Final report:
External evaluation of IDMC's 2015-2020 strategy

Prepared for: Internal Displacement Monitoring Centre

Date: 31 July 2020

Authors: Elsa Perreau & Roland Blomeyer

blomeyer
& sanz *European value(s)*

Contents

List of abbreviations

CSO	Civil Society Organisation
DFID	Department for International Development
DTM	Displacement Tracking Matrix
EU	European Union
GIDD	Global Internal Displacement Database
GRID	Global Report on Internal Displacement
IASC	Inter-Agency Standing Committee
IDMC	Internal Displacement Monitoring Centre
IDP	Internally Displaced Persons
IOM	International Organisation for Migration
NRC	Norwegian Refugee Council
OECD	Organisation for Economic Cooperation and Development
OFDA	Office of Foreign Disaster Assistance of the United States
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNHCR	UN High Commissioner on Refugees
WB	World Bank

List of tables

List of figures

Executive summary

This summary briefly presents the main **findings** and **recommendations**.

The Internal Displacement Monitoring Centre (IDMC) contracted the firm Blomeyer & Sanz in May 2020 to conduct the independent evaluation of its 2015-2020 strategy.

The Terms of Reference (ToR) refer to the following evaluation objectives:

- Evaluate IDMC's activities from 2015 to 2020 against the strategy's performance indicators;

- Evaluate the five-year strategy against the following criteria: relevance, effectiveness, impact, financial sustainability and added-value.

Findings

Relevance

The evaluation found IDMC's activities to be highly relevant. Policy-makers and programming officers have substantial needs for data and expertise on internally displaced persons (IDPs), especially related to climate change and disasters. IDMC's work clearly addresses important gaps related to internal displacement and provides crucial evidence to policy-makers. IDMC has been able to adapt to the evolving environment and will continue offering relevant support, maintaining the focus on areas where it can add the most value in the future.

Effectiveness

IDMC successfully implemented the activities planned in its 2015-2020 strategy and achieved the objective of "refocus[ing] on its original mandate to provide quality data, information and analysis on internal displacement and to make this knowledge available to policy-makers and operational managers in strategic and engaging ways". Several drivers contributed to IDMC's achievements: its efficient organisational structure and qualified and dedicated team, and the communication and outreach activities (with scope for further strengthening outreach). The evaluation identified the need for the development of more formalised tools or processes in place to systematically monitor the overall implementation of IDMC's strategy. The lack of systematic monitoring data somewhat constrained the identification of areas of success and opportunities in term of influence or areas requiring adaptation.

Impact

Direct attribution to IDMC of progress in the global policy framework is of course difficult to assess, however, it is clear that IDMC makes a significant contribution to the conversation on IDPs at the global level. IDMC outputs are often cited by international organisations and donor partners. Stakeholder feedback suggests that IDMC contributes more directly to the programming efforts of operational actors than to the global policy framework.

Added-value

IDMC's niche is its unique focus on internal displacement regardless of its causes. Currently, IDMC is the only organisation providing IDP data aggregates with such robust methodology. IDMC's transparency, openness about the data sources and limitations as well as its unique position outside of the United Nations (UN) system but having a mandate from the UN, make it a very trusted a reliable source on IDP intelligence. The increasingly competitive environment makes it crucial for IDMC's future to exploit its added-value.

Coherence

IDMC is very well-connected in Geneva and is coherent in its choice of strategic partners. IDMC needs to continue cultivating strong partnerships, sign data sharing agreements and start building a regional and country-network outside of Geneva, Washington DC or Brussels. General feedback on IDMC's partner relations suggest that IDMC has been successful in terms of increasing the number of partners over the past five years, however, there might be room for improvement in terms of consistency of the engagement. IDMC's future strategy is currently under discussion. All stakeholders emphasized the need for coherence and focus in the design of this future strategy.

Financial sustainability

IDMC's financial resources have increased over the past five years and this can be attributed to the significant efforts of the organisation to diversify its sources of funding. IDMC's fundraising activities are set to grow in the future even though the organisation finds itself in a competitive funding environment.

Recommendations

➢ In order to facilitate tracking of achievements and a clear understanding of IDMC's strategy and objectives, consider establishing tangible performance indicators in the future strategy and start systematically tracking progress and activities. Systematic tracking of where and in what way IDMC had influence (e.g. through participation and organisation of workshops, formulation of recommendations / advocacy messages) could help IDMC in providing a clearer overview of the

organisation's effectiveness in the eyes of its partners and donors, and allow adjustments in the strategy on the basis of monitoring evidence. This recommendation is particularly relevant for new activities, e.g. the monitoring of capacity development activities would benefit from the adoption of monitoring approaches such as the Kirkpatrick model.

➢ In the future, IDMC needs to continue exploring its added-value to remain a relevant and credible data provider in a rapidly changing environment. IDMC also needs to further build on the progress it made over the past five years and yield the results, including in terms of innovative partnerships (e.g. with the private sector), expansion and further deepening of thematic research areas and the development of innovative tools.

➢ With a view to ensuring stakeholder engagement with the future strategy, IDMC's next strategy needs to be clear in terms of focus and related activities, and just as importantly, it is recommended to communicate on the strategy with key partners (both bilaterally, and with groups of relevant partners).

➢ To increase outreach and advocacy and further support the implementation of activities (e.g. research), explore the possibility to have regional focal points to help facilitating and maintaining partnerships. IDMC could also consider more systematic targeted communication to increase visibility.

