

iDMC internal
displacement
monitoring
centre

Appeal 2013

IDMC is part of

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The **Internal Displacement Monitoring Centre (IDMC)** is a world leader in the monitoring and analysis of the causes, effects and responses to internal displacement. IDMC advocates for better responses to the needs of the millions of people worldwide who are displaced within their own countries as a consequence of conflict, generalised violence, human rights violations, and natural or man-made disasters. It is also at the forefront of efforts to promote greater respect for the basic rights of internally displaced people (IDPs).

IDMC is part of the Norwegian Refugee Council (NRC).

What we do:

- Promote appropriate responses to internal displacement through targeted advocacy
- Provide timely, accessible and relevant information on internal displacement worldwide
- Develop research and analysis to help shape policies and practices that have positive outcomes for IDPs
- Provide training and support to country-based policy-makers and practitioners with a responsibility to protect IDPs

Who do we target?

IDMC is best placed to effect positive change for IDPs through advocacy to influence the decisions and practices of duty bearers and all those with a responsibility or capacity to promote or fulfil the rights of IDPs.

How do we operate?

As information on internal displacement is often controversial and politically sensitive, IDMC must continue to operate and be seen to operate as an independent and effective global monitor of this widespread phenomenon.

IDMC has become an indispensable resource for anyone seeking impartial data and analysis on internal displacement, independent of political or operational considerations.

Cover photo: An internally displaced girl holds her brother inside their tent in the Muslim Abad district of Jalalabad Province, Afghanistan. (Photo: NRC/Farzana Wahidy, June 2012)

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FROM THE AMERICAN PEOPLE



WORLD BANK
SOCIAL DEVELOPMENT

Since its inception, IDMC has gained recognition as a global leader in the monitoring and analysis of internal displacement issues. IDMC reporting acts as an invaluable resource in support of my own mandate, and helps to keep the issues faced by IDPs firmly on the agenda

*Chaloka Beyani, Special Rapporteur
on the human rights of IDPs*



The complexities of internal displacement across the globe

At the end of 2012, IDMC reported that some 28.8 million people throughout the world were living in displacement as a result of conflict and human rights violations. It also reported that a further 32.4 million people were displaced that year by sudden-onset natural hazards. Internal displacement situations are frequently complex, fluid and context-dependent. The needs of IDPs are rarely met and their rights are seldom respected.

The provision of protection, support and assistance to IDPs at the national level is first and foremost the responsibility of the governments directly concerned, but they often lack the resources and capacities as well as the political will to assume this role. In such contexts, UN agencies, international organisations and civil society play an important supporting role, as does IDMC in helping to link up these relevant actors, and by strengthening international efforts to build the capacities of national and local stakeholders.

In the past year, the world's attention has focused largely on major humanitarian crises in countries such as Mali and Syria. Through its research, advoca-

cacy and communications work, IDMC ensured that the international community and the media received the latest available information and analysis on the hundreds of thousands of people internally displaced by conflict and violence in these contexts. This helped inform relevant decision-making processes and contributed to widespread media coverage of these displacement emergencies.

IDMC also remains heavily committed to advocacy work in relation to prolonged IDP situations that draw far less media attention. The vast majority of IDPs that IDMC monitors are victims of protracted displacement such as in Iraq where some one million people are still in a state of limbo ten years after the invasion of the country. Situations of protracted displacement also exist in the Balkans, Colombia, India and Kenya for example and frequently develop as a result of inadequate attention to the needs of IDPs beyond the initial emergency phase of the humanitarian response. IDMC will remain an outspoken advocate for the rights of these long-term IDPs and will work tirelessly to ensure that they are not forgotten.

In 2013, IDMC will also strive to enhance its knowledge and understanding of displacement induced by natural hazards, which continue to uproot millions of people every year. Displacement situations can be particularly complex when they arise as a consequence of both conflict and disasters in the same country. Such is the case in Pakistan where armed violence compounded by severe flooding has resulted in massive displacement. Understanding the complexities of the combined impact of these two displacement triggers is a core component of IDMC research in such contexts.

The *Appeal 2013* outlines IDMC's strategic direction in the year ahead, when IDMC plans to deepen both its own understanding of the complexities of internal displacement and that of key stakeholders in a position to generate positive outcomes for IDPs.

Our work is driven by an overarching institutional commitment to find sustainable solutions for the millions of people uprooted from their homes each year.

