

Appeal 2015



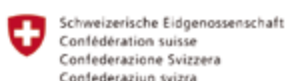
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IDMC Appeal 2015

Global knowledge for informed action on internal displacement

June 2015

The history of IDMC

The Internal Displacement Monitoring Centre (IDMC) was established in 1998 by the Norwegian Refugee Council (NRC) at the request of the Inter-Agency Standing Committee (IASC).

IDMC was created in order to fill a knowledge gap on internal displacement and it has achieved this over the years by providing comprehensive global data and analysis in order to better inform decisions that concern internally displaced people (IDPs).

Today, IDMC has gained worldwide recognition as a leading global monitor of internal displacement and in providing evidence-based information and research on the escalating numbers of people forced from their homes each year as a consequence of disasters and conflict.

What has IDMC learned after 17 years of monitoring internal displacement?

Internal displacement is a life changing event for millions of people worldwide who live in the path of conflict or natural hazards. With the changing nature of conflicts, and the ever-present uncertainty of the magnitude of disasters worldwide, the numbers of people on the run from such events are reaching staggering proportions.

IDMC monitoring has shown that the number of people identified as internally displaced by conflict and violence continues to grow year on year from 19.3 million in 1998 to 38 million by the end of 2014, and that an average of 27 million people face the risk of being newly displaced by disasters each year.

Over the last 17 years, IDMC has gradually developed a more advanced technical and conceptual understanding of internal displacement, in particular in terms of its complexity, its differ-

ing dimensions and the wide variety of drivers that can result in large populations of people becoming internally displaced.

Since 1970, for example, the risk that people will become displaced in relation to a disaster has doubled. This growth in displacement risk is mostly due to rapid and unplanned growth of hazard-prone urban settlements. Unless governments and other actors address the many drivers of increasing exposure and vulnerability, displacement risk will continue to grow in the future as weather-related hazards become more frequent and/or intense due to climate change.

Likewise, unless governments reduce the number of people exposed and vulnerable to conflicts and violence, internal displacement in this context will likely increase as well. Countries where new displacement takes place are often among the most economically vulnerable and least able



Displaced women living with host families in Kibabi, Democratic Republic of the Congo. IDMC/A. Pagot, March 2015



IDMC colleagues work together to develop IDMC's new strategy. IDMC/R. Natali, October 2013

to cope with a crisis. This reveals a correlation between displacement on the one hand, and poverty and weak governance on the other. It suggests that when displacement takes place in less economically developed states, they are unlikely to have the resources and capacity to respond to IDPs' short-term needs, let alone invest in longer-term solutions.

Protracted displacement is a significant concern for displacement in the context of conflict and disasters, although the scale of the latter remains largely unknown. Our research shows that most of those living in protracted displacement made no visible progress in 2014 against the eight criteria set out in the IASC framework for durable solutions. The process of achieving durable solutions is often stalled due to the lack of adequate collaboration and transition between humanitarian and development actors – yet internal displacement is a humanitarian, peace-building and development challenge that requires a timely, accountable and comprehensive response.

Understanding the external factors at play that increase the risk of either new or protracted displacement in differing contexts provides valuable information to policy makers from a variety of disciplines including development project planning, disaster risk reduction initiatives, conflict resolution, and donor aid allocation, to name but a few.

After 17 years of monitoring the scale and scope of internal displacement worldwide, we have also learnt that there are large blind spots in the information currently being collected about IDPs in different contexts. This is usually because such data is collected by humanitarian organisations and governments, primarily to serve operational purposes, but such information reveals a paucity of understanding, particularly in terms of the numbers and needs of people in protracted displacement situations – information that is often largely absent from our data sources.

Related to the above, a comprehensive and shared analytical framework on displacement is also absent. There is no common agreement, for example, on when displacement starts, and when it ends, or whether children born in displacement are also considered internally displaced, which can result in large discrepancies in terms of displacement data both within and between countries. Such a framework would therefore not only offer a more holistic understanding of internal displacement, but would also allow for a more consistent global approach to how IDPs are counted and, importantly, discounted.