➢ To increase awareness and the visibility of IDMC and IDPs, IDMC could consider more systematic targeted communication towards policy makers and the strategic audience of each outputs. IDMC could consider linking its communication more directly to relevant developments in the international institutions (e.g. sending briefs on research related to topics being discussed at the UN Council about a week before meetings take place).

➢ To avoid potential tensions with partners, continue and deepen the collaborative approach implemented during the past five years and continue building on meaningful partnerships.

1. Introduction

This section introduces the evaluation report by briefly commenting on the evaluation scope and objectives, the methodology, and the structure of this report.

1.1   Evaluation scope and objectives

IDMC contracted the firm Blomeyer & Sanz in May 2020 to conduct the external evaluation of IDMC's 2015-2020 strategy.

The Terms of Reference (ToR) identify the following evaluation objectives:

- Evaluate IDMC's activities from 2015 to 2020 against the strategy's performance indicators;

- Evaluate the five-year strategy against the following criteria: relevance, effectiveness, impact, financial sustainability and added-value.

The evaluation is meant to feed into the process of developing the future strategy of IDMC.

In the framework of this evaluation, only five of IDMC's products are considered, namely:

- The Global Report on Internal Displacement (GRID): The GRID is the annual flagship publication of IDMC. It presents global statistics, case studies and analyses of trends in the flows of IDPs worldwide. It takes stock of displacement situations and flags the ones that require the most attention from policy-makers. The GRID also identifies the remaining blind spots in internal displacement.

- The Global Internal Displacement Database (GIDD): The GIDD was launched in 2016 and contains all the displacement data collected by IDMC. It allows for cross-country analysis and comparison in time. It is a publicly accessible information management system that the UN asked IDMC to create and maintain.

- The Country Profiles: Country profiles were introduced in 2017, following the discontinuation of the country overviews in 2016. They provide the latest displacement statistics and information on the drivers and patterns of displacement, priority needs and vulnerabilities in the specific country context.

- The Thematic Research Areas: The thematic research papers draw on the evidence presented by IDMC data to provide conceptual clarity and framing of key displacement-related problems. Research is conducted in partnership with leading academics and displacement experts. In the period 2017-2020, five research areas are prioritised: the economic impact of displacement, urban displacement,

internal to cross-border displacement, crime and displacement in Central America and displacement in the context of climate change.

- The Global Disaster Displacement Risk Model: The Risk model is an innovative tool developed by IDMC to estimate the number of people likely to be displaced in the event of a disaster. It aims to prevent future displacement and support early warning systems and pre-emptive evacuations.

This evaluation is the first of its kind and looks at the strategy of IDMC over the past five years. Previous evaluations were conducted before 2015 and focused on donor-specific activities.

1.2   Methodology

The inception report for this evaluation presented details on the methodology,[1] a mostly qualitative question-based evaluation.[2] For the purpose of this report, it is worth recalling that the evaluation was conducted on the basis of desk research and stakeholder interviews (32 interviews conducted between 5 June and 30 July 2020) (see Annex 2 - Consultations).

1.3   Evaluation limitations

This evaluation, due to its scope and limited resources allocated, presents the following limitations:

- Stakeholder outreach: Stakeholder consultations took place during the month of July 2020. Despite the usually limited stakeholder availability due to the summer period, the evaluators managed to conduct 32 interviews. Stakeholders were very responsive, which shows the interest they have in the organisation and the evaluation process. All stakeholders suggested by IDMC and an additional 5 external stakeholders were contacted by the evaluators. Interviewees were mainly IDMC's partners and knew the organisation relatively well.

- While conducting this evaluation, we observed that it was difficult to link specific outputs to each evaluation criterion (explained by a lack of output-specific monitoring data; limitations in stakeholder familiarity with different outputs). Findings are therefore of a general nature and may not always apply to all outputs. When findings are directly linked to a specific output, the evaluation report clearly indicates this.

---

[1] The inception report was submitted on 29 May 2020; IDMC provided comments on 5 June 2020; the final version was submitted on 9 June 2020.

[2] Stufflebeam, D. (2002) 'Evaluation models' in New Directions for Evaluation, 7-98.

- The absence of specific performance indicators and lack of systematic monitoring data constrained the assessment of effectiveness.

1.4   Report structure

The report is organised in three main sections and three annexes, namely:

➢ this Introduction (section 1), including detail on the evaluation scope and objectives, methodology and report structure;

➢ the Findings (section 2), presenting findings per evaluation criterion, i.e. relevance, effectiveness, impact, added-value, coherence and financial sustainability.

➢ the Conclusions and Recommendations (section 3);

➢ Annex 1 presents the evaluation questions; Annex 2 the stakeholder consultations; and Annex 3 presents the documentation consulted.

2. Findings

This section presents the evaluation findings. The presentation is organised by evaluation criterion:

➢ Relevance, i.e. the extent to which the project addressed needs (section 2.1);

➢ Effectiveness, i.e. achievement of short / medium-term objectives (2.2);

➢ Impact, i.e. achievement of long-term objectives (2.3);

➢ Added-value, i.e. comparative strengths of IDMC's outputs / outcomes in comparison to other similar outputs / outcomes that relevant target audiences might have access to (2.4);

➢ Coherence, i.e. how the intervention fits in its environment and to what extent synergies are explored (2.5);

➢ Financial sustainability, i.e. the extent to which IDMC manages to secure funding (2.6).

2.1. Relevance

The relevance of IDMC's mandate and activities is very strong. IDMC addresses important gaps related to internal displacement and provides crucial evidence to policy-makers. IDMC has been able to adapt to the evolving environment with future relevance to be supported by maintaining a focus on areas where IDMC can add the most value.

