 5,000,000

		USD	USD	USD				USD 6,500,000
	human mobility, economic recovery and SDGs achievement.							
	Activity 3.3 Provision of support to national institutions to efficiently and effectively manage national mine action strategies (to UN International mine Action Standards) and accelerate economic recovery and maximize humanitarian and development benefits in mine affected areas and for at risk transient populations (i.e.: refugees, IDPs, and returnees). **3.3.1** Assess national mine action institutional capacity; agree-upon plans, and indicators for strengthening oversight, planning, prioritization, coordination, and resource mobilization performance. **3.3.2** Establish tailored training of women leadership in mine action policy and programming **3.3.3** Contribute tailored capacity development support, including the provision of technical advisors, and facilitation of partnerships with government institutions, civil society, operators and other stakeholders through country offices. **3.3.4**. Support development of national legislation, National Platforms, frameworks and action plans necessary to ensure compliance with relevant international conventions (i.e.: Anti-Personnel Mines (APMBC); Convention on Cluster Munitions (CCM); Convention on the Rights of Persons with Disabilities (CRPD), Convention on Conventional Weapons (CCW), Protocol V and Amended Protocol II assisted. **3.3.5:** Organize South-South Triangular Cooperation opportunities for sharing experiences for policy formulation and programming, and mine clearance operations. **3.3.6** Support gender analysis, participation and leadership of women in planning and implementation of recovery and development programmes on land released after demining.	USD 2,500,000	USD 2,500,000	USD 1,500,000	UNDP HQ and Regional Hub & Country Office Teams		UNDP Technical and Policy Support Personnel, Mission Travel, Surveys, IMS, Assessments, Conferences, Training Workshops, Conferences, Consultants, Publications, Printing, Professional Services	USD 6,500,000
	MONITORING	USD 20,000	USD 20,000	USD 20,000	UNDP RSHM Global Project Team		Lessons Learned Review, Surveys, Reports	USD 60,000
Sub-Total for Output 3	**USD 18, 060,000**							

	Sub-total All Outputs	**$44,180,000**
General Management Support (8%)		**$3,534,400**
Grand TOTAL		**$47,174,400**

Partnerships:

One of the central aims of the Global Project is to the boost the overall impact of UNDP's work by leveraging its global partnerships with actors that have coalesced around key issues of crisis and recovery, such as member states, development donors, senior experts, practitioners and academic networks and other UN agencies, especially noting UNDP's partnership with UNHCR, IOM and ILO.

In pursuit of this objective the Global Project will play an active role in engaging and growing the prominence and impact of its partnerships with: academia, think-tanks, civil society, philanthropic organizations, and the private sector and humanitarian actors, in its quest to become a global broker of policy-research and analysis In doing-so, a priority will be placed on South-South and Triangular Cooperation, which will be pursued through a combination of webinars, online discussions, exchanges, field-missions, joint-assessments/studies, and training workshops where national partners, development agencies and UN counter-parts, can share best practices, information, and experiences across key thematic areas.

Annex 2 provides an annotated list of the key existing partnerships.

Risks and Assumptions:

As described in the project risk analysis log (Annex 1) the operational environment targeted by this Global Project will require flexibility and foresight to mitigate them and still achieve expected results. The main risks identified relate to:

Funding Support: If full expected funding is not available and if the demand for support is greater than that to which the Global Project can respond, activities will be prioritized and scaled-back. A comprehensive resource mobilization strategy and exploring ways to strengthen partnerships with the World Bank's International Development Association, United Nations agencies, and others (i.e. philanthropies, private sector, municipal governments, regional development banks). Innovative methods of fundraising are already underway with the recent opening of an MPTF for Migration. Given the high-visibility of the Global Project, Senior GPN management will lead resource mobilization efforts from the Headquarters level, while coordinating with Regional Bureaus, Regional Hubs, and Country Offices, and the UN Network on Migration that houses the MPTF/Migration. Resource mobilisation for migration, in particular, serves to support the objectives of the GCM, complementary to the MPTF. Cost-sharing with Bureaus, Hubs, and Country Offices will form another avenue for potential resource expansion.

Political Context: This may pose a risk to UNDP assistance at country level. Given the Global Project focus on situations of crisis and fragility, including countries transitioning from contexts of protracted violent conflict, political circumstances in some countries or regions may make it difficult or even impossible to implement planned activities. This is conceivable in cases where there is relapse of conflict. The Project will draw on its existing situation analysis tools and strong country-based knowledge to carefully assess the political economy dynamics of a requesting country, including existing political will and demand from government counterparts to adapt its activities accordingly in partnership with UNDP country offices, the World Bank and other United Nations agencies as a way of minimizing this risk.

National Capacities: Lack of national institutional and organizational capacities across all of society (government, civil society organizations, youth, women, war-affected, etc.) represent a key risk to the programme. Under-skilled and inefficient national administrative and technical capacities, as well as weak civil society capabilities could undermine the overall results of the planned programme. To off-set this risk the programme will work closely with national governments, civil society, local universities in undertaking capacity assessments and developing inclusive measurable and time-bound national crisis recovery focused capacity development plans that will be informed by the 2030 Agenda and UNDP's Social and Environmental Standards (SES) and Accountability Mechanism to overcome this risk.