IDMC operating model

The IDMC operating model fully integrates the multi-faceted skills of IDMC staff, encompassing expertise in the legal, training, research, advocacy and communication fields, in order to mobilise maximum support to achieve IDMC objectives.

The four key areas of IDMC work are :

- The monitoring and analysis of internal displacement at country and regional levels
- Research of emerging and existing internal displacement trends and developments at the global level
- Training and capacity building initiatives as part of in-country advocacy to protect the rights of IDPs
- Strategic communication of IDMC's research, analysis and advocacy messages to targeted audiences

Monitoring and reporting on internal displacement worldwide

IDMC will pursue its core functions of monitoring and reporting on displacement caused by conflict, generalised violence and human rights violations. This work will continue to be based on a mix of primary sources and secondary data analysis and will enable IDMC to maintain an overview of the scale and nature of displacement worldwide. When natural hazards affect these displaced populations, IDMC will also monitor and report on their impact.

Countries will be monitored at varying levels of regularity and intensity, based on the following criteria:

- Nature of the displacement situation (e.g., emergency phase or protracted displacement scenario)
- Changes in the displacement situation
- Risks faced by the displaced population
- Access to information on displacement situation

Data from IDMC monitoring will be made public on the IDMC website and in its annual *Global Overview*, and will include:

- Displacement starting date
- Displacement phase
- Peak displacement year
- Current IDP figure
- Main protection and assistance gaps (as per the Guiding Principles on Internal Displacement)
- National response
- International response

Advocacy work at the country level will require an ongoing strategic commitment to a set of previously defined and mapped targets. Based on a strategic analysis of countries monitored at the end of 2012, IDMC advocacy work in 2013 will focus on the following priority countries:

The Americas

Colombia, Mexico

Europe and the Caucasus

Kyrgyzstan

Middle East

Iraq, Occupied Palestinian Territory, Syria and Yemen

Africa

Côte d'Ivoire, the Democratic Republic of Congo, Kenya, Mali, Nigeria, Somalia and South Sudan

Asia

Afghanistan, Pakistan, Philippines and Sri Lanka



In October 2012, IDMC held a workshop on HLP and durable solutions in Côte d'Ivoire for various ministries and local officials dealing with land issues.

IDMC advocacy work will continue to be based on the following activities:

- Research, analysis and reporting
- Public and private briefings/events
- Submissions to human rights entities/mechanisms
- Support to law and policy development
- Training on international protection norms and practices to strengthen in-country capacities to protect IDP rights
- Relay of key advocacy messages to targeted audiences via the media

IDMC country analysts will continue to monitor internal displacement worldwide in order to maintain an up-to-date global overview of internal displacement which disrupts the lives and livelihoods of millions of people each year. Further to this, displacement-related thematic topics that will be subject to further IDMC analysis will include:

- Housing, land and property (HLP)
- Humanitarian response
- IDP law and policy

What makes IDMC unique?



It is the only **global monitor** of internal displacement

It has close proximity and wide access to policy-makers from its **Geneva base**

Being part of NRC gives it a **solid grounding** in operational realities

The **depth and scope** of its knowledge, gained from almost **15 years** of global research, places it in a unique position to **advocate for IDP rights**

Its expertise on IDP **protection** serve to **strengthen the capacities** of national and local stakeholders on displacement issues

It **partners** with other organisations when it can effectively **complement** their work

Reaching our objectives

1.

To influence global policies and practices in support of IDP rights

Analysing global internal displacement trends and developments

As in previous years, IDMC will provide the authoritative global analysis of displacement caused by conflict and violence, including a global estimate of the number of IDPs worldwide, in its annual flagship publication the *Global Overview: People Internally Displaced by Conflict and Violence*. The promotion and dissemination of which aims to keep conflict-displacement on the agendas of UN and government policy-makers.

IDMC will also provide an annual estimate of the number of people newly displaced by sudden-onset natural hazards, such as floods and earthquakes, in its annual review the *Global Estimates: People Displaced by Disasters*. This publication also analyses displacement trends and issues and informs policy-makers in the fields of disaster risk reduction and climate change adaptation.

Both publications are highly valued and frequently cited by UN agencies, global clusters, governments, regional organisations and financial institutions.

A new way of monitoring disaster-related displacement

IDMC reporting on displacement caused by sudden-onset natural hazards, based on global data sets, will be complemented by “bottom-up” monitoring approaches. Such an approach will provide data on disaster-induced displacement at local, national and re-

gional levels and will address issues such as:

- Risks associated with different disaster types
- Displacement duration
- Displacement and protection risks
- Measures to prevent displacement or mitigate its impact on livelihoods

An innovative new methodology under development

Building on geospatially referenced disaster data, IDMC is developing a ground-breaking system to profile disaster-displacement models which will enable users to identify displacement risks in selected countries.

