



©NORCAP/Kishor Sharma

Final External Evaluation of IDMC's 2021-2023 USAID BHA Project: *Improving Humanitarian Capacity and System Strengthening to Respond to Internal Displacement by Generating Data and Evidence, Enhancing Coordination, and Galvanising Action.*

Prepared by Key Aid Consulting for IDMC
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:

Generate Evidence

Strengthen Capacity

Galvanise Action

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.

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.

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.

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.

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.

Table of Contents

Executive Summary.....	2
Table of Contents.....	5
Table of Tables.....	5
Table of Figures.....	5
Acronyms.....	6
I. Introduction.....	7
II. Methodological approach.....	9
III. Evaluation findings.....	10
III.1. Relevance.....	11
III.2. Effectiveness.....	16
III.3. Coherence.....	23
IV. Key take aways.....	25
V. Recommendations.....	26
VI. Reference list.....	29
VII. Evaluation matrix.....	31

Table of Tables

Table 1 Target audience engagement across IDMC’s pillars of services.....	10
Table 2 IDMC donor portfolio 2021 – 2023.....	13
Table 3 Evidence production outputs.....	16
Table 4 Products published during the reporting period (2022 – 2023).....	17
Table 5 Outputs related to capacity strengthening.....	19
Table 6 Outputs contributing to galvanised action.....	22
Table 7 Target audience and partners.....	23

Table of Figures

Figure 1 BHA project Theory of Change.....	8
Figure 2 Perceived relevance of IDMC’s services.....	15
Figure 3 Survey respondents feedback on the added value of IDMC’s action.....	20
Figure 4 Use of IDMC’s galvanise action outputs.....	23

Acronyms

ADB	Asian Development Bank
BHA	USAID's Bureau for Humanitarian Assistance
BMZ	German Federal Ministry for Economic Cooperation and Development
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DTM	IOM's Displacement Tracking Matrix
EGRSS	Expert Group on Refugee, IDP and Statelessness Statistics
ETHZ	Swiss Federal Institute of Technology in Zurich
GFFO	German Federal Foreign Office
GIDD	Global Internal Displacement Database
GRID	Global Report on Internal Displacement
HLP	High-Level Panel
H2H	Humanitarian to Humanitarian
IDMC	Internal Displacement Monitoring Centre
IDP	Internally Displaced People
IFRC	International Federation of Red Cross and Red Crescent Societies
INTPA	Directorate-General for International Partnerships
IOM	International Organization for Migration
JIPS	Joint Internal Displacement Profiling Service
MEAL	Monitoring, Evaluation, Accountability and Learning
NGO	Non-Governmental Organisation
NRC	Norwegian Refugee Council
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Cooperation and Development
PDD	Platform on Disaster Displacement
PRDD	Pacific Response to Disaster Displacement
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNDP	United National Development Programme
UNSG	United Nations Secretary-General
USAID	United States Agency for International Development

I. Introduction

Internal displacement has reached a record high, with 71.1 million people displaced by conflict, violence or disasters at the end of 2022, marking an 8.3 per cent increase since 2021.¹ Despite this, there are significant gaps in data and limited understanding of the scale, patterns and effects of internal displacement. Data on the movements of displaced individuals and on the causes of their displacement has become increasingly complex because of its intersection with migration, poverty, social inequality, climate change, economic growth and urbanisation. Additionally, the lack of integrated programming and collaboration between humanitarian and development actors hinders efforts to prevent or reduce displacement.²

Considering this, the UN Secretary-General (UNSG) established a High-Level Panel (HLP) on Internal Displacement in 2019 to identify concrete recommendations on how to better prevent, respond and achieve solutions to the global internal displacement crisis. The panel submitted its report “Shining a Light on Global Displacement” to the UN Secretary-General on 29 September 2021.³ The report contained a range of recommendations for the Secretary-General, the UN system, governments, international and national non-governmental organisations (NGO), the private sector and the media.

The humanitarian sector has welcomed these recommendations and demonstrated its commitment to aligning its activities accordingly.⁴ The Internal Displacement Monitoring Centre (IDMC) demonstrated its commitment in its follow-up commentary: “Building on the Momentum: IDMC’s Commitment to Carry Forward Recommendations by the UN Secretary General’s High-Level Panel on Internal Displacement” published in October 2021.⁵

IDMC’s mission is to provide high-quality data, analysis and expertise on displacement with the aim of informing policy and operational decisions that can reduce the risk of future displacement and improve the lives of internally displaced people (IDP) worldwide. This mission revolves around three pillars:⁶

1

Generate Evidence: Improved understanding of the risk, causes, patterns and impacts of internal displacement, providing new insight into solutions and best practice.

2

Strengthen Capacity: Higher visibility of internal displacement in countries’ national agendas, including greater country capacity to measure, report on and predict internal

¹ Internal Displacement Monitoring Centre, “Global Internal Displacement Database,” accessed 5 October 2023, <https://www.internal-displacement.org/database/displacement-data>.

² Internal Displacement Monitoring Centre, “Project Proposal: Humanitarian Policy and International Systems,” September 2021.

³ UN Secretary-General’s High-Level Panel on Internal Displacement, “Shining a Light on Internal Displacement: A Vision for the Future,” September 2021.

⁴ UN Secretary-General’s High-Level Panel on Internal Displacement, “Reactions from Civil Society and Others,” 2021, <https://internaldisplacement-panel.org/reactions-from-civil-society-and-others/index.html>.

⁵ Internal Displacement Monitoring Centre, “Building on the Momentum: IDMC’s Commitment to Carry Forward Recommendations by the UN Secretary General’s High-Level Panel on Internal Displacement,” October 2021.

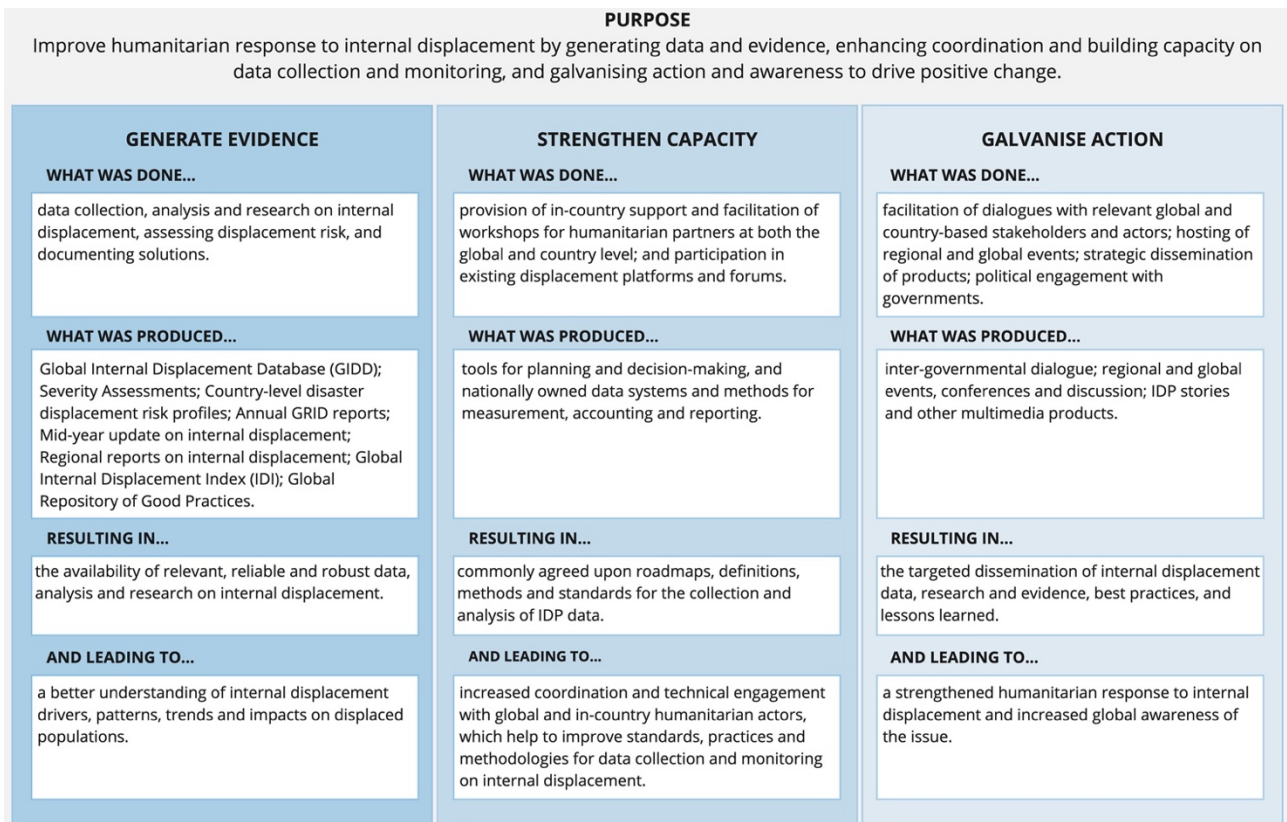
⁶ Internal Displacement Monitoring Centre, “From Evidence to Impact: Mapping the Next 10 Years at IDMC,” 2020.

	displacement, and greater country capacity to prevent and respond via policies and interventions.
3	Galvanise Action: Greater political recognition and promotion of internal displacement, and greater public interest in and global visibility of the issue.