Stakeholder Engagement:

The principal stakeholders in this global project are country governments (key line ministries), state, provincial, district and other local governance bodies; UNDP, World Bank and other UN agency and donor country offices, academia, civil society, and NGOs that unite around supporting resilience building through support for migration and displacement, economic recovery and/or mine action in crisis situations. In line with its commitment to gender equality, the project will ensure that gender equality is integrated in all aspects of its activities by ensuring women's representation in all meetings, addressing the marginalization of women, enhancing women's leadership in priority setting, and ensuring women and marginalized groups benefit from greater inclusion and opportunities for empowerment.

The primary target groups intended to benefit from the project will be governments and populations impacted by crisis or shock. Within this grouping, the project will zero-in on specific vulnerable groups – i.e. women, youth, aged, and the disabled – when considering offering solutions to larger development challenges related to migration, displacement, economic recovery or mine action. To ensure these groups are identified and needs addressed, customized socio-economic impact assessments (see Annex X: Results Framework) will provide 'voice' and the evidential foundations for setting priorities, plans, and programme responses to guide UNDP's support for building institutional capacity with Government associates.

Applied Research and Knowledge:

To solidify UNDP's global thought-leadership on the different workstreams of recovery, a variety of knowledge products will be developed (for both internal and external use) through the Project. Inherent to these products will be their focus on informing/guiding target groups to *apply* new knowledge in building development solutions to meet local demands. Based on this approach, examples of *external knowledge* products are envisioned to include: i) policy position papers; ii) how-to-guides; iii) expert or institutional think-pieces; iv) comparative analysis; v) thematic case-studies and; vi) presentations. Targeted *internal knowledge* products are expected to include evidence for the creation of: i) practice and guidance notes; ii) success stories; iii) certified good practices; iv) network communications/CoP discussions, blogs, Op-eds; vii) workshop/conference reports; viii) end of project analysis, and; ix) presentation stacks.

This approach will contribute to reinforcing UNDP's position within the UN system and beyond as a spearhead in providing thinking and solutions to meet the challenge of closing the humanitarian-development divide and demonstrating on how to 'build back better' after crisis or shock. The Project will manage, publish and disseminate research findings, and where applicable, pilot them into practice for further testing and refinement. Benefiting from GPN's five Regional Hubs and six Global Policy Centres, the Project will establish and operate a Recovery Solutions and Human Mobility knowledge and learning portal that will be launched as a global platform for learning and sharing information. It will aim to become the 'go-to' global public site on crisis recovery and human mobility research and practice.

UNDP's research agenda on Recovery Solutions and Human Mobility will be steered through the Crisis Bureau at Headquarters. It will be done in collaboration with the Regional Hubs, relevant global programmes, in partnership with a coalition of academic and research institutions and aligned with its commitment to SSC and TrC. The research agenda leading to solid policy formulation at the global level will also include a series of global and regional policy dialogues that will engage members states and civil society organizations, including women's, youth, disabled and refugee-lead organizations and networks.

To ensure global policies are not only based on strong evidence-based research conducted by various Project partners, it will also reflect the combined knowledge and expertise of key stakeholders in both the North and South. The immediate result of the project will thus be an

investment in the establishment of a distinguished network of researchers, policy makers, academics and practitioners to develop mechanisms to monitor and measure the results of UNDP's interventions planned for the Project. The network will be leveraged to publish issue briefs on key thematic workstreams described earlier (i.e.: migration and displacement, economic recovery, and mine action). One of the specific deliverables linked to the network will be a virtual clearing-house of research, programmatic tools, and guidance materials to support Regional Hubs and Country Offices to meet their evidence-based programming needs.

Sustainability and Scaling-Up:

To promote sustainability of the project and its results, emphasis will be placed on institutional learning and institutional capacity development, with a special focus on strengthening of national recovery systems. In addition to building a global network of cross workstream practitioners and database of all the knowledge products generated through this project. The outputs of the project will be scaled-up to inform corporate direction and planning of UNDP offer on resilience and recovery in over 170 country offices and territories.

Mobilizing national commitment at the political, economic, and social levels will be a central challenge to building the national resilience capacities and institutional structures needed to ensure national ownership and leadership are achieved. The scaling-up of the Recovery Solutions and Human Mobility project outputs will be enhanced by targeting key stakeholders recognized as local agents-of-change. Critically, the expected innovative knowledge products and potential scaling-up (both horizontal and vertical) will be conducted in collaboration with different global, regional, and national multi-stakeholder alliances described above - and rest at the core of the Global Project. Once national integrated recovery and resilience plans – with their emphasis on capacity development and government cost-sharing – are developed and adequately supported, UNDP will introduce results-based monitoring and evaluation plans to map the overall progress being made across society. Given the complexity/risk of the work associated with building recovery and resilience capacities in crisis affected societies, UNDP's approach to scaling-up and sequencing will be based on testing hypotheses before expanding to a larger-scale (national or sub-national level). This approach will help to avoid top-down solutions that do not take into consideration local circumstances (i.e. conflict or upheaval). The work on resilience capacities for Recovery Solutions and Human Mobility will also factor in future UNSDCFs/CPDs to ensure the UN's long-term engagement on the issue.