This system will strengthen IDMC analysis by providing information on :

- Displacement caused by multiple types of disasters: small-scale, medium-scale and large-scale disasters associated with both slow- and sudden-onset hazards (e.g., drought and tropical cyclones, respectively)
- Temporal aspects of disaster-displacement (e.g., displacement durations, multiple or recurrent displacements)
- Dynamic processes and multiple factors that influence disaster-displacement
- Displacement forecasts based on climate modelling that incorporates appropriate climate change projections

Development of the methodology to profile displacement related to slow-onset climate events, such as drought, will be undertaken with strategic partners, including climate modelling ex-

Expected outcomes:

- IDMC findings and recommendations are reflected in the policies and practices of UN agencies, global clusters, governments, regional organisations and financial institutions
- Evidence-based change in global policy on disaster-induced displacement, reflecting an improved understanding of risk factors and subsequent mitigation and prevention measures, occurs in more countries
- Policy-makers and practitioners funding IDP housing projects adopt IDMC best practices applicable in urban settings
- Key IDMC findings and advocacy messages are relayed by a minimum of eight internationally recognised media outlets

perts from the Massachusetts Institute of Technology (MIT).

Promoting tenure security of IDPs in cities

Recent trends show that a significant and growing number of IDPs in rural areas are seeking refuge in urban settings. This often reflects a common perception among IDPs that urban settings offer more accessible and better quality basic services, livelihood opportunities and resources, as well as greater protection from conflict, than rural areas. The factors that lead IDPs to cities also reflect broader global urbanisation

trends, which lead many IDPs to join the ranks of the urban poor, increasing pressure on already limited services, particularly in fast-growing cities.

IDPs in urban settings often live in sub-standard housing conditions, exposing them to a wide range of health and security risks as well as to the constant threat of forcible eviction by state authorities or the legal owners of the land on which they have settled. In such conditions, the security of tenure of IDPs and their prospects of finding durable solutions are severely compromised.

In 2013, IDMC will focus on:

- Collecting information on practices that have shown to improve IDPs' access to adequate housing and security of tenure, and that have contributed to the achievement of durable solutions for IDPs in urban settings. The aim will be to explore the possibilities of replicating these practices elsewhere
- Sharing the findings of this research with policy-makers and practitioners responsible for the design and funding of housing strategies, policies and programmes in countries affected by internal displacement

Communications

IDMC continues to strengthen its strategic communications activities. In 2013, the IDMC communications team will endeavour, in line with its institutional objectives, to further enhance IDMC credibility and visibility worldwide. It will do so by strengthening its positioning among influential media outlets with a global reach to relay key IDMC advocacy messages and timely information on emerging displacement situations to targeted audiences.

As part of this strategy, the IDMC communications team will redesign and restructure the IDMC website. The aim is to make IDMC information and analysis more accessible to a wider audience, while adapting the website to current technologies. The findings of the extensive website user research and performance analysis conducted in 2012 will be reflected in the new website design. Three key strategic objectives underpin the redesign of the IDMC website:

- Improve usability and functionality
- Feature more varied and accessible content to capture a wider audience
- Increased promotion of key IDMC advocacy messages via digital media

Expected outcomes:

- Average time spent by website users increases from 5 to 10 minutes
- Greater capacity on new blogging platform and more varied website content increases traffic by 20%
- IDMC research and findings on displacement are more widely reported due to improved access to this information
- The number of influential social media users reading IDMC Twitter and Facebook account messages increases

In 2013, IDMC will continue to develop its social media activities initiated in 2012. Follow us at:

[facebook.com/InternalDisplacement](https://www.facebook.com/InternalDisplacement)
twitter.com/idmc_geneva



IDMC launched the Global Overview 2011 at the United Nations' press room, granting an extended media coverage on internal displacement.

2.

To influence national and regional responses in support of IDP rights

Promoting 'durable solutions' with a focus on vulnerability and resilience

Durable solutions for IDPs – understood as a dynamic concept rather than a 'final' outcome – imply not only a humanitarian response at the height of a displacement crisis, but also sustained assistance and/or protection throughout all phases of the displacement cycle. This entails simultaneous engagement with law and policy frameworks, preparedness capacity, prevention, and national development initiatives before, during and after a humanitarian response. However, such a truly integrated approach will only be possible if the existing barriers between humanitarian and development actors are dismantled.

