

# **LiD** Lives in Dignity GRANT FACILITY

Lessons from Applying Development-Oriented  
Approaches in Forced Displacement Contexts



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# Contents

Introduction 4

Incentivizing Through Grants 9

Development-Oriented Approaches in Forced  
Migration Settings: Key Learning 12

1. PARTNERSHIPS 12

2. PEOPLE- AND COMMUNITY-CENTERED APPROACHES 18

3. SUSTAINABILITY 23

Conclusion 29

Lives in Dignity Grant Facility: Funded Projects 31

# Introduction

## Context

The European Commission's Directorate-General for International Partnerships (DG INTPA) established the Lives in Dignity (LiD) Grant Facility in 2020, in collaboration with the United Nations Office for Project Services (UNOPS), to promote development-oriented approaches to displacement crises in line with its commitments under the 2016 Communication, "Lives in Dignity: From Aid-dependence to Self-reliance."

The LiD Grant Facility Strategy was designed to assist a wide range of displacement-affected persons, including those displaced or at risk of disaster and climate-related events, as well as host communities, fostering resilience, socio-economic growth, and sustainable development through community-driven, innovative, and flexible solutions that bridge the gap between humanitarian aid and development assistance.

## Strategic priorities

The [LiD Grant Facility's Strategy](#) outlined the following strategic priorities designed to address the multifaceted nature of displacement crises:

- 1. Development-led approaches:** Promote early coordination with a development focus, leading to a development-led approach to forced displacement. This supported a nexus approach and sought synergies with humanitarian actors to ensure a comprehensive response.
- 2. Needs-based rather than status-based approach:** Emphasize support based on the priorities of displaced populations and host communities rather than their legal status. This ensured that the assistance provided was contextually relevant and inclusive, addressing the specific needs of each group.
- 3. Coherent and complementary approach with strong synergies between partners:** Foster collaboration between a range of stakeholders, including local and national governments, international NGOs, the private sector, research actors, and UN agencies. By leveraging these partners' diverse expertise and resources, the LiD Grant Facility aimed to maximize the impact of its interventions and ensure a holistic approach to addressing displacement crises.



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In 2017, the Badswat Glacier, at the head of the Immit Valley in northern Pakistan, triggered a major glacial lake outburst flood, which caused widespread devastation in the valley.



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In southwest Bangladesh, committees were supported to take leadership in analysing risks, finding their own solutions and collaborating with local authorities. As a result, local communities have reinforced key sections of the river embankment.

## The Approach

The facility was characterized by its flexible funding model, which allocated grants ranging from €500,000 to €2 million for projects that combined at least two of the following five themes:



**Economic livelihood development**



**Spatial planning, housing, and settlement**



**Integrated service delivery**



**Protection in development**



**Addressing disaster and climate-related human mobility**

The LiD Grant Facility prioritized projects aligned with displacement-affected communities' needs and priorities. It ensured the continuous participation of communities through representation on local project advisory committees.<sup>1</sup> As a precondition for funding, the facility fostered collaboration and broke down silos between humanitarian, development, and peace efforts, as well as between various sectors. This was achieved by requiring grantees to work in partnerships, with at least one partner being a local entity, with joint integrated programming. This resulted in over half of the funded grantees being local actors. The facility also promoted a whole-of-society approach by incentivizing collaborations with local authorities, academic institutions, and the private sector, diversifying partnerships beyond the non-profit sector.

The LiD Grant Facility offered a flexible and diverse funding model, providing implementing partners and displacement-affected persons with a toolbox to design projects locally. This included a range of thematic and partnership possibilities, which encouraged collaboration with non-traditional displacement actors.

<sup>1</sup> A key role of the local project advisory committees (LPACs) was to advise implementing partners and help capture learning. Where possible, it included representatives of the relevant authorities, of displacement-affected persons, EU Delegations, and UN and civil society organizations with expertise in forced displacement.

## Results

A total of **953,690** displacement-affected individuals received direct support through facility-funded interventions.



Of the total number of people reached:



**18%**  
children



**21%**  
youth



**57%**  
girls and women



**43%**  
boys and men



**7%**  
refugees



**15%**  
internally displaced persons



**73%**  
host community<sup>1</sup>



**5%**  
Others of concern



**6,409**

service providers were supported to enhance their service delivery capabilities.



**Economic livelihood development**

**5,370**

individuals who secured decent work or another source of sustainable income through job placement and entrepreneurship support

**18,025**

participants completed vocational training and business development schemes

**12,297**

farmers adopted improved agricultural practices, leading to enhanced productivity and increased food security

**293**

microfinance & business support actors enhanced capacity to support displacement-affected persons

The prioritization of vulnerable populations (including but not limited to female-headed households, persons with disabilities, LGBTQIA+ individuals, and elderly community members) guided the project participant selection.

<sup>1</sup> - The high percentage of host community members reached is reflective of the large number of host community members served by projects with a significant reach (such as in Afghanistan and Pakistan) rather than host communities being an outsized target population overall.



### Advocacy and awareness-raising activities

Over **600k** people reached with messages on health, disaster preparedness, protection and peacebuilding



### Spatial planning, housing and settlement

**85** households at risk of displacement benefitted from safe relocations



### Integrated service delivery

**240,241** individuals gained access to essential healthcare services

**154,847** people have improved water, sanitation, and hygiene facilities and services

**7,082** children were enrolled in school and have access to improved education

**1,842** educators and health workers strengthened their skills

**169** school and health centre water and sanitation facilities rehabilitated or constructed



### Protection in development

**1,751** vulnerable individuals received specialized protection services through case management

**8,358** people accessed mental health and psychosocial support services

**194,090** people reached through protection awareness activities

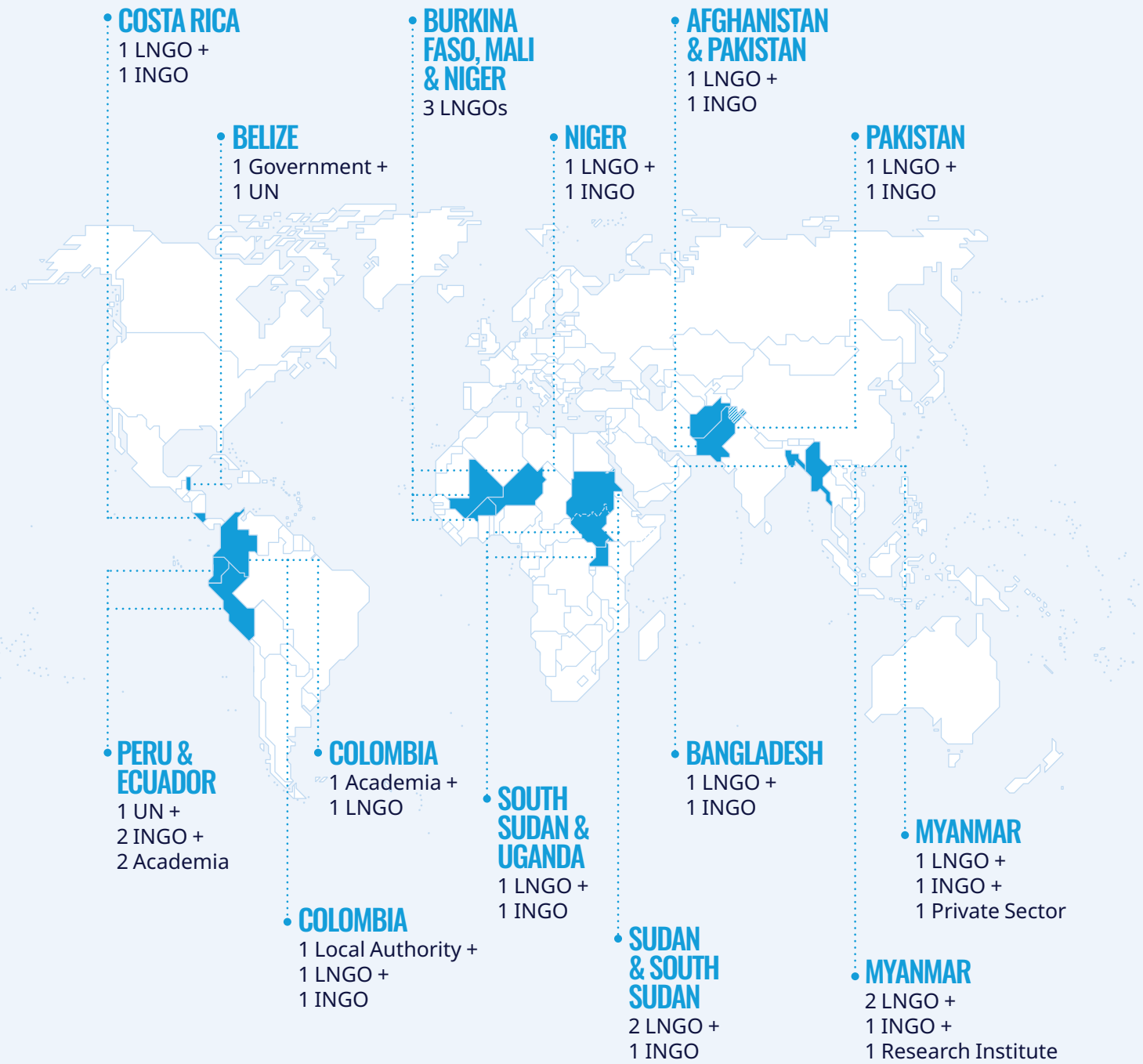
**2,785** duty bearers strengthened their capacity to protect and support displacement-affected persons



### Addressing disaster and climate-related human mobility

**17** protective infrastructure rehabilitated or constructed for more climate-resilient communities

**29,993** individuals are better prepared to face disasters and manage responses



 **14**  
projects

 **15**  
countries

**36**  
implementing  
partners



**21**  
local partners

**US\$27M**  
committed



**46%**  
to local partners



# Incentivizing Through Grants

AS A FUNDING BODY, THE LIVES IN DIGNITY (LID) GRANT FACILITY REINFORCED AND INCENTIVIZED THE PARTICIPATION OF DISPLACEMENT-AFFECTED COMMUNITIES, FOSTERED LOCALIZATION AND CROSS-SECTORAL PROGRAMMING, AND ENCOURAGED A WHOLE-OF-SOCIETY APPROACH BY BRINGING TOGETHER DIVERSE ACTORS ON EACH PROJECT. KEY STRATEGIES INCLUDED:

## Increasing the participation of displacement-affected persons

The LiD Grant Facility aimed to contribute to the participation of displacement-affected people across its work by:

- Requiring projects to be built around the expressed needs and priorities of displacement-affected persons.
- Establishing Local Project Advisory Committees, which were to include community members, to provide project oversight.
- Collaborating with [IASFM](#) and [Share the Platform](#) to include people with lived experience of displacement in the LiD Grant Facility Evaluation Committee.
- Promoting innovation and facilitating project course corrections to ensure relevance amid the changing priorities of displacement-affected persons
- Enabling refugee/displaced-led organizations to apply for funding.
- Including refugee-led organizations on the LiD Grant Facility Advisory Board.

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Communities in the Immit Valley in northern Pakistan, displaced by a major glacial lake outburst flood in 2017, were taught construction skills, which they put to use building safer and more sustainable homes while revitalizing the economies of these remote villages.

## Reinforcing localization and promoting a cross-sectoral approach

The LiD Grant Facility amplified localization and overcame sector-based silos through robust grantee partnership requirements and by:

- Referencing the [DAC Recommendation on the Humanitarian-Development-Peace Nexus](#) in the calls for proposals led to most shortlisted projects addressing this.
- Proposals were required to be submitted by at least two partners, one being a local actor.
- Partners signed equitable partnership agreements, with funding provided directly to all partners.
- Partners were encouraged to build joint logical frameworks addressing at least two of the five LiD Grant Facility themes.
- Monthly monitoring calls and joint narrative reports reinforced collaboration among partners.
- Investing in innovative approaches for MEAL management to move from more traditional approaches to conduct better results management for integrated programming.

## Fostering a whole-of-society approach

To increase the whole-of-society approach, the facility:

- Gave additional evaluation points to applicants partnering with national or local authorities, local academic institutes, or private sector actors in the second call for proposals.
- Maintained consistent interactions with all partners, applying the same approach regardless of the entity's size or status.

- Conducted capacity assessments holistically, in order to seek diverse expertise.
- Encourage the participation of non-traditional actors, including the private sector and academia.
- Included scholars researching forced displacement/development issues in the grants selection evaluation committee.
- Guided the composition of the LiD Grant Facility Advisory Board to include the Mayors Migration Council, the International Association for the Study of Forced Migration (IASFM), and the Southern civil society network, Forus.
- Assisted grantees in setting up Local Project Advisory Committees, encouraging the inclusion of academics, innovation actors, community members and authorities, when possible.

## Championing an adaptive programming approach

The LiD Grant Facility worked closely with implementing partners to facilitate an enabling environment and operational flexibility to course correct by:

- Employing a two-step selection process where improvements could be made to the design, and alignment to the overall LiD strategy could be reinforced.
- Focusing on the end results and exploring ways to help projects reach their objectives, despite often fast-changing contexts, facilitating change requests, and allowing course corrections to respond to emerging needs and challenges.
- Encouraging implementing partners to share failures or operational issues, leading to adjustments when necessary, and facilitating peer-to-peer learning.
- Tailoring approaches to the differing needs of implementing partners, project partnerships, and types of intervention and context.

## Stakeholder engagement and collaboration for better results

As a global granting facility, the LiD Grant Facility relied on its governance structure and partnerships to support the execution of the strategy by:

- Seeking advice from a global-level Advisory Board led by the EU DG INTPA with diverse representation, including mandated UN agencies, umbrella civil society organizations, other EU representation (ECHO), academia, and refugee-led organizations.
- Leveraging the EU country presence by engaging with and receiving guidance from EU Delegations throughout the process, from pre-signature through closure.
- Drawing on UNOPS' country presence for context, programmatic guidance, and logistical and administrative support.
- Establishing local project advisory committees, including EU Delegations, UN and civil society, national authorities, displacement-affected communities, and other actors, to support implementing partners in delivering on their objectives.
- Building trusting partnerships with implementing partners through regular engagement and support, recognizing that additional capacity reinforcement and exchanges could be better supported through tailored, budgeted opportunities.

The Lives in Dignity Grant Facility implemented a strategic funding approach that prioritized the participation of displacement-affected communities, promoted localization, nexus programming, and cross-sectoral collaboration, and fostered a whole-of-society, development-oriented response to displacement. By encouraging partnerships between diverse actors, the facility aimed to break down silos and drive innovative solutions. The LiD Grant Facility's adaptive programming and partnership strengthening allowed for a focus on achieving results and supporting partners in complex operational contexts. Close collaboration and overall guidance from the EU ensured alignment with broader strategic goals.

The insights developed in this document are a preliminary assessment based on the experience of the Lives in Dignity Grant Facility and its implementing partners. Given that learning was a central focus of the facility, this document is being circulated in the hope that it will provide a foundation on which future initiatives can be built.