For all these reasons, IDMC's mandate remains as relevant as ever, but after 17 years we also recognise a need to take stock of how the landscape has changed over time.

What makes IDMC unique?



Our monitoring work provides a unique perspective on the scale, scope and patterns of internally displaced people worldwide



With 17 years of experience, our vast historical catalogue of data on IDPs facilitates a unique position through which to view wider global trends in the areas of conflict and natural disasters



We are an independent source of information and analysis, with a strong reputation as a reliable source of information for governments, UN agencies and leading policy makers worldwide.



Based in Geneva, we have access to a powerful network of policymakers, while our strong connection to NRC ensures that our work is grounded in operational reality.



Consisting of a multi-disciplinary team, we view internal displacement through a variety of different lenses; from human rights concerns to future risk and displacement drivers.

Strengthening our impact in 2015 and beyond

At the end of 2014 IDMC underwent a thorough internal and external analysis in order to plan and prepare for the new five year strategic period. The analysis consisted of a rigorous diagnostic phase, in order to ascertain what our partners and stakeholders want and need from IDMC, how the internal displacement discourse has changed over time, how IDMC is currently positioned externally and what we need to do to stay relevant in the long term.

What we learnt was that we needed to refocus on our core, UN recognised, mandate as a provider of solid global data and analysis on internal displacement, while simultaneously recognising a changed environment particularly in terms of data and information technology trends. We and our partners understand that data and information on IDPs is important for two reasons:

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

With this in mind, an exciting and innovative new approach will form the basis of the direction IDMC will take over the next five years.

IDMC in 2020, what will change?

Develop a comprehensive theory of internal displacement

Drawing on our vast network of partners, and inviting new ones too, we will develop and build consensus around a clear and comprehensive conceptual and methodological framework to facilitate a better understanding of displacement in all its complexity, while leading discussions and debate about gaps and limitations in terms of data and information.

Innovative new approaches to monitoring and data collection

Innovative new approaches will be explored in order to monitor internal displacement across the globe. Parallel to this, we will design and build a state-of-the-art online database that tracks new and ongoing global displacement and provides estimates of future risk

Moving beyond conflict and disasters

IDMC will expand the scope of its monitoring beyond conflict and disaster contexts to include all situations where coercion is a core driving force behind internal displacement. We will also strive to strengthen our pivotal role in helping to better understand the multiple causes of displacement, and the implications arising from related data gaps or deficits. As a priority, more targeted monitoring of the plight of women and children during all phas-

es of internal displacement will feature prominently in our future initiatives.

A shift towards the regional and the global

As IDMC gradually moves away from country-level advocacy, we will shift focus to regional and global opportunities to inform and influence policy and decision-making. Our training activities will be phased out, in alignment with our new vision, mission and strategic objectives. Emphasis will instead be placed on providing technical information to national governments through regional and global partners rather than on direct training. Innovative new mechanisms for sharing data and analysis will be developed, existing partnerships strengthened, and new ones built.

Easier access to more visual, timely and relevant deliverables

IDMC will produce more timely, visual, data driven published products. While we will continue to produce our two flagship reports, the Global Overview: People internally displaced by conflict and violence, and the Global Estimates: People displaced by disasters, some of our other products such as country overviews will be replaced with shorter, more agile and accessible, briefing papers, policy papers and infographics using cutting edge data visualisation techniques. We will also conduct comparative analyses and high-quality research on issues relevant to internal displacement, with the aim of feeding into targeted policy agendas.

A new vision for a strengthened IDMC



Displaced families at the Bulolo care center, Morobe province, Papua New Guinea. IDMC/F. Kok, October 2014

IDMC's new vision and mission

IDMC's vision is global knowledge for informed action on internal displacement

IDMC's mission is to lead on the provision of information and analysis on internal displacement to inform policy and operational decisions that improve the lives of IDPs. We do this by monitoring all situations of internal displacement, providing quantitative estimates of the numbers of IDPs worldwide, and disseminating policy-relevant information and analysis on internal displacement.