IV.   PROJECT MANAGEMENT

Using a portfolio management modality to stream-line cost effectiveness, the Global Project will bring together existing policy and technical advisory expertise on migration and displacement, economic recovery, and mine action and apply a *Signature Solutions* approach to delivering on its expected outputs. A pool of GPN experts will be stationed globally, regionally and at country level to implement the workplan.

Through its leadership role on crisis and resilience issues, UNDP will ensure its work remains strategically targeted, fosters national ownership, maximizes results and benefits from system-wide efficiencies. Furthermore, although the Global Project will be hosted within the Crisis Bureau (CB), in an effort to minimize financial and transactional costs, it will draw extensively on its Regional Hub presence to work with country offices in the management of expected results. As described in detail in Section IX (Governance and Management Arrangements) of this project document, Headquarters will be responsible for ensuring management and implementation are an on-going learning process and undertaken per UNDP's Programmes and Operations Policies and Procedures (POPP).

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS
			Value	Year 2020	Year 1	Year 2	Year 3	FINAL	
Output 1 **Migration and Displacement**: **Strengthened capacities of institutions and communities to formulate and implement inclusive development approaches and solutions for the 21st century challenges of migration and displacement.** **issues, taking into account COVID-19 (SP Output 3.1.1).** **(Gender Marker: 2**	*1.1. #* Thought-leadership platforms, products and innovations on M&D development solutions supported, presented at Global/Regional fora, made available to partner institutions and communities.	UNDP	TBD	2020	2	5	5	12	Internal reporting and on-line surveys
	1.2# of institutions supported in mainstreaming M&D themes into national and/or sub-regional policies, frameworks and key sectors for implementation of SDGs	UNDP	8	2020	10	10	10	30	Internal documented reporting
	1.3. # of targeted transformative development policies and programmes for migration and displacement implemented. Development programmes for migration and displacement are implemented in three areas: (i) Leveraging UNDP's general development programming; (ii) implementing global flagship solutions for human mobility solutions; and (iii) piloting innovative solutions on migration and/or displacement	UNDP	TBD	2020	5	5	10	20	Internal documented reporting
Output 2 **New sustainable livelihood and economic opportunities developed to help significant numbers of communities and countries sustainably recover from crises and shocks,** in particular COVID-19,	*2.1.* # thought-leadership platforms, products and innovations tailored to advancing livelihoods and economic recovery developed, disseminated and scaled-up for partner institutions, governments and communities.	UNDP	TBD	2020	3	5	5	13	Internal reporting
	2.2. of countries with national systems, policies, capacities and partnerships supported to establish the conditions for resilient livelihoods creation and inclusive and sustainable economic recovery to (re)emerge.	UNDP	TBD	2020	3	5	5	13	Internal reporting
	2.3 # of countries supported in the implementation and scale-up local level innovative solutions to improve livelihoods, economic recovery and resilience of vulnerable groups (e.g. women, refugees, youth, disabled, aged) to crisis, in close collaboration with SDG labs and Acceleration Labs.	UNDP	TBD	2020	3	5	5	13	Internal reporting
	2.4 # of countries supported where transformative structural solutions in livelihoods and economic recovery improve gender equality and women's economic empowerment.	UNDP	TBD	20120	3	5	5	13	Internal documented reporting

and its aftermath (SP Output 3.1.1). . **Gender Marker: 2**									
Output 3 **Strengthened capacities of national institutions to manage mine action activities and their mainstreaming into broader humanitarian and development planning and SDG prioritization processes (SP Output 3.1.1)** **Gender Marker: 2**	*3.1.* # of thought-leadership and knowledge products generated on mine action's role as an SDG enabler and pinpointing its influence on advancing responses to M&D and economic recovery.	UNDP	0	2020	2	2	2	6	Internal reporting
	3.2 # of countries where advocacy for victims and survivors leveraged partnerships with Member States, donors, civil society, private sector, and "Safe Ground" projects implemented	UNDP	TBD	2020	2	2	2	6	Internal reporting
	3.3. # of countries where gender-sensitive and victim assistance orientated landmine/ERW impact assessments are supported, and the information used as baselines for tasking clearance operations based on humanitarian-development priorities	UNDP	2	2020	6	6	6	20	Internal reporting
	3.4. # of national institutions supported to efficiently and effectively manage national mine action strategies (to UN International mine Action Standards) and accelerate economic recovery and maximize humanitarian and development benefits in mine affected areas and for at risk transient populations (i.e.: refugees, IDPs, and returnees).	UNDP	5	2020	6	6	3	20	Internal reporting

VI. MONITORING AND EVALUATION

The Global project will be subject to UNDP's monitoring and evaluation procedures in accordance with UNDP's Programme and Polices Procedures (POPP). Within the annual cycle, the project will be monitored through the following:

Monitoring Plan:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track Results Progress	- Collect and analyse progress data against the results indicators in the RRF to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator	- Progress data against the results indicators in the RRF will be collected and analysed - Slower than expected progress will be addressed by project management.	- UNDP partners (Country Offices, relevant GPN teams, Global Policy Centres, Regional Bureaus, Evaluation Office, Human Development Report Office, others as required	TBD
Monitor and Manage Risk	- Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. - Conduct audits in accordance with UNDP's audit policy to manage financial risk.	Ongoing, at least quarterly	- Risks are to be identified by project management and actions are to be taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. - Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		TBD
Learn	- Capture knowledge, good practices and lessons regularly, as well as actively source them from other projects and partners and integrated back into the project.	Ongoing, at least annually	- Relevant lessons are captured by the project team and used to inform management decisions.		TBD
Bi-Annual Project Quality Assurance	- Assess the quality of the project against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually	- Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	- UN Interagency Partners; Interagency Platforms, UNCTs, and others as relevant.	TBD
Review and Make Course Corrections	- Make use of internal review of data and evidence from all monitoring actions to inform decision making throughout project lifetime.	At least annually	- Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		TBD
Project Report	- Present a progress report to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual	Annually, and at the end of the project (final report)	- A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual	- External partners will also be consulted as deemed	TBD

	project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	necessary by project team and project board	
Project Review (Project Board)	- Hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. - In the project's final year, hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	- The project board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. - In the project's final year, the project board will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. - Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		TBD

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The governance and management arrangements for implementing of the Global Project will comprise of the following:

The main role of the Project Board will be to provide overall policy and strategic guidance and direction to the Global Project Coordination Unit (GPCU) to facilitate the Project's effective and efficient implementation. A major area will be on setting criteria for selecting countries that will receive support through the Global Project. The GPCU will be based within the CB's Recovery Solutions and Human Mobility (RSHM) Team. The GPCU will operate under the overall management of the Team Head of RSHM. Oversight and quality assurance will be provided by the Deputy Director of the CB. Quality Assurer supports assurance processes to provide inputs/findings for consideration by the Board (including DD as Chair).
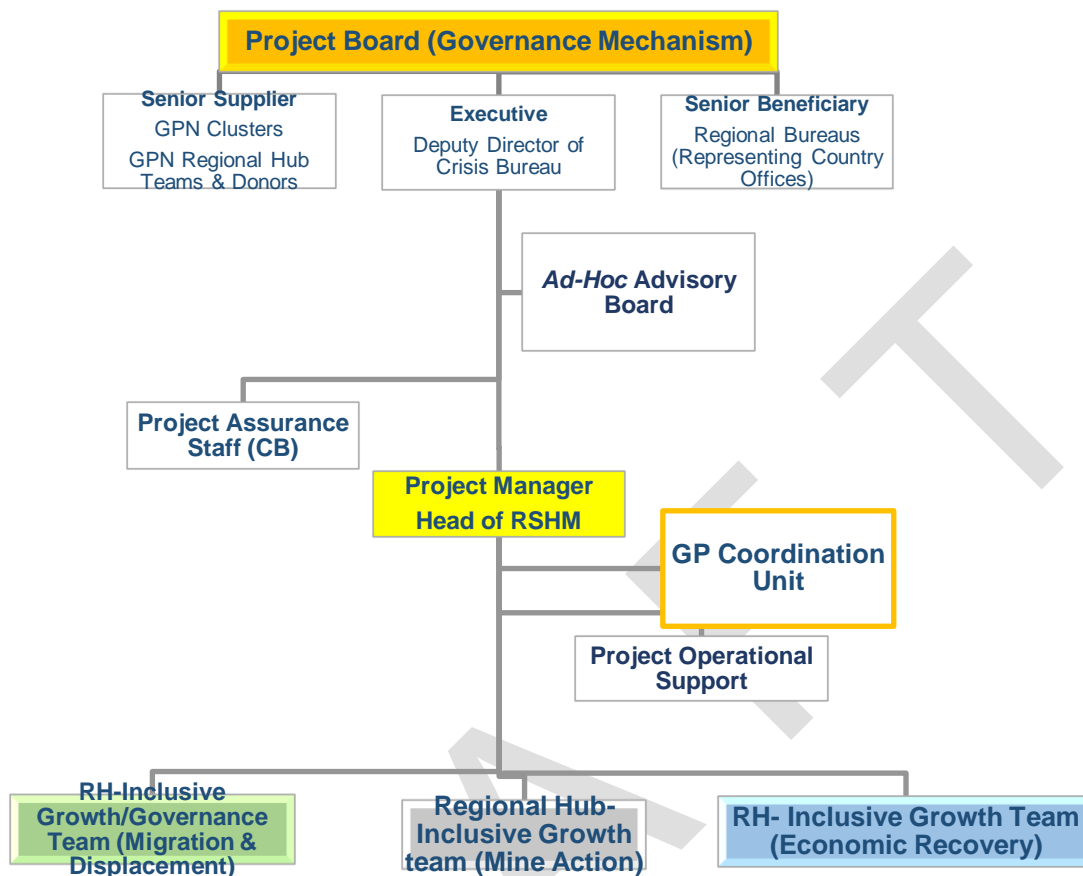
Global Project Coordination Unit (GPCU) will be housed in the UNDP Crisis Bureau's Recovery Solutions Human Mobility Team, which will be responsible for the day-to-day management of the project. **The Project responsible parties,** in charge of the implementation of the project, to be identified in-due course; and the *-hoc* **Advisory Board** may also be called upon to provide policy advice and feedback on specific issues as they arise.[48]