In order to assess the relevance of IDMC activities, it is first important to understand the environment in which IDMC operates. Awareness of the importance of internal displacement at the global level emerged in the 1990's with the creation of the Special Representative of the Secretary-General on Internally Displaced Persons in 1992. In the absence of a clear mandate on IDPs at the UN level, the Inter-Agency Standing Committee (IASC) required a collaborative approach to respond to the assistance needs of IDPs. IDMC was created in 1998 as part of the Norwegian Refugee Council (NRC) and responding to a recommendation of the IASC with a mandate to be the provider of data and expertise on internal displacement worldwide. Also, in 1998, the Special Representative of the Secretary General on IDPs presented the Guiding Principles to the UN Commission on Human Rights. This marked an important milestone in the global normative framework on IDPs. Over the past 20 years, many new normative frameworks on internal displacement developed, such as the Great Lakes Protocol on IDP protection (2006), the Kampala Convention (2009),

the IASC Framework for Durable Solutions for IDPs (2010), etc. Many organisations also started looking more in depth at internal displacement and producing data and research, while the initial framework slowly started to change.

In 2005, the Humanitarian Response Review of the IASC found that the UN's approach to IDPs lacked an institutional and system-wide agenda and that there was no clear responsibility for IDPs. The initiatives were driven mainly by the personalities of individuals at country office level rather than by an overarching framework to address internal displacement. A study highlighted the crucial need for systematic data at country and global level on displacement for the development of effective protection programmes.[3] The Cluster approach was later developed with the objective to ensure a more predictable and consistent approach in response to crises. However, they related mainly to conflict displacement, and responsibility for protection in natural disaster remained unclear. The position of the Special Representative to the Secretary General was replaced by a Special Rapporteur on the human rights of IDPs with a mandate serviced by the Office of the High Commissioner for Human Rights (OHCHR) and the number of actors and organisations looking at internal displacement continued to increase.

Ten years after the Humanitarian Response Review, another study concluded that the global architecture had improved in the ten years following the Humanitarian Response Review. While far from perfect, progress was made in the international community's response to IDPs. The study also concluded that interest in the international community on IDPs seemed to be diminishing while the number of IDPs continued to increase and it highlighted the continuing need for data and analysis to understand the dynamics and numbers behind internal displacement.[4]

The reflection on the IDP global response continued over the years and led to the creation of the high-level panel on internal displacement in 2019. The high-level panel aims to not only increase global attention to internal displacement but also to consolidate efforts towards better prevention, response, and solutions to internal displacement. The fact that IDMC is part of the advisory group of this panel is a good testimony of its relevance to the international community and global framework on IDPs. The vast majority of stakeholders considered the involvement of IDMC in the high-level panel as an example of the organisation's relevance.

As a relatively small organisation, the environment described above is difficult to navigate because IDMC needs to focus on its own institutional survival (securing funding and ensuring its place at the table when the global policy framework is discussed) while addressing enormous needs in terms of data and expertise on IDPs. All interviewees

---

[3] Diane Paul and Simon Bagshaw, "Protect or Neglect? Toward a More Effective United Nations Approach to the Protection of Internally Displaced Persons", Brooking Institution, November 1, 2004.

[4] Ferris Elizabeth, "Ten Years after Humanitarian Reform: How have IDPs fared?", Brookings-LSE Project on Internal Displacement, December 2014.

confirmed the continuing need for sound data and analysis on internal displacement, and the strong relevance of IDMC's mandate and activities. Over the years, IDMC has successfully followed the developments of the international development agenda and relevant conferences. Through its flagship report, the GRID, it managed to frame the debate and to make internal displacement visible in areas where it was previously ignored. Stakeholders attributed the fact that IDMC managed to navigate this environment well precisely to its small size and the fact that it can act and react rapidly to emerging challenges and themes, contrary to larger and more bureaucratic UN agencies.

Generally, and in addition to the relevance of the global estimates, stakeholders confirm the need for thorough analysis and the relevance of IDMC's thematic research areas. Stakeholders appreciate the comprehensive research agenda of IDMC, especially the efforts of the organisation to promote an understanding of displacement that goes beyond purely humanitarian aspects.

For stakeholders working on disaster risk and disaster management, IDMC's work on disaster displacement and the disaster displacement risk model are considered of very high quality. IDMC's work on disaster displacement started in 2008 and developed significantly since then. The fact that IDMC does not overlook small disaster events in comparison to the work of most other organisations is highly appreciated by stakeholders. They highlight the need to continue research related to disaster displacement. Stakeholders working in different fields (e.g. not related to disaster management and/or risk) have little knowledge of IDMC's outputs related to disaster displacement and disaster displacement risk.

Activities on displacement induced by climate change are also regarded as highly valuable by stakeholders. IDMC is currently the only data provider looking at this issue and there is much ground to cover in terms of research. Stakeholders highly value this work and the efforts that are made to research, quantify and understand displacement induced by climate change and slow-onset disasters displacement. Many stakeholders appreciated the research on drought displacement. This research area was formalised in 2017 and is only starting to yield results in terms of awareness. Stakeholders emphasized the need to continue data, research, and analysis in this area.

Stakeholders also manifested strong interest in the other research areas, including the socio-economic impact of displacement, and understanding better the human behind the numbers of IDPs (i.e. IDMC's efforts to have disaggregated data by age and gender, to understand individual needs and situations). Donors find the research on the economic impact of displacement especially relevant as it can feed into their calls for action.