IDMC’s work is made possible through several funding awards, with the United States Agency for International Development’s (USAID) Bureau for Humanitarian Assistance (BHA) being the largest core contributor, contributing \$2,034,394 (34 per cent) in 2021 and \$2,075,149 (33 per cent) in 2022.⁷

IDMC has implemented a USAID BHA-funded project entitled, "Improving Humanitarian Capacity and System Strengthening to Respond to Internal Displacement by Generating Data and Evidence, Enhancing Coordination and Galvanising Action," valued at \$3 million, spanning two years (from 30 September 2021 to 29 September 2023). The project is intended to improve humanitarian response to internal displacement by generating data and evidence, enhancing coordination, building capacity for data collection and monitoring, and raising awareness to drive positive change (see [Figure 1](#) BHA project Theory of Change). This project was closely aligned with IDMC’s organisational pillars.

Figure 1 BHA project Theory of Change⁸



⁷ Internal Displacement Monitoring Centre, "Annual Report," 2022.

⁸ Developed by the evaluation team.

The project targeted stakeholders (2,500 individuals) who use IDMC's data and evidence to influence global, regional and national policy; those involved in the design of policy frameworks and operational programmes that seek to prevent and respond to displacement; as well as those who seek to raise global awareness and advocate for the needs of IDPs.⁹

At the end of the USAID BHA-funded project, IDMC commissioned Key Aid Consulting to conduct an external evaluation of the project. The evaluation is intended to achieve two primary objectives:

- **Accountability to IDMC and USAID BHA:** Through an assessment of the project's relevance, effectiveness and coherence.
- **Learning for the consortium:** By identifying key lessons learned and providing actionable recommendations for ongoing and future programming.

The evaluation uses three out of six Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) criteria as an evaluative framework to articulate the overarching evaluation questions:

- **Relevance:** How well did the project align with the global operating environment and the needs of IDMC's target audience?
- **Effectiveness:** To what extent did the project achieve its stated objectives, and what factors influenced the achievement or non-achievement of the objectives?
- **Coherence:** To what extent did IDMC complement its work with other stakeholders and partners in the internal displacement space?

The evaluation is non-experimental in its design and theory-based to best identify and assess the causal claims between the project activities and the achieved outcomes. The evaluation design is formalised in an [Evaluation matrix](#), indicating the key evaluation questions, sub-questions and indicators as to how judgments were formed, and the sources of data to inform the indicators.

II. Methodological approach

The evaluation began in September 2023. During the inception phase, the consultants reviewed documents shared by IDMC, including the project proposal, the baseline, annual and semi-annual reports, lessons learned reports, meeting minutes and summary notes, and mission and output reports produced by IDMC. The consultants used the desk review to construct the [Figure 1 BHA project Theory of Change](#) and the [Evaluation matrix](#). An inception report was shared with IDMC on 25 October 2023.

To respond to the evaluation questions of relevance, effectiveness and coherence, the consultants interviewed 27 key stakeholders, including:

- **14 interviews with IDMC staff:** Office of the Director (2); Programmes Department (8); and External Relations and Communications Departments (4), and

⁹ Internal Displacement Monitoring Centre, "Project Proposal: Humanitarian Policy and International Systems."

- **13 interviews with partners:** UN agencies (4), governments (2), NGOs (3), donor representatives (3), and intergovernmental organisation (1).

In addition, an **online perception survey** was shared to gather both qualitative and quantitative data regarding the observed project outcomes. The survey was hosted on Open Data Kit Collect and distributed via IDMC's mailing list of more than 6,000 individuals. After one week, the survey was republished on IDMC's LinkedIn and Twitter channels to boost engagement. The target for the online survey was 100 responses; however, only 65 individuals participated, with the majority being from NGOs (16) and universities (15). Some individuals provided feedback on more than one pillar, as shown in [Table 1](#), resulting in 90 responses across the three pillars.

Table 1 Target audience engagement across IDMC's pillars of services

	Count	%
Pillar 1: Generate evidence	50	56%
Pillar 2: Strengthen capacity	15	17%
Pillar 3: Galvanise action	25	28%

Following the data collection phase, the consultants filtered and reviewed the data under each indicator across different data sources to construct an analysis narrative at the indicator level. For each indicator, the evidence supporting or contradicting that indicator was summarised. Next, the consultants produced a draft evaluation report, encompassing the methodology, limitations, evaluation findings and key take aways. This draft report was shared with the IDMC evaluation review group for their feedback and comments.

To ensure that the evaluation report incorporates relevant and actionable recommendations, the consultants facilitated a recommendation co-construction workshop. Following this, the final evaluation report, integrating feedback received on the draft report and during the recommendation workshop, was shared with IDMC for approval. The consultants also provided a separate infographic summary of the evaluation for sharing with key stakeholders.

The methodology faced two limitations. Firstly, the low response rate to the online survey prevented the full incorporation of the data into the evaluation report, especially for responses under pillar 2, which only had 15 responses. Nevertheless, the consultants shared the anonymised survey data with IDMC for their review and use. Secondly, the planned online findings workshop to validate the analysis narratives and identify information gaps could not take place prior to the submission of the draft report. Consequently, the report was validated mostly through written feedback from the IDMC evaluation review group and senior management.

III. Evaluation findings

The evaluation findings are organised into three sections. The first section delves into the [Relevance](#) of IDMC's work, emphasising its alignment with the global operating environment, its comparative advantage and IDMC's ability to address the needs of its target audience. The second section

examines the **Effectiveness** of IDMC's strategy, particularly the attainment of output results and the conversion of these results into planned outcomes across the three pillars of work. The final section, **Coherence**, assesses IDMC's effectiveness in forging relevant partnerships and measures satisfaction among its key partners.

III.1. Relevance

Alignment with the HLP on internal displacement

The internal displacement global operating environment experienced an important shift over the past two years. The work of the UN Secretary-General's HLP on Internal Displacement created increased global awareness and political commitment on the issue.¹⁰ **IDMC was actively engaged in the drafting and provision of feedback on the HLP's recommendation report**,¹¹ to ensure that its 25 years of experience were translated into relevant recommendations. While these recommendations did not introduce anything novel to IDMC, they served as a guiding compass to ensure the organisation's continued alignment with the global operating environment.¹² They also served as an opportunity for IDMC to build on the momentum by mobilising resources and engagement with diverse stakeholders on the issue of displacement.

In a follow-up commentary titled, "Building on the Momentum," **IDMC identified the key takeaways from the HLP report and demonstrated how its strategy was aligned with it**.¹³ For example, the HLP report reaffirmed that it is the primary responsibility of states to prevent displacement and assist IDPs in meeting their needs and achieving permanent solutions. It calls for the creation of more spaces for peer-to-peer exchange between states and new opportunities for dialogue and learning.

Under pillar 3, **IDMC created space for dialogue and peer-to-peer exchange through its displacement dialogues with UN member states**. IDMC facilitated a displacement dialogue with 13 UN member states in November 2021, to discuss the recommendations from the HLP and the follow-up process to the HLP.¹⁴ IDMC then organised a displacement dialogue with 15 UN member states in May 2022, to follow up on their progress towards the HLP recommendations and raise awareness about the upcoming UNSG's Action Agenda on Internal Displacement.¹⁵ Ever since, IDMC has extensively engaged with the UNSG's Special Adviser on Solutions to Internal Displacement. To make peer-to-peer exchange and examples of best practice accessible to a larger group of

¹⁰ United Nations, "UN Secretary-General's High-Level Panel on Internal Displacement," Panel Website, n.d., <https://www.un.org/internal-displacement-panel/>.

¹¹ UN Secretary-General's High-Level Panel on Internal Displacement, "Shining a Light on Internal Displacement: A Vision for the Future."

¹² Mentioned during four internal interviews and in Internal Displacement Monitoring Centre, "IDMC Workplan 2022-2024," 2022.

¹³ Internal Displacement Monitoring Centre, "Building on the Momentum: IDMC's Commitment to Carry Forward Recommendations by the UN Secretary General's High-Level Panel on Internal Displacement."

¹⁴ Member states included Afghanistan; Colombia; Georgia; Haiti; Mali; Nigeria; Ukraine; Burkina Faso; Fiji; Azerbaijan; Egypt; Yemen; and Nigeria.

¹⁵ Member states included Azerbaijan; Cameroon; Haiti; Mexico; Ukraine; Burkina Faso; Colombia; Ethiopia; Fiji; Egypt; Georgia; Iraq; Mali; Nigeria; and Yemen.

stakeholders, IDMC developed an online Global Repository of Good Practices where states can share experiences and learn from one another.¹⁶

The HLP report encourages government-led processes and systems to collect, analyse and manage displacement data. Under pillar 2, **IDMC provided technical advice and support to governments on how to account for and report on internal displacement.** This support was demand-driven and time-bound, and included collaboration with, for example, the Government of Fiji, the Marshall Islands, Mexico, Somalia, Tuvalu and Vanuatu. IDMC has doubled down on its strategy under pillar 2, creating a stand-alone capacity strengthening hub.