The Project will be implemented directly (DIM) by UNDP's Crisis Bureau (CB) at HQ and in consultation with donors and other partners. The Global Project Board will be chaired by the Deputy Director of the CB and composed of programme beneficiaries (Regional Bureaux and Country Offices) and senior suppliers (Regional Hubs, other GPN clusters and Key Donors).

The Deputy Director of the CB will ultimately be accountable for the results of the programme. The Project Manager will be responsible for implementation and day-to-day decision-making under the supervision of the CB Deputy Director. The Team Head of the Recovery Solutions and Human Mobility within the CB will act as Project Manager and ensure the Project is managed according to UNDP's Programmes and Operations Policies and Procedures (POPP). The Project Manager will also be responsible for supporting GPN management efforts to mobilize additional resources for the project.

The Project Manager will coordinate, manage, and monitor all activities, including those assigned to responsible parties under the project. Project workstream focal points (i.e.: migration and displacement, economic recovery and mine action) will be responsible for drafting integrated workplans, budgets (IWP&B?) and reports.

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[48] The *ad hoc* Advisory Board will include academics, think-tank representatives, and representatives of UN agencies who can be called upon in the margins of events and discussions groups (see Annex 2: Preliminary List of Key Partners"

Project Board (Governance Mechanism)

Senior Supplier	Executive	Senior Beneficiary
GPN Clusters	Deputy Director of Crisis Bureau	Regional Bureaus (Representing Country Offices)
GPN Regional Hub Teams & Donors		

Ad-Hoc Advisory Board

Project Assurance Staff (CB)

Project Manager Head of RSHM

GP Coordination Unit

Project Operational Support

RH-Inclusive Growth/Governance Team (Migration & Displacement)

Regional Hub-Inclusive Growth team (Mine Action)

RH- Inclusive Growth Team (Economic Recovery)

Technical teams from CB/GPN responsible for relevant workstream will be involved with the Project's implementation as senior suppliers represented on the Project board; their main task will be to provide sectoral guidance, policy advice and suggestions on best-fit solutions.

Policy, programming, and knowledge management coordination will be delivered by the GPCU. The GPCU will liaise on country-level support via the Regional Hubs. Regionally focussed support will be delivered through relevant Regional Bureaus. Activities implemented at the national level will be delivered by the respective UNDP Country Offices, in close collaboration, and with advisory support from respective Regional Hubs and the GPCU.

The Results Framework will act as the basis for on-going monitoring and evaluation to ensure the Project is meeting its stated output targets and allow for adjustments, corrections, and adaptation to very complex and rapidly shifting crisis contexts.

VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: i) the respective signed

SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (UNDP, also the "Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS). The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X.   ANNEXES

1.   Risk Analysis Log
2.   Preliminary List of Key Project Partners
3.   Social and Environmental Screening

Annex 1: Global Project Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update
1	Lack of political will from government counterparts to implement diagnostics and deployments	Formulation stage	Political	Slow progress and delays in implementation and lack of ownership for reform P = 3 I = 4	Countries will be selected based on demand from government counterparts and UNDP/UN prioritization	Project Manager	Project Manager	Start of project
2	Coordination and prioritization with UN and other partners	Formulation stage	Organizational	Internal leadership / operational disputes that delay implementation P = 2 I = 3	A coordination mechanism as part of the MPTF-Migration will be monitored. Flexibility in deployment and selection of functions to support will be promoted	Project Manager	Project Manager	Start of project
3	Relapse of return of crisis or conflict	Formulation stage	Political	Stop project implementation P = 4 I = 5	Monitor context at country level. If conflict returns, operation will have to be postponed	Project Manager and CB leadership	Project Manager	Start of project
4	Lack of funds allocated for activities implementation (high budget with low funding secured to-date)	Formulation stage	Operational and Financial	Limited funds may limit scope of activities P = 4 I = 4	Activities to be prioritized and adjusted according to funding allocations. Active fund raising with key partners. Development of a Resource Mobilization strategy. Monitor progress in resource mobilisation at both HQ and CO levels.	Project manager and CB leadership	Project Manager	Start of project
5	Lack of national institutional and	Formulation	Organizational	Reduced impact /results	Ensure that RSHM staff work across the 3 streams	Project manager and CB	Project Manager	Start of project

organizatio nal capacities"			achievemen t P =3 I = 3	of work; Ensure that consultants from the UNDP Roster are trained beforehand on migration and displacement, LER and mine action to be able to assume responsibility quickly	leaders hip		

Annex 2: Partners

Below is an annotated list of key primary project stakeholders critical for the achievement of results of the project:

Output Area 1: Migration and Displacement:

Guiding Principles for Internally Displaced People (GP20): UNDP is a key member of GP20, co-chairing two workstreams on Addressing protracted displacement (with OCHA) and IDP Policy (with UNHCR). The Global Plan of Action for GP20 is an important initiative for addressing IDP issues head on, in a more coordinated manner within UN agencies and member states.

