

IDMC STRATEGY 2015 TO 2020

GLOBAL KNOWLEDGE FOR INFORMED ACTION ON INTERNAL DISPLACEMENT

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EXECUTIVE SUMMARY

The Norwegian Refugee Council (NRC) established IDMC in 1998 in response to a gap in the protection and assistance provided to internally displaced people (IDPs), and a request from the Inter-Agency Standing Committee (IASC) for comprehensive global data to inform efforts to address it. Today our mandate is as relevant as ever, but we also recognise that we have to evolve to better serve the needs of policy makers, governments, the humanitarian community and IDPs themselves.

Sixteen years after we began our monitoring, we continue to document an annual increase in the number of people who flee their homes to escape conflict and disasters worldwide. More people are exposed and vulnerable to the many drivers of displacement in increasingly complex situations, and growing numbers find themselves displaced for protracted periods of time. The effectiveness of the international response has improved since humanitarian reforms began in 2004, but IDPs' needs are still far from being addressed.

There is growing concern about the availability and quality of statistical information on IDPs. Current reporting rarely captures either the full scale or the complexity of displacement at the global level. New drivers have also emerged, of which we still have only limited understanding, including development projects, criminal violence and various forms of discrimination. For the most part, displacement is a multi-causal phenomenon, and the process of achieving progress toward durable solutions is both complicated and challenging.

Our audience has consistently recognised that our greatest contribution lies in the provision of quality data and analysis, which is used primarily by decision-makers in their advocacy and policy work.

A NEW STRATEGIC DIRECTION

Over the next five years, IDMC will refocus on its original mandate to provide quality data, information and analysis on internal displacement, and to make this knowledge available to policy-makers and operational managers in strategic and engaging ways.

We will:

- Expand the scope of our monitoring beyond displacement caused by conflict and disasters
- Innovate in our monitoring, data sharing and analytical reporting
- Redefine the scope and purpose of our training activities
- Move away from country-level advocacy and contribute to global policy change

IDMC's vision: Global knowledge for informed action on internal displacement

IDMC's mission: To lead on the provision of high-quality data and analysis, with the aim of informing policy and operational decisions that improve IDPs' lives. We do this by monitoring all displacement situations, providing quantitative estimates of the number of IDPs worldwide and disseminating information relevant to policy development.

Strategic objective 1: To provide comprehensive data and information on internal displacement worldwide

Strategic objective 2: To inform and influence policy and operational decision-making on internal displacement

In more detail, during our 2015 to 2020 strategy period, we will:

- Develop a clear and comprehensive conceptual and methodological framework to facilitate understanding of displacement in all its complexity
- Lead discussion and debate about gaps and limitations in terms of data and information
- Expand our monitoring to cover all drivers, including development projects such as dam building and the extraction of natural resources, criminal violence and ethnic and other forms of discrimination
- Design and build a state-of-the-art online database that tracks new and ongoing global displacement and provides estimates of future risk
- Conduct comparative analyses and high-quality research on issues relevant to internal displacement, with the aim of feeding into targeted policy agendas
- Share knowledge and expertise in order to raise global awareness of displacement issues and influence targeted policy and operational decision makers

INTRODUCTION

In 1998, the United Nations (UN) and the global humanitarian community raised concern that not enough was being done to protect and assist internally displaced people (IDPs). The Inter-Agency Standing Committee (IASC) called for more comprehensive data and information on internal displacement worldwide as a means of better informing these gaps. The Norwegian Refugee Council (NRC) answered the call, and the Internal Displacement Monitoring Centre (IDMC) was established.

Sixteen years later, our monitoring of internal displacement caused by both conflict and disasters, combined with our solid research and analysis, has given us a strong reputation as a global leader in this area. The UN General Assembly acknowledges our work in its annual resolutions on IDPs' protection and assistance.

Today, our mandate remains as relevant as ever, if not more so. Year on year, our global reports reveal a concerning upward trend in the number of people displaced by conflict and disasters worldwide.

We and our partners understand that data and information on IDPs is important for two reasons:

1. Our global data and analysis provide a window through which to understand the scale, scope and impact of displacement. Our information informs better solutions for those already displaced and for those facing a direct risk of displacement.
2. Throughout our history, our research and analysis has enabled policy and operational decision-makers to improve and refine policies sensitive to the complex challenges of displacement.

We prepare for our new strategic period intent on strengthening the above. We also recognise that, after 16 years, we must take stock of past achievements and challenges to inform our future direction. With this in mind, and as a learning organisation, we have undergone a thorough internal and external assessment so as to sharpen our focus, strengthen our values and better fulfil the demands of our partners, users and strategic targets.

PART 1:

A STRATEGY BASED ON EVIDENCE: BACKGROUND RESEARCH

1.1. STRATEGY DESIGN PROCESS

Loyal to our core principle of evidence-based decision making, a process was designed to allow us to gather evidence that would reveal the various forces shaping our strategic position. It was important for us to not only to take stock of our internal position, but also to place more emphasis on better understanding our external position.