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The Colombian city of Cúcuta, located on the border with Venezuela, has a significant population of displaced Venezuelans. Without access to education, children face the risk of exploitation and miss critical opportunities to become productive members of their communities. The Lives in Dignity Grant Facility collaborated with the Mayor's Office of Cúcuta to enhance the city's educational infrastructure and increase educational opportunities for both displaced individuals and local residents.



# Development-Oriented Approaches in Forced Migration Settings: Key Learning

## 1. PARTNERSHIPS

The LiD Grant Facility localized its work through equitable partnerships that empowered local actors and strengthened their capacity. The multi-theme approach and nexus programming comprehensively responded to the needs and priorities of displacement-affected persons. Collaboration with authorities, private sector entities, and research institutions enhanced the acceptance, sustainability, and innovation of funded projects, leading to more effective interventions.

### 1.1 An integrated multi-theme approach that holistically addresses the challenges of displacement-affected persons is needed

Implementing partners reported that the multi-theme nature of the facility was one of the most significant advantages of the LiD approach. It enabled a simultaneous multi-sectoral, integrated, bottom-up, needs-based response to the diverse challenges and priorities of displacement-affected persons and their communities. This approach addressed the various aspects of community development, aligning with people's priorities and aspirations, fostering the engagement of communities and authorities, driving sustainability, and complementing government development plans.

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Ngomoromoro, a village in northern Uganda on the border of South Sudan, is a model of host community and refugee cooperation. Here, the EU-UNOPS Lives in Dignity Grant Facility partners supported the work of the Tute Mot Mot farmer's group, a refugee and host community cooperative of which Akwi Jidina, originally from South Sudan, is an enthusiastic member. Together, the group cares for a range of agricultural programmes, including this aubergine plantation.



The facility's objectives reflect the complexity of forced displacement situations. The approach comprehensively tackled complex social, economic, and environmental challenges while promoting sustainable development and resilience. Synergies between sectors allowed for efficient resource use, reduced duplication, and enhanced impact by overcoming sectorial silos. The multi-themed approach also allowed projects to continue when some sectors' assistance was limited, enabling research and academic actors to adjust their strategies to align more closely with non-profit actors.

However, multi-themed projects resulted in the engagement of multiple government departments and consequently greater challenges in multi-partner coordination, alignment of objectives, expectations, planning, and implementation. Measuring outcomes, developing evaluation frameworks, and managing multiple components simultaneously were demanding for some stakeholders and made tracking progress challenging. Deciding how to allocate limited funds across different themes and sectors within each project was difficult, as multiple competing priorities needed to be balanced.

#### KEY LEARNING FOR THE FUTURE:

- Make local communities central to the design and implementation, focusing on fostering ownership and empowerment. When uncertain, let people's priorities guide resource allocation.
- Capitalize on synergies between sectors to boost project impact and efficiency, allowing the project to become more than the sum of its parts. Assist the same population through various partners and themes to institute a more holistic response than is attainable with dispersed activities. Foster organic partnerships where each actor contributes their sectoral expertise and where each thematic area contributes to achieving the overall objective.

## 1.2 Nexus programming in all contexts is important

Implementing partners viewed nexus programming as critical to all displacement contexts and intricately linked to the LiD Grant Facility's multi-themed and needs-based approach, further emphasizing the importance of host community inclusion in fostering social cohesion. These approaches brought together organizations working with both displaced and host communities, contributing to peacebuilding efforts and durable solutions. The nexus peace component was integrated in several core ways, including conflict resolution, equitable resource access, livelihoods, and education.

However, nexus programming efforts were further intensified when several crises occurred in countries where LiD-funded projects were being implemented. Climate-related events in Niger and Pakistan, political regime changes in Sudan and Afghanistan, and unstable political and security situations in some Sahel countries, Myanmar, and Ecuador, where LiD-funded projects were underway, exemplify instances in which LiD-funded partners were forced to adapt development programming to the emerging humanitarian crises.

#### KEY LEARNING FOR THE FUTURE:

- Prioritize nexus programming in all displacement settings, including climate-induced displacement, as it is essential for social cohesion and preventing future displacement.
- Donors should mandate course correction and provide flexibility for HDP nexus implementation. Encourage adaptability and the adjustment of strategies based on evolving contexts to ensure continuous project relevance through systematic data collection, reflection, and evidence-based approaches.
- In volatile contexts where humanitarian crises occur, strive to balance responsiveness to changes with a

commitment to sustained development investments. Anticipate through contingency planning which parts of development programming can pivot to humanitarian assistance when needed. For instance, depending on the context and the nature of the project, one might connect with humanitarian organizations to assist project participants, shift from loans to grants, transition certain activities to remote or virtual delivery, reallocate project resources to provide humanitarian aid to the most vulnerable, and modify the project's logical framework to better align with new circumstances.

- Incorporate contingency budgets for humanitarian needs in development-oriented projects, especially in regions with no existing humanitarian presence.
- Always include host communities and ensure their participation in integrating displaced people to reinforce social cohesion and peacebuilding while strengthening local ownership.

- Seek opportunities to implement via community-based organizations.

### 1.3 The LiD Grant Facility's equitable partnership modality helped operationalize localization

The LiD Grant Facility's partnership agreement, through which all partners jointly commit to delivering project goals together, was signed as a supplement to the funding agreements. In addition, instead of using a sub-granting or consortium modality, each partner had a direct funding agreement with UNOPS. This approach allowed local actors to participate fully, learn more about funding and reporting, and develop their organizational capacity and knowledge. Local NGOs appreciated the opportunity to accommodate core costs, which is rather uncommon in traditional sub-granting arrangements. They also reported feeling part of the project conversation, noting that subgrantees often struggle to access information and influence proposals and implementation.

#### DIGNITY IN ACTION: PIONEERING LOCALIZATION

Several local NGOs received direct funding from an international donor for the first time as a result of the LiD Grant Facility, which significantly impacted their operations and standing within their communities. This experience provided them with increased confidence and credibility when participating in coordination meetings and engaging with authorities. As a result, these organizations felt empowered to raise their voices and contribute more actively to discussions. Moreover, the funding experience allowed them to gain valuable knowledge about reporting requirements and financial management, enhancing their capacity to effectively manage future projects and funding opportunities.

Some international NGOs faced challenges when transitioning from a traditional donor-subgrantee model to an equal partnership approach with local NGOs, and found that the shift toward more balanced power dynamics required greater investment in coordination and collaboration, which they viewed as burdensome. Nevertheless, local NGO partners strongly favoured this collaborative approach, as it enabled them to build organizational capacity, develop greater confidence, and take on more active leadership roles.

Partners generally agreed that the LiD Grant Facility's partnership model successfully advanced localization goals by strengthening local organizations' autonomy. This approach also proved more cost-effective, as local organizations typically operated with lower overhead costs compared to their international counterparts.

## KEY LEARNING FOR THE FUTURE:

- Develop strategic partnerships with diverse organizations, including research institutions, private sector companies, NGOs, and government authorities with complementary expertise. Focus on identifying shared goals and methodological approaches that can serve as the foundation for effective collaboration. Establish partnership frameworks that create mutual value for all participating organizations, ensuring that each partner derives meaningful benefits from the collaboration while working toward common objectives.
- Emphasize clear communication, continuous dialogue, regular meetings, and a willingness to learn from each other, as these are crucial for successful cooperation. Appreciate partners' unique skills and share knowledge, networks, and resources to enhance collaboration.
- Exercise patience and confidence in the early stages when dealing with the setup dynamics; collaborative efforts will pay off by enhancing project effectiveness and sustainability.
- Ensure all stakeholders have clarity about partnership expectations and allocate resources for coordination and capacity building in project budgets.
- Provide opportunities for local NGOs to learn by doing and have access to training and advisory groups within project governance. Include organizational capacity building in budgets, not limited to staff training.
- The funding source should conduct thorough due diligence related to partnerships, including contingency and risk planning around partnerships. Donors' continuous support throughout the project and, if needed, their role as an intermediary between partners can further strengthen and help projects succeed.

## 1.4 Partnering with authorities led to better acceptance, recognition, and sustainability of projects

Government authorities play a pivotal role as development partners, largely because their involvement tends to enhance project sustainability. Recognizing this, the LiD Grant Facility actively promoted collaboration with authorities,<sup>2</sup> and included the Mayors Migration Council on its facility advisory board to incorporate local government perspectives. While most projects engaged with authorities as external stakeholders, two LiD-funded initiatives established direct partnerships: one with a national ministry and another with a local government body.

Partnerships with authorities at different governmental levels yielded significant advantages. These included greater community acceptance, improved project sustainability, regulatory compliance, access to government resources, and better identification of vulnerable populations. Projects reported stronger policy alignment, enhanced community engagement, and increased overall effectiveness.

However, these partnerships also presented distinct challenges. Organizations had to navigate political dynamics, lengthy bureaucratic procedures, and complex inter-departmental coordination. In addition, the power transition following an election presented obstacles in terms of securing ownership and follow-up of the project from the new administration. Additional obstacles included limited local government capacity, frequent staff turnover in public institutions, and difficulties integrating international funding with government budget systems due to incompatible processes and timeframes. These had a negative impact on the project implementation, with significantly delayed or reduced implementation of activities and unused funds.

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2 In situations where authorities lack formal recognition, such partnerships are neither feasible nor recommended.

Despite these complexities, government authorities strongly favoured equal partnership arrangements over traditional hierarchical relationships. They found that this approach strengthened local institutions, produced more sustainable outcomes, maximized existing resources, improved policy coherence, enhanced financial management, and often streamlined government administrative processes. They acknowledged deficiencies, particularly in coordination and financial management, and committed to relaying these internally for improvements.

### KEY LEARNING FOR THE FUTURE:

- Align with government goals, policies, and strategies from the outset, identify each territory's priorities, integrate authorities into planning, and obtain their commitment to support the project.
- Work with authorities at various levels, engaging national-level authorities from the outset, and focus on regional and local authorities when working at the national level is challenging.
- Foster a regular, consistent consultation space throughout the project, allowing authorities - and other stakeholders - to be part of discussions and decision-making and support implementing partners. The LiD Grant Facility's Local Project Advisory Committee structure often helped mobilize authorities to explore policy coherence and synergies.
- Guide authorities in evaluating international funding mechanisms and allocating sufficient implementation resources. Help them prepare for leadership transitions during election cycles by facilitating meetings between incoming authority teams and donors. This ensures sustained project support and smooth operational transitions.
- Ensure a sound capacity assessment, develop and fund a capacity building plan, and assure dedicated personnel from the authority are assigned to the project.

## 1.5 Collaboration with private sector actors was beneficial, but greater effort is required to unlock the true potential of such partnerships

One LiD-supported project partner was a private-sector actor. This collaboration and broader private sector engagement across other projects introduced innovative perspectives and expertise in sustainable business models and customer-focused approaches.

Through their involvement with the LiD Grant Facility, NGOs evolved their perspectives on private sector collaboration beyond traditional vendor relationships. Private sector partners emphasized the importance of perceived value, suggesting innovative pricing models, including nominal fees, tiered service structures, and diversified revenue streams to enhance participant engagement.

The initiative's support for micro, small, and medium enterprises proved particularly effective in fostering self-reliance among displacement-affected populations. This comprehensive approach integrated multiple support mechanisms, including business training, grant funding, regulatory compliance assistance, market access facilitation, psychological support, climate adaptation strategies, and skill development programs. Financial inclusion initiatives also showed promise, with several projects establishing partnerships with financial service providers to improve access to loans and mobile banking services. While job placement programmes were implemented, they encountered challenges related to migration dynamics, corporate policies, and work permit regulations.

The relationship between public and private sectors continues to present coordination challenges, necessitating innovative partnership approaches. However, NGOs and civil society organizations have



demonstrated their capacity to serve as effective intermediaries in public-private partnerships, successfully bridging differences in objectives and operational approaches while facilitating productive collaboration between sectors.

### KEY LEARNING FOR THE FUTURE:

- Leverage private sector perspectives to understand how the non-profit sector can serve as a vital bridge between private sector entities, public actors, and displacement-affected persons, facilitating collaboration and mutual understanding.
- Collaborate with private sector actors to explore and develop diverse, sustainable business models, such as sponsorships, donations, and responsible advertising practices, to maximize opportunities for long-term financial stability and growth.
- Offer comprehensive, multi-sectoral support to micro, small, and medium enterprises while equipping displacement-affected individuals with transferable skills that can be applied

in various locations, considering the potential for secondary displacements.

- Create a bespoke approach to private sector actors in job placement and matching activities. Sometimes, on-the-job training opportunities can lead to future paid employment and foster closer links with the private sector.
- Explore avenues to charge target populations nominal fees for services provided.

## 1.6 Partnering with research actors enhanced evidence-based programming and innovation

Including research/academic actors enriched projects with specialized knowledge, evidence-based interventions, innovative solutions, and tailored solutions to community priorities. It led to data-driven decision-making, improved outcomes, and enhanced organizational capacity through knowledge exchange. Projects gained recognition from authorities and displacement-affected persons.

### DIGNITY IN ACTION: COMBINING RESEARCH AND PRACTICE IN DISPLACEMENT CONTEXTS

In eight of the 14 projects funded by the LiD Grant Facility, universities and NGOs collaborated with displacement-affected persons as co-creators of information, providing researchers with fresh perspectives and broadening the ownership of knowledge creation. These projects spanned a variety of contexts and included Bangladesh, Belize, Colombia, Myanmar, Pakistan, Peru-Ecuador and Uganda-South Sudan. Researchers benefited from better access to research participants, while predefined themes simplified the research process. There were also some challenges. Aligning differing objectives, habits, perspectives, priorities, and communication styles takes time. And ensuring actionable and accessible research findings while balancing outcome-focused goals with academic rigour and resource constraints can be challenging.

Researchers successfully trained local community members and implementers, ensuring accessible and inclusive research. Involving researchers in decision-making and budget control could facilitate smoother project modifications. Timely communication and collaboration are crucial to bridge the perceived disconnect and demonstrate research's value in addressing on-the-ground challenges.

## KEY LEARNING FOR THE FUTURE:

- Clearly define complementary roles and goals for different actors from the start, with research actors involved at the project design level. Ensure there is sufficient space to establish trust, discuss research benefits and goals, and explore ways to apply research findings.
- Set learning milestones for all projects and dedicate staff for research and learning within the project. Allocate time for project partners to establish clear roles and find common ground.
- Leverage academia's perceived status and neutrality to address sensitive issues. Allow NGOs to enhance researchers' access to project participants.
- When partnering with scholars, look beyond immediate project activities and seek to include them in training, awareness-raising, monitoring, learning, advocacy, and mentoring. Recognize the value of research outputs, such as conference papers and book chapters, even if they are disseminated after project closure.

## 2. PEOPLE- AND COMMUNITY-CENTERED APPROACHES

The LiD Grant Facility promoted people and community-centred approaches to enhance the lives of those affected by displacement. It applied a needs-based approach inclusive of both displaced and host communities, encouraged co-creative innovation with displacement-affected persons, and established Local Project Advisory Committees (LPACs) to foster continuous stakeholder engagement throughout the projects' lifespans. The facility also explored multi-country approaches and emphasized the importance of considering age, gender, and diversity to create more inclusive projects.