Global Compact for Refugees: UNDP and UNHCR agreed on a joint action plan to support countries in the context of the Comprehensive Refugee Response Framework (CRRF) and the Global Compact on Refugees whose aims are i) Ease the pressures on host countries, ii) Enhance refugee self-reliance; iii) Expand access to third-country solutions, and iv) Support conditions in countries of origin for return in safety and dignity. The agencies are working together focusing on: a) Integrating refugee issues in the SDG implementation; b) Early recovery and livelihoods; c) Rule of Law, Justice, Human Rights, Community Security and Local governance, and d) Early warning and preparedness in many countries now e.g. Angola, Burundi, Cameroun, Chad, DRC, Niger, Nigeria, Rwanda, Uganda, United Republic of Tanzania and Zambia.

UN Network on Migration: was created to ensure effective and coherent system-wide support to Member States on the implementation of the Global Compact on Migration (GCM)[49]. UNDP is a member of the Executive Committee together with DESA, ILO, IOM, OHCHR, UNHCR, UNICEF and UNODC.UNDP has articulated its areas of support to member states in the implementation of the GCM. The focus areas highlighted above cover these commitments to GCM implementation. As an

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[49] The Global Compact for Migration was *adopted in* December 2018 and is the first UN global agreement on a common approach to international migration in all its dimensions. The GCM aims at optimizing the overall benefits of migration, while addressing its risks and challenges for individuals and communities in countries of origin, transit and destination. It is comprised of 23 objectives for better managing migration at local, national, regional and global levels. The Global Compact calls for the establishment of a capacity-building mechanism (CBM) to promote enhanced bilateral, regional and multilateral cooperation in the field of migration. It will be established in the United Nations, fully supported by the United Nations Network on Migration (Network), a collaborative community of United Nations entities with a focus on migration, under the strategic guidance and direction of an Executive Committee and with IOM serving as Coordinator and Secretariat.

Executive Committee member in the UN Network on Migration, UNDP will together with other UN agencies ensure that member states are effectively supported to implement the GCM. This will be through formation and operationalisation of UN Migration Network Working Groups, Resource mobilisation (Migration Compact Fund – MPTF) and establishment of the Capacity Building Mechanism (CBM).

Global Knowledge Partnership on Migration and Development (KNOMAD)[50]: UNDP (together with OECD) will operationalize a dashboard of indicators that assess the level of policy and institutional coherence for migration and development.

Global Forum for Migration and Development (GFMD): a government-led process open to all Member States and Observers of the United Nations *(UNDP is an Observer),* to advance understanding and cooperation on the mutually reinforcing relationship between migration and development and to foster practical and action-oriented outcomes.

Global Mayoral Forum on Human Mobility, Migration and Development: Through the Joint Migration and Development Initiative, UNDP, together with IOM, UNITAR, KNOMAD and the Swiss Agency for Development and Cooperation, supports the Global Mayoral Forum on Human Mobility, Migration and Development. This is a city-led forum that brings together mayors, local and regional authorities to exchange views and strategize on how to manage migration for development at the local level, where the opportunities and challenges of migration and displacement are most strongly felt.

Output Area 2: Economic Recovery:

Engagement with the private sector: UNDP will strengthen its collaboration with the private sector as one of the key durable stakeholders involved in the project. This includes working with national, regional and international chambers of commerce, workers unions, and employers' associations. UNDP created a new Finance Hub that expands the work of its Istanbul International Centre for Private Sector in Development. UNDP developed useful tools and experience working with the private sector, in particular in the development of agribusiness economic value chains, vocational training and the implementation of innovative Finance solutions for development (impact investment, impact bonds, etc), that will be leveraged in this project.

Civil society institutions and think-tanks at the national and international level: In the framework of thematic platforms and innovation facilities, UNDP will work closely with research centres, academic institutions, civil society organizations and think tanks at the international and national level to harness, develop further and scale up innovative solutions in economic recovery. Strengthened collaboration with international institutions such as the SEEP Network (which developed the Minimum Economic Recovery Standards), CaLP (the go-to network on cash solutions for humanitarian and transition projects), or the Women's Refugees Commission will be pursued.

Decent Jobs for Youth Initiative: Decent Jobs for Youth is a worldwide knowledge and action alliance committed to creating quality jobs for young people, with partners including, but not limited to: governments, social partners, youth & civil society, parliamentarians, the private sector, the media, United Nations agencies (including

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[50] Led by the World Bank, KNOMAD is the Global Knowledge Partnership on Migration and Development, is a brain trust for the global migration community. It is an open, inclusive, multidisciplinary knowledge partnership that draws on experts to create and synthesize knowledge for use by policy makers in sending, receiving and transit countries.