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

The new IDMC strategy will be implemented over a five-year period. 2015 will be a transitional year during which current IDMC commitments will be met, while simultaneously working towards the full implementation of our new strategy, which will be in place by 2016.

Strategic objective 1:

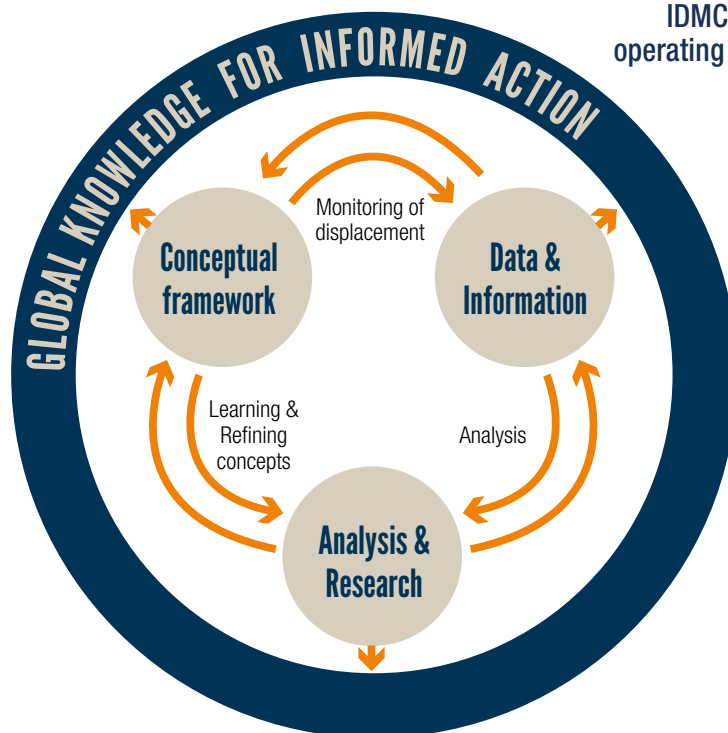
To provide comprehensive data and information on internal displacement worldwide

Strategic objective 2:

To inform and influence policy and operational decision-making on internal displacement

Reaching our objectives

IDMC's new operating model



As an organisation, we cannot accept the large gaps in knowledge concerning where internal displacement is happening, how it is happening and what the needs are of those who are experiencing displacement. This new strategic direction re-emphasises this core value in a more ambitious and determined way, but we cannot achieve it on our own.

We believe that this new strategic direction offers new and interesting opportunities for us to work more closely with our funding partners. While we will continue to work on individual, project based, work with funding partners, what we also seek is core funding, par-

ticularly in this early seeding stage of the new strategy.

As part of our strategic planning in 2014, we also developed an operating model, as below. This shows how the four core areas of our work; the con-

ceptual understanding, the data and monitoring work, the research and analysis and our dissemination activities all work together in combination. These areas are further explained within our objectives and outcomes below.

Objective 1. To provide comprehensive data and information on internal displacement worldwide

Outcome 1.1 The conceptual and methodological gaps that underpin current limitations of policy and operational responses are addressed

We have identified conceptual and methodological gaps in recent years that are recurring obstacles to the collection, interpretation and analysis of displacement-related data. Significant differences exist in national displacement figures due to the lack of a legal definition and common agreement on conceptual and methodological param-

eters. To respond to the operational and data challenges induced by such gaps, IDMC will develop a clear and comprehensive conceptual framework, or theory of internal displacement, that will enable a better understanding of the many drivers and dynamics involved.

This framework will:

1. Enhance policymakers' and operational decision-makers' understanding of specific displacement issues to enable them to formulate and implement appropriate responses.

2. Serve as a guidance tool to define the parameters of IDMC monitoring activities, and provide the wider data collection community with a more solid foundation to gather and analyse data and information on IDPs.