IDMC actively engaged with and advocated for development stakeholders to participate on the issue of internal displacement as early as 2016. Significant progress has been achieved in fostering a nexus approach and enhancing a mutual understanding between development and humanitarian stakeholders. However, the terms of collaboration and exact points of transition between humanitarian and development stakeholders for working on solutions remain a challenge. This was highlighted in the HLP report, which calls for a more equal balance between the responsibilities of the humanitarian and development sectors, and for new ways to engage and leverage the specific skills and resources of the development sector.

IDMC acknowledges donor contributions as a crucial transition point and consistently uses its core funding to secure additional and diversified funding. For instance, IDMC used a grant received from USAID BHA to receive funding from the German Federal Foreign Office (GFFO), a humanitarian donor. IDMC then used its funding from the GFFO to encourage nexus funding by building alignment with the German Federal Ministry for Economic Cooperation and Development (BMZ), a development donor. IDMC leveraged funding from the humanitarian division of Australia's Department of Foreign Affairs and Trade to complement and co-fund its project with the EU's Directorate-General for International Partnerships (INTPA), a development donor. This enabled the partners to focus on system strengthening on displacement monitoring, and IOM, with its office in Tonga, was able to rapidly respond to the Hunga Tonga-Hunga Ha'apai eruption.

Another example of IDMC leveraging its core funding to collaborate with development stakeholders on solutions was their partnership with the United Nations Development Programme (UNDP) on a report titled, "Turning the Tide on Internal Displacement: A Development Approach to Solutions."¹⁷ The report provided a development lens to internal displacement, clearly linking internal displacement and the ability to achieve (or not) the sustainable development goals.



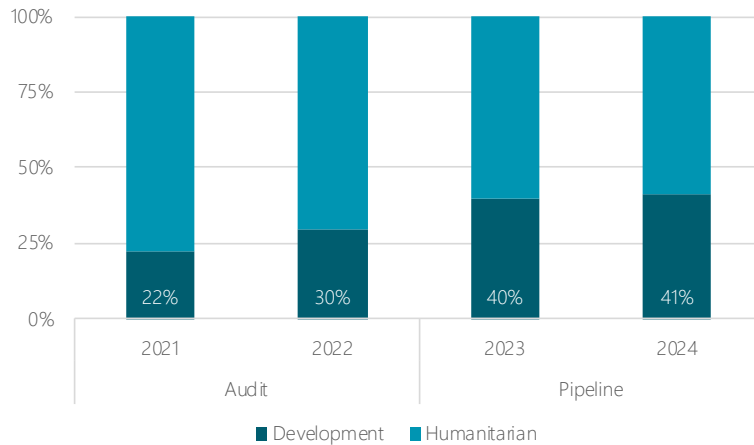
In addition to leveraging core funding, IDMC's proactive engagement and advocacy with development stakeholders have led to valuable partnerships. Notably, the funding received from the Asian Development Bank (ADB) was a product of active political engagement and technical

¹⁶ Internal Displacement Monitoring Centre, "Global Repository of Good Practices," n.d., <https://www.internal-displacement.org/good-practices>.

¹⁷ United Nations Development Programme and Internal Displacement Monitoring Centre, "Turning the Tide on Internal Displacement: A Development Approach to Solutions," November 2022.

collaboration in related processes. ADB had a mutual interest in elevating awareness of the issue of internal displacement in the region through the publication of the report on disaster displacement in Asia and the Pacific. **These sustained efforts have resulted in development donors contributing 40 per cent of IDMC’s annual budgetary requirements in 2023.**¹⁸

Table 2 IDMC donor portfolio 2021 – 2023¹⁹



Avoiding duplication and promoting harmonisation

A key component of alignment with the global operating environment is ensuring that services are addressing prevailing needs and avoiding duplication. Structurally, IDMC holds a unique position within the internal displacement operational landscape, minimising the risk of overlap with other service providers. Its affiliation with the Norwegian Refugee Council (NRC) provides international legitimacy, while avoiding constraints specific to in-country operations. Partner organisations emphasised the importance of this independence, which positions IDMC as an impartial advocate for the needs of IDPs without being tied to specific in-country agendas.

In terms of service provision, **IDMC is the sole organisation to verify, validate and aggregate global internal displacement data.** IDMC aggregates partner datasets, which frequently focus on specific aspects of displacement, such as only measuring disaster or conflict displacement, or considering stocks or flows in isolation. Partners are also often constrained by geographical limitations and donor funding in their ability to monitor displacement comprehensively. An additional aspect of IDMC’s added value is that it adopts a consistent and comprehensive definition of displacement across countries, guided by its internal displacement data model, enabling meaningful cross-country comparisons.

¹⁸ This figure is based on income received, not expenditure and can therefore change with the audited figures, which will only be released in mid-2024.

¹⁹ All percentages are based on the breakdown between humanitarian and development funding. Funding marked as ‘other’ was excluded from the analysis. The breakdown from 2021 and 2022 is based on the actual audited figures, as presented in the IDMC annual reports. The breakdown for 2023 and 2024 are pipeline figures based on donor commitments and are subject to change following the annual audit in March of the following year. For instance, in September 2023, IDMC received a large grant from the European Union Directorate-General for International Partnerships that is likely to reduce the overall percentage of development contributions for 2023.

The UN General Assembly's resolution of 16 December 2021 underscores the relevance of IDMC's Global Internal Displacement Database (GIDD) in enhancing coverage, quality and availability of information on displacement.²⁰ **All interviewed partners emphasised the critical and unmatched role of IDMC's evidence production**, particularly the GIDD and the accompanying Global Report on Internal Displacement (GRID).²¹ One partner described how IDMC's position as the primary service provider for global aggregation on internal displacement remained unquestioned throughout the HLP process, affirming its substantial contribution.

In contrast to the distinctive nature of IDMC's evidence services, **61 per cent of partners saw a risk of duplication in IDMC's capacity strengthening services, possibly due to their perceptions of an unclear strategy.**²² These partners found it challenging to differentiate the unique value propositions of the Joint Internal Displacement Profiling Service (JIPS) and IDMC, citing a specific instance of service overlap in Mexico that led to confusion among state members.²³

While the UN General Assembly resolution acknowledges technical support from entities like JIPS and the Expert Group on Refugee, IDP and Statelessness Statistics (EGRIS), the provision and availability of technical support should not be constrained by the resolution.²⁴ During interviews, close to half of the IDMC staff (43 per cent) asserted the distinctiveness and added value of IDMC's capacity strengthening services, suggesting the need for clearer external communication to address perceptions of overlap.

Scoping missions demonstrate IDMC's efforts to prevent duplication. For instance, in Madagascar, IDMC identified overlapping initiatives with the World Bank, which implemented a research project on climate-related mobility, significantly mirroring IDMC's service offering. Another potential overlap involved the Global Risk Modelling Alliance, whose technical support to the Government of Madagascar shared similarities with IDMC's model.²⁵

Remaining relevant to the target audience

IDMC's evidence and actions are relevant to the needs of its target audience. Most survey respondents regard the quality of IDMC's evidence (84 per cent) and actions (95 per cent) as good.²⁶ This sentiment extends to the packaging and digestibility of IDMC's data, with IDMC staff

²⁰ United Nations General Assembly, "Agenda Item 74 (b) Promotion and Protection of Human Rights: Human Rights Questions, Including Alternative Approaches for Improving the Effective Enjoyment of Human Rights and Fundamental Freedoms," Pub. L. No. A/RES/76/167 (2021).

²¹ Mentioned by 13 out of 13 partner interviewees (100 per cent).

²² Mentioned by 8 out of 13 partner interviewees (61 per cent), 5 of whom perceived the capacity support strategy as unclear.

²³ This example was mentioned by 2 out of 12 partner interviewees (15 per cent).

²⁴ United Nations General Assembly, "Agenda Item 74 (b) Promotion and Protection of Human Rights: Human Rights Questions, Including Alternative Approaches for Improving the Effective Enjoyment of Human Rights and Fundamental Freedoms," Pub. L. No. A/RES/76/167 (2021).

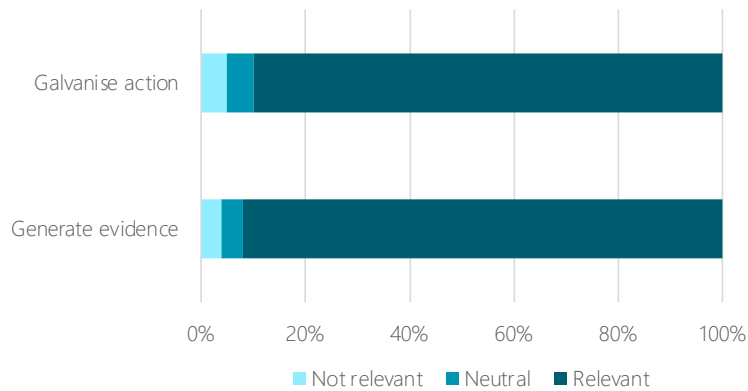
²⁵ During the scoping mission, the National Disaster Management Agency articulated these two needs, research and risk analysis, as most pressing. Internal Displacement Monitoring Centre, "Mission Report: Madagascar," 2023.