The process started with a diagnostic phase, in three main work streams:

1. **Trends analysis** (see annex 1):

The trends analysis aimed to provide a clear picture of our changing operational environment, viewed through the lens of current and future trends. This included the changing nature of displacement, the evolving political and humanitarian context and an analysis of the rapid advances in the data and information world. The methodology involved extensive desk research and literature reviews.

2. **External analysis** (see annex II):

The external analysis aimed to garner information on our relevance, strengths and weaknesses from our partners and stakeholders. The methodology included a mapping of our main users, partners and funders, followed by 25 semi-structured bilateral interviews with representatives from each stakeholder group.

3. **Internal analysis** (available on request):

The internal analysis aimed to provide an assessment of how effectively we use our internal resources to fulfil the needs and desires of our audience. The methodology included an internal staff survey to reveal the time spent on the development of each of our products, an analysis of our website statistics and an external online survey of almost 200 respondents.

The results of this process, feedback from a recent evaluation by our funding partner the Swiss Federal Department of Foreign Affairs, input from NRC's senior management, the observations of our own staff and an analysis of relevant historical documentation all underpinned the subsequent decisions we made.

1.2 LESSONS LEARNED IN THE DIAGNOSTIC PHASE

THE CHANGING LANDSCAPE OF DISPLACEMENT

Over the last 16 years, IDMC has documented increasing numbers of people displaced by conflict and disasters worldwide. The question behind the trend is simple. Why? The trends analysis revealed some key drivers as well as key obstacles that keep people locked in displacement:

1. People are becoming ever more exposed to the many drivers of displacement in increasingly complex situations, with growing numbers who find themselves displaced for long periods of time. The rising numbers of civilians targeted during conflict contributes to this, but we have also documented a doubling of the risk of displacement associated with disasters over the last 40 years. With weather-related hazards likely to become more frequent as a result of climate change, pastoralist and indigenous groups will be particularly hard hit as agricultural output falls and food insecurity increases.

2. Although the international response to displacement has improved since humanitarian reform began in 2004, IDPs' needs are still far from being addressed. Operational agencies struggle to assess their needs and deliver adequate assistance. Preventing displacement from happening in the first place, and finding long-term solutions for those already displaced will continue to pose major challenges in the future. Parallel this with greater awareness and concern for other populations affected by conflict, and IDPs run the risk of falling off the international agenda altogether.
3. There is a large blind spot in terms of accurate and reliable data on IDPs, meaning that the global picture is likely to be a significant underestimate and overly simplistic. The vast majority of data on IDPs comes from governmental and non-governmental agencies, who collect it primarily for operational purposes. As such, people who are displaced but do not ask for assistance remain invisible, and neither the exact number of women and children affected, nor the number of IDPs who return, integrate locally, settle elsewhere or eventually cross a border, are captured consistently across all situations. With no agreement on when displacement starts, when displacement ends or what constitutes sustainable return, there can be no reliable global figures. A lack of national laws and policies on displacement, differences in how IDPs are defined and counted, and the increasingly fluid nature of population movements all contribute to this information blind spot.
4. Displacement is not only predicted to increase. Its dynamics are set to become more complex. The global population is projected to reach nine billion by 2050, and the rate of urbanisation is staggering. More than 90% of the forecasted increase in urbanisation will take place in countries that are not members of the Organisation for Economic Cooperation and Development (OECD), where urban populations will gradually outstrip their rural counterparts. Many IDPs today seek refuge outside camps, particularly in rapidly expanding urban areas, leaving them exposed to a range of risks and making them even harder to identify.
5. Internal displacement is a complex, multi-causal phenomenon, and the process of achieving durable solutions is both complicated and challenging. New drivers of displacement have also emerged, of which we have little understanding. They include development projects, criminal violence and ethnic and other forms of discrimination. In the last couple of years we have started to explore such areas, but our traditional approach of viewing displacement through the lenses of either conflict or disasters is no longer tenable, because it fails to capture the complexity, multiplicity and overlap within and between the different drivers. This reveals another blind spot, but this time at the conceptual level. Our partners are now urging us to address this gap, and to develop a common frame of reference through which to understand the multi-causal nature of the phenomenon and the way it fuels repeated, prolonged and in some cases even permanent displacement.
6. Since their formulation in 1998, the Guiding Principles on Internal Displacement have provided an international framework for IDPs' protection, and they are widely accepted by the UN and its member states. Questions have been raised in recent years, however, about how the Guiding Principles define an IDP, and how the definition can be meaningfully applied in policy and operational contexts. Pigeon-holing people into predetermined categories is unrealistic in operational terms. This is particularly true in complex crises, where the distinction between IDPs, refugees, host communities,

and returnees may be seen as irrelevant in terms of their humanitarian needs. Some even question whether it is valid to single out IDPs as a group of particular concern.

THE EVOLVING NEEDS OF OUR AUDIENCE

According to the diagnostic analysis, our audience recognises that our unique role lies in our ability to provide quality data and analysis on IDPs worldwide. This was strongly felt by all of our stakeholders, and clearly forms the cornerstone of our identity. The analysis also revealed how our audience needs have evolved over time.