Activities in 2015

In 2015, we will seek to provide greater conceptual clarity and consensus within a core expert group on two current gaps in the knowledge on internal displacement.

Examples of the conceptual gaps that we will seek to clarify:

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

These include protracted displacement, including an agreement on when displacement should be considered as ended, and displacement in the mixed context of disasters and conflict. In terms of published outputs, this work will be reflected within two policy position papers, and the iterative publication of our policy compendium.

The IDMC policy compendium is an internal document that was developed in 2014 to provide policy positions on such areas, and is based on an analysis of existing legal frameworks and definitions. It will form the basis of the future development of the conceptual framework on internal displacement. We will also publish a guidance paper on IDP related data collection within these two areas of focus.

Outcome 1.2: Data and information on the scope, scale and patterns of displacement, and the location and protection of IDPs worldwide, is made available

There is a need for a comprehensive picture of the full scope, scale, patterns and location of displacement worldwide, with its associated protection gaps, to raise awareness of the issue with policy makers across the globe. Policy-makers need to know the number, location and condition of people currently displaced, but they also need to know how many people are at risk of being displaced in the future as well as the factors driving that risk. Therefore,

we are participating in the IASC's Information Management Working Group to identify ways in which operation partners can strengthen IDP-related data collection as part of the humanitarian response to crises. We will also develop guidance for IDP data collection in line with our new conceptual framework and analysis of data gaps. In addition, IDMC will also work with new and existing partners to address these data gaps through improved data collection as well as using innovative approaches and mathematical models.

Beginning with the launch of the 2014 Global Estimates, we have made our data freely available by posting it on our website and we have provided more detailed descriptions of this data and the methods we've used to analyse it. In addition, we have begun to develop a new database that will:

- accommodate the new and improved data that we gather;
- expand monitoring and data collection on development-induced displacement;
- enable IDMC and others to compare displacement data with other relevant economic, demographic and governance indicators;
- support advanced analysis and mathematical modeling, including real-time modeled estimates of displacement as well as projections of future displacement risk.

Activities in 2015

We begin the development of a global internal displacement database by creating a technical development plan. In 2015 we will initiate work towards a prototype database. Throughout the year, we will also explore different data visualisation techniques, and will produce a series of info-graphics of displacement data throughout the year.

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

Objective 2. To inform and influence policy and operational decision-making on internal displacement

Outcome 2.1: Our analysis and research on displacement-related issues is of key relevance to global policy agendas

Internal displacement is usually one symptom of a larger problem, often triggered by a crisis. The structural factors that cause both the crisis and the resulting displacement are embedded within broader development, political and demographic processes. In order to understand how to prevent and respond to displacement, it is imperative that policy-makers understand how displacement relates to these other processes. Robust research and analysis of situations of internal displacement will identify potential high-leverage policies and intervention points within relevant humanitarian, development, disaster risk reduction and climate

change adaptation frameworks.

We will equip policy and operational decision-makers with high-quality research and analysis based on observed trends and solid evidence that emerge from our global monitoring of data and information on internal displacement. Research will be conducted in multi-year projects by researchers with expertise in multiple cross-cutting fields and contexts.

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

Activities in 2015

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

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



IDMC's senior advisor on disasters presents IDMC's displacement risk report at a WCDRR Nansen Initiative side event in Sendai, Japan. Chirine El-Labbane, March 2015

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

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

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

Outcome 2.2: Our research and analysis is disseminated strategically to engage targeted policy and operational decision-makers, increasing the visibility of displacement to a global audience

IDMC will focus its dissemination activities to increase awareness of internal displacement issues on three main audience groups: our users, our partners and our strategic targets. IDMC engages with UN partners, regional and sub-regional organisations, as well as national governments, to strengthen IDP protection. We position our evidence and analysis within a range of global or regional-level discussions and debates with a view to influencing policy and operational outcomes. Our dissemination strategy varies according to our policy objectives, and includes working closely with existing partners and, when necessary, developing new strategic partnerships; raising awareness of situations of internal displacement; providing information about what needs to be done as well as identifying capacities and potential obstacles to effective implementation.