For practitioners, one means of implementing this approach would be to actively focus on the vulnerability and resilience of IDPs rather than on a static analyses of the various displacement 'phases'. This would enable the circumstances and needs of IDP groups to be compared with those of the overall population in order to identify their most urgent needs – a crucial requisite for the delivery of impartial and needs-based humanitarian aid. It would also allow for greater focus on the broader dynamics of recovery and resilience, and the subsequent use of aid to reinforce positive coping mechanisms amongst IDP communities. All this requires dialogue, time, research and, above all, engagement with the communities concerned.

IDMC has developed reflection around the World Bank's Impoverishment Risk Reduction model outlining nine dynamics that contribute to 'resilience' at the individual and community levels, with a view to promoting a rights-based, developmental response

to displacement. IDMC has also applied the model in a political-economy study of displacement-affected populations in Casamance, as well as in a research project it has initiated with the Kenyan Red Cross to assess the vulnerability and resilience of pastoralist communities displaced in north-eastern Kenya.

In 2013, IDMC will continue to promote the implementation of the IASC Framework for Durable Solutions and pursue a number of research initiatives that aim to:

- Deepen its understanding of vulnerability and resilience dynamics throughout the displacement cycle
- Engage directly with key development actors such as UNDP, UN-Habitat and the World Bank
- Actively contribute to shaping global reflection on durable solutions– including through advocacy emphasising the importance of linking relief and development work through resilience-building strategies
- Publish training materials on durable solutions for IDPs and deliver training that focuses on durable solutions in targeted countries

IDMC will focus its research on eastern Democratic Republic Congo (DRC), Côte d'Ivoire, Mali and South Sudan and call attention to its findings and recommendations through direct policy briefs and advocacy. In addition, it will play an active role in the work of the Geneva-based Early Recovery Cluster's Working Group on Durable Solutions, tasked by the UN Secretary- General with providing technical guidance in support of the development of national frameworks for durable solutions. IDMC's participation in this Working Group will provide further opportunities to influence global reflection on durable solutions, drawing strongly on both IDMC's knowledge of IDP resilience, as well as its country analysis work in des-

Expected outcomes:

- In eastern DRC, Côte d'Ivoire, Mali and South Sudan, dialogue with development and humanitarian actors on durable solutions for IDPs is reframed from a static to a more dynamic understanding of vulnerability and resilience
- Policies and responses to internal displacement in prioritised countries take into account the diverse needs of IDPs and the various risks they face depending on their age, gender and diversity
- In Côte d'Ivoire, evictions from protected forests in Cote d'Ivoire are carried out according to international standards and take a differentiated approach based on the length of stay and size of plantations of affected populations
- Effective housing practices in support of durable solutions for IDPs are adopted in Europe and the Caucasus
- International donors and other key stakeholders closely monitor and support the progression, in specific countries, of new IDP policies and laws, including the provisions of the Kampala Convention (in Africa)
- Government and civil society stakeholders in targeted countries apply and promote common international protection norms, standards and frameworks within their organisations as well as in protection coordination fora
- IDMC findings and advocacy messages are reported in a minimum of 400 media outlets in the global north and 100 media outlets in the global south, as part of IDMC institutional advocacy strategies



IDMC met with some of the Philippines' internally displaced community's representatives in May 2012 to learn more about their situation.

ignated pilot contexts such as Afghanistan, Côte d'Ivoire and Kyrgyzstan.

Disaggregated data: Where are IDPs? Who are they? What are their needs?

In displacement situations, solid data, disaggregated by location, sex and age, agreed upon and shared among governments and agencies, forms the basis for relevant programming, resource allocation and accountability. Although much has improved in terms of data collection and information management in recent years, there is still a long way to go before sets of disaggregated data are available for all major IDP situations in the world. IDMC monitoring shows that out of 50 countries with internal displacement surveyed in 2011, only 11 had such information readily available as a baseline for response planning.

In order to bridge this information gap, IDMC, UNHCR and the Danish Refugee Council (DRC) established the inter-agency Joint IDP Profiling Service (JIPS) in 2009 to provide support to countries in terms of planning and implementing internal displacement profiling operations.

Since JIPS' inception, IDMC has remained an active member of its Steering Committee, together with UNHCR, the DRC, the International Organisation for Migration (IOM), the United Nations Population Fund (UNFPA), and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). In this capacity IDMC will continue to provide advocacy and technical assistance to JIPS to facilitate its support to governments and humanitarian and development actors in the collection and analysis of reliable disaggregated data on populations affected by internal displacement.