© Victor Wahome/LiD Grant Facility

South Sudan experienced the longest-running conflict in recent African history. As a result, millions were displaced, many fleeing over the Ugandan border to safety. Some South Sudanese are returning, and the Lives in Dignity Grant Facility supported people like Mario Odiongo, father of six and recent returnee to Ikotos County in South Sudan, to build lives and livelihoods in the land they once fled.



## 2.1 A needs-based rather than a status-based approach contributes to a more inclusive response and leaves no one behind

In line with the Lives in Dignity communication, the LiD Grant Facility applied a needs-based approach to address the complexity of displacement dynamics and accommodate macro-level programming for displacement-affected communities worldwide. This inclusive approach allowed for the inclusion of newly arrived and long-displaced refugees, migrants, IDPs, and host communities across diverse contexts.

The approach was essential in urban and/or highly sensitive contexts, where establishing displaced people's status was challenging and such distinctions were not especially meaningful or could lead to harm. The approach allowed for the inclusion of the economically vulnerable, the promotion of area-based development, and a better understanding of different migration dynamics that may remain overlooked with a status-based approach. The result was a perceived strengthening of social cohesion, socio-economic integration, and more durable solutions by addressing multiple vulnerabilities.

### KEY LEARNING FOR THE FUTURE:

- Consider using the term “displacement-affected persons” in programming to enhance people and community-centred approaches, which can transform attitudes to displacement as host and displaced communities receive the same support and engage in resource sharing.
- Understand various displacement dynamics and how different groups' needs, policies, and access to services vary while practicing a needs-based approach and outlining a judicious and contextualized targeting strategy.

- Map out common needs for all groups in the target community and focus on building social cohesion by addressing these.
- Advocate for and strive to implement a needs-based approach, even in contexts where this is not the mainstream way of working.

## 2.2 Innovation at the level of the funding body results in innovative projects

The LiD Grant Facility encouraged innovation and piloting to generate an atmosphere where projects applied forward-looking, adaptive, and iterative approaches. The facility hoped to increase the participation and co-creation of projects by displacement-affected individuals. Due to the facility's broad definition of innovation, each LiD-supported project sought to be innovative. Many projects demonstrated agility, adjusting and innovating even when innovations did not go as planned.

As a lesson learned from the LiD Grant Facility's first call for proposals, measures were implemented to encourage and facilitate innovation during the selection process for the second call, resulting in more innovative projects being funded. However, many actors struggled to maintain consistent innovation throughout their projects.

LiD-funded projects recognized that innovation often involves combining indigenous and scientific approaches or mixing existing good practices in novel ways. Many implementing partners discovered that the innovative aspects of their projects at completion differed from those initially proposed. The most significant innovations often originated from facility-level initiatives, which had a cascading effect on the projects. Implementing partners considered the LPACs, the equitable partnership model, and bringing together diverse actors to be important innovations.

### KEY LEARNING FOR THE FUTURE:

- Provide webinars and communities of practice early on to guide the proposal writing process and unify the understanding and approach to innovation among implementing partners, while being complementary to their organizations' innovation approaches.
- Invest in shifting implementing partners' prevailing mindset, which sees innovation narrowly as related to technology or as a project rather than as part of everyday learning practice.
- Encourage projects to continuously co-create with displacement-affected persons and other stakeholders to capture and disseminate reflection-in-action and experiential problem-based learning from innovation.
- Utilize LPAC-type fora as avenues to co-create knowledge with project participants and other stakeholders, focusing on particular problems, risks, and solutions.
- Allow implementing partners flexibility to better respond to changing contexts, course corrections, and adjustments to facilitate better outcomes for the communities with whom they work.

## 2.3 Local Project Advisory Committees contribute to more effective and more sustainable projects

As part of the LiD governance structure, Local Project Advisory Committees (LPACs)

were established for each project, with their composition and functioning determined by the context. They typically included displacement-affected persons and representatives from relevant authorities, EU Delegations, UN partners, civil society, and their purpose was to provide advisory support, reflections on learning, and space for discussion relevant to the context. Some projects embraced the structure, while others sometimes struggled to make these structures useful.

When embraced in relevant contexts, LPACs increased engagement, allowing project participants to provide input and find solutions to practical challenges. They provided spaces for implementing partners to build stakeholder understanding, strengthen continuous learning, and combat xenophobia by including host communities. LPACs allowed for more regular and in-depth exchanges with displacement-affected communities. They promoted more inclusive, though non-binding, decision-making and enabled the more rapid mobilization of local authority resources. However, LPACs require resources, and it is not always easy to decide on the appropriate structure or modality. Other concerns included managing high expectations, authorities trying to exercise control, limited added value in contexts where authorities could not be included, and difficulty identifying committed members.

### KEY LEARNING FOR THE FUTURE:

- Define the added value, purpose, and members' roles in the LPAC. Explore whether similar structures exist

#### **DIGNITY IN ACTION: ROTATING LEADERSHIP: A COLLABORATIVE APPROACH TO LPACS**

The Uganda-South Sudan project exemplified the Local Project Advisory Committee (LPAC) approach through a two-level structure. At the local level, LPAC members actively participated, rotating the Chairpersonship monthly, conducting project monitoring visits, and leveraging their diverse roles as refugee, host, cultural, and women leaders, as well as technical department and authority representatives. This allowed participants to involve their respective constituencies and collaboratively find solutions to community challenges. At the project level across the two countries, the EU Delegation, UN agencies, and government authorities engaged with the implementing partners and UNOPS to assess the full scope of the project.

to avoid redundancy and manage expectations through ToRs. Reflect on whom to include, considering diverse representation and addressing potential conflicts of interest.

- Structure based on the project's context, making meetings specific, goal-oriented, and held only when necessary. Distinguish between LPAC-type forums focused on specific project interventions and general coordination fora where whole-of-system interventions are discussed more generally.
- Use dynamic and participative methodologies, including for online meetings, and complement the approach with measures to facilitate timely communication.
- Connect to existing structures to increase sustainability, considering the post-project future and involving local and technical authorities.
- Continuously monitor and evaluate the effectiveness of the structure, making adjustments to ensure it remains relevant, efficient, and impactful throughout the project lifecycle.

## 2.4 Multi-country approaches can foster learning but only infrequently result in cross-border cooperation

The LiD Grant Facility allowed multi-country approaches to enable cross-border or regional solutions that more clearly align with the movements and needs expressed by displaced persons and facilitate the transfer of skills and methodologies. People on different sides of a border often share a common heritage and culture and are only separated politically -- connected programming makes sense in these situations.

Of the five multi-country projects, only the Uganda/South Sudan project was able to foster a clear cross-border dimension. Others, while generating good results

and fostering learning, cooperation, and a greater understanding of cross-border contexts, did not always fully exploit the potential and opportunity that the multi-country approach provided. The limited multi-country impact was largely due to the fact that the projects were designed with a primarily national focus, with only modest cross-border goals. Indeed, the dominant modus operandi among forced displacement and development stakeholders seems to be country-specific; working across borders or at a regional level seems the exception rather than the rule, even when crises are multinational.

Some cost-saving advantages were noted, though such projects can also be resource-intensive. Multi-country approaches were seen as most useful when working directly with populations on the move, crossing borders, or supporting pastoralist livelihoods.

While cross-border projects can be beneficial, not every border is suitable for such initiatives. For less mobile populations seeking integration, a multi-country approach may introduce additional complexity with limited benefits. Some participants noted that having at least one actor that works in both, or all, countries can facilitate implementation. However, it is important to recognize that changes in one context can radically alter situations, increasing or decreasing opportunities.

### KEY LEARNING FOR THE FUTURE:

- Start by exploring how borders negatively impact displacement-affected persons during participatory assessments and address these issues through project activities. Question if and how a cross-border approach brings added value to programming. Without a clear cross-border or regional objective, it may add unnecessary complexity.
- Use the term "cross-border project" or "regional project" rather than "multi-country project" to help teams better define the concrete added value of the combined project.

- Design cross-border focus clearly into the project from the start, considering how it would concretely help displacement-affected persons in ways that separate projects cannot. Cross-border dynamics need to be considered and woven into every aspect of the project.
- Monitor and exchange information on changing cross-border dynamics and adapt the project accordingly.
- Reduce complexity in other areas of the project to remain agile when opting for a cross-border approach, such as reducing the number of partners or ensuring they have similar organizational capacities.
- Explore the bottom-up approach for addressing some issues around borders that communities can tackle themselves and those where they need authorities to help. Understand the politics around the border issues and involve various levels of authorities on both sides from the start.

## 2.5 Age, gender and diversity inclusion in programming promotes more inclusive outcomes

Considering age, gender, and diversity led to more inclusive projects that better reflected the composition of diverse displacement-affected communities. All projects, as a requirement, promoted gender balance and empowered women through awareness-raising and economic opportunities, including in traditionally male-dominated sectors. Sexual and gender-based violence

prevention and protection components were incorporated into all projects. All had gender-disaggregated targets.

Instead of applying merely a vulnerability lens, many projects approached women, youth, and indigenous people as key changemakers in their communities, using indigenous knowledge and amplifying women and youth-led peacebuilding and innovations. Some projects also supported the elderly, people with disabilities, and indigenous populations. All projects working in Latin America strongly focused on LGBTQIA+ protection and support.

### KEY LEARNING FOR THE FUTURE:

- Start with a participatory risk and need assessment to identify context-specific vulnerabilities to go beyond assuming that children and women are most vulnerable.
- Use intersectionality as a lens to analyse discrimination, assessing groups for multiple layers of discrimination in any given context. Tapping into policy coherence and addressing it through collaboration with a variety of government and other gender, women, and youth actors will lead to relevant and holistic approaches.
- Ensure women fill key positions in each project to avoid being limited to assistant-level roles.
- Approach indigenous communities with a wider migration lens in addition to the diversity one, as very often indigenous

### DIGNITY IN ACTION: TRANSFORMING THE TRANS EXPERIENCE IN DISPLACEMENT ASSISTANCE

The Peru-Ecuador project aimed to address the triple discrimination faced by Venezuela's trans population, which was explored through an intersectional approach. The project provided training and entrepreneurial opportunities for trans migrant individuals, enabling them to move away from survival sex which, until then, had been their sole means of generating an income. As a result of these activities and the supportive approach of the project teams, the participants reported an increased sense of safety and well-being.



© Istiak Karim/LiD Grant Facility

Labubunia village in Gabura, southwest Bangladesh is on the banks of the Kapatakka River. Rising sea levels and periodic flooding mean that land is frequently inundated with water, impacting livelihoods and taking lives. Labubunia village in Gabura, southwest Bangladesh, is on the banks of the Kapatakka River. Rising sea levels and increasing salinity are provoking waves of displacement away from Bangladesh's coastal regions and into city slums.

people are in particular at risk of becoming displaced.

- Contextualize the approach to gender, considering factors such as separate or mixed training groups, parallel committees, and family-based livelihoods programming instead of solely focusing on empowering women's businesses in contexts where women's freedoms are restricted.
- Consider childcare support, the lack of which critically limits women's economic opportunities.
- For project partners new to the community, it can be helpful to address sexual and gender-based violence (SGBV) by placing it in a broader context. Rather than treating SGBV solely as a private or sensitive issue, consider discussing it alongside other forms of violence and examining its connections to both natural and human-caused threats. This broader framing can make it easier to advance SGBV-related work in the community.
- Be patient when expecting changes in values related to gender roles and even more so in traditional rural contexts with a strong gender divide.
- Make youth key actors in disseminating new concepts and knowledge in a community - they are often very impactful in bringing forward behavioral change in various sectors.

### 3. SUSTAINABILITY

The LiD Grant Facility prioritized sustainability across its projects, adopting a broad approach in line with the Brundtland definition of sustainable development: "meeting the needs of the present without compromising the ability of future generations to meet their own needs." This allowed the facility to simultaneously address social concerns related to displacement, such as social cohesion and durable solutions, environmental issues, such as climate change and its impact on mobility, economic development and self-reliance, and post-project sustainability and impact.

#### 3.1 Social cohesion is often critical to displacement assistance and needs to be prioritized

Although the LiD Grant Facility strategy encouraged projects to connect interventions to durable solutions, very few explicitly did so. None of the 14 projects had resettlement, complementary pathways, or voluntary return as primary objectives, though three multi-country projects had dimensions related to spontaneous returns or deportation support. The vast majority of the projects contributed mainly towards integration, although none of them positioned themselves directly as such.

As many LiD-funded projects were undertaken in volatile contexts, most projects focused on what was seen as more realistic and achievable goals than traditional durable solutions, such as fostering social cohesion. Social cohesion emerged as an essential operational concept and a sustainable midway milestone in the pursuit of sustainable development, an indispensable prerequisite for avoiding further conflict and thus future displacements. While many projects approached it mostly under the protection theme, others perceived it as a transversal issue. Indeed, many implementing partners observed that the LiD-funded projects led to improved social cohesion within the communities by the end of the project period.

### KEY LEARNING FOR THE FUTURE:

- Include host communities in displacement-related programming to effectively prevent or ease tensions and address resource-sharing concerns.
- Invest in understanding the underlying beliefs, values, and coping strategies of different communities vis-à-vis other communities. Avoiding contact with members of other communities might be a preventive coping strategy that needs to inform the design of social cohesion interventions.
- Establish and promote regular gathering spaces, such as various types of centres, committees, or forums, to bring different groups together and facilitate ongoing interaction and dialogue. Strengthen dispute resolution mechanisms for timely identification of issues affecting both the refugees and host communities for appropriate and real-time response.
- Ensure inclusive leadership and equal representation of displaced populations in decision-making processes to foster a sense of ownership and participation.
- Apply a conflict-sensitive approach when designing economic development and service access activities to maximize their potential for promoting social cohesion.
- Create opportunities for inter-communal collaboration through shared interests

in environmental protection, recreation, sports, and other unifying activities.

## 3.2 Climate change is becoming increasingly essential to understanding human mobility trends

Environmental protection and climate change were required cross-cutting issues for all LiD-funded projects, while addressing disaster and climate-related human mobility was a key theme for six of them. The facility took a proactive approach to reducing the adverse effects of activities, leading the implementing partners, for instance, to use sustainable materials and keep travel to a minimum while fostering biodiversity protection and sustainable natural resource management. LiD-funded projects addressed climate change through various initiatives, such as using solar energy; combating deforestation; incorporating indigenous knowledge; promoting environmental mindfulness; fighting forest fires; and green retrofitting. In addition, connected to peacebuilding, cross-community activities sometimes focused on environmental protection as a means of social cohesion.

Projects mostly focused on proactive measures such as disaster risk reduction and management, resilience building, climate change adaptation, and, in one case, planned relocation activities. Disaster risk reduction and management activities included addressing risks related to sudden-onset disasters, such as floods, hurricanes, wildfires, volcanic eruptions, landslides, avalanches, and glacial lake outburst floods, as well as slow-onset disasters. Simulation exercises, early warning systems, and stockpiles were some of the ways in which projects reinforced the preparedness of communities. Applying climate-smart agriculture was one of the most common climate change adaptation strategies. Sometimes, small-scale reactive action was carried out, often related to some minor changes to planned activities.



