

FINAL EXTERNAL EVALUATION
**IDMC'S USAID
BHA PROJECT**

*Improving Humanitarian Capacity and System
Strengthening to Respond to Internal Displacement
by Generating Data and Evidence, Enhancing
Coordination and Galvanising Action.*

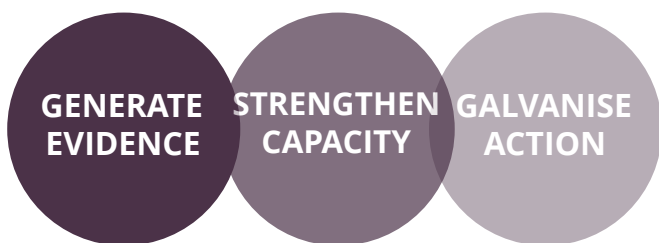
**2021
2023**

DECEMBER 2023



EXECUTIVE SUMMARY

The Internal Displacement Monitoring Centre (IDMC) has implemented a \$3 million project titled, "Improving Humanitarian Capacity and System Strengthening to Respond to Internal Displacement by Generating Data and Evidence, Enhancing Coordination and Galvanising Action" spanning two years, from 30 September 2021 to 29 September 2023. Funded by the United States Agency for International Development (USAID) Bureau for Humanitarian Assistance (BHA), this project was intended to improve the humanitarian response to internal displacement across IDMC's three strategic pillars:



Upon the project's conclusion, IDMC engaged Key Aid Consulting to conduct an independent evaluation assessing its relevance, effectiveness and coherence. The evaluation methodology included an internal document review, semi-structured interviews with 27 individuals from IDMC and partner organisations, and an online survey that received 65 responses from the target audience. The evaluation's primary focus was to examine the project's alignment with the global operating environment, the achievement of project objectives and collaboration with other stakeholders in the internal displacement domain.

KEY FINDINGS

Alignment with the global operating environment:

IDMC effectively influences the global operating environment from the top down by actively participating in key processes, such as the UN Secretary-General's (UNSG) High-Level Panel (HLP) on Internal Displacement. Through ongoing involvement in key discussions, IDMC not only influences these processes but also ensures that its organisational strategy remains in sync with the global operating environment. A clear example of this alignment is its donor contributions. Over the past decade, IDMC has consistently encouraged development stakeholders to engage with the issue of internal displacement, aligning with the shift towards a nexus approach. This sustained effort has resulted in development donors contributing 40 per cent of IDMC's annual budget in 2023.

DEVELOPMENT DONORS CONTRIBUTING

40%

HUMANITARIAN DONORS CONTRIBUTING 60%

An impartial and independent actor: Structurally, IDMC stands out as a singular entity with its affiliation to the Norwegian Refugee Council (NRC), which grants it international legitimacy, while avoiding constraints specific to in-country operations. Partners emphasise the significance of this independence, positioning IDMC as an impartial advocate for the needs of internally displaced people (IDP).

Value proposition and avoiding duplication: In providing services, IDMC holds a unique position as the sole organisation that aggregates global internal displacement data. Partners stress the crucial and unparalleled role of IDMC's evidence production, especially the Global Internal Displacement Database (GIDD) and the accompanying Global Report on Internal Displacement (GRID). The survey results show that IDMC's evidence and actions remain highly relevant to its target audience, with positive perceptions of quality and quantity.



Partners express concerns about potential duplication in its capacity strengthening services. This perception does not necessarily indicate actual overlap, as IDMC actively avoids it through scoping missions and engagement with other capacity strengthening service providers. The issue arises from a lack of external clarity regarding IDMC's capacity strengthening strategy and the specific services it offers. Providing a clearer understanding of IDMC's capacity support approach could alleviate concerns and enhance external awareness.

31,963 DISPLACEMENT FIGURES
59% OF THEM REFLECTED IN THE GIDD

Exceeding its output targets: IDMC has not only met, but significantly surpassed, its targets during the reporting period (September 2021 – September 2023). The monitoring team successfully managed and documented 31,963 displacement figures, with 59 per cent of them reflected in the GIDD. The organisation published 39 products, exceeding its target of 19, and created new ones, such as the Global Repository of Good Practices, which includes more than 86 good practices. In the realm of galvanising action, IDMC organised or attended 102 events, surpassing its target by 170 per cent. These events included workshops, meetings with UN member states and engagements with diverse stakeholders. IDMC's evidence was cited in the media 9,270 times, surpassing the target by 232 per cent, and its data was downloaded 34,836 times, exceeding the goal by an impressive 315 per cent.