More specifically, IDMC will work with JIPS in 2013 to facilitate internal displacement profiling in Afghanistan, Colombia, Côte d'Ivoire, Kosovo, Myanmar, Syria and Yemen, while continuing to advocate for profiling in the DRC, Kenya and Nigeria.

Promoting legal recourse for IDPs in HLP disputes

Access to housing and land remains a primary concern throughout the displacement cycle. Once people are forcibly dis-

placed from their place of origin they can face difficulties in finding adequate shelter and land to ensure minimum food security and self-reliance. When the security situation improves or a peace treaty is signed, property disputes associated with the return phase are another potential source of tension. Returning IDPs often find their houses and land destroyed or occupied by other people.

In many post-conflict situations, institutions have been set up to process HLP claims and resolve disputes. Obstacles to these mechanisms range from the authorities' lack of will and the weak accompanying role of the international community, to the fragility of the rule of law in post-conflict contexts. The tension generated by the divergences between customary law and statutory law that exist in most countries in Africa, Asia and Latin America, and the very low level of formal land registration there, are also factors that complicate the restitution/compensation process.

In 2013, IDMC will contribute to research and analysis on specific HLP issues in priority contexts, while closely monitoring the following:

- The implementation of Colombia's property restitution plan

- The problems faced by IDPs or returning IDPs trying to access their land or facing eviction from state-owned forests in western Côte d'Ivoire
- The link between natural resources exploitation and forced eviction/internal displacement in eastern Mindanao (Philippines)

IDMC will also promote the replication of viable housing practices in support of durable solutions, observed particularly in parts of Europe and the Caucasus.

Advocating for laws and policies that protect IDPs

Clear laws and policies upholding the rights of IDPs provide governments with a roadmap on how to fulfil their responsibility to protect people displaced within their borders. A national instrument, adapted to the specific needs of IDPs, enables authorities to respond to displacement in a holistic manner that takes into account the diverse and evolving needs of different IDP groups. Legal and policy instruments usually clarify institutional responsibilities and coordination functions that are essential for effective responses, they also help to cement partnerships with international and civil society stakeholders and participation by IDPs and host communities in matters that affect their lives.

IDMC's extensive knowledge of the legal mechanisms relating to IDPs makes IDMC particularly well placed to support the adoption, development and implementation of such instruments. As a priority, IDMC will therefore maintain its support to processes that enhance state responsibility and capacities in addressing IDP issues, either through workshops or the facilitation of relevant events. IDMC will also monitor the progression of new national IDP laws and policies in selected countries such as Kenya and the Philippines, both of which recently adopted IDP legislation as well as in Afghanistan, where an IDP policy is currently under-development.

IDMC as a close monitor and advocate of the Kampala Convention

The Kampala Convention came into force on 6 December 2012. This landmark event moved IDMC into a new phase of advocacy by placing a stronger focus on its implementation in countries that have adopted it. Accordingly, IDMC will endeavour to ensure that selected African states align their legal, policy and institutional frameworks with the provisions of the convention as a means of improving their response to IDP needs and upholding IDP rights.

Following a highly successful media campaign to mark the entry into force of the Kampala Convention at the end of 2012, IDMC will continue to be a vocal advocate of the convention in the year ahead. As part of its ongoing monitoring work, IDMC will report on ratification and implementation progress in

Expected outcomes:

- African governments and civil society organisations (CSOs) regard internal displacement as a human rights issue to be addressed within the framework of the Kampala Convention
- Selected African states have access to legal, policy-making and technical expertise, as well as to qualitative data on the compatibility of their existing laws and policies with the Kampala Convention
- Key stakeholders in Africa and globally receive timely and relevant information about internal displacement and understand how the Kampala Convention can generate positive change for IDPs throughout the world



An internally displaced family in Bamako, from northern Mali. Oct 2012

key African countries, and throughout the African continent more generally. It will also maintain its technical training and legal support to African governments and CSOs to ensure that this ground-breaking convention remains at the forefront of the agenda.

IDMC training as a powerful advocacy and capacity-building tool

Since the adoption of the cluster approach in 2005, collaborative international responses and partnerships between international actors have been strengthened. However, the lack of participation in such partnerships from certain national actors, including governments and CSOs, undermines this process and poses an ongoing challenge. According to cluster evaluation reports published in 2007 and 2010, this shortcoming has had a negative impact on the quality of international responses to internal displacement.