## **DIGNITY IN ACTION: DEVELOPING A HOLISTIC APPROACH TO ADDRESSING CLIMATE-CHANGE-RELATED MOBILITY IN PAKISTAN**

The project conducted participatory Hazard Vulnerability and Risk Assessments (HVRAs) to assess inherent hazards, exposure risk, and the human-environmental system's coping and adaptive capacity. The assessment combined indigenous knowledge with scientific approaches and engaged communities to validate hazard zoning. Historical events were explored with the people, including the extent of affected areas, intensity of events, impairments, and preparedness and response measures taken by communities during these disasters. This approach not only helped the project understand the hazard and response perspective but also served to sensitize and raise awareness within the communities regarding prevalent hazards and risks.

Implementing partners also faced challenges, observing that climate-related reasons for movement were sometimes overshadowed by security concerns. Changing people's behavior regarding environmental protection was perceived as difficult and required contextually-appropriate behavioral change communication.

The LiD Grant Facility supported providing assistance, protection, and durable solutions for those already displaced by disasters or climate change, and also helped to manage climate risks for populations who chose to remain in their place of residence.

### **KEY LEARNING FOR THE FUTURE:**

- Incorporate climate change awareness and capacity building into all programmes, regardless of their primary focus. This can be done by seeking support from local experts who can effectively communicate in a culturally-appropriate way, leading to behavioural change.
- Explore integrated multi-theme programming for disaster risk reduction and management. Adopt a community-based approach, addressing both man-made and natural hazards in an integrated way, and consider the potential for such activities to increase social cohesion among communities.
- Reinforce linkages between environmental protection, climate change, and livelihoods programming. Promote the use of good adaptation practices, support green entrepreneurship initiatives, and combine agroecology with sustainable natural resource management and income generation.
- Interweave environment, climate change, and disaster-related actions into programmes aimed at increasing access to quality basic services. This can include waste disposal management, improved sanitation and access to water, education on recycling and caring for natural resources, and participatory habitat planning.
- Explore how indigenous knowledge can help address climate change and disaster- and climate-related human mobility. Combine traditional knowledge with scientific approaches to develop effective strategies for environmental protection and adaptation.
- Collaborate closely with authorities to address environmental protection and disaster and climate-related human mobility. Form community-level disaster risk reduction committees connected to municipal-level structures and involve relevant government departments in project delivery.
- Explore how forcibly displaced persons could become important contributors to mitigating climate change in their host communities with complementary knowledge and skills.

### 3.3 Self-reliance remains an important aspiration but goes beyond being merely economically self-sufficient

The LiD Grant Facility approached self-reliance as a comprehensive framework that extends beyond economic independence. In displacement contexts, self-reliance encompasses multiple interconnected dimensions that enable individuals to rebuild their lives with dignity. These dimensions include secure housing, reliable access to food, quality education, adequate healthcare, stable employment opportunities, financial resources, physical safety, and the ability to accumulate savings. Success requires addressing all these elements through an integrated approach that recognizes their interdependence.

Analysis of LiD-funded projects revealed that access to services and livelihood opportunities emerged as the primary priorities for displacement-affected populations seeking self-reliance. This insight was drawn from programming decisions made by implementing partners, which were directed to align their initiatives with target population needs. The portfolio of 14 LiD-funded projects addressed multiple focus areas, with the most prevalent being integrated services (13 projects), livelihoods (11 projects), and protection (10 projects). Additional areas of focus included water, sanitation and hygiene (9 projects), education (7 projects), climate impact (6 projects), health (4 projects), and energy initiatives (3 projects).

However, political and economic insecurity in many LiD-funded project locations resulted in more limited self-reliance progress than anticipated, with small business grants used for mere maintenance rather than growth in some cases. The concept also appeared to be losing some prominence in global policy discourse compared to when the LiD Grant Facility was

founded. Nevertheless, self-reliance remains a relevant operational concept.

#### KEY LEARNING FOR THE FUTURE:

- Connect self-reliance-focused programming with existing structures and context to maximize its potential. Create linkages with government structures and develop necessary basic infrastructure in parallel to increase the effectiveness of self-reliance initiatives.
- Integrate income generation and psychosocial support interventions into each project/programme aimed at increasing self-reliance, as these are seen as core issues for displacement-affected persons. If a project lacks these components, ensure complementary support from other actors to provide holistic assistance.
- In unstable and insecure contexts, self-reliance could be seen as too ambitious an aspiration. However, building greater resilience among communities is always possible and should be the primary aim.
- Recognize self-reliance as an operational concept that unifies various themes, similar to that of social cohesion, and which serves as a stepping stone towards more permanent solutions.
- Raise awareness about the multidimensional nature of self-reliance, as many still view it as primarily connected to economics and livelihoods. Encourage a broader understanding of the concept and its various facets.
- Recognize that self-reliance is not a linear journey for displacement-affected persons; they may make progress towards self-reliance in some periods while facing setbacks in others. Programming should, therefore, be flexible and responsive, with interventions designed to provide varying levels of support that can adapt to these fluctuating circumstances and needs.

### 3.4 Post-project sustainability needs to be considered from the start of every project

LiD-funded projects were designed from the outset to incorporate measures ensuring the continuation of intervention benefits post-project. Monitoring, evaluation, accountability, and learning (MEAL) missions noted the continuous efforts of projects to maximize post-project sustainability, evidence of which could also be found in projects' quarterly reports. A Community of Practice (CoP) session dedicated to this topic confirmed that post-project sustainability was a significant consideration in the initial project design and continued to influence implementation, log frame follow-up, and reflections on course correction.

Across all three regions, projects aimed to produce a sustainable impact through long-lasting results in the form of infrastructure, training, research findings, and tools, among others. Community-led approaches, wherever possible with high involvement from authorities, formed a

critical basis for project sustainability, with many projects exploring ways to transfer tasks and responsibilities to both authorities and communities. Some projects were conceptualized as pilots, with components receiving seed capital, aiming to scale up best practices in other communities after the project concluded. In some cases, sustainability was also pursued by supporting the development of income-generating options for displaced persons and their groups and associations, which could help cover the operating costs of facilities or social groups. The majority of projects are also directly invested in empowering displacement-affected persons through acquiring new skills, gaining financial capital, or tools that can be reinvested in the future. However, many projects highlighted challenges in achieving sustainable results, often related to changing political and security situations that complicated the operating environment. Evolving restrictive policies and public opinion in some contexts also presented specific challenges, ushering in an unfavorable enabling environment and undermining political will.

#### **DIGNITY IN ACTION: CONNECTING COMMUNITIES WITH AUTHORITIES IN BANGLADESH**

In Bangladesh, the project team connected community groups with various authorities and empowered them to interact directly with these authorities to assert their rights. This approach led to successful advocacy efforts, resulting in several mitigation works being carried out using supplies provided by the authorities and labour from the community. Additionally, some displaced individuals benefited from enrolment in old age allowances, schooling, and other social services. The established structures have been formalized to ensure continuation beyond the project timeframe, enabling the empowered community groups to continue engaging with authorities.

## KEY LEARNING FOR THE FUTURE:

- Plan for sustainability from the project's outset, addressing it through the project's areas of intervention and managing it through the logframe. Build on existing connections and establish strategic alliances early on with actors that can help carry forward activities and impacts beyond the project timeline.
- Projects ought to complement existing development plans, strategies, and sectoral regulatory frameworks at local levels and, when possible, connect to national and local development plans and international policy guidance.
- Engage local communities, stakeholders, and structures, to encourage local participation and ownership and integrate interventions into local development plans. Empower communities to make decisions and negotiate with authorities. Strengthen local community groups to formulate their own priorities and development plans and support their institutionalization.
- Sensitize and work jointly with authorities to ensure that targeted people have access to services and seek to gradually transfer functions and responsibilities to local government or community organizations.
- Encourage deeper connections and collaboration between projects through Local Project Advisory Committees or other similar fora to provide space for discussion, monitoring, learning, stakeholder engagement, and coordination on sustainability.
- Invest in the skills and knowledge of displacement-affected persons by providing training, guidance on accessing services, and incorporating financial literacy. Provide psychosocial support to help navigate migratory trauma and strengthen individuals' agency.
- Support peaceful coexistence and work through cultural sensitivity to create a constructive enabling environment for development interventions.
- Identify and build upon lessons learned from implementation through monitoring, evaluation, and learning to assess the state of sustainability, correct the course if needed, and capitalize on emerging opportunities.
- Employ advocacy, information dissemination, and communication to ensure sustainable results and continuity of interventions. Recognize the role of the donor in providing support for advocacy, showcasing work, and increasing chances of securing future funding.
- Build partnerships with private sector and research actors to further enhance post-project sustainability.

### © Istiak Karim/LiD Grant Facility

Labubunia village in Gabura, southwestern Bangladesh, is on the banks of the Kapatakka River. Rising sea levels and periodic flooding mean the land is frequently inundated with water, impacting livelihoods and taking lives. The Lives in Dignity Grant Facility's partners in Bangladesh worked with this community to find ways to adapt to the rapidly changing environment.



# Conclusion

The LiD-supported projects demonstrate the diverse ways in which displacement-affected people can be supported on their journey towards solutions and sustainable development for themselves, their families, and communities.

At the facility level, the LiD Grant Facility's experience has demonstrated that implementing partners can thrive with a flexible toolbox that they can design and execute effective and context-specific development-oriented projects in forced displacement settings. However, we still have much to learn. The LiD Grant Facility's findings were based on relatively small-scale testing, albeit with a diverse range of contexts and partners. Further research, testing, and evaluation across a wider range of settings will be necessary to refine our understanding of how to most effectively support development in forced displacement contexts.

The lessons learned from the LiD Grant Facility provide valuable insights into the key components necessary for implementing effective development-oriented approaches in displacement contexts. By empowering implementing partners with a flexible toolbox that allows for needs-based, multi-sectoral, and multi-stakeholder projects with nexus approach, donors can foster more localized, sustainable and impactful solutions for displacement-affected communities. The LiD Grant Facility experience underscores the importance of adapting to changing contexts, prioritizing local needs, and leveraging the strengths of diverse partners. As the global community continues to grapple with the challenges of displacement, the EU and UNOPS share these lessons for other donors' and partners' consideration in the journey to drive positive change and build more resilient futures.

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The LiD Grant Facility supported displacement-affected communities in the Colombian city of Cúcuta – a city with one of the largest populations of displaced Venezuelans in the country. Displaced and host communities – especially female-headed households – were supported to learn new skills and develop new businesses – and offered seed funding to foster entrepreneurship.



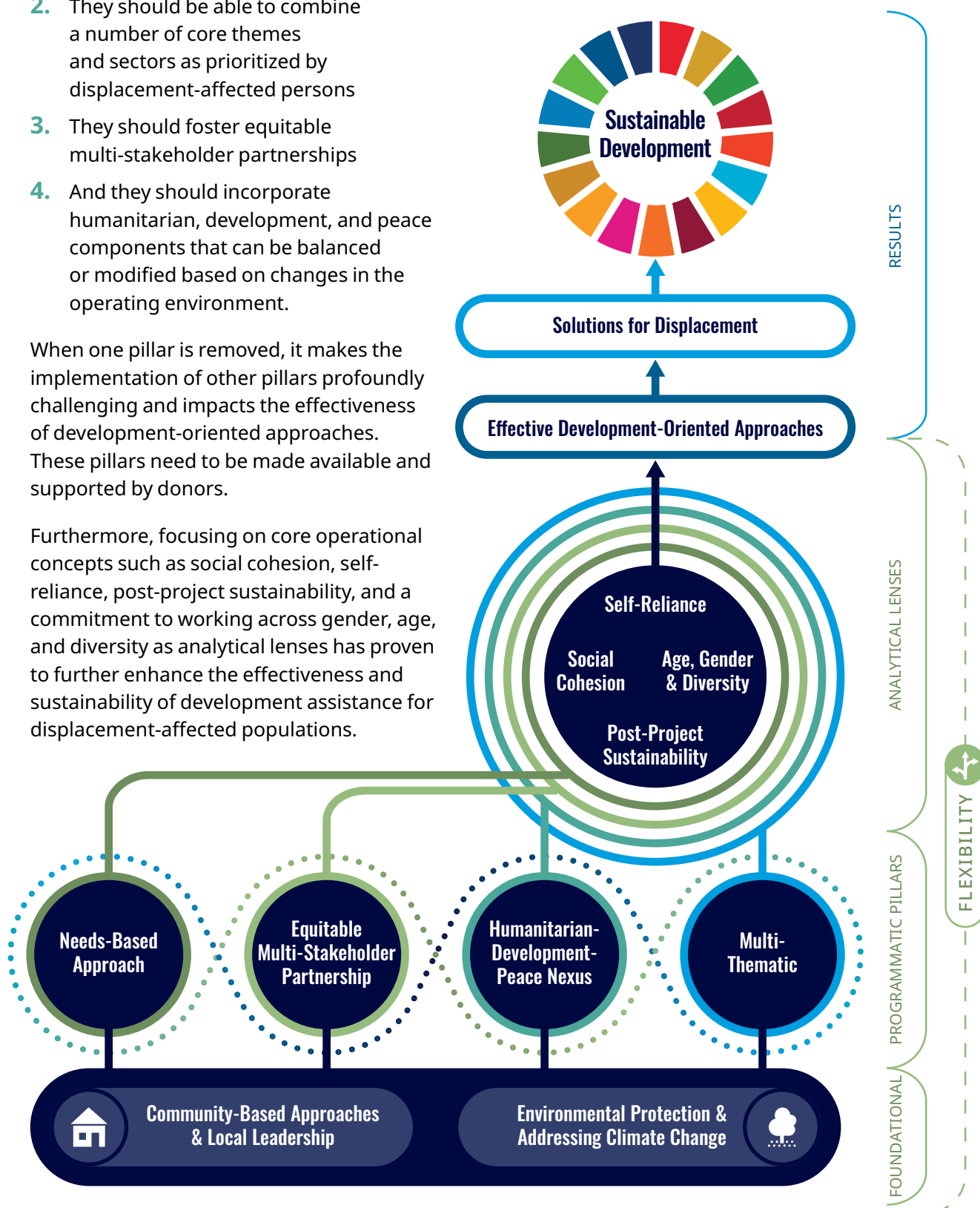
The foundational elements of an effective development-oriented approach are a people and community-centred approach with a strong focus on environmental protection and climate change considerations. To facilitate this, four elements appear to be essential and interconnected pillars:

1. Projects should be able to adopt a contextually relevant needs-based approach
2. They should be able to combine a number of core themes and sectors as prioritized by displacement-affected persons
3. They should foster equitable multi-stakeholder partnerships
4. And they should incorporate humanitarian, development, and peace components that can be balanced or modified based on changes in the operating environment.

When one pillar is removed, it makes the implementation of other pillars profoundly challenging and impacts the effectiveness of development-oriented approaches. These pillars need to be made available and supported by donors.

Furthermore, focusing on core operational concepts such as social cohesion, self-reliance, post-project sustainability, and a commitment to working across gender, age, and diversity as analytical lenses has proven to further enhance the effectiveness and sustainability of development assistance for displacement-affected populations.