²⁶ Reported by 42 out of 50 respondents for evidence and 19 out of 20 respondents for action.

themselves noting improvements in output quality and more thoughtful and engaging data visualisation.²⁷

The quantity of IDMC’s evidence (84 per cent) and actions (100 per cent) meets its target audience’s expectations.²⁸ Respondents diversify their evidence sources, turning to other service providers such as the International Organization for Migration's Displacement Tracking Matrix (IOM-DTM; 28 per cent) and UNHCR-World Bank Joint Data Centre (21 per cent) to meet different needs.

Figure 2 Perceived relevance of IDMC’s services



Against the backdrop of the HLP process, the demand for solution-oriented data has surged. Partners need this data for advocacy to evidence the length of displacement (e.g. how long have people been displaced for, when do they go back).²⁹ **IDMC has been proactive in providing solution-oriented research and data.** It developed a methodology to assess the severity of internal displacement, call attention to situations of particular concern, highlight key threats to IDPs’ safety and wellbeing, and better measure progress towards finding solutions to displacement.³⁰ In partnership with ADB, they explored investment opportunities for displacement prevention and solutions.³¹ IDMC also launched the Global Repository of Good Practices, showcasing successful initiatives to prevent, address and resolve displacement.³²

There is growing demand for more timely evidence aimed at influencing humanitarian operations, to which IDMC has responded by implementing quarterly data reviews to provide biannual data, and mid-year updates. All partners recognise that IDMC's value lies in providing robust, high-quality global data that influences the internal displacement environment from the top down. **Some partners interviewed (23 per cent), however, questioned whether it was IDMC's responsibility to influence humanitarian operations with more timely displacement data.**³³

²⁷ Based on the survey responses and mentioned by 5 staff members. The quality of IDMC’s products was not a specific question in the interview guide and was therefore mentioned without a specific probe.

²⁸ Reported by 42 out of 50 respondents for evidence and 20 out of 20 respondents for action. This was a perception-based question that did not capture the actual number of products or activities that respondents had engaged with.

²⁹ Mentioned by 4 out of 13 partner interviewees (30 per cent).

³⁰ Internal Displacement Monitoring Centre, “Severity of Internal Displacement,” November 2021.

³¹ Asian Development Bank and Internal Displacement Monitoring Centre, “Disaster Displacement in Asia and the Pacific: A Business Case for Investment in Prevention and Solutions,” 2022.

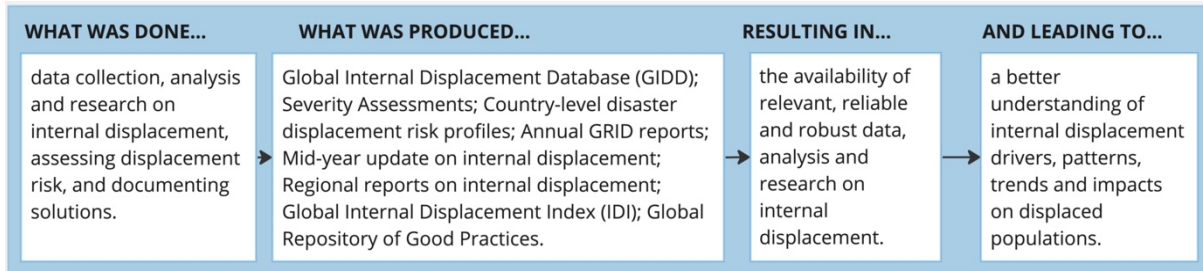
³² Internal Displacement Monitoring Centre, “Global Repository of Good Practices.”

³³ Mentioned by 3 out of 13 partners (23 per cent).

Perceptions of this responsibility may be influenced by partners’ assessment of IDMC’s existing resources, with 3 of the 13 partners interviewed noting that IDMC lacks the capacity to provide more timely data. Consequently, these partners recognise other service providers, such as IOM’s DTM and OCHA’s snapshot reports, as sufficiently useful to inform ongoing humanitarian planning and operations.

III.2. Effectiveness

Producing evidence



During the reporting period, IDMC exceeded its award targets related to monitoring and evidence production for the GIDD. The monitoring team detected and managed 31,963 displacement figures, of which 59 per cent were reported in the GIDD.³⁴ The monitoring team also expanded the GIDD to include sex and age data disaggregation for 160 countries. These outputs directly contributed to the production of IDMC’s annual GRID.

Table 3 Evidence production outputs

	Target	Achievement	Variance
Number of displacement figures detected and managed	12,000	31,963	266%
Percentage of displacement figures captured in the GIDD	20%	59%	295%
Number of countries with sex and age disaggregated data	100	160	160%

Beyond its core evidence products, IDMC published 39 research products during the reporting period, exceeding the award target by 195 per cent (19 additional products).³⁵ Research reports included IDMC’s first collaborative report on IDPs with disabilities in situations of conflict, violence and disasters. Collaborators included Christian Blind Mission, the European Disability Forum, Humanity & Inclusion, the Inclusive Data Charter, IMPACT Initiatives, Ruhr University Bochum – Institute for International Law of Peace and Armed Conflict, the Stakeholder Group of Persons with Disabilities for Sustainable Development, and the UN Refugee Agency (UNHCR).³⁶



³⁴ Internal Displacement Monitoring Centre, “USAID/BHA Semi-Annual Performance Report (October 2022 – March 2023),” April 2023.

³⁵ Internal Displacement Monitoring Centre.

³⁶ Internal Displacement Monitoring Centre et al., “Advancing Disability-Inclusive Action on Internal Displacement” (Internal Displacement Monitoring Centre, December 2022).

Through its strong collaboration with ADB, IDMC published its **first regional report on disaster displacement in Asia and the Pacific**, accompanied by three country reports for Nepal, Papua New Guinea and Indonesia.³⁷ The regional report launch included an online interactive dashboard and an event at the Asia Pacific Ministerial Conference on Disaster Risk Reduction in Brisbane, Australia, attended by 140 stakeholders. It was followed by a high-level launch event in Geneva. The country reports were presented to their respective governments and other national stakeholders during in-country workshops hosted by IDMC and ADB, which were well attended according to IDMC. There was no data to demonstrate the uptake and influence of these country reports.



Table 4 Products published during the reporting period (2021 – 2023)

Products	Count
GRID	2
Regional report	1
Report	9
Expert opinion (blog post)	21
Thematic report	8

Most survey respondents (76 per cent) reported an enhanced understanding of the drivers, patterns, trends and impacts of internal displacement thanks to IDMC’s evidence.³⁸ Survey respondents also reported using IDMC’s evidence for decision-making improvement (28 per cent) and strengthening their advocacy efforts (27 per cent).³⁹ Examples include incorporating IDMC’s figures into research and reporting, quoting them regularly, building data systems and developing course materials.

Seventy-six per cent of partners interviewed mentioned using IDMC’s data mainly to gain a “big picture” overview.⁴⁰ According to these partners, as internal displacement is often overshadowed in attention and funding compared with other issues, it benefits from a global database that establishes a baseline and outlines global patterns and changes over time. Furthermore, most **partners (84 per cent) frequently leverage IDMC’s data for their own advocacy initiatives on internal displacement to contribute to the global policy dialogue.**⁴¹ For example, the Government of Fiji made use of IDMC’s country focus reports to reflect on their programme design and mobilise

³⁷ Asian Development Bank and Internal Displacement Monitoring Centre, “Disaster Displacement in Asia and the Pacific: A Business Case for Investment in Prevention and Solutions.”

³⁸ The difference between stakeholder groups was less than 10 per cent with the highest level of agreement among policy-makers (82 per cent, 14 out of 17 respondents) and the comparatively lowest agreement among data and information management stakeholders (75 per cent, 15 out of 20 respondents).

³⁹ Among stakeholder groups, policy-makers reported the highest use of IDMC’s evidence for decision making (32 per cent, 12 out of 37 respondents) followed by stakeholders engaged in data and information management (29 per cent, 11 out of 38 respondents). Stakeholder engaged in advocacy unsurprisingly reported the highest use of IDMC’s evidence for advocacy efforts (41 per cent, 14 out of 34 respondents).

⁴⁰ Mentioned by 10 out of 13 partners (76 per cent), across partner stakeholder groups.