IDMC designs, organises and delivers training in cooperation with its field-based partners as a means to advocate for, and support, national and local IDP protection capacities.

IDMC offers a training “package” - typically over a 12-18 month period - consisting of one or two baseline workshops, followed by a training of trainers (ToT) workshop and follow-up training or support as appropriate.

The IDMC training method is interactive, encourages participants to relate their experiences, and helps them to analyse IDP situations and IDP protection needs based on applicable international laws and frameworks. IDMC training is modular and covers :

- International legal instruments, including the Kampala Convention
- International standards, such as those reflected in the Guiding Principles, the IASC Framework for Durable Solutions, the IASC Operational Guidelines on Protection in Natural Disaster and the Framework for National Responsibility



Participants at a training in Mexico discuss plans to promote durable solutions. March 2012.

- Normative and practical considerations for in-country protection analysis and response:
 - IDP definition and profiling
 - Prevention and protection against arbitrary displacement
 - Protection and humanitarian assistance during displacement
 - Protracted displacement and durable solutions
 - Housing, land and property issues
 - Process considerations for developing IDP instruments
 - Displacement considerations for development actors
- Protection coordination and cluster approach to international response
- Mali (two workshops on IDP protection under the Kampala Convention and one ToT)
- Burundi and Myanmar (one HLP workshop in each)
- Nigeria (one ToT for CSOs)
- Pakistan and Philippines (workshops on IDP protection / Durable Solutions)
- Somalia and South Sudan (workshops on IDP protection under the Kampala Convention)
- Protection coordination training in support of the protection cluster in Pakistan
- One regional ToT workshop on the Kampala Convention to be delivered in partnership with UNHCR

In certain situations, IDMC may also facilitate processes bringing together civil society and government in support of national responses to internal displacement.

As co-chair of the Global Protection Cluster’s Task Team on Learning, IDMC co-facilitates workshops for members of field protection clusters that cover protection norms, standards and analytical frameworks as well as “soft skills” related to communication, presentation, consensus-building, negotiation and team-building.

In 2013, IDMC will organise and take part in at least 12 such events, including:

- Sri Lanka (IASC Framework for Durable Solutions)

3.

To influence an appropriate response to IDPs in emerging or evolving humanitarian crises

The humanitarian reform process, introduced in 2005, was to a large extent initiated to address the systemic gaps in the humanitarian response to the needs of IDPs. Since then, internal displacement has largely been mainstreamed into the humanitarian operations of UN and other international agencies.

There are concerns that this has resulted in a loss of high-level advocacy on behalf of IDPs, particularly from leaders in the UN system, which translates into response and accountability gaps. The three biggest humanitarian crises in 2012, namely those in Mali, Somalia and Syria, were initially characterised as refugee emergencies. This may have resulted in delays in planning and funding operations in support of IDPs in these contexts, as well as limited advocacy to open up humanitarian space to assist them.

IDMC will analyse the causes and impacts of these apparent gaps in high-level advocacy in the UN system for humanitarian responses to the

needs of IDPs. This will inform an advocacy strategy, to be taken forward jointly by IDMC and its close allies, namely the Special Rapporteur on the human rights of IDPs, the Brookings-LSE Project on Internal Displacement, the Global Protection Cluster, and NGO consortia such as ICVA and Interaction.

In addition, IDMC will prioritise the monitoring and analysis of IDP needs in unfolding humanitarian situations where it can add value by drawing on its knowledge of complex displacement patterns pre-dating the new emergency in the country (e.g., Côte d'Ivoire in 2011 or DRC in 2012), or by using its analytical expertise to inform the early stages of the emergency response – as it did in Mali and Syria in 2012.

IDMC will provide timely analytical reporting via briefing notes on rapidly evolving displacement emergencies. The IDMC communications department will play a pivotal role in securing maximum media coverage. This involves placing IDMC research, analysis and advocacy messages in strategically

Expected outcomes:

- IDMC findings and recommendations are reflected in strategies, response plans and external communication messages of donor and other relevant national governments, operational humanitarian agencies and field-based protection clusters
- IDMC analysis of emerging or evolving displacement situations generates extensive media coverage in relevant, targeted markets and more widespread awareness of IDP issues

selected media outlets so as to influence key decision-makers and ensure that internal displacement is a central part of the wider discourse and debate on humanitarian priorities.