To support implementing partners achieve their project aims and transition beyond the traditional assistance models that often include merely non-profit actors using a sub-granting model, donors should incentivize partnerships among diverse actors, including authorities and private sector entities. They should also promote more equitable partnership approaches that provide direct funding to all categories of partners.



# **LiD** Lives in Dignity GRANT FACILITY

## Funded Projects

The LiD Grant Facility supported a broad portfolio of innovative projects spanning three continents. Each project addressed the diverse challenges faced by communities affected by displacement, a changing climate, or complex social dynamics. The common thread running through all projects was that they were locally conceived, community-driven, and owned by the people they served.

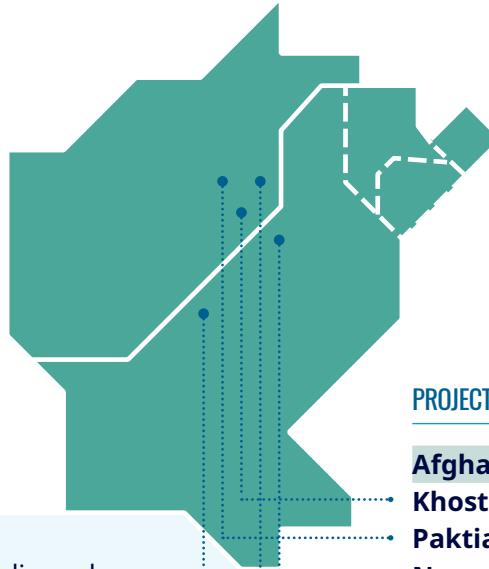


ASIA

# AFGHANISTAN & PAKISTAN

Strengthening livelihoods, water, sanitation and health services for displaced people in Afghanistan and Pakistan

In Afghanistan, the project successfully delivered integrated healthcare and livelihood support while equipping Afghan refugees in Pakistan with transferable skills, strengthening resilience across both sides of the border - in increasingly challenging circumstances.



PROJECT LOCATIONS

**Afghanistan**

- Khost
- Paktia
- Nangarhar

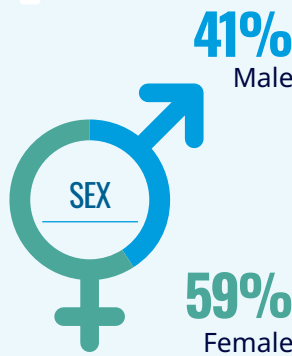
**Pakistan**

- Khyber Pakhtunkhwa
- Balochistan

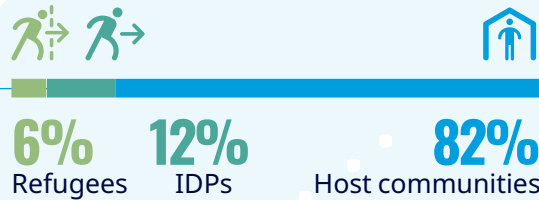
PEOPLE SUPPORTED

# 292,851

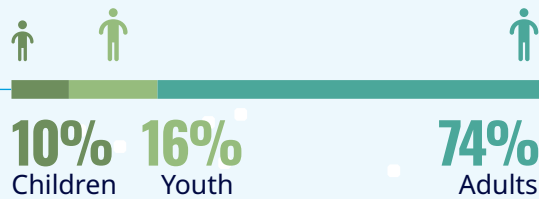
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION

1 June 2022 ..... 31 December 2024

# 240,241

people accessed essential healthcare through community health posts, receiving maternal care, basic treatments, and nutrition services.

# 1,965

women across Pakistan and Afghanistan gained vital vocational and educational skills in agriculture, livestock rearing, and other transferable skills.

# 49,453

people benefited from upgraded water supply schemes and local sanitation supply shops, along with household latrine facilities.



This project aimed to address the long-term needs of displacement-affected communities on both sides of the Pakistan-Afghanistan border by focusing on income generation, agricultural support, vocational training, health, water, hygiene, and sanitation.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project showcased exceptional adaptability in an uncertain and volatile context. Despite challenges, such as the change of regime in Afghanistan leading to the rejection of some planned activities, the project successfully pivoted by adjusting its focus on the nexus and other LiD-related themes. When livelihood support became impossible in Afghanistan, the project expanded health sector activities, including strengthening health systems, providing medical supplies, and conducting community-based screening of vulnerable populations, ensuring their nutritional and health needs were met despite the challenges faced.
- » The project succeeded in training women in various skills and strengthening their income generation capacity, despite many restrictions placed on women in Afghanistan. To ensure women’s perspectives were considered, separate village committees were created in Pakistan, and Afghan refugees were included in existing committees to increase social cohesion.
- » Following a needs-based approach, project partners advocated for the inclusion of undocumented refugees, internally displaced people, and Afghanistan Citizen Card holders, advocating among government departments for greater assistance to highly vulnerable individuals not included in status-based targeting in Pakistan.
- » Support was provided in Pakistan to help displaced people manage their livelihoods upon return to their area of origin, such as providing a breed of goat (Khurasani) adapted to Afghanistan, focusing on food processing skills that would be practical in both countries, and distributing seeds that could also be grown in Afghanistan. One lesson learned is to implement a project participant tracing and tracking mechanism for returnees from the outset of the project to ensure continuity of support and sustainable results.

#### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**

#### PROJECT IMPLEMENTING PARTNERS

- » CARE International (Afghanistan & Pakistan)
- » The Afghan Women’s Resource Center



© Maryam Imitiaz/Care Pakistan

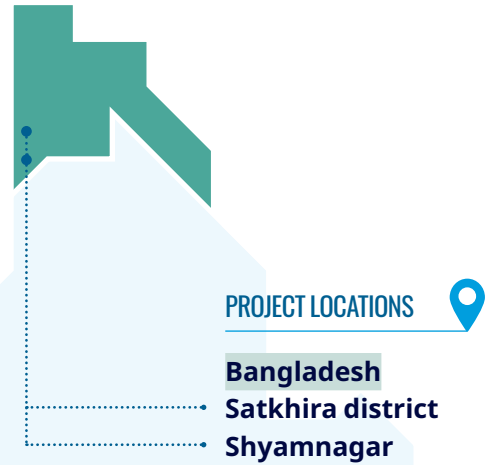


ASIA

# BANGLADESH

Strengthening the capacity of those displaced by disaster and climate-related causes to cope with adverse situations in Bangladesh

This project supported climate-vulnerable communities in rural Satkhira and displaced residents in receiving communities in urban Shyamnagar.



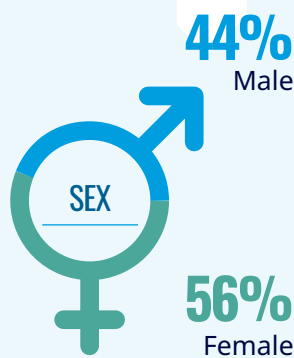
PEOPLE SUPPORTED

6,619

4,470

people better prepared to face disasters.

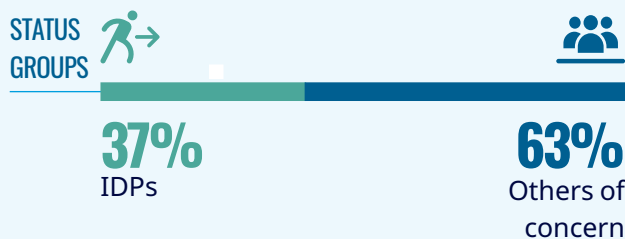
EXPENDITURE



385

climate migrants reconnected with government assistance services.

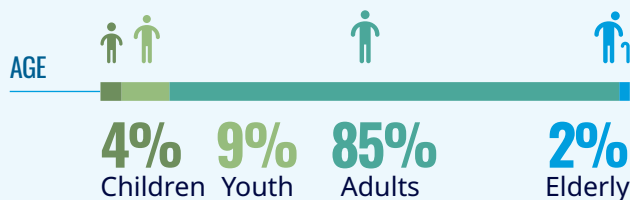
STATUS GROUPS



307

women and youth equipped with skills to increase business resilience and agricultural productivity.

AGE



PROJECT DURATION



This project supported those displaced by rising sea levels, flooding, increasing salinity, falling land productivity, and cyclones, as well as those left behind in coastal rural areas and those hosting IDPs in urban settings. It provided knowledge, skills, financing, and support to access various essential services and prepare the community to cope with the adverse effects of disaster and climate change.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project showcased an integrated approach addressing climate-induced displacement at both the origin (rural Satkhira) and destination (urban Shyamnager). It equipped over 7,000 people with income-generating skills, improved access to basic services, reduced water-borne diseases, and tackled the root causes of displacement.
- » Project partners acted as facilitators, bringing together key actors with limited resources to integrate displaced persons into new communities by holding authorities accountable and re-establishing the social contract. Project partners also integrated people into existing service systems (social security, education, agriculture) while enhancing their climate adaptation strategies.
- » A database was created in collaboration with Satkhira municipality, identifying 10,133 displaced households within the municipality, of which 8,501 were climate migrants. This would allow for targeted support and interventions.
- » The project fostered fruitful collaboration with a research actor, enabling the immediate application of research findings to promote alternative livelihood options for displacement-affected persons.
- » The project demonstrated that the nexus approach is applicable in contexts with climate-related threats. The team approached disaster risk reduction and preparedness, alongside cyclone emergency response, as a humanitarian component, while social cohesion empowerment between hosts and climate migrants in urban communities contributed to a solid peace component.

### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Addressing disaster and climate-related human mobility**

### PROJECT IMPLEMENTING PARTNERS

- » **Education and Development Foundation – Educo International**
- » **Uttaran**



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ASIA

# MYANMAR

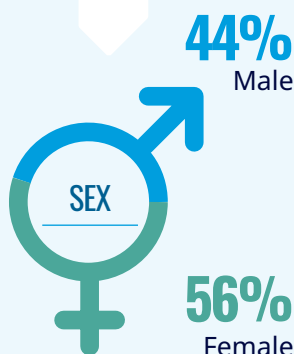
## Creating opportunities for education and employment in Myanmar

The project partnership between education providers, the private sector and local micro, small and medium enterprises created a sustainable ecosystem - combining digital education expertise, local knowledge, and business development to deliver lasting impact.

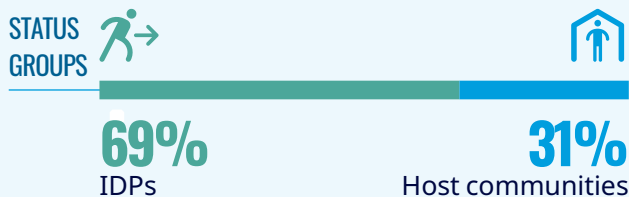
### PEOPLE SUPPORTED

**26,397**

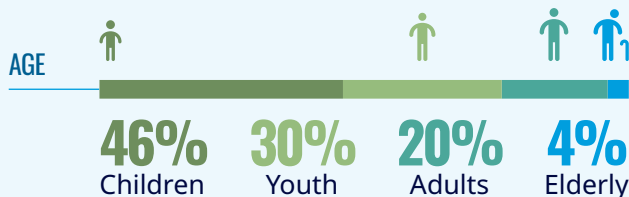
### EXPENDITURE



### STATUS GROUPS



### AGE



### PROJECT DURATION

22 June 2022 ..... 31 December 2024

**3,699**

students accessed innovative blended learning in 34 schools and through low-tech inclusive digital classrooms.

**402**

youth launched their own businesses while 150 secured wage employment following skills training.

**180**

business sector participants received human rights and labour rights training, with tailored curricula and tools developed specifically for MSMEs.

**34**

schools received upgraded digital learning spaces and infrastructure improvements, including 5 renovated bridges to ensure safe access during rainy seasons.

The project supported children, youth, and the unemployed from displacement-affected communities in progressing from basic education to employment through vocational skills training. The project used information communications technology (ICT) in education for blended learning and reinforced protection services.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The use of ICT in education for blended learning and alternative education, including curriculum development in conflict settings, allowed project partners to reach hard-to-access areas in challenging political and security contexts through digital learning and adaptive low-profile nexus programming. This approach can be further explored as an alternative education model in some conflict settings.
- » The project effectively explored conflict-sensitive business practices through partnership with private sector actors and fostered them using a pluralism toolbox.
- » The project applied a holistic approach to enhancing livelihood opportunities for displaced youth through safe migration-related awareness training and offering versatile skills applicable in the face of further displacement or migration in the region. The project also made training and employment activities accessible to older segments of the community.
- » To address the sustainability of digital training, a lesson learned is that the project could explore nominal pricing for courses, tiered service structures, and diversifying income sources through alternative revenue streams, including sponsorship and sustainable advertising practices. The project improved the learning system's user interface and addressed teachers' digital literacy by tapping into the support and expertise of tech-savvy students.

#### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Protection in development**

#### PROJECT IMPLEMENTING PARTNERS

- » **1 INGO**
- » **1 LNGO**
- » **1 Private sector entity**



ASIA

# MYANMAR

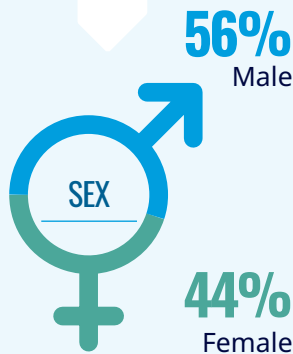
Reducing vulnerabilities, building skills and bolstering local capacities for sustainable peace through multi-ethnic community-based friendship centres in Myanmar

This project strengthened social cohesion between multi-ethnic communities through shared dialogue spaces, joint livelihood initiatives, and collaborative research.

PEOPLE SUPPORTED

4,630

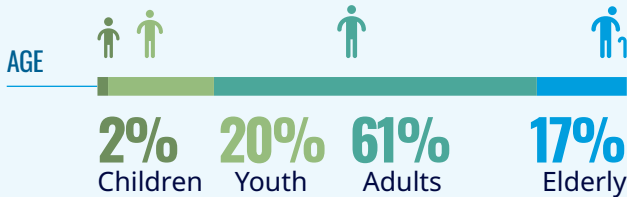
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION

14 June 2022 ..... 31 July 2024

9 friendship centres hosted multi-ethnic exchanges, cultural events, and education, serving participants through dialogues, cultural programmes, and youth reskilling.

18 villages now disaster-ready with local leadership and climate resilience plans, with 348 residents receiving training or sensitization on the subject.

3,728 displacement-affected persons supported through skills training and business development.

78 youth researchers engaged in citizen science, with insights shared with 20,000 community members through innovative local media.