UNDP), academia, foundations and regional institutions. The initiative is built on its commitment to improving job prospects for young people and delivering on the 2030 Agenda for Sustainable Development.

Employment for Peacebuilding Partnership: this research and action partnership between UNDP, the World Bank, ILO and PBSO explores and documents the effects of employment programmes on peacebuilding. The partnership entered in an operational phase with joint projects under implementation in Lebanon and Mali. These projects include strong components of measurement of effects and impact on peacebuilding.

UNCDF, ILO and UNWOMEN: UNDP is committed to strengthen its collaboration with relevant sister agencies in the framework of this project through operational and strategic partnerships in order to scale up impact in areas of mutual interest: SGBV and women's economic empowerment with UNWOMEN, inclusive finance and local development with UNCDF, and access to decent employment with ILO.

National governments: UNDP intends to work closely with national and sub-national governments, with a specific focus on ministries and institutions in charge of planning, economic development and recovery, to ensure the policy and regulatory environments are conducive and suited for economic recovery.

Output Area 3: Mine Action

National Mine Action Centres/Authorities: A core constituency will be national mine action centres (MACs) and authorities that are charged with leading government institutional responses to the challenges of landmines, clusters, and ERW.

UNDP Country Offices: The development and mine action global project will work closely with UNDP Country Offices implementing its projects and will assist Country Offices in starting or restarting projects. The global project, based in the Recovery Solutions and Human Mobility Team of the Crisis Bureau and stationed in New York and the Istanbul Regional Hub, will focus their policy guidance, programmatic support and technical assistance to UNDP Country Offices and the national governments.

UN Inter-agency Coordination Group on Mine Action (IACG-MA): UNDP is a member of the IACG-MA which is comprised of 14 UN organizations, with UNMAS as chair. Within IACG, UNDP is the lead agency on development approaches to Mine Action and linking Mine Action to Sustainable Development and the SDGs. UNDP is also part of the UN Coordinating Task Force on a Whole-of-UN System approach on Improvised Explosive Devises (IEDs). At the technical level, IACG-MA is meeting once a month in New York. At the level of Principals, IACG-MA is meeting twice a year in New York. IACG-MA drafted and now monitors implementation of the UN Strategy on Mine Action (2019-2023). UNDP ensured that the Strategy is linked to achievement of the SDGs and development outcomes. At the level of global coordination and policy, UNDP will continue to work alongside UNMAS, UNOPS, UNODA, UNICEF and others, as a key contributor to the New York-based IACG-MA.

Safe Ground Campaign: *Safe Ground – Turning Minefields into Playing Fields* is the five-year partnership (2019-2023) which was launched by the UN SG on 4 April 2019. The purpose of the Campaign is to raise awareness and resources for the victims of armed conflict through the promotion of sports and of the SDGs. The campaign aims to turn minefields into playing fields by leveraging partnerships with Member States, donors, civil society, sport federations and the private sector, to clear existing playing fields of explosive ordnance. At present Champions include, in

particular, members of the IACG (UNDP, UNHCR, UNODA, UNMAS, UNOPS). On 4 April 2019, Ms. Asako Okai agreed to be the champion of the campaign and represent UNDP.

Geneva International Centre for Humanitarian Demining: One of the primary focus areas of the UNDP development and mine action projects is to build national capacities to manage programmes that address the consequences of Explosive Remnants of War and strengthen national institutions that accelerate development benefits for the country and people affected by landmines and ERW. UNDP builds national capacity by providing long-term and daily technical assistance and support to its national beneficiaries in the countries it works in. The Geneva Centre is a global centre of expertise on mine action and provides capacity development to national mine action centres through short-term collaboration with experts and training missions. Wherever possible, UNDP and the Geneva Centre will coordinate their activities in a country to complement each other's initiatives, with UNDP resident partnerships with national authorities requesting and building upon the Geneva Centre's short-term technical support. This approach ensures better results for all partners.

Implementation Support Units of the Convention on Cluster Munitions (CCM) and Antipersonnel Mine Ban Convention (APMBC): The Implementation Support Units of the APMBC and the CCM were both established by the State Parties of the conventions to act as secretariats for the respective conventions and provide support service for State Parties in implementing obligations under the treaties. UNDP will coordinate all activities under Area of Focus 3 with the Implementation Support Units to promote universalization and compliance with the conventions. When providing technical assistance to State Parties for the preparation of extension requests, completion plans and compliance declarations, UNDP will coordinate and liaise closely with the ISUs Implementation Support Units to ensure consistency in messaging and support to the relevant State Parties and Standing Committees of the Conventions.