Other thematic research areas (urban displacement, internal to cross-border displacement and displacement related to crime in Central America) are generally less known by stakeholders who either have more limited interest in the area or are less aware of the issues. Generally, thematic research outputs are mostly well known by donors contributing to their funding and stakeholders who work in directly related fields. Other stakeholders have somewhat limited knowledge of the thematic research.

The intelligence produced by IDMC clearly corresponds to the needs of policy-makers, and stakeholders were not able to identify any significant gap in IDMC's activities. There would be many other possible research areas and data that IDMC could work on because the needs are enormous. Within the limitations of this evaluation regarding the number of stakeholder consultations and bearing in mind that all interviewees have their own agenda, the following research areas were suggested: the cost of non-action to address displacement, more qualitative research to complement the quantitative data provided by IDMC so that it is easier to make sense of the data in the context, continue addressing the definitional problems on where displacement ends, start publishing peer-reviewed articles, more focus on new drivers of displacement. This list does not pretend to reflect actual needs in terms of intelligence related to displacement but compiles what some stakeholders suggested.

Continuous challenges include the needs for disaggregated data by gender and age, and real-time data on displacement.

In the meantime, all stakeholders recommended coherence and caution as IDMC cannot possibly address all the intelligence needs alone and it is important that it coordinates with other actors and remains focused on the areas where it can add the most value.

2.2. Effectiveness

IDMC successfully implemented the activities planned in its 2015-2020 strategy and achieved the objective of "refocus[ing] on its original mandate to provide quality data, information and analysis on internal displacement and to make this knowledge available to policy-makers and operational managers in strategic and engaging ways".[5]

Several drivers contributed to IDMC's achievements: its efficient organisational structure and qualified and dedicated team, and the communication and outreach activities (with scope for further strengthening outreach).

There are currently no formalised tools or processes in place to systematically monitor the overall implementation of IDMC's strategy. This constrains the identification of areas of success and opportunities in term of influence or areas requiring adaptation.

2.2.1. Introducing the assessment of effectiveness

The evaluation criterion of effectiveness focuses on the achievement of outcomes, i.e. the extent to which objectives are being met. To set the context for the discussion of effectiveness, we briefly discuss the theory of change (ToC) underlying this evaluation.

The ToC can be recounted as follows: IDMC provides **inputs** in terms of technical expertise, partnerships, innovative tools and resources. A series of **outputs** were produced, including the five outputs considered by this evaluation:[6]

- Annual Global Report on Internal Displacement (GRID), replacing the two annual reports Global Overview and Global Estimates;

- Global Internal Displacement Database;

- Country profiles;

- IDMC's thematic research;

- Global Disaster Displacement Risk Model.

In the medium-term these outputs generate a series of **outcomes**, namely,
- The conceptual and methodological gaps that underpin limitations of policy and operational responses are addressed;

---

[5] IDMC's 2015-2020 strategy.

[6] Other outputs produced by IDMC include: publications, contributions to global/regional policy processes, Internal Displacement Updates, opinion pieces, website updates, etc.

- Data and information on the scope, scale and patterns of displacement, and the location and protection of IDPs worldwide is made available;

- Increased visibility of IDPs worldwide.

In the long-term, these outcomes contribute to policy-makers and operational actors gaining an enhanced understanding of displacement-related issues through IDMC's research, outreach and dissemination activities. This then leads to better responses and prevention measures to displacement, that improve the living conditions of IDPs.

The ToC reflects the three levels of intervention of IDMC described in IDMC's 2017-2020 Appeal:

- IDMC provides data on internal displacement regardless of the drivers of the flows;

- IDMC analyses the drivers, patterns, and impact of these flows;

- These analyses translate into evidence allowing IDMC to provide policy makers with advice and information on regional and global policy processes.

Figure 1 - Theory of change
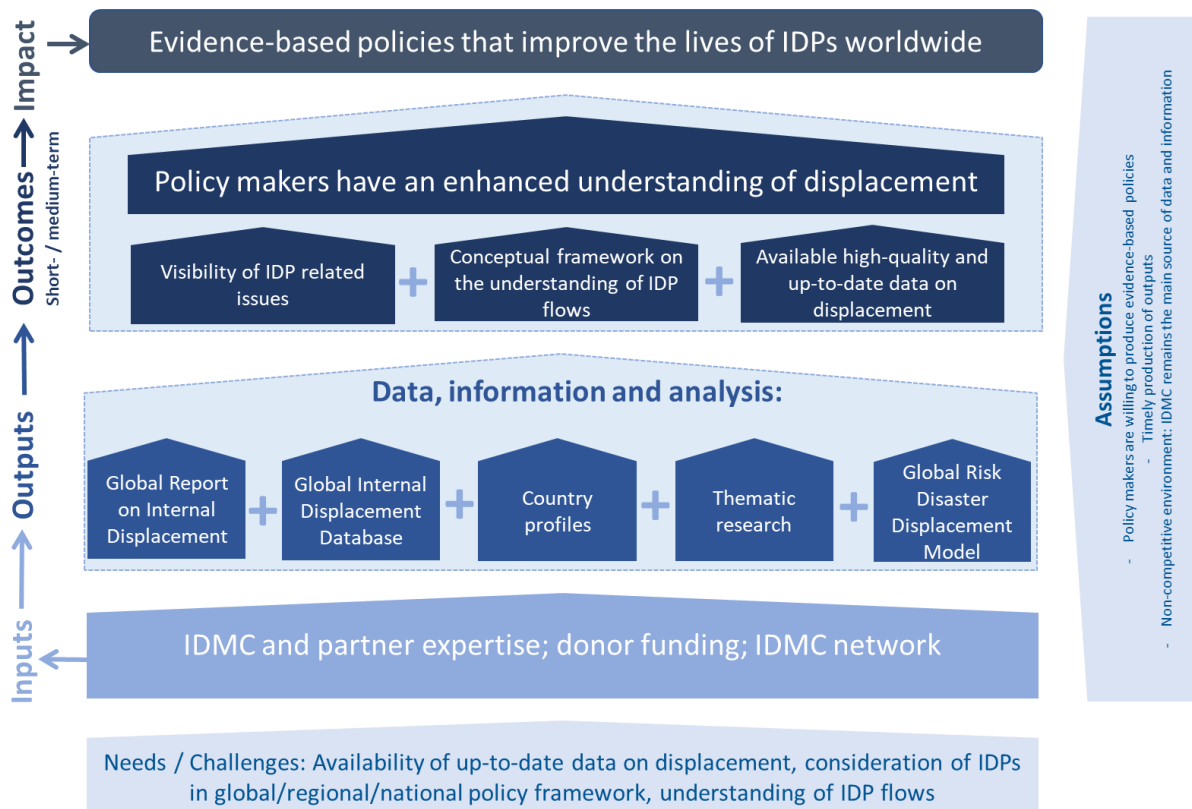
This ToC is based on IDMC's 2015-2020 strategy and the 2017-2020 appeal. It does not include new outputs developed in the past few years and does not include outputs that are outside of the scope of the evaluation.