This project delivered an integrated response focusing on livelihoods, WASH, social cohesion, climate change, and disaster risk reduction. The project also worked with a research initiative to identify best practices, challenges, and opportunities for social cohesion, community economic development, and climate change, to strengthen the resilience of multi-ethnic, displacement-affected communities across five townships.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The innovative friendship-centre approach proved effective in reinforcing peace through adaptive nexus programming. The project fostered community relationships by creating safe spaces and sustaining dialogue through multi-ethnic spaces, joint village committees, leadership training, vocational training, agricultural initiatives, disaster management committees, and disaster risk reduction training.
- » The project utilized the Climate Adaptation Fund for Emergencies (CAFE) model for microgrants, empowering communities to respond to natural disasters and climate change and build resilience.
- » The project was a case study on nexus programming and the limits of a development approach in the face of worsening humanitarian conditions. It used savings to carry out emergency distributions and brought forward some activities to respond to Cyclone Mocha. Future programming could include a contingency budget for humanitarian needs.
- » The collaboration between research and non-profit development actors explored challenges and opportunities for enhancing social cohesion, community development, and climate change mitigation. To maximize the use of research findings in project implementation, a lesson learned is that the project would have benefitted from a workshop during the early stages of the project to discuss the benefits and goals of research, and utilize partners' expertise to explore ways to better apply research findings.

#### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Addressing disaster and climate-related human mobility**

#### PROJECT IMPLEMENTING PARTNERS

- » 1 INGO
- » 1 LNGO
- » 1 Research entity

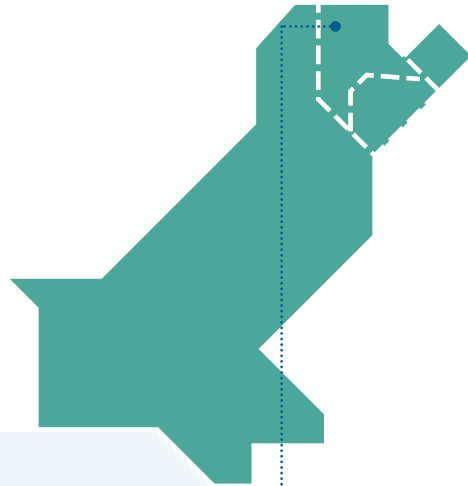


ASIA

# PAKISTAN

## Promoting an integrated development approach to combat climate-induced displacement in northern Pakistan

The project transformed a disaster-affected valley through climate-resilient housing, critical infrastructure, and skills training, empowering the community to build a sustainable and self-reliant future in a safer location.



PROJECT LOCATIONS

Pakistan  
Immit Valley,  
Gilgit-Baltistan

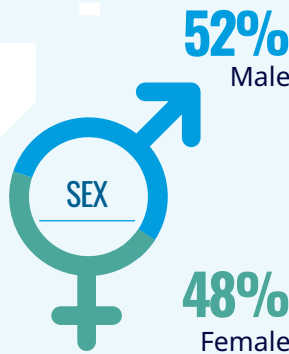
PEOPLE SUPPORTED

9,899

615

people will be rehoused in a newly developed cluster community, complete with integrated water supply, sewerage systems, and communal facilities, providing climate-resilient homes in safer locations.

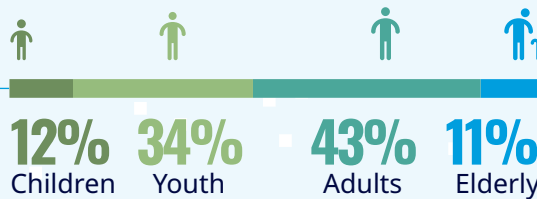
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION

7 January 2022 ..... 31 January 2025

15

community members were trained through Village Emergency Response Teams (VERTs) - local disaster response units equipped with emergency tools and skills to act as first responders during natural disasters.

14

teachers gained new skills in early childhood education while their schools received eco-friendly upgrades, including thermal insulation and improved sanitation facilities, creating better learning environments.



This project offers an integrated set of solutions to enhance the resilience and address the long-term needs of current and future communities suffering from or at high risk of climate change and conflict-induced displacements and migrations. The project site is both remote and hard-to-access and is frequently impacted by floods and landslides. The project focused on disaster preparedness, habitat and infrastructure improvement, and integrated service provision, namely education and WASH.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project demonstrated a holistic approach to climate-induced displacement, linking relocation, disaster risk reduction (protective infrastructure, contingency, housing, land, and property rights), access to basic services, and participatory spatial planning. It combined scientific and indigenous knowledge using highly participative methods.
- » To ensure sustainability, habitat plans were shared through partnerships (MoUs) with relevant government institutions as a blueprint for future interventions. The project emphasized public-private partnerships and facilitated access to subsidized housing finance for IDPs through an agreement with a microfinance institute. IDP households also received assistance in property restitution and documentation required for accessing housing finance.
- » To address the lack of safe land for relocation, a cluster housing approach was developed. The aim was to find a location where the relocated population could still rely on existing livelihoods and maintain their current income-generating activities. As a lesson learned, it was recommended that the land be micro-zoned prior to being used for relocation.
- » As a complementary element, educational support was provided through early childhood education with the capacities of teachers enhanced and the involvement of partners and through infrastructure and material improvements.
- » This project exemplified the application of the nexus approach in a climate-threats context. After flooding in 2022, some activities were brought forward to respond to the floods, while others were modified or delayed to address the changed operational context.

### PROJECT THEMES



**Spatial planning,  
housing &  
settlement**



**Integrated  
service delivery**



**Addressing disaster  
and climate-related  
human mobility**

### PROJECT IMPLEMENTING PARTNERS

- » **Aga Khan Foundation Pakistan**
- » **Aga Khan Agency for Habitat (Pakistan)**



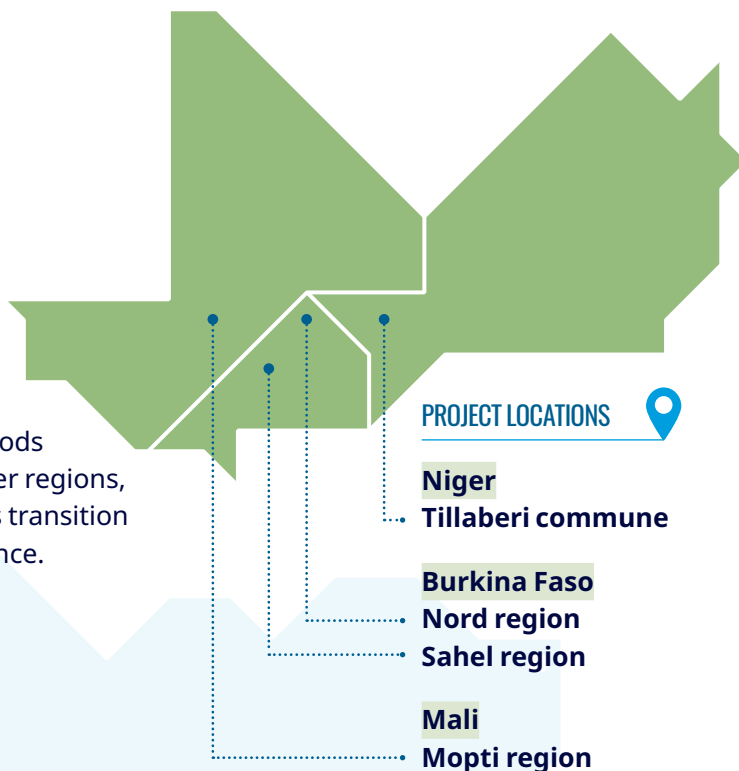
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Diran Productions/AKAH

AFRICA

# BURKINA FASO, MALI & NIGER

Restoring hope to displaced persons in the border areas of Burkina Faso, Mali and Niger

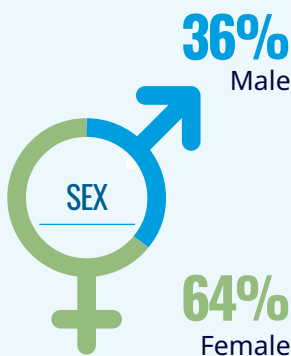
This project fostered sustainable livelihoods and social integration across three border regions, helping host and displaced communities transition from emergency aid to long-term resilience.



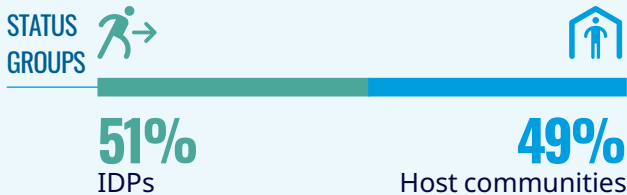
PEOPLE SUPPORTED

# 31,762

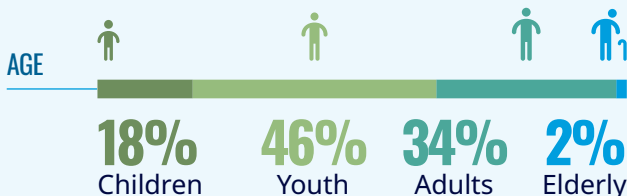
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION



# 647

women are now financially more resilient, having been integrated into Village Savings and Loan Associations.

# 618

farmers secured more sustainable livelihoods through agricultural training and land access.

# 265

elected officials strengthened their leadership capacity, resulting in 7 revised municipal action plans for inclusive governance.

This multi-country project supported vulnerable internally displaced persons and host communities, enhanced their livelihood opportunities, improved access to education and health services, and bolstered security and human rights protection, with an emphasis on climate-smart agriculture and the needs of youth and women.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » To address increased volatility, insecurity, and limited access in targeted locations, the project successfully worked across the nexus, while simultaneously continuing to carry out an integrated, development-oriented approach, leading to increased buy-in from local authorities and communities.
- » The project effectively integrated environmental protection and social cohesion. For example, their holistic approach to youth education (for instance, access to primary, secondary, technical and vocational education, training and scholarships) was complemented by eco-citizenship clubs for young persons. The project team collaborated with local authorities and technical services to support WASH, education and the environment (the livelihoods support provided was built on an agroecology approach).
- » Social cohesion was further improved by integrating displaced persons into capacity-strengthened farmers' groups and by updating local municipal action plans and training councils on conflict prevention, management, and displacement issues.
- » The project exemplified localization through the funding of a South-South regional partnership. As a lesson learned, the potential of the multi-country approach could have been further developed by introducing cross-border programming.

### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Protection in development**

### PROJECT IMPLEMENTING PARTNERS

- » **Groupe de Recherche et d'Appui pour l'Autopromotion des Populations en Afrique (GRAAP-Afrique)**
- » **Organisation Appui au Développement Local (ADL)**
- » **Association Malienne pour la Promotion des Entreprises Féminines (AMAPEF)**



© AMAPEF Niger

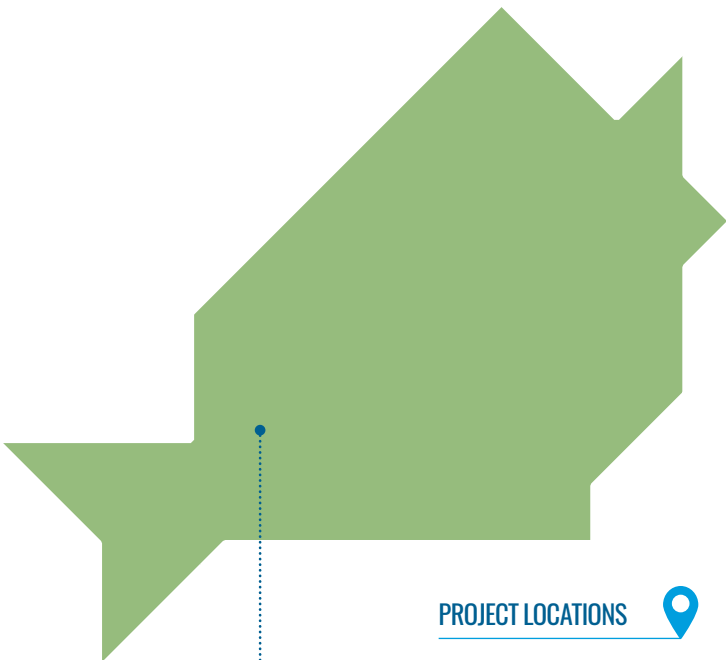


AFRICA

# NIGER

## Developing the livelihoods of those affected by displacement in Niger

This project strengthened peaceful coexistence in Niger's Tahoua region, supporting refugees, IDPs and host communities by improving access to basic services and initiating environmental rehabilitation to foster more sustainable livelihoods.



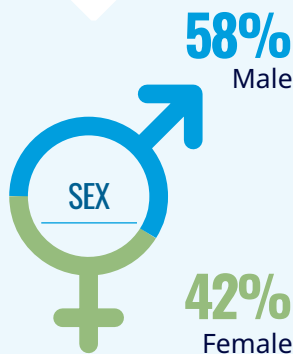
PROJECT LOCATIONS

Niger  
Tahoua region

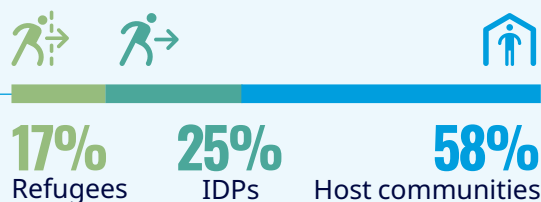
PEOPLE SUPPORTED

# 20,822

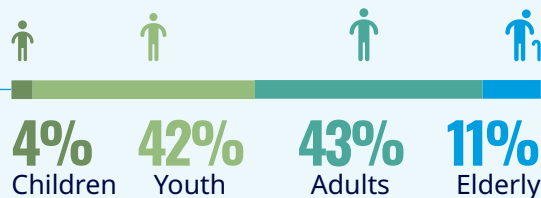
EXPENDITURE



STATUS GROUPS



AGE



# 1,392

hectares of land restored to agricultural productivity.

# 5

schools and 2 health centres are now equipped with sanitation facilities, while 16,000+ residents have access to water.

# 17,952

project participants received emergency support in the form of cash assistance, animal feed, and household essentials.

PROJECT DURATION

1 Jan 2022 ..... 31 Dec 2023

This project worked in Niger’s Tahoua region, where, in 2021, 20,631 Malian refugees and nearly 35,000 IDPs co-existed with communities already experiencing a strain on the region’s natural resources. The project rehabilitated pastoral land and provided food and water for displaced populations, host communities, and their animals, while supporting access to integrated basic services. Project partners promoted solar energy to counteract deforestation, bolstered protection by supporting local governance, and emphasized social cohesion, conflict prevention, and local ownership.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project successfully implemented a nexus approach in an insecure environment by applying adaptive programming. For example, although restoring land represented a development-oriented component of the project, wildfire victims received unconditional cash grants, and a firewall was built to protect restored land in Niger from wildfires - an activity that was traditionally humanitarian. By rehabilitating water points that could be accessed by all community members, and strengthening schools that teach children from all communities, the project brought a strong social cohesion lens to programming.
- » Through a cash-for-work approach to land restoration, the project integrated biodiversity protection with comprehensive refugee livelihoods support, fostering collaboration between the community and technical services. Lessons learned included the importance of involving local technical authorities in project design, the market-based calculation for the appropriate payment for cash-for-work, and maintaining consistency in land restoration sites year after year to enhance sustainability.
- » To safeguard restored land from the influx of livestock brought by breeders, the project established management committees to oversee these sites. As a result, communities now independently manage these sites. Another sustainability measure was the distribution of improved, more environmentally-friendly cooking stoves and training craftsmen on the making and repairing of such stoves.

### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Protection in development**



### PROJECT IMPLEMENTING PARTNERS

- » **ADKOUL**
- » **Arbeiter-Samariter-Bund (ASB)**



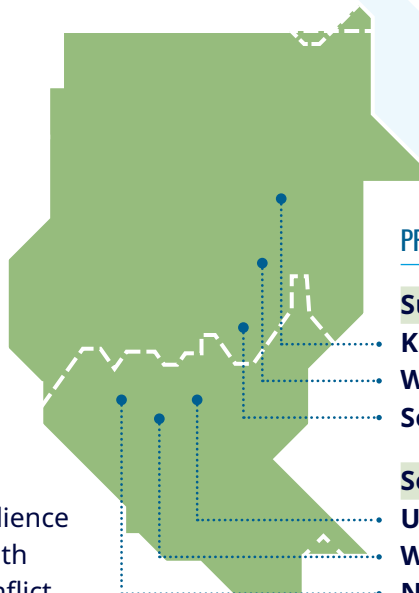
© ASB Niger

AFRICA

# SUDAN & SOUTH SUDAN

Promoting self-reliance among displacement-affected communities in South Sudan and Sudan

This project strengthened community resilience and service delivery across Sudan and South Sudan in times of intensifying regional conflict.



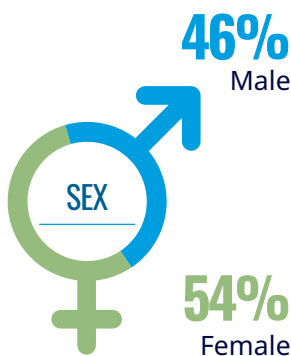
PROJECT LOCATIONS

- Sudan
  - Khartoum region
  - White Nile region
  - South Kordofan region
- South Sudan
  - Unity region
  - Warrap region
  - Northern Bahr El-Ghazal region

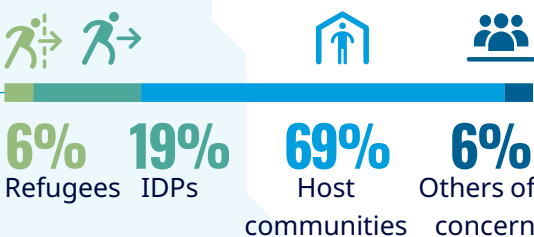
PEOPLE SUPPORTED

# 134,744

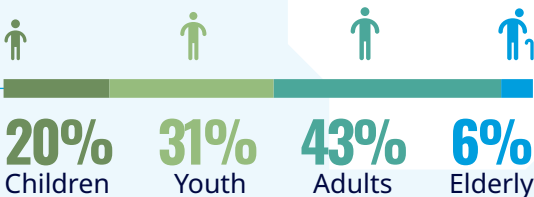
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION

1 August 2022 ..... 30 November 2024

# 40

sub-committees established and empowered to lead inclusive, community-driven development, with democratically selected leaders trained in participatory decision-making, fund management, and service delivery.

# 3,693

households received loans and grants, combining business investment with emergency cash support to build resilience during economic crises.

# 121

WASH facilities upgraded with trained local maintenance committees, ensuring sustainable community access to water and sanitation

This project enhanced the capacity of community groups to provide protection, livelihood support, and integrated services. It established community-operated structures, provided grants and loans for higher income generation, delivered integrated services, and incorporated climate adaptation and resilience measures.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project partners demonstrated resourcefulness in adapting and making course corrections through nexus programming in a challenging environment. This provided a valuable case study for maintaining a development-oriented approach while changing project sites, adjusting the ratio between grants and loans, and operating through mobile money providers when the banking system collapsed due to the emerging humanitarian situation.
- » Although the project initially focused on adapting a community hub model from the Middle East for livelihood activities in Africa, the greatest innovation was found to be the empowerment of community associations who are in turn able to act as implementing partners in remote project management and protection work.
- » The project applied a social innovation approach to protection in Sudan, where community associations identified and addressed existing protection threats. Innovative solutions were also found for challenges related to cash handling for revolving loans, repayment management, and the financial literacy of project participants. As a lesson learned, the project explored working with financial service providers that could offer sustained support, including access to finance, capacity building for financial literacy and various group banking options.
- » The project team rehabilitating water points and supporting community groups in South Sudan adapted well to the new influx of returnees and refugees from Sudan, exploring ways to incorporate the most vulnerable new arrivals.

### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Protection in development**



**Addressing disaster and climate-related human mobility**



### PROJECT IMPLEMENTING PARTNERS

- » **Near East Foundation UK**
- » **Global Aid Hand**
- » **Centre For Emergency and Development Support**

© Near East Foundation



AFRICA

# UGANDA & SOUTH SUDAN

**COMPASS: Cross-border Opportunities for Migration, Peace, and Self-Sustenance in South Sudan and Uganda**

This project united communities across the South Sudan-Uganda border, fostering trade and sustainable peace through locally-driven cross-border agreements.



PROJECT LOCATIONS

**South Sudan**

Magwi county

Ikwoto county

Budi county

**Uganda**

Lamwo region, including the Palabek refugee settlement and the border points of Ngomoromo, Lokung, Waligo and Madi Opei

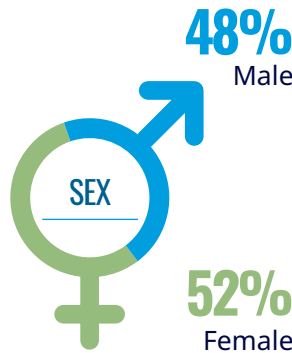
PEOPLE SUPPORTED

43,582

1,082

community members accessed training that led to a sustainable income through diverse enterprises - from hairdressing to agriculture.

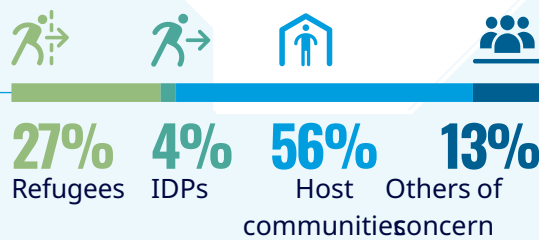
EXPENDITURE



2,251

vulnerable people received psychosocial support through inter-personal therapy groups.

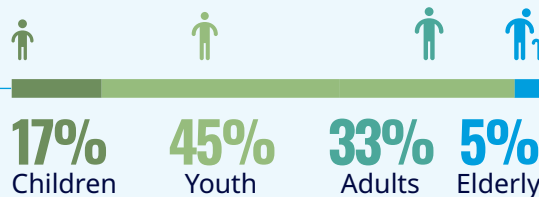
STATUS GROUPS



198

border officials, policy and community leaders engaged in facilitating safe cross-border movement, resulting in greater freedom of movement and flows of trade.

AGE



816

peace ambassadors promoted social cohesion across refugee, returnee, and host communities by creating space for dialogue and conflict resolution through 76 peace initiatives.

PROJECT DURATION

1 July 2022 ..... 24 January 2025



In Uganda, which hosted 41 per cent of the 2.3 million people displaced by the civil war in South Sudan in 2021, this project supported over 40,000 people affected by displacement. It enhanced their capacity and that of local authorities to assess needs, identify root causes, and devise sustainable peace and development responses. The project equipped refugees with livelihood and protection skills and networks, supporting safe and sustainable voluntary return and reintegration into South Sudan, where it developed and integrated resources from returnees and host communities to create sustainable livelihoods, build peace, and improve service delivery.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project successfully demonstrated a bottom-up and whole-of-the-society approach to cross-border peace agreement operationalization and development through a multi-partner approach. More concretely, the collaboration engaged key community-level stakeholders in a series of consultative meetings aimed at finding homegrown, contextually-relevant and culturally-acceptable solutions to the chronic-cross border strife among communities. Data from these consultations was documented and presented in a forum attended by border officials, local government leaders, security agencies, law enforcement agencies, immigration officials, and crisis-affected community representatives of women and youth from both countries.
- » The project showed an excellent commitment to local ownership, with authorities, government technical departments, local leaders, and community members (both host and displaced populations which prioritized women’s representation) intensely involved in planning, delivering, monitoring, and making decisions during implementation. The Local Project Advisory Committee structure was particularly successful, highly respected, and acknowledged as a crucial element that facilitated the high-level of local engagement, with its regularly scheduled meetings ensuring consistent follow-up and a built-in stakeholder management and communications arrangement, increasing the sense of ownership among authorities, leaders, and stakeholders.
- » The project effectively drew on the expertise of a university that contributed by providing training and research, disseminating research findings, and documenting the project’s learning. As a lesson learned, future programming could involve the university as an equitable partner instead of a subgrantee so as to have more dedicated staff for more significant learning and enhanced collaboration.

### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Protection in development**



### PROJECT IMPLEMENTING PARTNERS

- » **The Lutheran World Federation**
- » **Community Development Support Services**

© Victor Wahome/LiD Grant Facility



AMERICAS

# BELIZE

**Building climate change resilience and social integration of displaced people in settlements in Belize**

This project ensured six traditionally marginalized communities in western Belize now have improved access to basic services and enhanced disaster management capabilities.



PROJECT LOCATIONS



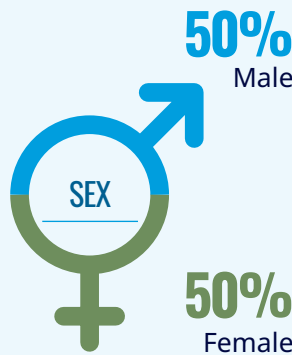
**Belize**

**Northwestern Cayo district**, Communities of Santa Familia, Los Tambos, Billy White, Duck Run 1, Duck Run 2 and Duck Run 3

PEOPLE SUPPORTED

# 6,504

EXPENDITURE

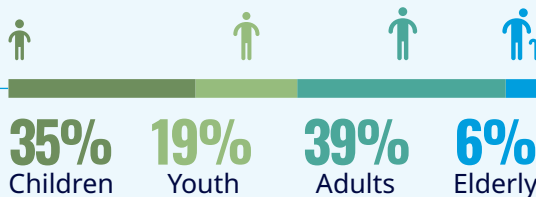


STATUS GROUPS



**100%**  
Others of concern

AGE



PROJECT DURATION



1 January 2022 ..... 31 December 2024

# 4,375

residents in three settlements gained access to potable drinking water.

# 6,504

residents in six settlements will access basic health services close to home through collaboration between the project and the Government of Belize.

# 5

multi-use shelters provide safe spaces for emergency protection, service delivery, and community engagement.

# 6,504

residents across six settlements strengthen their disaster response through improved firefighting capabilities.

In Western Belize’s Cayo District, this project aimed to reduce the impact of disaster and climate-related displacement by improving prevention, protection, and solutions for crisis-affected communities through an integrated and participatory approach among central and local governments, international organizations, and community groups. It responded to long-term displacement from other Central American countries, assisting those experiencing protracted displacement in refugee/migrant settlements lacking basic services and facilitating their integration into Belizean society.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » A technical advisory group of representatives from multi-sectoral government departments was established to guide and direct the project. This significantly increased policy coherence, with WASH, health, and disaster preparedness authorities working well together. Their engagement led to improved risk management, effective issue resolution, access to technical expertise, and other benefits, resulting in higher-quality outputs. The project’s success was rooted in the project being anchored in national development plans, fostering a high level of ownership by the Government of Belize.
- » The complementary partnership helped both partners leverage the other for better results for the target population. The partners successfully advocated with parliament for the approval of supplementary funds to be used alongside EU funds to complete infrastructure works to national design and quality standards. IOM, on the other hand, linking ongoing projects, created a window of opportunity for the regularization of project participants during an ongoing amnesty in the country. These positive ripple effects allowed the project to tangibly make progress on the local integration of displaced persons, which was reinforced through the construction of polyclinics, upgraded water systems, schools, and enhanced disaster risk reduction.
- » This project exemplified a holistic, authorities-driven approach to managing diverse hazards in order to prevent further displacement. The infrastructure built was well connected to training and contingency action, which included constructing drainage channels to prevent flooding, building hurricane shelters, and reinforcing teams of disaster management groups and firefighters.

#### PROJECT THEMES



**Integrated service delivery**



**Addressing disaster and climate-related human mobility**

#### PROJECT IMPLEMENTING PARTNERS

- » **Ministry of Sustainable Development Climate Change and Disaster Risk Management Government of Belize**
- » **The International Organization for Migration**



© IOM Belize

AMERICAS

# COSTA RICA

## Inclusion of populations affected by displacement in Costa Rica

The project strengthens Costa Rica's border communities through migrant regularization, vocational training, and disaster preparedness, benefiting both displaced and host populations.

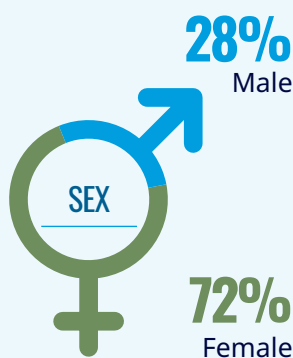
PROJECT LOCATIONS

**Costa Rica**  
**Northern Region,**  
 Townships of  
 Upala, Los Chiles,  
 La Cruz, Guatuso  
 and Alajuelita

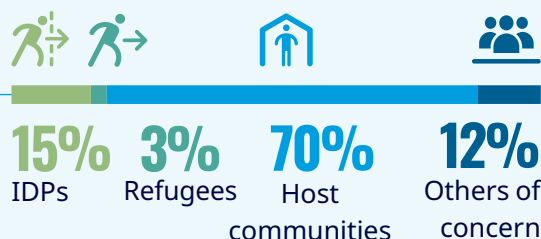
PEOPLE SUPPORTED

# 6,030

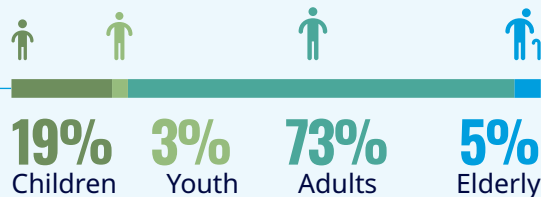
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION

1 February 2022 ..... 31 January 2025

# 3,786

community members strengthened climate resilience through early warning systems and disaster response training, including specialized fire brigades.

# 350

officials received human rights training.

# 2,036

people gained vocational skills through specialized training in food handling, plumbing, and English language courses matched to local employment needs.

This project focused on supporting livelihood development, building resilience against disaster and climate-induced crises, and supporting protection against violence, including sexual and gender-based violence, for rural communities composed mainly of first, second, or even third-generation displaced persons and migrants primarily from Nicaragua. It aimed to create synergies between non-profit, private, and public sectors to address the needs of people on the forced displacement-migration continuum.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project successfully contributed to the implementation of the Comprehensive Regional Protection and Solutions Framework (MIRPS) at the local level through the establishment of awareness-raising sessions for local authorities and public sector first responders, including medical personnel working with displaced persons. This collaborative approach fostered a more inclusive and effective response to the protection and other needs of displacement-affected populations by helping local authorities and medical workers better understand their challenges.
- » While entrepreneurship and training activities were welcomed by displacement-affected persons, job placement proved to be more difficult, prompting the partners to assess how they could revise their approach to generate better rates of employment. A more sector-specific and tailor-made approach with private sector actors that goes beyond incentivizing job placements is recommended for future programming.
- » In collaboration with the Ministry of Education and other entities to ensure coordination and sustainability, the project provided training on educational robotics for rural youth to reinforce their collaborative skills and reduce enrollment dropout.
- » The project worked at the intersection between indigenous populations and those forcibly displaced, improving social cohesion and providing disaster risk reduction and entrepreneurship support to help indigenous communities develop eco-tourism activities, reducing further displacement.