In the previous strategic period of 2012 to 2014, we focused much of our resources at the national level by engaging with governments, national human rights institutions and civil society organisations. Today, our partners and stakeholders increasingly recognise the relevance of our data and analysis at the global level, shaping the discourse of policy and operational decision-makers with a global remit. This point was reinforced in a recent evaluation by our Swiss funding partner.

The results of our online user survey (available on request) further reinforce this finding. They showed that our data and analysis is mainly used by policy and operational decision-makers, most of them with international agencies. The majority work in policy development, advocacy, programme design and research, and they use our data and analysis primarily in the first two areas.

In terms of products, our audience reveals a desire for more dynamic and interactive content, and directly downloadable raw data. They want shorter updates, including expert pieces and briefing papers. Our internal review also shows that we are investing heavily in the development of products such as country overviews, which were found to have only medium to low user benefit. The products which require high investment in terms of resources and have high value for our audience are our two flagship reports, the Global Overview and Global Estimates, each of which are developed in tandem with a sound strategic dissemination plan.

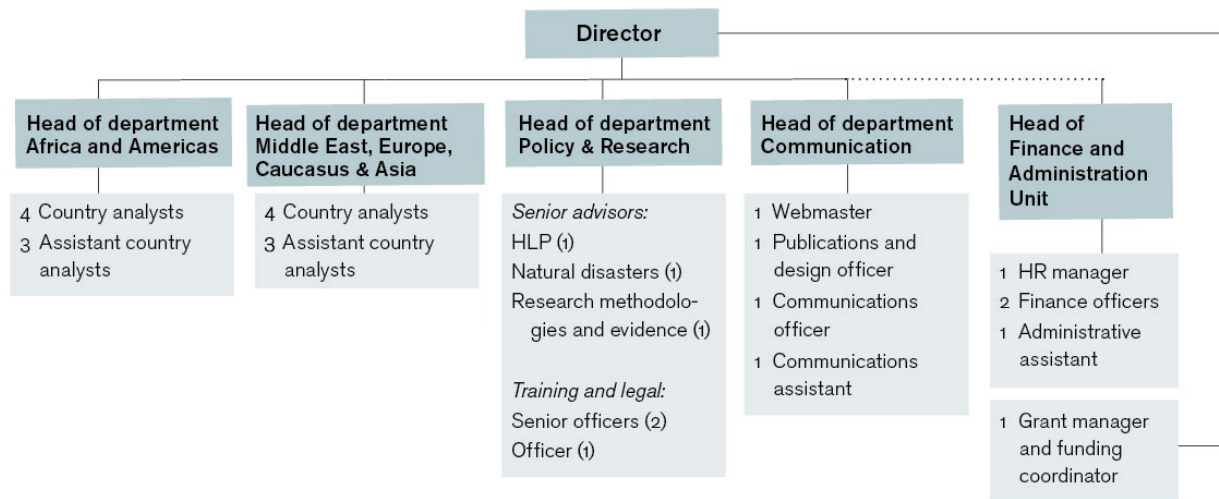
This suggests that products intended to inform on specific situations and trends would better serve a more diverse audience if they were shorter and more agile. More resource-intensive research products that aim to influence select targets should be rigorously designed, and paralleled with a solid strategic dissemination plan.

1.3. INTERNAL ANALYSIS

COMPETENCIES AND RESOURCE GAPS

In 2014, we employed a multi-disciplinary team of 35 people with expertise on a range of geographical areas and thematic issues. Staff competencies include monitoring and reporting, analysis and research, advocacy, training and capacity-building, publishing and multimedia communications (see annex III for more details on our internal structure).

Our staff are considered some of the leading experts in their field, but under the new vision there are skills and technical gaps that will need to be addressed through development, re-skilling initiatives, and recruitment. These include, but are not limited to, data analysis, data visualisation, technical design and research design capacities.



DATA AND INFORMATION MANAGEMENT

In the last 16 years, some of the most profound and innovative global developments have taken place in the area of data and technology. The arrival of big data, mobile phone technology and online analytics means that the data arena has become increasingly crowded and competitive. We hold an established niche, but other organisations that collect and/or compile data on displacement are emerging, and collection methodologies, databases and interfaces have changed dramatically over the years.

Our information management system has grown organically and is no longer aligned with technological advances. Our data needs to be more easily available and visually stimulating. We also currently manage our conflict and disaster-related data in separate databases. These need to be combined into a single database that has the flexibility to develop as our monitoring expands in line with future trends.

PART 2:

FROM EVIDENCE TO ACTION: VISION, MISSION AND STRATEGIC OBJECTIVES

2.1. KEY STRATEGIC CHANGES

In light of the diagnostic phase's findings, we have made changes to our vision, mission and overall approach. In the new strategic period, we will refocus our work to provide quality data and analysis on internal displacement in order to better inform policy and operational decision-makers. We will move away from being an evidence-based advocacy centre, and instead strengthen our ability to provide a solid evidence base through which to inform and support the advocacy of others.