2.2.1.1. *Monitoring and evaluation*

Before assessing the effectiveness of IDMC's strategy between 2015 and 2020, it is important to understand the limitations of IDMC's logical framework and monitoring and evaluation system.

This evaluation is the first of its kind. Previous evaluations were conducted before 2015 and focused on specific donor-funded activities. The objectives of this evaluation were quite ambitious for a limited timeframe and corresponding resources. Evaluations base their assessment on the monitoring data available and additional research and consultations. In the case of IDMC, there are currently no formalised tools or processes to systematically monitor the overall implementation of IDMC's strategy and the relevance of its activities. The lack of a systematic monitoring system was already highlighted in previous evaluations. A more systematic monitoring and evaluation effort would help IDMC measure its progress against the objectives and assess whether it is on the right track for achievements. It could allow to adjust the strategy as needed on the basis of monitoring data and in turn provide greater public accountability. This recommendation is particularly relevant for new activities, e.g. the monitoring of capacity development activities would benefit from the adoption of well-established monitoring approaches such as the Kirkpatrick model.[7] The Kirkpatrick Model comprises four different levels. Level 1 Reaction: The degree to which participants find the training favourable, engaging and relevant to their Jobs; Level 2 Learning: The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training; Level 3 Behaviour: The degree to which participants apply what they learned during training when they are back on the job; Level 4 Results: The degree to which targeted outcomes occur as a result of the training and support received. IDMC could operate this remotely with the help of online questionnaires or, ideally, by recruiting local consultants in the field to conduct qualitative analysis based on 6, 12, and 24 month in-country follow-up with key stakeholders.

2.2.2. Overview of effectiveness

This section provides an overview of the assessment of effectiveness and focuses on two specific areas that contributed to the achievement of objectives in the past five years, namely IDMC's organisational structure and team, and IDMC's communication and outreach strategy.

---

[7] See https://www.kirkpatrickpartners.com/Products/Kirkpatricks-Four-Levels-of-Training-Evaluation

IDMC's strategic objectives for 2015-2020 were to: 1) Provide comprehensive data and information on internal displacement worldwide; and 2) inform and influence policy and operational decision-making on internal displacement. Assessing the effectiveness of IDMC's activities against these objectives is difficult because of the lack of tangible performance indicators in the logical framework and the lack of systematic monitoring efforts throughout the years. However, IDMC facilitated access to donor reports that measure progress against each project-specific performance indicator.

An analysis of the logframes in the donor reports suggests that IDMC tends to over-achieve objectives. This is especially the case in the core funding donor reports. For example, out of the 15 outcomes presented in the 2017-2019 OFDA progress report, 10 reported results show over-achievement, while only 1.5 show underachievement. Lack of achievement is not explained in the report. In other donor reports, under-achievement of targets is explained and results from a combination of factors, mainly related to cooperation with external actors such as government or national institutions in the target countries. While limited contributions by the institutions in the target countries cannot be attributed to IDMC, it might indicate a need to thoroughly assess the partner countries and ensure ownership of the activities before they start.

While over-achievement of the targets is generally not considered a problem, this suggests that IDMC underestimates its capacities in achieving results and tends to set relatively low targets. This is especially the case for the indicators related to outreach. Over the past years, IDMC has reported on its increasing media coverage and outreach capacity. Indicators should be reconsidered and made more realistic to reflect the actual outreach capacity of IDMC.

Overall, the effectiveness of IDMC's activities is good. Stakeholder interviews confirm that the main activities were implemented, and the main objectives achieved. The only nuance with regard to the strong performance in terms of effectiveness relates to research on different drivers of displacement beyond disaster, conflict and climate change. Several stakeholders considered that IDMC had not fully achieved this objective of the 2015-2020 strategy. However, IDMC did implement activities on other drivers of displacement, even though they were relatively underreported.