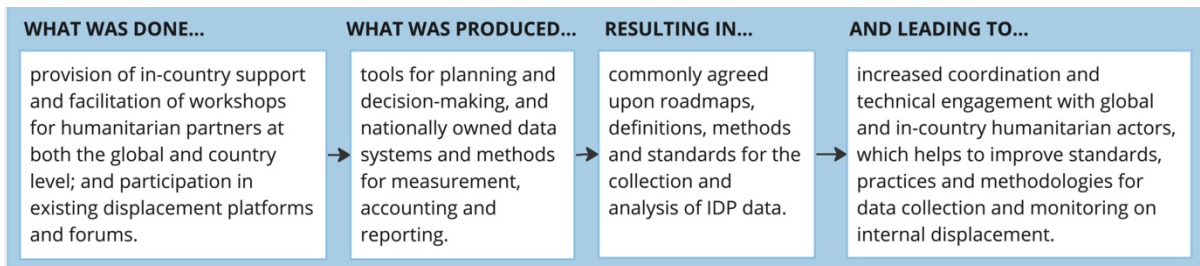
⁴¹ Mentioned by 11 out of 13 partners (84 per cent), across partner stakeholder groups.

resources to improve their response. They have also developed displacement guidelines relying on IDMC’s evidence.⁴²

While IDMC’s data proves valuable in developing country situation overviews, partners acknowledge its limitations in capturing the entirety of complex narratives. To comprehensively understand protection issues and humanitarian access constraints, 31 per cent of partners reported turning to additional resources such as a country Humanitarian Needs Overview.⁴³

Internally, the effectiveness of IDMC’s evidence production is primarily measured through output indicators, offering limited insight into the use and influence of its products. Staff find it challenging to assess the outcome effects, especially for non-flagship products. Four partners (31 per cent) shared similar concerns about the use and influence of non-flagship products, arguing that IDMC’s resources should concentrate more on its flagship products to maximise influence. The difficulty lies in finding a balance between the breadth and depth of IDMC’s work, with a tendency towards a larger breadth of work, as evidenced by the production of 19 additional products.

Strengthening capacity



Under the second pillar, targets were also exceeded. The Global Repository of Good Practices included more than 86 good practices, exceeding its target of 30. The platform has garnered more than 5,200 online visitors since its launch in July 2022.⁴⁴ As this is a relatively new product, there are limited examples of its use and influence. One example involves the Government of Azerbaijan, which used the repository to identify successful return initiatives implemented in other countries. In response, IDMC connected the Government of Azerbaijan and its partners in Iraq, who had valuable insights from a relevant returns project.

IDMC convened seven displacement data workshops with global and in-country humanitarian stakeholders, including a workshop in Dakar on internal displacement data harmonisation and good practices, and a workshop in Tonga with several stakeholders from government, civil society organisations (CSO), the UN and the donor community to validate the data systems mapping.⁴⁵

⁴² Fiji Ministry of Economy, “Displacement Guidelines: In the Context of Climate Change and Disasters (Living Document),” 2019.

⁴³ Mentioned by 4 out of 13 partners (30 per cent), across partner stakeholder groups.

⁴⁴ Internal Displacement Monitoring Centre, “USAID/BHA Semi-Annual Performance Report (October 2022 – March 2023).”

⁴⁵ Internal Displacement Monitoring Centre, “USAID/BHA Final Performance Report (October 2022 – September 2023),” October 2023.

Table 5 Outputs related to capacity strengthening

	Target	Achievement	Variance
Best practices in the Global Repository of Best Practices	30	86	287%
Number of displacement data workshops convened	6	7	117%

IDMC was proactive in refining its methods to measure displacement through consultation and collaboration with relevant partners. For instance, IDMC engaged with several stakeholders in Kenya, including civil society, the UN, government agencies and other NGOs, to collectively agree on a methodology for IDMC to calculate stock figures estimates.⁴⁶

Recognising limitations in its initial severity assessment approach, IDMC revised and tested its methodology in 40 countries in 2022.⁴⁷ Due to significant data gaps, a second revision took place, shifting to a quantitative analysis of REACH's Multisectoral Needs Assessment datasets across 13 countries. While reduced in global representation, this new approach enables a more robust and comparable assessment of displacement conditions. Additionally, IDMC improved its disaster displacement risk model, incorporating socioeconomic impacts and climate change scenarios, resulting in detailed risk profiles for the Marshall Islands, Fiji, Somalia, Ethiopia and Sudan.⁴⁸

IDMC facilitated two roundtables with key data partners, including IOM-DTM and UNHCR, to seek feedback on its methodology for monitoring and reporting on returns, resettlement and local integration.⁴⁹ This was followed by a series of exchanges and collaborations, yielding very positive results in terms of data harmonisation. For instance, in 2019 only one of the 36 countries for which UNHCR reported IDP figures was consistent with IDMC's published figures. This consistency has improved year-on-year, reaching 17 countries as of 2022.⁵⁰ The recognition of the reliability of IDMC figures is evidenced in UNHCR's 2022 Global Trends report, which references IDMC eight times.⁵¹ IDMC's data and evidence were also cited in key reports including IOM's [World Migration Report](#) (2022), the Danish Refugee Council's [Global Displacement Forecast](#) (2023), the Development Initiative's [Global Humanitarian Assistance Report](#) (2023) and the World Health Organisation's [World Report on the Health of Refugees and Migrants](#) (2022).⁵²

The capacity support offered by IDMC staff extends beyond the logframe output indicators. Staff members cited various instances of providing technical capacity support to in-country stakeholders,

⁴⁶ Internal Displacement Monitoring Centre, "Mission Report: Nairobi," February 2023.

⁴⁷ Internal Displacement Monitoring Centre, "Assessing the Severity of Displacement Situations: Data Gaps and Ways Forward," October 2022.

⁴⁸ Internal Displacement Monitoring Centre, "USAID/BHA Semi-Annual Performance Report (October 2022 – March 2023)."

⁴⁹ Internal Displacement Monitoring Centre, "USAID/BHA Final Performance Report (October 2022 – September 2023)."

⁵⁰ Internal Displacement Monitoring Centre, "Data Roundtable No. 1 Measuring the End of Internal Displacement: Analysing Data on IDP Returns, Local Integration, and Resettlement," n.d.

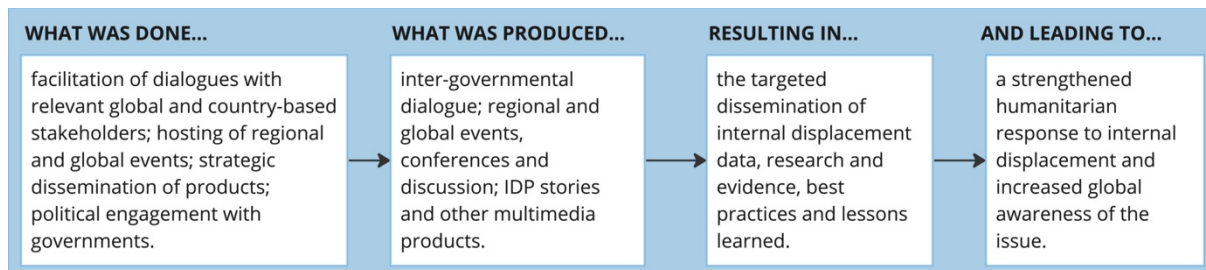
⁵¹ The UN Refugee Agency, "Global Trends – Forced Displacement in 2022," 2022.

⁵² This is a non-exhaustive list of citations of IDMC's data and evidence in global reports.

emphasising its typically low effort and quick-win nature. They acknowledged the challenges of planning for such support, given its demand-driven and time-sensitive nature.

Despite this, **there is a desire for more internal guidance on the who, how and when of providing technical capacity strengthening.** Decisions on whether to offer support lack a strategic framework, often relying on an individual’s assessment of cost-benefit relative to their availability. Five partners (38 per cent) similarly mentioned that IDMC’s capacity strengthening strategy and menu of services are not clear. These partners suggest that IDMC should develop an external communication product outlining their services to prevent missed opportunities for engagement.