We will expand the scope of our monitoring beyond conflict and disasters to include all displacement situations, making us the global leader in the understanding of their complex dynamics and drivers, the gaps and limitations of data and information and their implications.

We will explore new and innovative ways to monitor displacement across the globe, and to share our data and analysis with our audience. This will mean that we not only strengthen our engagement with our existing partners and network, but also seek to engage in more diverse partnerships, particularly in the areas of data and technology and cross-discipline policy processes.

The scope of IDMC's training will be redefined in order to more clearly align it with our adjusted vision, mission and strategic objectives. Training will be designed and delivered in a more focused way, and will become an integral part of our research and influencing activities.

The new strategic plan reflects a strengthening of IDMC's existing core values, but various adjustments will need to be made. To this end, 2015 will be an interim operational and funding year in which we continue to honour all outstanding commitments to our funding partners, while simultaneously seeding the new strategy. The new strategy will be fully operational in 2016.

2.2. OUR VISION AND MISSION

Our vision: Global knowledge for informed action on internal displacement

Our mission: Our mission is to lead on the provision of data and analysis on displacement, with the aim of informing policy and operational decisions that improve IDPs' lives. We do this by monitoring all displacement situations, providing quantitative estimates of the number of IDPs worldwide and disseminating information and analysis relevant to policy development.

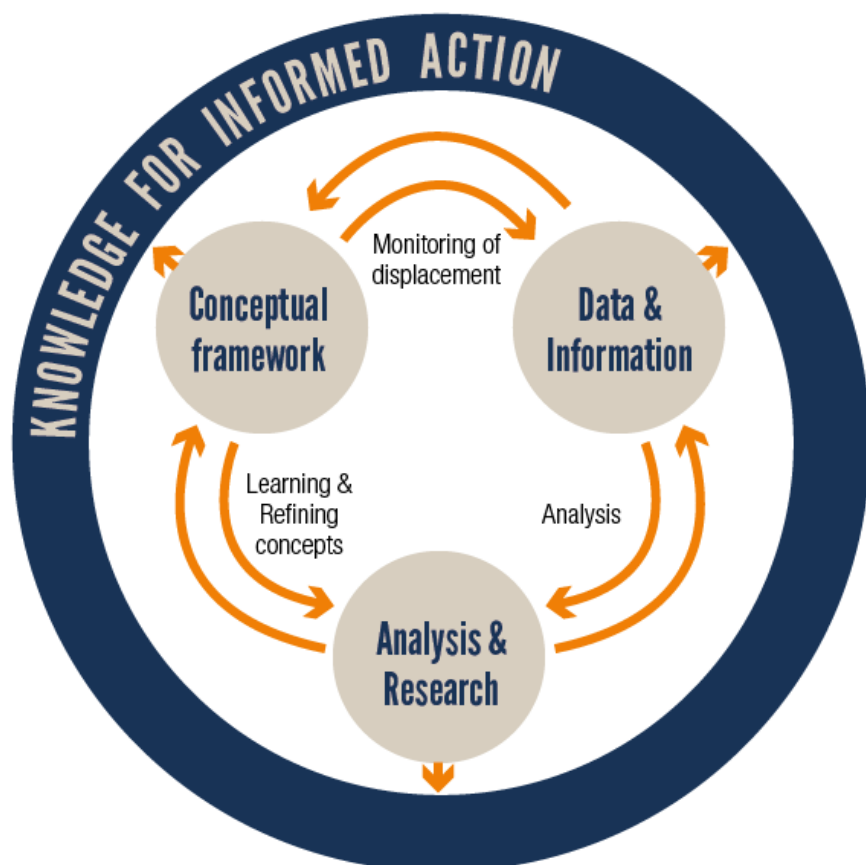
2.3. STRATEGIC OBJECTIVES AND OUTCOMES, 2015 TO 2020

Our strategic objectives and outcomes span the next five years. We will establish our outputs and activities on a yearly basis, with those for 2015 set out in the plan of action (part 4) and the log-frame (annex IV).

PART 3:

PUTTING OUR VISION INTO OPERATION

To implement our five year strategy, we have developed an operating model consisting of three core components: the development of a comprehensive conceptual framework on displacement, analysis and research on the phenomenon and the provision of data and information on IDPs. These components are translated into strategic objectives as explained in more detail below, but success is reliant on their interconnection and ability to “speak” to one another in a meaningful way, as shown by the diagram below:



STRATEGIC OBJECTIVE 1: TO PROVIDE COMPREHENSIVE DATA AND INFORMATION ON INTERNAL DISPLACEMENT WORLDWIDE

OUTCOME 1.1. THE CONCEPTUAL AND METHODOLOGICAL GAPS THAT UNDERPIN CURRENT LIMITATIONS OF POLICY AND OPERATIONAL RESPONSES ARE ADDRESSED

We have identified conceptual and methodological gaps in recent years that are recurring obstacles to our collection, interpretation and analysis of displacement-related data. Without a legal definition and common agreement on whether children of IDPs should be considered and counted as IDPs, for example, significant differences exist in national figures. In Azerbaijan, children of IDPs are systematically included in the total count, which is not the case in many other countries. These inconsistencies undermine the accuracy of global figures.