2.2.2.1. IDMC's organisational structure and team

IDMC has evolved a lot over the past 10 years. Since 2010, it went through relatively major structural changes. IDMC's organisational structure falls outside the scope of this evaluation. However, it is important to note that many stakeholders consider that the changes IDMC went through in the past 10 years were instrumental in implementing the new strategy with success and achieving results. The paragraphs below provide a brief overview of the evolution in IDMC's structure in the past five years that contribute to the effectiveness of the organisation.

In its 2015-2020 strategy, IDMC emphasized the need to look at displacement in a more inclusive fashion, regardless of where it is happening or its causes. IDMC's structure

became more focused on outputs and more inclusive. The distinction between departments on geographic or thematic areas was removed and various research areas are now more integrated with one another. Staff members also now have positions more related to the production of outputs. Research managers and coordinators are no longer responsible for geographic areas but rather have a portfolio of thematic research areas. This certainly reflects IDMC's more inclusive approach on displacement.

The growth in the number of staff working in data & analysis from 10 in 2015 to 15 in 2020 illustrates the expansion of IDMC and its desire to return to its initial mandate in the 2015-2020 strategy. Under the umbrella of the data & analysis team, there are two senior monitoring coordinators, one looking at disaster displacement and the other at conflict displacement. This is considered to facilitate dialogue with counterparts in other organisations. The Policy and research section also grew during the period. The increasing number of staff with a background in disaster risk certainly contributed to the high quality of IDMC's activities on disaster displacement and disaster risks. Over the past years, the coverage of disaster events increased from about 600 disasters events in 2017 to more than 2,000 in 2019.[8] The number of countries covered also increased, even though we were not able to track this increase with certainty.

The communication department is now part of the external relations division, also responsible for donor relations and fundraising. The increase in communication and outreach activities (see next section) is not necessarily reflected by an increase in the number of staff in charge of communication. The departments in charge of communication remained relatively small over the past 10 years. IDMC's outreach strategy is assessed in more detail in the next section. IDMC has been able to adapt its structure and ways of working to its environment and stakeholder feedback suggest that IDMC's structure is adequate to pursue the organisation's objectives. IDMC has been growing between 2015 and 2020 and now counts 35 staff members. Stakeholders emphasise that IDMC needs to be cautious and mindful when deciding on future activities to implement because it has limited capacity and cannot address all the needs alone. The efforts to produce robust methodologies and analyses need to be maintained and deepened according to all stakeholders, an activity that already mobilises all staff capacity of IDMC.

Both internal and external stakeholders reported a good work and collaborative atmosphere at IDMC and easy communication within and with the organisation. While difficult to link to the achievement of specific objectives, this certainly contributes to IDMC's success. External stakeholders also stressed the expertise of IDMC team members and valued the work that IDMC is doing with its relatively limited capacity in comparison to other actors in the field. The personality of IDMC managers is also often mentioned as contributing greatly to effectiveness. IDMC has good communicators whose professionalism is recognised and trusted. This evaluation did not assess the quality of the knowledge management structure at IDMC. However, the fact that the expertise of staff

---

[8] Stakeholder feedback

members is emphasized calls for a good knowledge management structure to ensure this expertise is not lost in case of staff turnover, which is always a risk in organisations that depend on donor funding. This relates to the sustainability of IDMC as a trusted advisor in the long-run.

2.2.2.2. *Communication and outreach*

The dissemination strategy of IDMC has also evolved significantly over the past five years. We had difficulties tracking the effectiveness of IDMC's outreach, communication and dissemination efforts because we found different numbers of publications in various donor reports for each year. This does not necessarily result from errors in reporting and can be due to the different reporting timeframes and the type of funding reported on (core or project-specific funding). IDMC facilitated some monitoring data, namely the list of publications from 2015 to 2020 and the tracking of events and participation during the years 2019 and 2020. On the basis of these documents, the following trends can be observed: after a significant drop in the number of publications from 53 to 29 between 2015 and 2016, this number started increase again in 2018 and 2019 to reach more than 50 publications a year. A similar figure can be expected for 2020. However, and despite the monitoring efforts of IDMC, there are inconsistencies in the reporting of the number of publications and various documents report different numbers for the same time frame. This may be due to the distinction made between the types of publications (e.g. some monitoring documents do not consider methodological papers as publications while others do).

Publication numbers, while providing useful information on the activities and intensity of activities of IDMC do not say much about the organisation's outreach because an increased number of outputs does not indicate that there are more users.

IDMC also provided the following data about the GRID outreach whilst at the same time noting a number of caveats related to this data, limiting the usefulness of the data to measure the outreach of the GRID with certainty. The table below displays the data that was provided to the evaluators regarding the GRID outreach. While comparison between the years is not possible, among other because of the different reporting timeframe for each year, the table shows nevertheless that the GRID has a significant outreach. Stakeholders confirm that the GRID is IDMC's output that contributes the most to IDP visibility and awareness, mainly because the GRID is IDMC's most visible and well-known publication. IDMC's outputs other than the GRID and the aggregates are little known outside of their main target audience.

Table 1 - GRID outreach 2016-2020

	2016	2017	2018	2019	2020
Total estimated reach (people, billion)	1,30	1,60	0,70	1,00	1,4
Total mentions	482	830	471	615	680
Reporting time frame	8 days	17 days	17 days	16 days	15 days

IDMC is acquiring a software to centralise information on references to IDMC's activities and outputs. This will allow IDMC to track its outreach, and this tool will contribute to implementing a more systematic monitoring of references. IDMC could consider starting to track its outreach and communication activities more consistently. This includes establishing guidelines on what to report on and how so that progress against the performance indicators can be monitored and the approach adjusted if needed.