### PROJECT THEMES



**Economic livelihood development**



**Addressing disaster and climate-related human mobility**



**Protection in development**

### PROJECT IMPLEMENTING PARTNERS

- » **Fundación Mujer**
- » **Fundación Ayuda en Acción**



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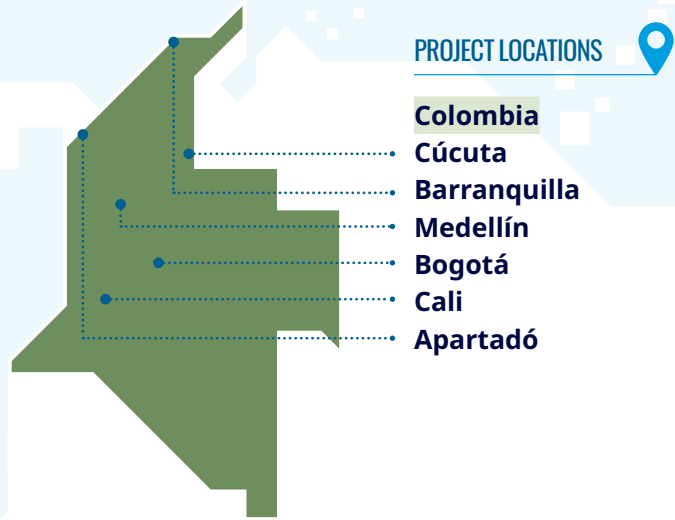


AMERICAS

# COLOMBIA

Using communication and education to integrate the Venezuelan community in Colombia

This project empowered displaced Venezuelans through education and communication, helping to rewrite the collective narrative of migration across six Colombian cities.



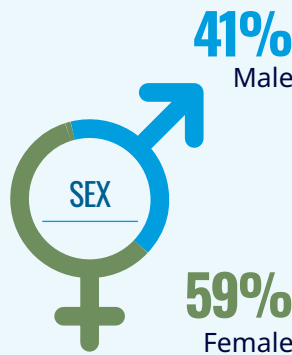
PEOPLE SUPPORTED

# 5,300

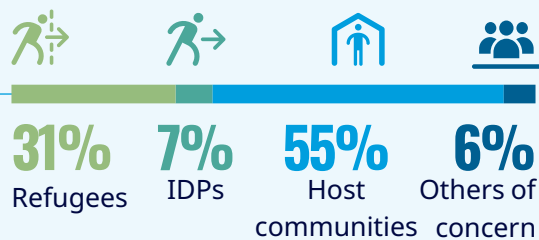
# 109

teachers completed specialized training in migrant care and inclusive education.

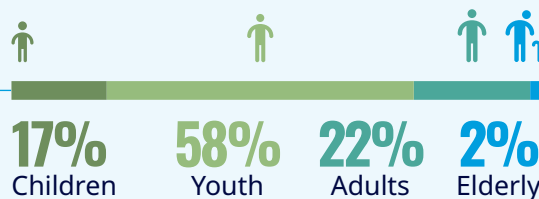
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION

1 August 2022 ..... 30 October 2024

# 1,543

youth participated in integration and citizenship education, while 84 displaced families received mental health support to reinforce the sense of their own value and better realize their rights.

# 6

campaigns launched to bridge Venezuelan and Colombian communities, promoting positive narratives that enhanced the security of displaced people in the country.

In July 2022, close to 2 million displaced Venezuelans sought refuge in Colombia, with many facing discrimination that hindered their access to essential services and opportunities. This project aimed to address these issues by influencing public policy, fostering open dialogue, targeting educational institutions and shelters hosting large numbers of young, displaced Venezuelans and internally displaced people, and developing and implementing a communication strategy to reduce discriminatory narratives in collaboration with displaced youth. Through research, targeted advocacy, and journalism, the project sought to change the discourse about displaced persons and migrants in media and beyond to reduce xenophobia.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » This project fostered an equitable partnership between an NGO and a research actor, combining research, practice, and advocacy to create a comprehensive approach to the challenges faced by displaced populations, particularly in the context of education.
- » The project conducted tailor-made, innovative pedagogical meetings with youth and adults from both displaced and host communities. It utilized creative approaches to promote social cohesion and address topics such as xenophobia and discrimination, engaging Venezuelans, IDPs and host community participants in a meaningful and impactful way while promoting their psychosocial health.
- » Lessons learned from difficulties in mobilizing journalists were that future programming needs to address more deeply the lack of media professionals who specialize in displacement, which generates biases and limitations in coverage, and the lack of local media attention on immigration issues.

#### PROJECT THEMES



**Integrated service delivery**



**Protection in development**

#### PROJECT IMPLEMENTING PARTNERS

- » **Fundación Casa de las Estrategias**
- » **Laboratorio Barrio U, Facultad de Comunicaciones y Filología, Universidad de Antioquia**



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AMERICAS

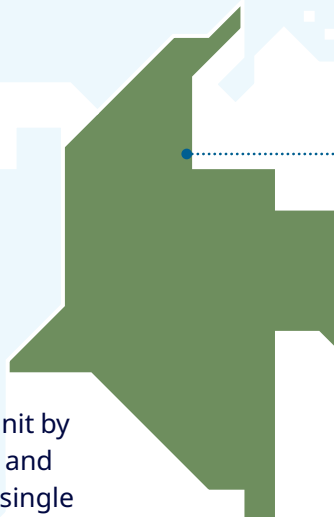
# COLOMBIA

**Include and learn: Educating kids, teens and their mothers on Colombia's Venezuelan border**

This project supported the entire family unit by combining flexible education for children and youth with entrepreneurship support for single mothers, creating sustainable community integration through education and economic opportunity – an approach so successful that it is expanding from four to 16 schools in 2025.

PROJECT LOCATIONS

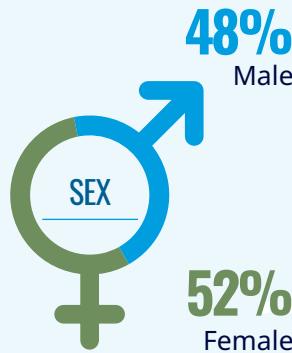
Colombia  
San José  
de Cúcuta



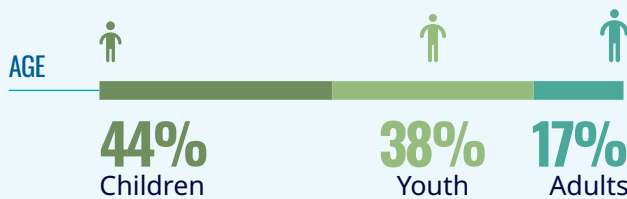
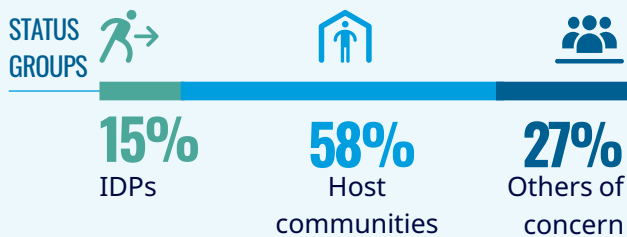
PEOPLE SUPPORTED

# 5,941

**5** educational facilities upgraded, including the construction or renovation of 23 classrooms with improved equipment along with one sanitary facility.



**646** children accessed education through flexible education models, providing specialized learning pathways for out-of-school and overage students.



**5,144** youth engaged in socio-sports programmes, 610 single mothers received job placements and entrepreneurial support, and 70 students completed entrepreneurship education through business administration programmes – addressing the socio-economic needs of entire families.

PROJECT DURATION

1 August 2022 ..... 15 January 2025



This project, located in Norte de Santander on the border with Venezuela, addressed the challenges of both children and their parents (mothers in particular) to access critical services in education, mental health and livelihoods. The project adapted and enhanced the infrastructure of four schools, focusing on safe, inclusive, and modern facilities. It implemented the national flexible educational models, complemented by psychosocial support and physical activity. The project applied a local authorities-led approach to provide access to formal education for displaced persons. It also empowered women heads of households by enhancing their entrepreneurial and employability skills through training, seed capital, and a social business incubator.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project partnered successfully with the local authority to increase coherence and sustainability. The partners' respective activities complemented each other effectively, delivering an integrated response to the needs of the displaced population. As a lesson learned, it is recommended to have more contingency planning around how to lessen the impact of the transition of authorities as a result of elections.
- » The project piloted flexible education models for vulnerable refugees and migrants, including an individualized, accelerated approach for children who had been out of school due to migration before including them in mainstream classes. This was accompanied by close collaboration with school directors and the enhancement of school infrastructure to include multi-grade classes that included both migrants and refugees.
- » Improving social cohesion was mainstreamed in many different ways throughout the project. For instance, some effective strategies included working simultaneously with children and their parents for increased impact, which was appreciated by project participants as helping them as a family to cope and using various team sports to promote social cohesion between host and displaced populations. For women, access to entrepreneurship support and training both enhanced their livelihoods and increased their confidence.

### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**

### PROJECT IMPLEMENTING PARTNERS

- » **Fondazione Terres des Hommes Italy ONLUS**
- » **Alcaldía de San José de Cúcuta, Secretaría de Educación**
- » **Fundación Juventud Líder**



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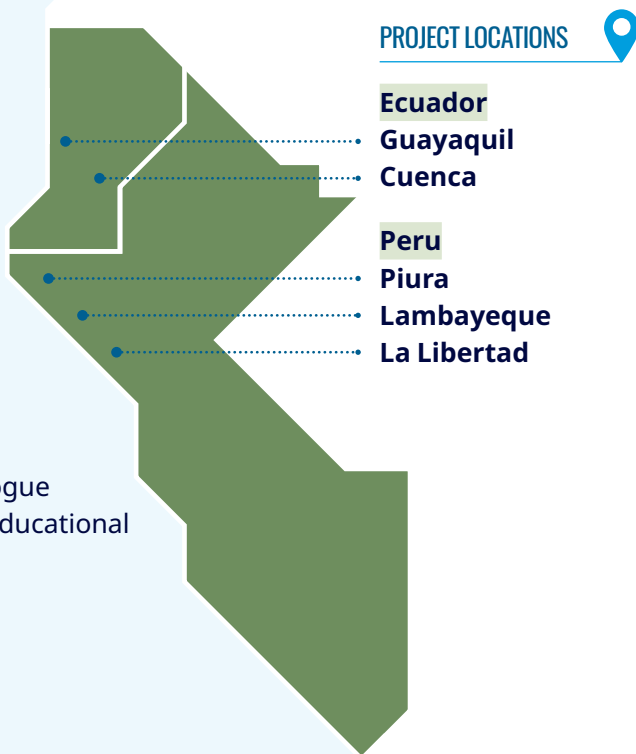
AMERICAS

# PERU & ECUADOR

**From displacement to integration:  
Building productive and protective  
communities in Peru and Ecuador**

This project provoked groundbreaking dialogue spaces between refugee families and local educational authorities, enabling direct communication about inclusion challenges and solutions.

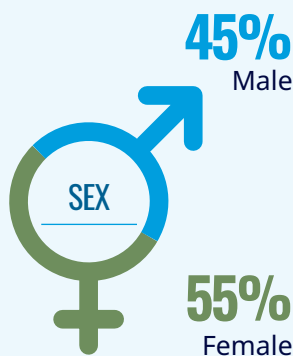
PROJECT LOCATIONS



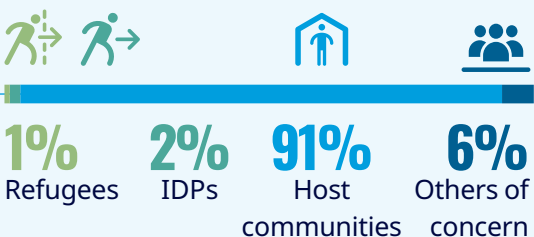
PEOPLE SUPPORTED

# 109,311

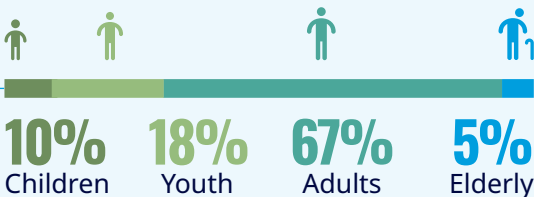
EXPENDITURE



STATUS GROUPS



AGE



PROJECT DURATION

7 August 2022 ..... 31 July 2024

# 879

displacement-affected people secured livelihood training, with a further 1,074 able to get existing qualifications recognized.

# 863

displaced children and adolescents gained access to education systems, while 15 teachers and educational staff were trained on the inclusion of displaced people.

# 1,470

people accessed protection assistance through referral pathways and the CPA platform.

In Peru and Ecuador, displaced Venezuelans face poverty, lack access to work, social security, healthcare, and education, and are susceptible to exploitation and discrimination. The project addressed these issues by improving access to education for young people, facilitating university educational opportunities, developing livelihoods through skill certification and technical training, and incubating economic initiatives. It also trained authorities, service providers, and teachers to help youth re-enter the education system, underpinned by community protection mechanisms, including for diverse groups such as the LGBTQI community.

### INTERESTING OUTCOMES AND LESSONS LEARNED

- » The project employed an innovative cultural approach to promote integration, using grants for cultural projects with strong engagement from local organizations and displacement-affected persons. Building upon the concept of interculturality, the project successfully combined education and culture to further the integration of the Venezuelan population in Peru and Ecuador.
- » The project included universities as equal partners and carried out multi-country research related to barriers to socio-economic inclusion and trafficking, which was used for advocacy purposes. Within the multi-country structure, the project created country-specific meetings to address, for instance, the worsening security situation in Ecuador, which impacted some project locations. For future programming, the added value of using a multi-country approach could be further reinforced through in-person visits and workshops.
- » The project had a solid approach to gender and diversity inclusion, providing entrepreneurial alternatives to Venezuelan trans persons who face considerable intersectional discrimination and who often are forced to resort to sex work. Additionally, an award was given to outstanding students with disabilities to promote inclusion and empower their artistic talents.
- » The project adopted a holistic approach to education, establishing strong connections to protection and livelihoods support, including skills certification. This comprehensive strategy aimed to address the multifaceted needs of the target population and enhance their overall well-being and prospects.

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### PROJECT THEMES



**Economic livelihood development**



**Integrated service delivery**



**Protection in development**

### PROJECT IMPLEMENTING PARTNERS

- » **Childfund International**
- » **Instituto De Democracia Y Derechos Humanos PUCP**
- » **Universidad Del Azuay**
- » **UNESCO Perú**
- » **We World ONLUS**



**953,690** displacement-affected  
people supported

**14** projects

**15** countries

**3** regions

**1** goal:

**To better support  
displacement-affected  
communities**