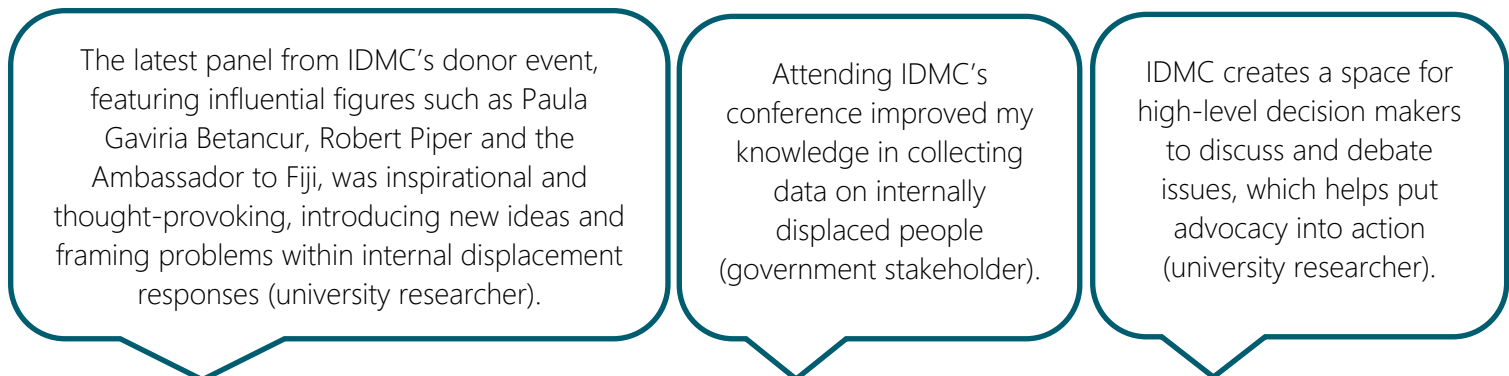
Galvanising action



Hosting and attending events contribute to IDMC's overarching objective to maintain and increase visibility on the issue of internal displacement. During the reporting period, **IDMC organised or attended 24 events, 9 workshops, 19 meetings with UN member states and 14 meetings with other stakeholders.**⁵³ This reflects a diverse range of engagement formats and interactions with a broad scope of stakeholders, from the ADB/IDMC roundtable in Papua New Guinea, the Khartoum Process thematic meeting on "Building Resilience and Ensuring the Protection of and Durable Solutions for IDPs," to attendance at the IFRC’s Movement Reference Group on Internal Displacement Annual Meeting.

When it comes to attending events hosted by other organisations, measuring IDMC’s actual contribution to event outcomes is challenging. Assessments of IDMC’s contribution to an increased global awareness would be better informed by looking at the diversity of events attended and meaningful participation in those events (e.g. giving a keynote, facilitating a workshop).

Figure 3 Survey respondents feedback on the added value of IDMC’s actions



⁵³ Internal Displacement Monitoring Centre, “USAID/BHA Final Performance Report Annex II List of Events and Meetings (October 2021 – September 2023),” 2023.

The annual launch event for the GRID served as a high-level segment. The 2022 GRID, focusing on children and youth in internal displacement, featured a keynote address by Catherine Russell, Executive Director of the UN Children’s Fund, followed by a panel discussion. Similarly, the 2023 GRID, centred on internal displacement and food security, received a keynote address by Ambassador Tine Mørch Smith, Permanent Representative of Norway, also was followed by a panel discussion. The reach of these events has increased with 240 participants for the 2022 GRID and 340 participants for the 2023 GRID.⁵⁴ The contribution of the GRID launch to a strengthened humanitarian response was demonstrated by a consortium led by Save the Children. The consortium leveraged the GRID data to develop a practical checklist focused on child-centred durable solutions.

Beyond events, **IDMC has opened communication channels with over 60 permanent missions in Geneva**, of which 30 constitute its core group of focus governments. They provided peer support or are engaged in discussions on potential areas of collaboration with country-based actors in 17 countries.⁵⁵ IDMC planned for six displacement dialogues, however, only two took place, considering the overlap with the UN Special Adviser on Solutions to Internal Displacement’s Group of Friends discussions.⁵⁶ While reduced in scope, the dialogues were considered relevant and insightful. During an interview, one government partner mentioned that the dialogue was valuable to share challenges and learn about the complexities of internal displacement in different countries. The dialogues directly contributed to sustaining the political momentum on displacement in Geneva between the release of the HLP report and of the UNSG’s Action Agenda, as mentioned under [Relevance](#).

IDMC proactively participated in several processes and forums such as the UNSG’s HLP, the UNSG’s Action Agenda on Internal Displacement, the EGRIS Steering Committee, the Advisory Committee of the Platform on Disaster Displacement (PDD), the Strategic Advisory Council of the Joint Data Centre, JIPS Executive Committee, among others. **IDMC’s active participation in forums is valued by several partners interviewed (46 per cent).**⁵⁷ For instance, its contribution to the Independent Review of the Humanitarian Response to Internal Displacement is considered essential for ensuring the accurate use of definitions and terms, particularly in distinguishing between flow and stock data. Similarly, their contribution to the HLP process was highlighted by partners as valuable.

Considering IDMC’s reputation and visibility in the internal displacement space, two of the 13 partners highlighted the importance of IDMC’s backing and presence at various forums. At the same time, these partners also acknowledged the breadth of forums and recognised the challenges faced by a relatively small organisation like IDMC in actively participating in all of them.

⁵⁴ Internal Displacement Monitoring Centre, “USAID/BHA Final Performance Report (October 2022 – September 2023).”

⁵⁵ Including Afghanistan, Brazil, Burkina Faso, Cameroon, Democratic Republic of Congo, Fiji, Georgia, Kenya, Madagascar, Malawi, Mali, Mexico, Mozambique, Niger, Palestine, Peru, Somalia, South Africa and Tonga.

⁵⁶ Internal Displacement Monitoring Centre, “USAID/BHA Final Performance Report (October 2022 – September 2023).”

⁵⁷ Mentioned by 6 out of 13 partners (46 per cent), across partner stakeholder groups.

Table 6 Outputs contributing to galvanised action

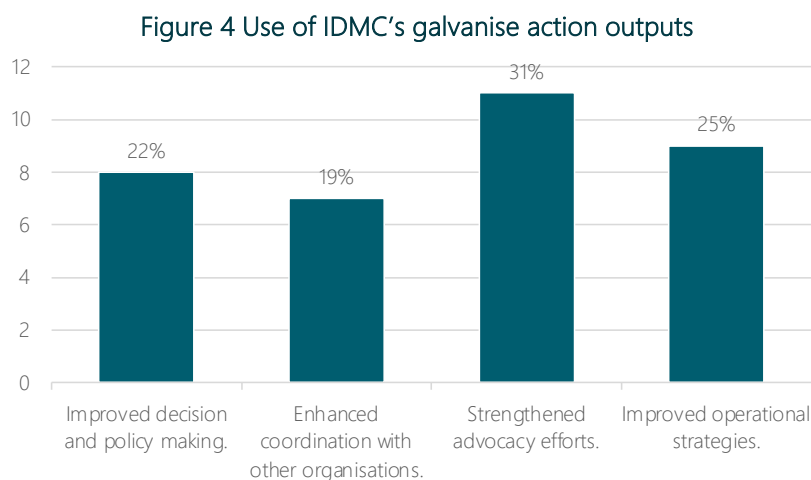
	Target	Achievement	Variance
Number of high-level bilateral meetings	30	58	193%
Number of "displacement dialogues"	6	2	33%
Number of events organised or attended	60	102	170%
Number of multimedia products produced	12	23	192%
Number of times IDMC's evidence is cited in media	4,000	9,270	232%
Number of downloads of IDMC's datasets	5,000	34,836	315%

During the reporting period, **IDMC produced 23 multimedia products, surpassing its target of 12.** Out of these, 16 were shared on IDMC's YouTube channel of 438 subscribers. The average engagement per video was 414 views, with a minimum of 59 and a maximum of 1,800. The logframe does not define the expected level of engagement with these products, making it difficult to determine their success and whether surpassing the target was justified.

IDMC's data was downloaded 34,836 times, exceeding its target by 315 per cent. Further, IDMC's evidence was cited in the media 9,270 times, exceeding its target by 232 per cent. These achievements are important, yet **staff find that their evidence is often misinterpreted and misrepresented.** The misinterpretation is rooted in various factors, including the aggregation of both conflict and disaster displacement data, often segregated by other data collectors and users. Additionally, IDMC measures both flows and stocks of displacement, adding complexity to interpretation.

To mitigate misinterpretation, the communications team is redesigning IDMC's website for enhanced data clarity, incorporating a new section on understanding internal displacement that will provide clear explanations on this topic and on IDMC's data and its uses. IDMC also dedicated a staff retreat session to address this issue, resulting in the development of explainer videos for better clarity.

Regarding outcomes, 90 per cent of **respondents agreed that IDMC's action has strengthened their understanding of the issues related to displacement.** The target audience uses the events, conferences, dialogues and communication products to strengthen their own advocacy efforts (31 per cent) and improve their operational strategies (25 per cent).



Based on Google searches conducted internally, IDMC’s data and evidence were referenced at least 33 times in national, regional and global policy processes or strategies over the past two years, surpassing its target of 15 references.⁵⁸ Partners valued IDMC for effectively maintaining visibility on the issue of displacement, commending it for "making noise where no noise is being made." Partners recognised the absence of a mandate compelling countries to address internal displacement and valued IDMC for bringing this issue to the international stage.

III.3. Coherence

As a service provider in the field of displacement, **IDMC demonstrates a significant alignment between its target audience and relevant partners.** For instance, the HLP emphasises the need for government-led processes in collecting, analysing and managing displacement data, making governments a primary target audience for IDMC's services. Simultaneously, governments serve as valuable partners, contributing primary national data, engaging in methodologies for measuring displacement and advocating on the international stage. This alignment between IDMC's target audience and its partnerships is pivotal for achieving mutually beneficial, effective and efficient collaborations.