Legal and normative frameworks have guided, and will continue to guide, our data collection and analysis of displacement, but we also recognise their limitations as tools for understanding and quantifying the scope, scale and complexity of the phenomenon. As our analysis of displacement has evolved, our experts have drawn upon other analytical frameworks to better unpack its many drivers and impacts.

By way of an example, in 2012 we undertook a conceptual study to assess whether nomadic pastoralists could become displaced by drought and if so, how? The study was framed by the Guiding Principles, but it also relied on a sustainable livelihoods framework, and used a mathematical model to ground theoretical assumptions with empirical data. In using this approach, we were able to identify the factors that trigger pastoralists' displacement; provide data on the scale and patterns of both historical *and* future displacement risk; and provide a methodology to prevent pastoralists' displacement from occurring in the first place and to ensure a more effective response when it does.

Exploring such gaps in the current understanding of displacement will undoubtedly allow us to better define the parameters of our monitoring work, as the above example shows, and it will also better inform those tasked with response.

Examples of conceptual gaps we will seek to explore:

- How does protracted, chronic, repeated, multiple, pendular and permanent displacement take place?
- Until when should IDPs be considered IDPs? What constitutes a sustainable settlement option?
- How should the inability to become displaced - forced confinement - be understood?
- Beyond the main elements of the IDP definition, how are IDPs different from other people on the move in complex contexts where many causes of displacement interact?

To respond to the operational and data challenges that such gaps in our understanding produce, we will develop a clear and comprehensive conceptual framework, or theory of displacement, within which its many drivers and dynamics can be better understood. The development of such a framework will serve a dual purpose:

1. To improve the understanding by policy and operational decision-makers of specific displacement issues and so improve the response
2. To serve as a guidance tool that defines the parameters of our monitoring, while providing the wider data collection community with a more solid foundation through which to mine and analyse data and information on IDPs

To successfully fill, and build consensus around, these current gaps in our understanding, we will actively engage with our partners and other experts in these areas via discussion forums on and offline. Findings will be disseminated via policy position papers and guidance notes for policy operational decision-makers, and our data collection partners. See outcome 2.2 for more on this.

OUTCOME 1.2. DATA AND INFORMATION ON THE SCOPE, SCALE AND PATTERNS OF DISPLACEMENT, AND THE LOCATION AND PROTECTION OF IDPS WORLDWIDE, IS MADE AVAILABLE

A comprehensive picture of the scope, scale, patterns and location of displacement worldwide and associated protection gaps will raise awareness of the issue with policy makers across the globe. Information about IDPs' needs and vulnerabilities is essential to the planning and prioritisation of responses.

Over the next five years, we will capitalise on our experience and expertise in these two areas by designing and building a state-of-the-art database on displacement worldwide. This publicly accessible resource will harness modern technical advances in terms of online data hosting and management platforms; data transfer feeds with partners' databases; and data visualisation interfaces.

We will also expand our monitoring to include new displacement situations, such as those associated with development projects, criminal violence, ethnic and other forms of discrimination, and disasters caused by a broader range of hazards. This broadening of our scope of work will be carried out progressively throughout our five-year strategy period, and will be realised through ongoing updates to the database.

To address current gaps in data, we will form partnerships with new providers in order to mine information on displacement from new and innovative sources such as social media and crowd sourcing platforms, while seeking complementarity in terms of data collection, interpretation and visualisation. We will further strengthen our partnerships with those undertaking primary data collection such as national governments, the UN Refugee Agency (UNHCR), the UN Office for the Coordination of Humanitarian Affairs (OCHA), the International Organisation for Migration (IOM) and the Joint IDP Profiling Service (JIPS), while collaborating with online initiatives such as InfoRM and HDX.

The database will provide the most up-to-date country-level quantitative estimates, disaggregated by age and sex. It will include figures on those newly displaced in different countries and contexts, and those living in protracted displacement. It will allow for the extraction of trends in settlement patterns, population movements and changes and developments in legislative and policy processes.

Drawing from our current work on disaster displacement risk modelling, we will publish estimates of future risk. This innovative approach will empower humanitarians and governments by providing them with the best available evidence and advice before a hazard reaches exposed communities, so as to inform evacuation and disaster preparedness plans and to protect and provide for those at risk of being displaced.

We will also develop a severity index that gauges IDPs' vulnerabilities in different situations with comparable indicators and criteria. Instead of providing analyses that focus on the IDPs' vulnerability in *specific* situations, we will approach the issue comparatively using consistent criteria. We will explore severity through various lenses, in terms of fast-evolving crises, the risk of protracted displacement, and protection gaps and human rights violations.