The limitations associated with the monitoring data that was available constrain the assessment of IDMC's outreach. Despite these limitations, both internal and external stakeholders confirmed that IDMC's outreach and dissemination strategy made significant progress over the past five years. IDMC is now much more visible and greatly contributes to the visibility of IDPs worldwide, mainly by sharing the data and lack of data on internal displacement. Stakeholders especially value the visual presentation of data and user-friendliness of IDMC's publications. They consider that this contributes greatly to IDMC's message, especially as data providers do not always make the effort to make data easily accessible on technical issues. IDMC helps shaping the narrative and correct false impressions on displacement.

Stakeholders acknowledge the efforts IDMC has been making in terms of visibility and outreach, especially as many consider the environment to be difficult to navigate, among others because internal displacement is a very sensitive issue that is often considered a national issue and it is difficult to have States commit to policy processes on what they consider is an internal issue. Nevertheless, IDMC managed to engage with many country representatives in Geneva, which contributes to IDMC's advocacy.

While the responsibilities for dissemination regarding the media is clearly identified, it appears that the responsibility for disseminating outputs to policy makers is more diffuse. It makes sense that that person who is responsible for the production of an output (e.g. a specific report) pitches directly to policy-makers and becomes their contact point. However, it also results in a less systematic approach to policy-makers, thus contributing to create varying degrees of knowledge and understanding of the organisation. Generally, stakeholders keep informed about IDMC's activities through personal contacts with the organisation's team. Few mentioned a newsletter. Personal contacts, while effective and appreciated by stakeholders, result in varying degrees of knowledge among stakeholders. The GRID dissemination strategy is reported to be more systematic.

IDMC currently does little targeted outreach, mainly because of the lack of communication capacity to disseminate an important number of publications per year. This is something

that is considered highly effective and that IDMC should consider doing on a more regular basis. Internal stakeholders report a more and more strategic approach to communication with more attention paid to the target audience, especially on the thematic research areas. However, targeted communication is not yet common practice at IDMC. Targeted communication could take the form of specifically designed emails or briefs in the weeks before a specific issue is discussed at the Security Council of the UN, or ensuring that stakeholders working on a specific country receive the brief related to this country. Targeted communication requires a deep understanding of the target audience, which is resource-intensive. IDMC uses various tools to understand its target audience and conducted qualitative interviews in the past year with policy makers. On the basis of this understanding of the target audience, IDMC could develop a more systematic approach to dissemination to ensure that partners, donors and policy-makers receive a common bulk of information, and some targeted information corresponding to their needs or what they fund.

Stakeholders causally link the needed improvements on communication and outreach to the lack of staff capacity of IDMC in the communication department. It may be harder to obtain funding for communication staff. However, they are essential for IDMC to be able to disseminate its outputs in a more targeted manner, increase the visibility of internal displacement and contribute further to the policy framework.

All stakeholders identified communication and outreach as the area with the most room for improvement amongst the different IDMC activities. Many stakeholders have limited knowledge of IDMC's activities, including some partners and donors. The GRID is very well known but there is a varying degree of understanding of the organisation beyond the production of the GRID. Some stakeholders, while finding IDMC visible and relevant, were unsure of the nature of IDMC's activities. Some donors had little knowledge of what the organisation is doing beyond what they are funding. This is especially valid for the thematic research areas that are little known by stakeholders who do not fund or work directly in relation with one thematic area. IDMC needs to ensure that its partners and donors have access to an overview of their activities and a clear understanding of the organisation's activities and role. This is also a source of concern for stakeholders as they are unsure what role IDMC wants to assume in the current changing environment. This confusion is potentially harmful to IDMC's visibility and role as a data provider. IDMC needs to clarify and offer a comprehensive overview of its strategy, objectives and activities to address partners' and donors' concerns.

2.3. Impact

Direct attribution of progress in the global policy framework is difficult to assess but it is clear that IDMC contributes to the conversation on IDPs at the global level. Its outputs are often cited by international organisations and donor partners. IDMC contributes more directly to the programming efforts of operational actors.

The impact of the activities of an organisation such as IDMC is difficult to measure. Its ultimate objective is to provide the data and intelligence needed by policy-makers to produce evidence-based policies that improve the lives of IDPs worldwide. The extent to which the produced intelligence translates into evidence-based policy-making does not solely depend on the quality and availability of evidence. Positive changes in the policy framework result from many diverse interventions and an enabling environment. In this section, we try to provide a sense of IDMC's impact in terms of its contribution to the global policy framework as well as the perception of IDMC's outputs by its target audience.

In order to develop a sense of the contribution of IDMC's outputs to policy-making, we tracked the number of references made by donor governments and international organisations in publicly accessible databases. This reference work does not pretend to provide a complete overview of the use of IDMC's outputs, rather it aims at providing an idea of its contribution to donors' work.