Table 7 Target audience and partners

	Target Audience	Partners
Pillar 1 Generate Evidence	Governments, donors, UN agencies, civil society, media, academia	Governments, UN agencies (including IOM/DTM, UNHCR, OCHA), civil society, media, private sector, academia
Pillar 2 Strengthen Capacity	Government ministries and technical bodies, UN Resident Coordinator Offices, civil society	Government ministries and technical agencies, UNHCR, IOM, UN Resident Coordinator Offices, Joint IDP Profiling Service, UNHCR-World Bank Joint Data Centre, EGRISS - as well as other UN

⁵⁸ This figure is not exhaustive, it serves as a snapshot of known instances. Internal Displacement Monitoring Centre, "USAID/BHA Final Performance Report (October 2022 – September 2023)."

Pillar 3 Galvanise Action		agencies, civil society, academia and private sector partners
	Governments, intergovernmental Regional organisations, UN agencies, global media	Governments, permanent missions, regional organisations, UN agencies and inter-agency platforms, Special Rapporteur on the Human Rights of IDPs, and global media

IDMC works with its NRC in-country teams to gain access and expedite relationship-building with national actors. IDMC proactively coordinates with data partners, including IOM and UNHCR, across regions. These partnerships extend beyond data sharing, to engagement on technical methodologies and project-based engagement. For example, the consortium formed for the Pacific Response to Disaster Displacement (PRDD) brought together the unique expertise of IDMC (evidence and technical expertise), IOM (operational expertise) and the PDD (policy-related expertise).⁵⁹

IDMC also partnered with actors outside of the internal displacement arena to achieve its objectives, such as its partnership with the Weather and Climate Risks group at the Swiss Federal Institute of Technology in Zurich (ETHZ), to answer questions related to anticipatory action.⁶⁰ Further, they have been effective in partnering with actors in other sectors, given the interconnectedness of internal displacement with these sectors, in particular food security, child protection, conflict, fragility and peacebuilding, and migration sectors.⁶¹

IDMC depends on a diverse set of country-level partners for primary data, with 303 humanitarian organisations directly contributing to its evidence generation during the reporting period. Mindful of this reliance, IDMC actively works on strengthening the bidirectionality of its partnerships by referencing the sources used in its publications, a step that has been positively received by partners.

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 absence hinders programme staff from effectively prioritising partnerships and assessing collaboration opportunities. Staff believed that a partnership strategy should consider regional differences, including regional variations in partner types, relying on UN agencies and IFRC in the Middle East and Africa, national disaster management agencies in Europe and the Americas, UN agencies and the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management in Asia and the Pacific. There are also regional differences in

⁵⁹ Internal Displacement Monitoring Centre, International Organization for Migration, and Platform on Disaster Displacement, "Pacific Response to Disaster Displacement Project (2019 – 2022)," 2019.

⁶⁰ Pui Man Kam and Sylvain Ponserre, "Expert Opinion: Impact Forecasting and Anticipatory Action, How to Take the Right Direction?," December 2022.

⁶¹ Internal Displacement Monitoring Centre, "USAID/BHA Semi-Annual Performance Report (October 2022 – March 2023)."

requests for capacity support, with a demand for ad hoc support in the Middle East and Africa, compared with a demand for more long-term support in the Americas.

Despite its relatively small size, **IDMC actively participates in key forums and events, ensuring visibility and influence where it matters most.** Notably, the Director of IDMC was invited to meet the President and Board of Directors of the ADB, a unique opportunity that underscores IDMC's strategic positioning. Regular engagement with the Office of the UNSG's Special Adviser on Solutions to Internal Displacement and communication channels with over 60 permanent missions in Geneva further solidifies IDMC's presence. Additionally, **the establishment of an Advisory Group was seen as a highly effective strategy to enhance the relevance and coherence of its work.** Partners mentioned that they appreciate the opportunity to participate in the Advisory Group and influence IDMC's strategic direction.

IDMC enjoys a strong reputation as the leading organisation on global internal displacement monitoring, which makes other organisations keen to partner with it. According to its partners, IDMC is highly respected and trusted in the IDP operational space, viewed as a reliable source, which gives its partners confidence to collaborate with it and make use of its data. Notably, ADB featured IDMC's logo on a report that it commissioned, recognising the opportunity to leverage IDMC's esteemed reputation. Another partner mentioned that among the UN missions, IDMC is the most well-recognised and referenced organisation in the internal displacement space. **Partners appreciate IDMC as an easy organisation to collaborate with, contrasting it with other partners that might involve more transaction-heavy processes.**

IV. Key take aways

Placing internal displacement in the spotlight: A significant challenge for IDMC is the relatively low priority of internal displacement on the international agenda. The HLP process facilitated an important shift in the global operating environment, and IDMC effectively built on this momentum.

An independent and impartial actor: IDMC is recognised for its ability to navigate and influence the politically sensitive and fragmented landscape of internal displacement. This is enabled by IDMC's positive reputation as a collaborator and reliable partner. Despite the organisation's favourable standing, it faces constraints related to its small size and geographic presence in comparison with other actors in the displacement space.

IDMC's value proposition: IDMC's evidence production offers a unique and valuable service for the internal displacement space. A lack of external clarity regarding IDMC's capacity support strategy and the specific services it offers leads to perceptions of potential duplication. Providing a clearer understanding of IDMC's capacity support approach could alleviate concerns and enhance external awareness.

Entry points of influence: IDMC's added value lies in providing global data, influencing internal displacement from the top down. Being headquartered in Geneva is relevant for influencing decision-making through key representation of UN agencies (IOM and UNHCR) and UN member

states. However, the rising demand for more timely and granular data requires IDMC to strike a balance between global relevance and responsiveness to country-level stakeholders.

Measuring influence: IDMC has a clear strategic direction on how it wants its evidence and action to influence the internal displacement space. However, measuring this is not straightforward, posing a key challenge for IDMC to assess the relevance and effectiveness of its work. These challenges are expected to be addressed under the guidance of the newly appointed MEAL Adviser.

Diversifying funding streams: IDMC has effectively partnered with development donors, constituting 40 per cent of its financial support. Funding partners are, however, predominantly Western. Embracing a more diverse funding base could enhance regional engagement and support.

V. Recommendations

1 Recommendation 1: Implement quick-win tools to gather ongoing feedback on IDMC's evidence.

IDMC should leverage the high engagement on its website and download metrics to gain insights into the relevance, reach and influence of its evidence.

- 1.1 **Download interaction feedback:** To capture the diverse perspectives and intentions of users, IDMC should introduce a pop-up question randomly appearing when users request a download from the website. This could include questions on their affiliation (UN agency, intergovernmental organisation, university, NGO, CSO, private sector, government entity, press or media) and their intended use of the data (policy making, advocacy, operations, data and information management, research, academic).
- 1.2 **Flagship product email collection:** For flagship products, IDMC could modify the download process by asking users to provide their email address and sharing the requested download via email. Within a defined timeframe, a follow-up email could be sent, seeking specific feedback on the product's influence. Questions should be concise, focusing on the user's experience, such as the usefulness of the dataset and how it was applied to address their specific needs. Additionally, a drop box or optional field could be considered for participants to share specific papers, policies, courses or other publications in which they have cited or referenced IDMC's work.
- 1.3 **Blog engagement assessment:** Implementing a pop-up message at the end of IDMC's expert blogs could be an effective way to gauge user satisfaction. Users could be prompted to assess the relevance of the content using a Likert scale. Positive assessments could lead to an open-ended question about their intended use of the information, while negative assessments could be followed up with inquiries about their specific needs. This approach would ensure quick and valuable feedback without demanding too much from the audience.

2 Recommendation 2: Measure the effectiveness of event hosting and attendance.

Regarding hosted events, IDMC should implement quick-win measures to gather quantitative feedback and make use of existing systems to gather qualitative feedback from event participants.

- 2.1 **Expectations and alignment:** Use online event platforms to inquire about participants' affiliations and expectations when they register. This information will serve as a baseline, providing IDMC with insights into participants' anticipated outcomes. Following the event, collect immediate feedback on the alignment between participants' expectations and the actual experience. Employ methods such as distributing feedback forms on each chair or providing tablets outside the venue for attendees to fill out a short survey.
- 2.2 **Post-event influence feedback:** Within a defined timeframe post-event, IDMC could consider issuing a single-question feedback survey to participants about the perceived influence of the event on their work.
- 2.3 **Gathering conversational feedback:** Recognising the value of informal conversations, IDMC staff hosting events should systematically record participant feedback, convening post-event debriefs with IDMC staff and/or using agreed upon tools.

Regarding event attendance, instead of solely focusing on attendance metrics, IDMC could consider tracking the diversity of events in which it participates and the nature of its participation. Factors like delivering keynote addresses or facilitating workshops during these events are indicative of a deeper engagement and influence, contributing to an increased global awareness on the issue of internal displacement.