STRATEGIC OBJECTIVE 2: TO INFORM AND INFLUENCE POLICY AND OPERATIONAL DECISION-MAKING ON INTERNAL DISPLACEMENT

OUTCOME 2.1: OUR ANALYSIS AND RESEARCH ON DISPLACEMENT-RELATED ISSUES IS OF KEY RELEVANCE TO GLOBAL POLICY AGENDAS

Over the next five years, we will equip policy and operational decision-makers with high-quality analysis and research that will provide them with a solid evidence base. Such research will largely be driven by concerning trends that emerge from the database (see outcome 1.2), and by exploring newer areas of concern (see outcome 1.1). The work will bring our inter-disciplinary expertise together around multi-year research projects, while bringing in cutting edge researchers to strengthen new areas of work.

Our analysis and expertise will continue to inform the policy work of our key international partners. We will also highlight how displacement can and should be addressed through alternative entry points, such as private sector development planning, poverty and economic policy development and climate change adaptation. In doing so, we will ensure that the issue of internal displacement is adequately embedded within current and future global policy agendas.

Our annual global reports will raise awareness about the scale and scope of displacement, and trends in the number of IDPs and people at risk of displacement worldwide, and they will have various applications in policy forums and practice. Our in-depth research reports will target more niche specialist audiences, and will be more clearly oriented to particular policy processes. We will also continue to develop models and support tools that enable decision-makers and others to better understand how different investments and strategies can improve resilience. This in turn will enable duty bearers to address and prevent future displacement by identifying the most cost-effective solutions today.

In the first part of our new strategic period, the global policy agendas we will seek to influence include the post-2015 sustainable development agenda; the post-2015 framework for disaster risk reduction, also known as the post-Hyogo framework for action; the 2015 UN Climate Change Conference (COP21); the 2016 World Humanitarian Summit; and the 2016 UN Conference on Sustainable Housing and Urban Development (Habitat III).

Further policy analysis throughout 2015 will inform future plans and influencing opportunities.

OUTCOME 2.2: OUR RESEARCH AND ANALYSIS IS DISSEMINATED STRATEGICALLY TO ENGAGE TARGETED POLICY AND OPERATIONAL DECISION-MAKERS, INCREASING THE VISIBILITY OF DISPLACEMENT TO A GLOBAL AUDIENCE

In terms of dissemination, the three outcomes described above highlight our need to build consensus and share information within an existing expert community (outcome 1.1), raise awareness of the scale, scope and trends of displacement with more diverse multidisciplinary audiences (outcome 1.2), and engage proactively with targeted policy-makers (outcome 2.1). To this end, we will adopt a three pronged approach to disseminating our work, viewed in terms of knowledge sharing, awareness raising and influencing.

According to the analysis in the diagnostic phase, our audience largely falls into three categories: partners, users and strategic targets. Many of those identified fall within more than one group, and the tools and techniques we will use to engage them will vary depending on whether we aim to share knowledge and build consensus, raise awareness or influence.

Partners	Users	Strategic targets
National government (for provision of data)	Research community (academics, researchers, students)	Operational decision makers (multidisciplinary)
Research community (academics, researchers)	Civil society organisations	Human rights organisations
Civil society organisations	Data community	Lobbyists and advocates
Displacement community (operations, policy, technical)	Socially concerned general public	Funding partners
IDPs	Funding partners	Data community
Data community	News journalists (wires)	Civil society organisations
Funding partners		National governments
Field based journalists (information, data sharing)		Specialist journalists

SHARING KNOWLEDGE WITH OUR PARTNERS

If we are to lead on a common and comprehensive understanding of displacement, (see output 1.1) we must also build consensus from, and share knowledge with, the existing expert community. We will use traditional methods such as panel discussions, working groups and facilitated workshops and training opportunities, and we will also look to newer technologies that allow a wider group of experts from around the world to convene in real time. This will take the form of a series of online discussion groups and debates on key themes and issues, which we will facilitate and lead.

RAISING AWARENESS WITH OUR USERS

We have built solid expertise in strategic multimedia communications. In terms of raising awareness with a more diverse audience, our analysis shows that social media are currently our most powerful tools in this area. We will continue to engage actively on our existing social media channels, while continually scanning the horizon for new developments in information sharing and social networks to ensure we maintain and expand our digital presence.

Our website will continue to grow throughout the five-year period, striving to present our work in more visual, exciting and innovative ways while ensuring a smooth, modern user experience and attracting and retaining new audiences via e-marketing strategies.

We will also continue to raise awareness via traditional offline forums. We will continue to represent IDMC and IDPs' cause at external events at all levels, and we will use such opportunities to deliver key literature and products.

INFLUENCING OUR STRATEGIC TARGETS

We have a solid reputation, and with our parent organisation NRC we are able to mobilise engagement and support from the highest levels of political representation. We have also been interviewed and referenced regularly by large media outlets including the BBC, Al Jazeera and CNN as the expert voice on displacement worldwide. With increased policy analysis and strategic thinking, we will build on these contacts to increase the impact of our research in a more targeted way.

To this end, we will deploy such tools and techniques to position our analysis and research in a timely manner. We will seek to deliver a clear message and narrative to targeted policy and operational decision-makers using a range of strategies, including high-level representation, media campaigns and the development of audience sensitive support material and literature.