9,270 MEDIA CITATIONS
232% ABOVE THE PROJECT TARGET

DATA DOWNLOADS **34,836**
315% ABOVE THE PROJECT TARGET



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Communicating data and evidence: As a global data aggregator, IDMC uses a consistent definition of internal displacement across countries. This definition may, however, differ from those used by country actors, who might concentrate on specific aspects of displacement. This variance can result in the misinterpretation and misrepresentation of IDMC's data and evidence. Acknowledging this challenge, IDMC has actively engaged in efforts to enhance data clarity, including a recent redesign of its website.

Measuring influence: Responses to the evaluation survey indicate that IDMC's evidence has enhanced the understanding of internal displacement drivers and patterns and is also used for decision-making improvement and advocacy efforts. Partners highlighted that IDMC's actions have been instrumental in maintaining visibility on the issue of displacement and bringing it to the international stage, commending it for

“ **making noise where
no noise is being made.** ”

IDMC has a clear strategic direction on how it wants its evidence and action to influence the displacement space. Measuring this, however, is not straightforward, which poses a key challenge for IDMC to assess the relevance and effectiveness of its work. For example, IDMC considers references to its data in national, regional or global policy processes to be a key measure of influence. However, there are no systems or processes in place to systematically track this, relying on ad hoc methods like Google searches. That said, IDMC has planned several activities as part of the setting up of a Monitoring, Evaluation, Accountability and Learning (MEAL) system, including a monitoring and evaluation plan for tracking and assessing performance against IDMC's strategic objectives set out in its 2030 strategy. Implementing these measures of use and influence will enhance IDMC's ability to guide its strategic direction, especially concerning the breadth and depth of its products.

Partnerships to achieve its objectives: Considering its small size and available resources, IDMC's success is achieved through diverse and effective partnerships. Despite the crucial role of partnerships in achieving its core objectives, IDMC lacks a clear strategy outlining priority countries, expected levels of partner engagement and guidelines for forming and nurturing strong collaborations. This limits programme staff's ability to effectively prioritise partnerships and assess collaboration opportunities.

A positive reputation: IDMC enjoys a strong reputation as the leading organisation on global internal displacement monitoring, which makes other organisations keen to partner with it.



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RECOMMENDATIONS

1 Implement quick-win tools for ongoing feedback on evidence: To gain insight on the relevance, reach and influence of its evidence, IDMC should capitalise on the high engagement on its website and download metrics. Introducing pop-up questions, such as inquiring about the intended use of the downloaded data or soliciting feedback on the usefulness of blog posts, can be effective strategies for gathering insights.

2 Measure the effectiveness of event hosting and attendance: Acknowledging the value of informal conversations, IDMC staff hosting events should systematically record participant feedback, using tools such as the existing Salesforce partnership management tool. For attended events, IDMC should consider tracking not only the number of events but also their type and the nature of the participation, such as delivering a keynote, to assess their contribution.

3 Clarify and communicate IDMC's capacity strengthening strategy: IDMC should develop a targeted external communication product outlining its capacity strengthening strategy and menu of services. The communication should highlight the distinctiveness and added value of these services.

4 Enhance regional presence for increased and more targeted influence: To bolster the regional influence of IDMC's GRID, the organisation should explore the possibility of conducting region specific launches after the global launch in Geneva. To enhance collaboration, knowledge exchange and the development of region-specific solutions, IDMC might also consider region focused displacement dialogues.

5 Develop a partnership strategy and reinforce systems to monitor partnerships: Recognising the role of partnerships in achieving organisational objectives, IDMC should consider formulating a partnership strategy. The systematic tracking of engagement across teams would offer a comprehensive overview of IDMC's interactions, identifying opportunities to leverage collaborations or refine the partnership strategy.

6 Define the why and interconnectedness between products: IDMC is encouraged to articulate a clear rationale for each product, demonstrating its link with the organisation's overarching objectives. IDMC is also encouraged to engage with fellow service providers, for example through the Humanitarian to Humanitarian (H2H) network. Although some of these providers may offer different services from IDMC's, they likely face similar challenges in defining the purpose of each output and in measuring their influence, thereby providing IDMC with practical examples and insights.