3 Recommendation 3: Clarify and communicate IDMC's capacity strengthening strategy.

Considering perceived risks of duplication in capacity strengthening services, IDMC should proactively communicate the distinctiveness and added value of its offerings. Under the guidance of the capacity strengthening hub, IDMC should develop a targeted external communication product outlining its capacity strengthening strategy and menu of services. This communication should highlight specific examples of successful engagements and how they complement IDMC's data and evidence services. By enhancing transparency and clarity in its external messaging, IDMC can capitalise on opportunities for collaboration and reinforce the distinct value it brings to the field of internal displacement as regards capacity strengthening.

4 Recommendation 4: Enhancing regional presence for increased influence.

Adopting a decentralised, regional approach could enhance collaboration and uptake of IDMC's work within regions. This strategy aims to strike a balance between maintaining global relevance and being responsive to region-specific needs.

- 4.1 **Regional launch strategy:** 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. These events should be hosted within the regional territory, presenting findings and solutions tailored to the unique situation of each region. Inviting a diverse group of regional stakeholders to these launches could significantly enhance engagement and uptake. This also applies to the launch of regional reports.
- 4.2 **Region-focused displacement dialogues:** To contribute to the momentum of the UNSG's Action Agenda on Internal Displacement, IDMC should consider region-focused displacement dialogues. This approach is expected not only to cater to the specific needs of regional

participants, but also to enhance collaboration, knowledge exchange and the development of region-specific solutions.

⑤ **Recommendation 5: Develop a partnership strategy and reinforce systems to monitor partnerships.**

5.1 **Partnership strategy:** Recognising the role of partnerships in achieving organisational objectives, IDMC should consider formulating an internal partnership strategy. This could provide clarity on partner categories, their respective importance levels and the anticipated engagement levels from various IDMC teams. Given the diversity and number of partnerships across regions, IDMC could consider a regional approach to the partnership strategy, highlighting regional priorities.

5.2 **Partnership management tool:** The MEAL Adviser should encourage the systematic use of the existing partnership management tool on Salesforce. This 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 mentioned above. Additionally, the tool could serve to collect feedback on IDMC's work, capturing verbal feedback provided by partners during events, workshops or other informal gatherings.

⑥ **Recommendation 6: Defining the why and interconnectedness between products.**

6.1 **The link between products:** IDMC is encouraged to articulate a clear rationale for each product, demonstrating its link with the organisation's overarching objectives. Clearly defining the purpose and interconnectedness of each product with the organisation's core objectives can enhance overall coherence and allocation of staff resources. It would provide a framework for decision-making, ensuring that the production of products is intentional and contributes meaningfully to IDMC's mission.

6.2 **Engaging with other service providers:** IDMC could consider engaging with additional relevant fellow service providers such as through the Humanitarian to Humanitarian (H2H) network. Although some providers may offer different services than IDMC, they likely face similar challenges in defining the purpose of each output and in measuring their influence. Collaborating with the H2H network, for instance, presents opportunities for mutual learning and the collective exploration of solutions to shared challenges.

VI. Reference list

- Asian Development Bank, and Internal Displacement Monitoring Centre. "Disaster Displacement in Asia and the Pacific: A Business Case for Investment in Prevention and Solutions," 2022.
- Fiji Ministry of Economy. "Displacement Guidelines: In the Context of Climate Change and Disasters {Living Document}," 2019.
- Internal Displacement Monitoring Centre. "Annual Report," 2022.
- . "Assessing the Severity of Displacement Situations: Data Gaps and Ways Forward," October 2022.
- . "Building on the Momentum: IDMC's Commitment to Carry Forward Recommendations by the UN Secretary General's High-Level Panel on Internal Displacement," October 2021.
- . "Data Roundtable No. 1 Measuring the End of Internal Displacement: Analysing Data on IDP Returns, Local Integration, and Resettlement," n.d.
- . "Global Internal Displacement Database." Accessed October 5, 2023. <https://www.internal-displacement.org/database/displacement-data>.
- . "Global Repository of Good Practices," n.d. <https://www.internal-displacement.org/good-practices>.
- . "IDMC Workplan 2022-2024," 2022.
- . "Mission Report: Madagascar," 2023.
- . "Mission Report: Nairobi," February 2023.
- . "Program Proposal: Humanitarian Policy and International Systems," September 2021.
- . "Severity of Internal Displacement," November 2021.
- . "USAID/BHA Final Performance Report Annex I List of Publications & Multimedia Products (October 2021 – September 2023)," 2023.
- . "USAID/BHA Final Performance Report Annex II List of Events and Meetings (October 2021 – September 2023)," 2023.
- . "USAID/BHA Final Performance Report (October 2022 – September 2023)," October 2023.
- . "USAID/BHA Semi-Annual Performance Report (October 2022 – March 2023)," April 2023.
- Internal Displacement Monitoring Centre, Inclusive Data Charter, IMPACT Initiatives, European Disability Forum, UNHCR, Humanity & Inclusion, Christian Blind Mission, Ruhr University Bochum - Institute for International Law of Peace and Armed Conflict, and Stake-holder Group of Persons with Disabilities). "Advancing Disability-Inclusive Action on Internal Displacement." Internal Displacement Monitoring Centre, December 2022.
- Internal Displacement Monitoring Centre, International Organization for Migration, and Platform on Disaster Displacement. "Pacific Response to Disaster Displacement Project (2019 – 2022)," 2019.
- Kam, Pui Man, and Sylvain Ponserre. "Expert Opinion: Impact Forecasting and Anticipatory Action, How to Take the Right Direction?," December 2022.
- The UN Refugee Agency. "Global Trends – Forced Displacement in 2022," 2022.
- UN Secretary-General's High-Level Panel on Internal Displacement. "Reactions from Civil Society and Others," 2021. <https://internaldisplacement-panel.org/reactions-from-civil-society-and-others/index.html>.
- . "Shining a Light on Internal Displacement: A Vision for the Future," September 2021.
- United Nations. "UN Secretary-General's High-Level Panel on Internal Displacement." Panel Website, n.d. <https://www.un.org/internal-displacement-panel/>.

United Nations Development Programme, and Internal Displacement Monitoring Centre. "Turning The Tide on Internal Displacement: A Development Approach to Solutions," November 2022.

United Nations General Assembly. Agenda item 74 (b) Promotion and protection of human rights: human rights questions, including alternative approaches for improving the effective enjoyment of human rights and fundamental freedoms, Pub. L. No. A/RES/76/167 (2021).

VII. Evaluation matrix

Question	Indicator	Data source
1. Relevance		
1.1 To what extent was the project aligned with the global operating environment on internal displacement?	1.1.1 The extent to which IDMC's activities were aligned with the UNSG HLP recommendations and Action Agenda (notably commitments related to data)	Desk review UNSG HLP on internal displacement report and Action Agenda; EGRISS International Recommendations on IDP statistics; IDMC's building on the momentum commentary; Displacement Dialogues. Internal interviews Partner interviews
	1.1.2 IDMC avoids overlap with other services in the internal displacement environment and identifies opportunities for harmonisation .	Desk review Advisory group meeting minutes; IDMC and UNHCR data compared; Data roundtable concept note; ETH Zurich workshop on displacement risk modelling. Internal interviews Partner interviews
1.2 To what extent did the project meet the needs of its target audience?	1.2.1 Target audience members agree that the services provided by IDMC were relevant to address their specific need/s .	Perception survey with IDMC's target audience.
	1.2.2. Target audience members provide examples of the added value of IDMC's service to their operations or coordination efforts.	Perception survey with IDMC's target audience.
	1.2.3 The project activities and outputs were revised (when necessary) to remain relevant to the changing needs of its audience.	Desk review Baseline report; Lessons learned documents. Internal interviews

2. Effectiveness		
2.1 To what extent did the project achieve its stated outputs and outcomes?	2.1.1 Level of attainment of expected outputs and outcomes described in the logframe.	Desk review Logframe; Performance reports. Perception survey level of agreement with the outcomes in the Theory of Change. Partner interviews level of agreement with the outcomes in the Theory of Change.
	2.1.2 The target audience was satisfied with the quality and quantity of IDMC's services.	Perception survey with IDMC's target audience.
2.2 What were the major factors influencing the achievement or non-achievement of the objectives?	2.2.1 Identification of the internal and external factors enabling the achievement of the programme objectives (e.g. partnerships and mobilisation of resources).	Desk review Performance reports. Internal interviews
	2.2.2 Identification of the internal and external factors inhibiting the achievement of the programme objectives (e.g. coordination among limited actors offering internal displacement data services).	Desk review Performance reports. Internal interviews
3. Coherence		
3.1 To what extent did IDMC complement its work with other actors and partners in the internal displacement space?	3.1.1 IDMC identified and partnered with relevant actors to achieve their objectives.	Desk review IDMC partnership mapping and partnership approach. Internal interviews
	3.1.2 Partners were satisfied with the nature of the partnership and highlight its added value to their respective objectives.	Desk review Meeting minutes on exchanges with UNHCR, Round table minutes. Partner interviews
	3.1.3 Partners highlight IDMC's comparative advantage and added value to the sector.	Partner interviews



www.keyaidconsulting.com