PART 4:

IDMC'S PLAN OF ACTION FOR 2015

Based on the four outcomes described in section 3, IDMC has developed its plan of action for 2015. More information on this can be found in the log frame in annex IV.

OUTCOME 1.1: THE CONCEPTUAL AND METHODOLOGICAL GAPS THAT UNDERPIN CURRENT LIMITATIONS OF POLICY AND OPERATIONAL RESPONSES TO IDPS ARE ADDRESSED.

In 2015, we will seek to provide greater conceptual clarity and consensus within a core expert group on two current gaps in the knowledge on internal displacement. These include protracted displacement, including an agreement on when displacement should be considered as ended, and displacement in the mixed context of disasters and conflict. In terms of published outputs, this work will be reflected within two policy position papers, and the iterative publication of our policy compendium. The IDMC policy compendium is an internal document that was developed in 2014 to provide policy positions on such areas, and is based on an analysis of existing legal frameworks and definitions. It will form the basis of the future development of the conceptual framework on internal displacement. We will also publish a guidance paper on IDP related data collection within these two areas of focus.

OUTCOME 1.2: DATA AND INFORMATION ON THE SCOPE, SCALE, PATTERNS, LOCATIONS, AND PROTECTION OF IDPS WORLDWIDE IS MADE AVAILABLE.

We begin the development of a global internal displacement database by creating a technical development plan. This work will be led by a technical project manager who will be recruited on a temporary basis in order to guide the initial stages of this work.

In 2015 we will further create a prototype database hosting all of our historical data. By the end of the year, users will be able to download the complete datasets for displacement caused by conflict and disasters from the IDMC website, via this database. Throughout the year, we will also explore different data visualisation techniques, and will produce a series of info-graphics of displacement data throughout the year.

In consort with the work on the conceptual framework (see outcome 1.1) we will also develop draft indicators for the IDMC severity index, with a particular focus on the two areas of multi causality and protracted displacement.

OUTCOME 2.1: IDMC ANALYSIS AND RESEARCH ON INTERNAL DISPLACEMENT-RELATED ISSUES IS OF KEY RELEVANCE TO GLOBAL POLICY AGENDAS.

Outputs within this outcome reflect both on-going commitments to our funding partners, as well as planned outputs under the new strategy. In line with the work taking place within the first strategic objective, this year we will focus our analysis and research on the issue of protracted displacement. In particular, we will strive to identify ways of bridging the humanitarian-development gap so as to find lasting solutions to displacement.

Our two global reports, the Global Overview and Global Estimates, will explore existing gaps in understanding that act as obstacles to finding adequate long-term solutions, through an analysis of a select number of protracted situations worldwide. Our analysis will include an exploration of international and national legal

and policy frameworks, by assessing how displacement is addressed within them, and providing a critical analysis of the approaches adopted in different contexts.

In addition, we will publish a special report on global displacement risk that will inform policy discussions at the March 2015 Sendai Conference on Disaster Risk Reduction.

As part of our core commitments to our funding partners, we will also publish three thematic reports and a special paper on housing practices and durable solutions for urban IDPs. The latter will form IDMC's future work on urban displacement issues. We will also publish two additional papers in our series "Born in Displacement" which will speak to the issue of protracted displacement over multiple generations.

OUTCOME 2.2: IDMC RESEARCH AND ANALYSIS IS DISSEMINATED STRATEGICALLY TO ENGAGE TARGETED POLICY MAKERS AND OPERATIONAL ACTORS, AND INCREASES THE VISIBILITY OF INTERNAL DISPLACEMENT TO A GLOBAL AUDIENCE.

SHARING KNOWLEDGE WITH OUR PARTNERS

In 2015, we will build an online expert discussion group and deliver IDMC facilitated workshops which will bring key experts to build consensus around the issue of protracted displacement, and when displacement ends. The subsequent policy position papers developed from this work (see outcome 1.1) will be disseminated via targeted emails to IDMCs users, partners and relevant strategic partners with the aim of solidify these positions in the wider literature and discourse around protracted internal displacement.

This year we will also deliver 11 training workshops to national and regional stakeholders on legal and policy frameworks relating to internal displacement. These workshops reflect our on-going commitments to our funding partners for the period 2015 to 2016.

RAISING AWARENESS TO OUR USERS

This year we will continue to develop our e-marketing strategy. We will seek to invest in more powerful technologies and contact platforms to allow us to more effectively inform our users and partners of our research and analysis. This will include the development of more targeted email groups based on interest areas and relevant audience targets.

We will also develop a marketing pack to include basic information about IDMC, as well as our latest reports and analysis. These will be available to our staff and to our partners for distribution at relevant key events, meetings and discussions.

INFLUENCING OUR STRATEGIC TARGETS

For the three policy relevant reports developed under outcome 2.1 (the Global Overview, The Global Estimates, and the Global Displacement Risk Report) we will develop a solid dissemination plan to ensure that these are released at strategic points in the relevant policy processes (see outcome 2.1). The plan will include a multimedia campaign and high-level event launch, in collaboration with our parent organisation NRC. We will develop suitable support material for each, including quick facts guides, info-graphics and press and social media material.