SYRIA
No safe haven - A country on the move, a nation on the brink

IDMC's monitoring suggests that over one in every fifteen Syrians has been internally displaced following the 17 month conflict that has started as a popular uprising and has turned into a full blown civil war. The magnitude of this displacement means that it has now become intricately linked with the spreading of the conflict. The latest figure issued by the Syrian Arab Red Crescent (SARC) of 1.5 million internally displaced persons (IDPs) was released as the battle of Aleppo was unfolding and just before the escalation of the conflict in Damascus. Given the nature of the conflict and the lack of access in Syria, the IDP figures have remained estimates derived from formal registrations and based on both the pattern of the conflict and the displacement trends. In terms of internal displacement, the battle of Homs in March 2012 marked a turning point in both the nature and the scale of displacement. Mapping of internal displacement in Syria captures this situation and reveals that before this event, displacement was often regarded as collateral damage in a conflict between the government forces and the opposition. Following the battle of Homs the number of IDPs began to rise exponentially, creating its own socio-political dynamic that lead to the spreading of the conflict.

Although a significant amount of displacement has repeatedly gone unreported, IDMC monitoring has been able to identify two main periods of displacement that are particularly relevant to understanding the crisis. From the onset of the uprising in March of 2011 until March 2012 displacement remained very and sparse. Although displacement was not reaching the scale reached in August 2012, while had reportedly been abandoned following or preceding attacks. For instance the entire 41,000 on of Sir Al-Shughur fled in June 2011 in fear of military retaliation following the death of some army personnel reportedly killed by armed groups. Displacement at this time involved large if people fleeing hot spots of conflict to seek shelter in surrounding areas or major cities as a re-argued and localised violence. Displacement during the early stages of conflict was not viewed as 'in', and the population often returned to their homes following protests and violence.

IDMC's extensive advocacy work on the Syria crisis helped to position internal displacement in the worldwide debate

Expected outcomes:

- IDMC findings and recommendations are reflected in strategies, response plans and external communication messages of donor and other relevant national governments, operational humanitarian agencies and field-based protection clusters
- IDMC analysis of emerging or evolving displacement situations generates extensive media coverage in relevant, targeted markets and more widespread awareness of IDP issues

Achieving our aims

Human resources

A team of 36, structured along the organisational lines outlined below, will ensure that IDMC continues to provide reliable and valuable information and analysis, and can respond to specific requests for information, recommendations and training. This diverse team of highly competent professionals is at the core of IDMC's value and expertise.

Monitoring and reporting on results

IDMC prioritises its areas of work based on specific strategies, either geographic or issue specific. Progress against its planned activities and outcome indicators is reviewed and reported on a quarterly basis.

IDMC's annual *Activity Report* presents the outputs and results of the previous year, and reports against objectives outlined in the *Appeal* for that year.

A financial overview is prepared on a monthly basis and an annual audited financial statement is presented annually.

Support us in 2013

The IDMC budget for 2013 for the activities described above is USD 5'469'783. A budget breakdown is provided at the end of this section.

IDMC is entirely dependent on financial contributions. Both the UN General Assembly and the UN Human Rights Council have repeatedly called on governments to support and help finance the organisation.