Activities in 2015

Sharing knowledge with our partners

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

Raising awareness to the users of our analysis

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

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

Influencing our strategic targets

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

Core commitments 2015



IDMC's director Mr Alfredo Zamudio, NRC's secretary general Mr Jan Egeland and UNHCR's assistant high commissioner for Protection Mr Volker Turk present this year's Global Overview at a press conference, Palais des Nations, Geneva. Photo: IDMC/R. Natali, May 2015

Over and above the activities previously described, we will also honour our ongoing commitments to our current donors which overlap between our previous strategic period, and our new strategic period. These are described below:

- Global Overview 2015: People internally displaced by conflict and violence
- Global Estimates 2015: People displaced by disasters
- Global risk report on disaster induced displacement
- 10 Country overviews
- 10 briefing papers
- 5 thematic reports
- 20 blogs
- 60 countries monitored on conflict and violence
- 120 countries monitored on disaster induced displacement
- 25 recommendations in panels, reports, submissions to human rights bodies
- Workshops and trainings reaching up to 100 people.

Achieving our aims

Human resources

Until September 2015, the previous structures of IDMC remain unchanged, with 2 regional departments (Middle East, Europe, Caucasus and Asia in addition to Africa and Americas department), Policy and Research and Communications, with a total of 28 staff.

In line with its new strategy and in order to better achieve our objectives, IDMC will have a new structure starting September 1st, with a total of 24 staff (see organigram on p.14).

Support in 2015

2015 will be a transitional year during which IDMC will deliver its commitments towards our funding partners at the same time as beginning work to reach our new strategic outcomes. The 2015 budget will remain at approximately \$5.4 million. While we have already initiated discussions with our current donors, we

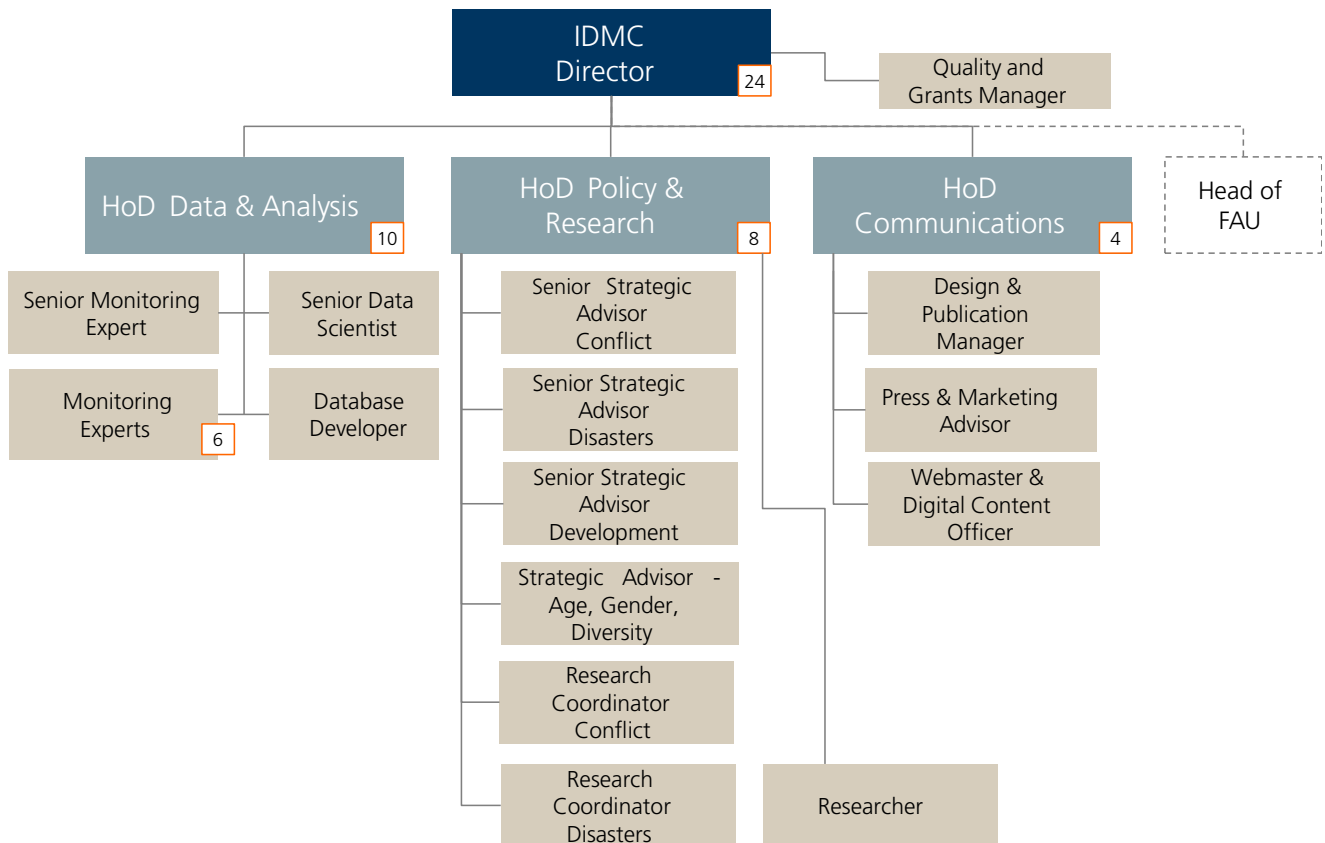
are also keen to explore new funding opportunities with strategic and operational partners. As we embark on more research and analytical work, we will be seeking multi-year funding, as this will be critical for us to operate effectively.