ANNEX 3. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	*NextGen Recovery and Human Mobility Solutions For the 21st Century*
2. Project Number	TBC
3. Location (Global/Region/Country)	Global and Country

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
• The project recognizes the centrality of human rights to recovery solutions and human mobility by ensuring that all stakeholders, beneficiaries and in particular vulnerable people such as migrants, refugees, internally displaced people, and victims of landmines are accorded full participation in the design and planning of the project, there is freedom of choice to movement, the protection of migrants/refugee rights, full access to livelihoods benefits, among a number of interventions. • Through the support to the implementation of the Global Compacts for Migration and Refugees, this project will further the realization of rights, refrain from providing support for activities that may contribute to violations of a State's human rights obligations and the core international human rights treaties and seek to support the protection and fulfilment of human rights of refugees, IDPs and migrants. • The project is advocating for mine action conventions as well as international humanitarian laws for migration. In addition, the project supports GP20 Action Plan: Guiding Principles for Human Rights and Protection of Internally Displaced People.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project has specific outputs that advance gender and women's empowerment across migration/displacement, livelihoods and economic recovery, and mine action. The project places emphasis on promoting gender[51] equality and the empowerment of women, youth and the disabled. The direction for this support will draw from the UN Security Council Resolution 1325 on Women, Peace and Security, UN Security Council Resolution 2250 on Youth, Peace and Security, and General Assembly Resolution 73/142 on Inclusive development for and with persons with disabilities.[52] This will be particularly important for ensuring effective and sustainable recovery, and in meeting one of the core doctrines of the 2030 Agenda of Leaving No One Behind.

Other examples include monitoring and measurement of:

- Number of institutions, in particular women led, supported in mainstreaming M&D themes into national and/or sub-regional policies, frameworks and key sectors for implementation of SDGs and to respond to large population movements in the context of COVID-19.
- Number of countries supported where transformative structural solutions in livelihoods and economic recovery improve gender equality and women's economic empowerment
- Number of countries where gender-sensitive and victim assistance orientated landmine impact assessments are supported, and the information used as baselines for tasking mine clearance operations based on humanitarian-development priorities

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project is an important contribution to environmental sustainability. It will support efforts to address in particular the root causes of forced displacement and negative drivers of migration for example through climate change mitigation and addressing national and local environmental degradation. Failure to address climate change impacts will push millions of people to move either within their borders or cross borders. This project is one instrument to support the endeavour reverse such changes.

In addition, the project will support crisis and post crisis countries to transition to green economic transformation early on in the response and recovery phases. Biodiversity ecosystems will be identified and clearance of landmines undertaken to ensure full productivity of biodiversity ecosystems for the wellbeing of community, and enhancing sustainable development.

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[51] UNDP. 2018. Gender Equality Strategy. (New York: UNDP). p. 5

[52] The 2018 resolution _Reconfirmed_ the Convention on the Rights of Persons with Disabilities (2006)

Part B. Identifying and Managing Social and Environmental <u>Risks</u>

QUESTION 2: What are the Potential Social and Environmental Risks? _Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects._			QUESTION 3: What is the level of significance of the potential social and environmental risks? _Note: Respond to Questions 4 and 5 below before proceeding to Question 6_	QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	_Impact and Probability (1-5)_	_Significance (Low, Moderate, High)_	_Comments_	_Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks._
Risk 1: Harvesting of natural resources	I = 1 P =1	**LOW**	The project seeks to address possibilities such as overharvesting of natural resources as this will lead to forced mobility; _The answers are given as Yes /No – since we are currently unsure._	**These risks are identified as a possibility only. The project will undertake any livelihoods assessments – ensuring that the identified interventions – enhance the wellbeing of the planet, etc. The assessment will follow a working definition of livelihood:** _A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living._ **<u>A livelihood is sustainable</u>** _when it can_ **<u>cope with and recover from stress and shocks</u>** _and maintain or enhance its capabilities and_ **<u>assets both now and in the future, while not undermining the natural resource base.</u>**
Risk 2: Harvesting of fish and other aquatic resources	I = 1 P = 1	**LOW**	The project seeks to address possibilities such as overharvesting fish/other aquatic resources as this will lead to forced mobility, further inequalities and poverty. _The answers are given as Yes /No – since we are currently unsure._	**Same as above**
Risk 3: Impact on indigenous people	I = 1 P = 1	**LOW**	There could be a possibility of the project impact on indigenous people. However, this impact will be monitored so it's a positive impact that advances the rights and livelihoods of minorities _The_	_Project's impact on the rights and enhanced wellbeing of indigenous people will be assessed, within the framework of LNOB._

			nswers are given as Yes /No – since we are currently unsure.	
Risk 4: ….	I = P =			
[add additional rows as needed]				

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	X☐	
	Moderate Risk	☐	
	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	X☐	
	Principle 2: Gender Equality and Women's Empowerment	☐	
	1. Biodiversity Conservation and Natural Resource Management	X☐	
	2. Climate Change Mitigation and Adaptation	X☐	
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	X☐	
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	Date	Description
QA Assessor RITA MISSAL	20/06/2020	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental <u>Risks</u>	
Principles 1: Human Rights	**Answer (Yes/ No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [53]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

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[53] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes /No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	Yes/No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[54] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Mo
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No

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[54] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[55]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes/No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? _If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk._	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

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[55] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No