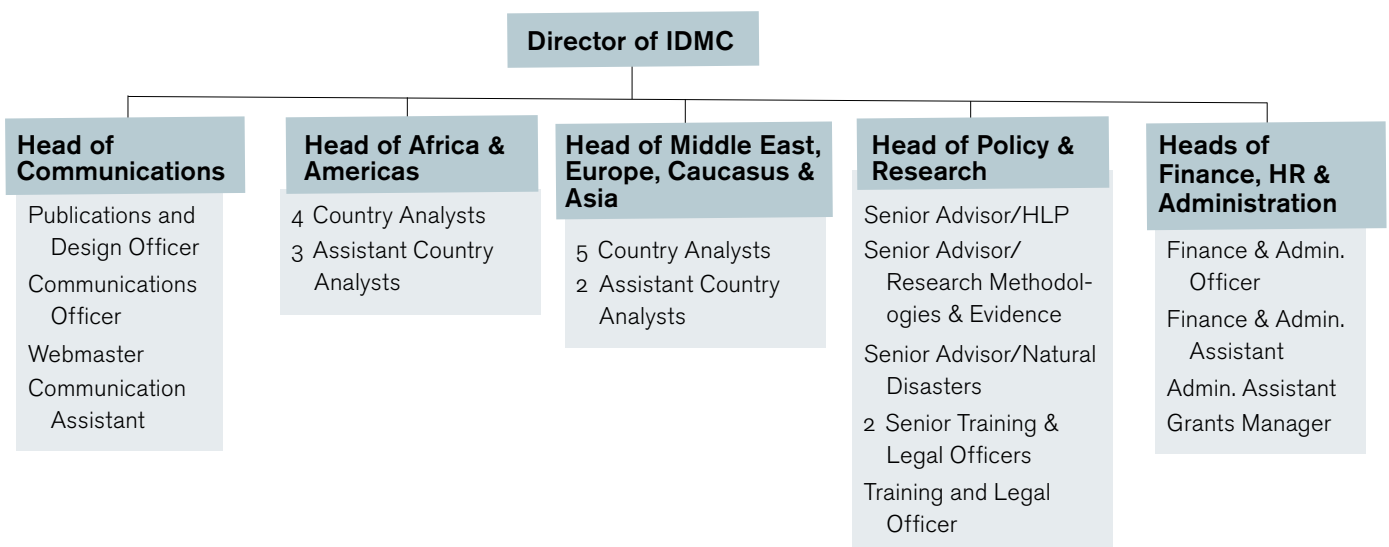
IDMC strives to maintain a diverse funding base to preserve its independence and to manage risk. It seeks to develop long-term partnerships with its donors and encourages commitments to funding over periods longer than a year as they increase IDMC's stability and ability to develop multi-year strategies.

Donations are crucial as they also visibly support greater respect for the rights of IDPs. With its funding partners, IDMC shapes policy on internal displacement and contributes to improving the responses to the needs of millions of IDPs.

Donor visibility and reporting

IDMC acknowledges donors and their financial contributions in its annual publications and on its website. In order to preserve IDMC's reputation as an independent reporter, specific donors are however not mentioned in country or policy-specific reports or briefings, or in training workshops and material.

Donors are kept updated on IDMC plans and activities through quarterly activity and outcome reports available online and via the annual *Activity Report*, which includes the audited financial statement. In addition to bilateral dialogue, IDMC hosts a discussion with its donors at least once a year on challenges and opportunities that influence its strategy and action plan.



Budget for 2013

Staff costs represent approximately 70% of the IDMC budget and are paid in Swiss Francs. Consequently, variations in exchange rates between USD and CHF have a significant impact on the IDMC budget.

The IDMC budget is based on an annual average exchange rate of 1 CHF = 1.07 USD. It is broken down as follows:

	Budget in CHF	Budget in USD
Africa and the Americas	946,218	1,012,453
Staff costs	672,218	719,273
Field missions and advocacy events	45,000	48,150
Local research	79,000	84,530
Workshops in support of the Kampala Convention	150,000	160,500
Middle East, Europe, Caucasus and Asia	960,963	1,028,230
Staff costs	770,613	824,555
Field missions and advocacy events	91,850	98,280
Local research	51,500	55,105
Capacity strengthening workshops	47,000	50,290
Policy and research	1,504,674	1,610,001
Staff costs	1,026,956	1,098,843
Field missions and advocacy events	12,000	12,840
HLP	58,100	62,167
Field missions and advocacy events	11,100	11,877
Local research	27,000	28,890
Capacity strengthening workshops	20,000	21,400
Natural Disasters	407,618	436,151
Missions and events	15,000	16,050
Research and Methodology	392,618	420,101
Communications	801,783	857,908
Staff costs	555,783	594,688
Travel costs / events	10,000	10,700
IT and web management costs	78,000	83,460
Communication costs (telephone, internet)	25,000	26,750
Corporate publications (Appeal and Activity Report)	15,000	16,050
Global Overview production and launch	40,000	42,800
Country and thematic publication costs	78,000	83,460
Finance and administration	898,309	961,190
Staff costs	606,809	649,285
Travel costs	15,000	16,050
Organisational and HR management	55,000	58,850
Office rent and utilities	180,000	192,600
Office equipment and supplies	29,500	31,565
Audit and legal assistance	10,000	10,700
Financial expenses/income	2,000	2,140
TOTAL BUDGET	5,111,947	5,469,783

About IDMC

The Internal Displacement Monitoring Centre (IDMC) is a world leader in the monitoring and analysis of the causes, effects and responses to internal displacement. For the millions worldwide forced to flee within their own country as a consequence of conflict, generalised violence, human rights violations, and natural hazards, IDMC advocates for better responses to internally displaced people, while promoting respect for their human rights.

IDMC is part of the Norwegian Refugee Council (NRC).

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