Donor visibility and reporting

IDMC acknowledges donors and their financial contributions in our publications and on our website. However, to preserve our independence, IDMC does not identify specific donors in specific reports, briefings, or training workshop materials.

Our funding partners are regularly informed about our progress towards meeting our objectives through our quarterly updates. Our annual report details the outputs and results of the previous year and provides our audited financial statement. In addition to bilateral dialogue, IDMC also meets with its partners every year to present its action plan and discuss challenges and opportunities.

IDMC organisational chart as of 1 September 2015



Budget 2015

Budget in USD		Budget in USD	
A&A department		COMMS department	
Staff cost	561'222.00	Staff cost	532'284.00
Consultancies	83'947.00	Consultancies	81'976.00
Seminars /workshops	5'059.00	Seminars /workshops	42'105.00
Travel cost	60'434.00	Printing cost	101'592.00
	710'662.00	Distribution	12'023.00
MEECA department		Travel cost	21'200.00
Staff cost	740'445.00		791'180.00
Consultancies	14'100.00	MANAGEMENT/ADMIN	
Seminars /workshops	3'500.00	Staff cost	695'391.00
Travel cost	70'840.00	Consultancies	32'406.00
	828'885.00	Office rent	211'112.00
P&R department		Office equipment	51'305.00
Staff cost	776'500.00	Office supplies	44'403.00
Consultancies	169'842.00	Staff development	49'371.00
Seminars /workshops	144'000.00	Travel cost	55'640.00
Travel cost	45'350.00	Insurance	13'340.00
	1'135'692.00	Audit	20'573.00
			1'173'541.00
		Total:	4'639'960.00

About IDMC

IDMC was set up in 1998 at the request of the UN Inter-Agency Standing Committee (IASC) to provide global estimates and analysis on internally displaced persons. IDMC is the world leader in the monitoring and analysis of the causes, impacts and responses to internal displacement, and in the provision of quantitative estimates of people displaced by conflict and disasters across 160 countries worldwide. We provide analysis that informs operational and policy decision-making, and offer expert advice in the development of new tools, the formulation of new policy frameworks and operational guidance. Our role as a global database on IDPs has been acknowledged by several UN General Assembly resolutions since 1998.

IDMC is part of the Norwegian Refugee Council (NRC), an independent NGO.

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