PART 5:

IMPLICATIONS OF THE 2015 TO 2020 IDMC STRATEGY

During an in-depth risk analysis, we have identified four implications to our 2015 to 2010 strategy. Each is addressed below with a corresponding mitigation strategy.

HIGH INITIAL INVESTMENT FOR LONG TERM RETURN

We anticipate seeding costs in terms of human resources, and also in terms of the specialised technical requirements needed for the database development. To ensure smooth transition, we will also deliver products throughout the year that both honour our core commitments, while also increasingly reflect the new direction we are taking. To this end, we will ensure consistent engagement with our partners throughout. To address these implications we will do the following:

- a. Develop a solid phase in/phase out strategy. The phase out will focus on honouring the core commitments IDMC has in place for 2015. The phase-in will focus on the activities and deliverables planned for the year beneath each of IDMC's new institutional objectives.
- b. Our phase out budget will cover the core commitments described in the log frame under output 2.1, while the phase in budget will be used for any seeding costs and for the products and activities developed as part of the new strategy. The current budget of 5.3 million USD will be allocated along these two tracks accordingly.

We do not anticipate any financial investment over the next 12 months over-and-above our current budget ceiling of 5.3 million USD. Nonetheless, considerable investment will be required in change management support, which will be provided by our parent organisation NRC.

LACK OF AVAILABLE QUALITY DATA ON INTERNAL DISPLACEMENT

The lack of quality data on internal displacement in various contexts is well recognised, and is discussed in more detail in section 1 under the trends analysis. This poses a continued challenge to us, as we will continue to rely on secondary data sources as part of this new strategy. These blind spots in the data run the risk of impeding both the speed and credibility of implementing this new, more data-focused, approach to our work.

This is not, however, a new challenge for us, and by adopting a phased approach to our database development we will be able to mitigate this implication. We will begin with what we do have, and make our vast catalogue of currently unavailable data on IDPs available, while simultaneously looking to innovative sources of new data where we see consistent gaps. This could include mobile phone data, crowd sourcing, crowd seeding, and satellite imagery analysis, for example.

We will also look to the longer term. As discussed previously, one role of the conceptual framework will be to educate data collection experts on how to collect richer and more comparable data on internally displaced people. In short, we will clearly communicate where the gaps are in terms of data to stakeholders as a means of improving transparency in both data collection and methodology.

IDMC will also introduce confidence ratings to the data it publishes. This will allow us to be more transparent about the data we use.

DIVERSIFYING OUR FUNDING BASE

As mentioned in section 4, 2015 will be considered a transitional year where we will honour our on-going commitments to our funding partners, while simultaneously seeding the new strategic plan.

We will continue to actively engage with our funding partners whose on-going support and engagement with IDMC has not only allowed us to develop sixteen years of credible and highly respected work in support of the rights of IDPs, but will also be paramount in the implementation of this new direction. We will have early consultations with our funding partners on our plans for the next five years, followed up with timely delivery reports on our progress through our quarterly updates and annual reports. IDMC will also diversify its funding base, encouraging multi-year partnerships in support of our goals.

IDMC will actively seek new funding opportunities with strategic and operational partners which include, but are not limited to, UN agencies, the International Organisation on Migration, research institutions and national and regional institutions. As an organisation grounded in research and analysis, longer term investments are critical for us to operate effectively, while funding to specific projects make it possible to develop newer areas of our work which might need additional investment in terms of hiring external support.

There will be no planned growth for 2015, and we have, to date, secured approximately 64 per cent of our required budget. Fundraising will be required to meet the remaining 36 per cent. To secure this funding, IDMC has already initiated dialogue with both former and potential new donors.

In 2014, approximately 40 per cent of IDMC funding stems from framework agreements through NRC. This will remain in 2015.

FRAMEWORK AGREEMENTS THROUGH NRC HAVE MADE UP CLOSE TO 40% OF IDMC'S BUDGET FOR THE LAST 3 YEARS AND THIS ARRANGEMENT IS LIKELY TO CONTINUE IN 2015.

SUMMARY IDMC BUDGET 2015	Budget (USD)
Regional departments	2,207,470.-
Policy and research (Including conceptual framework, severity index)	1,252,771.-
Communications	869,980.-
Finance and administration (Including evaluation)	1,149,978.-
TOTAL IDMC 2015 BUDGET	5,480,199.-

MONITORING AND EVALUATION (M&E)

In 2014 IDMC underwent an independent evaluation by the Swiss FDFA (see annex III). A second evaluation, by our Australian funding partner, is planned in 2015 which will evaluate our disasters work. In 2016, we are planning a further independent external evaluation of our work.

While we have clearly articulated in the log frame the indicators we will be using to monitor the progress of our work in 2015, we will continue to seek guidance and support on M&E from our parent organisation NRC in light of its new operating model and strategic plan.

ANNEXES

I	Trends analysis report
II	Summary of key findings and messages from external interviews
IIa	Interviews: Key strategic findings
IIb	Interview analytical matrix
III	IDMC organigram
IV	IDMC 2015 Log frame