Between 2015 and 2020, 408 documents referred to IDMC. 277 were from international organisations (UN, IOM and the EU), while 131 were from national ministries (Norway, the UK, Germany, the USA, Sweden, Australia and Switzerland). 42% of these documents were reports (annual, mission or thematic reports), 24% were country profiles and 13% were institutional, official, or legislative documents, such as resolutions, communications, or statements.[9]

The outputs referenced were divided in several categories. Aggregates of the number of IDPs was by far the most referenced in documents (215 documents mentioned the number of IDPs in the world or in a specific region/country), while general reference, other data on IDPs and the causes of displacement were significantly less referenced. Stakeholders interviews suggested that the aggregate numbers of IDPs are the output they use and value the most. IDMC is the only organisation that produces these aggregates with such rigour in the methodology. This confirms the place of the GRID as IDMC's flagship report. Stakeholders value the visuals presented in the GRID and the narrative provided by the report. Interviews also confirm the regular use of country specific information and interest in the thematic research areas. These three outputs are highly valued by stakeholders. The Risk model was rarely mentioned spontaneously by stakeholders when discussing the use and knowledge of IDMC outputs. The Risk Model is also a quite different type of output

---

[9] This data is based on the evaluators searching for references to IDMC in the publication databases of IDMC's main partners.

as it is not intelligence that can directly be used. It requires a bit of research and analysis from stakeholders and the type of stakeholders interviewed here may not have or take the time to examine this specific product. This is also reflected by the absence of this output in the reference tracking work.

Three categories of reference were established. In category 1, a simple reference to IDMC was made; in category 2, the document referred to a specific output from IDMC; and in category 3, the document relies, to a large extent, on IDMC outputs. Most of the references were of the type 'category 1' (simple reference to the organisation without specifically mentioning an IDMC report or database), while 42% of the documents referred to a specific IDMC output and 9% of the documents relied heavily on IDMC.

Despite being the main funders of IDMC operations, national governments make on average 14 times fewer references to IDMC than International Organisations on their platform and in their various publications. This can be explained by IDMC's choice of strategic targets for advocacy. The organisation aims primarily at advancing the global and regional policy frameworks. IDMC's focus on the national level concerns only states who are affected by internal displacement and not necessarily donor governments. Unlike International Organisations, donor governments hardly ever cite IDMC but fund development agencies and research institutes that routinely make use of the data produced by IDMC. The linkages between these semi-independent bodies and governments can be hard to trace, hence the difficulty to assess the direct influence of IDMC activities on governmental agendas.

The most popular IDMC content among governmental institutions is by far the aggregate numbers of IDPs either on a global or national scale. It is a valuable input for humanitarian relief planning and to assess the stability of a region concerning the potential geopolitical interests at stake. Stakeholder interviews confirm the use of aggregates and country specific data for programming both humanitarian and development action plans. However, all countries do not adopt the same approach to IDMC's data. Norway, the US, and Sweden tend to extract numbers from IDMC's database related to a specific country and use them as inputs to produce their own assessment of a country's internal situation. Norway cites IDP figures to highlight development issues through its dedicated agency Norad while the US and Sweden use them as a criterion to evaluate the state of human rights in a country. IDMC's data can thus serve radically different purposes and become arguments to change or consolidate the priorities of a country's foreign policy. In the UK, Germany, and Switzerland, IDMC figures are valued for their scientific exactitude promoted by the official fact-based policy. In these countries, references to IDMC were found in numerous studies and expert opinions labelled as 'working papers' or 'strategy papers' that constitute the intellectual framework of their development and humanitarian programmes abroad.

Three international organisations participate in IDMC's work by funding the organisation: the European Union (EU), the International Organisation for Migration (IOM) and the United Nations (UN). Looking at the period 2015 to 2018, their contribution amounted to almost one million dollars in the last five years but is far lower than national governments'

contributions.[10] Of the three organisations, the UN is the one that has donated the least to IDMC in recent years, however, it is the one that has referenced IDMC's output the most (172 documents) and it has done so to a very large extent, with 56% of the referencing being from a specific IDMC output, namely the GRID, thematic research or country profiles. The UN entities that have been using IDMC data the most are the United Nations High Commissioner for Refugees (UNHCR) (69), the UN General Assembly (38) and the UN Human Rights Council (27). The three organisations have mostly used IDMC's data in "country focus" documents to provide insights on a country's internal situation. These three international organisations are not among the largest donors to IDMC; however, they refer to IDMC outputs in many more documents and to a larger extent.

IDMC helps shape the discussion on internal displacement but it is hard to directly link IDMC's activities to policy action. Stakeholders mentioned several policy processes in which IDMC was heavily involved and was considered to have shaped the policy framework. The high-level panel on internal displacement was created in 2019. It aims at increasing the visibility of internal displacement in the global policy agenda and providing recommendations to relevant policy stakeholders. IDMC also played an important part in developing the contribution of the European Union to the New York Declaration. Even though IDPs were left out of the Refugee and Migration Compacts in the end, IDMC is referenced in the Communication on forced displacement published by the European Commission in 2016. IDMC's contribution in the disaster displacement framework appears and both the Nansen initiative and the Sendaï framework make explicit references to IDMC data. Recommendations of the Nansen initiative were built on the basis of IDMC intelligence. IDMC's participation in the Expert Group on Refugee and Internally Displaced Persons Statistics (EGRIS) was often mentioned during the interviews as a contribution to the global policy framework.

IDMC has been strengthening its methodology over the past five years. All stakeholders agree that the data, research and analysis produced is very robust and very valuable for policy-makers. However, for most stakeholders, it is difficult to link the work of IDMC with a specific policy framework. Several stakeholders suggested that this may be due inter alia to the fact that IDMC provides data but few policy recommendations. When policy recommendations are provided, these were hardly actionable and not precise enough. Stakeholders also suggested to further focus on research and analysis to influence policy through the provision of ready to use policy recommendations backed by IDMC's evidence. This could increase the contribution of IDMC to the global policy framework. However, it is uncertain whether this is the role that IDMC wants to assume at the global level. Another option could be to increase engagement with existing effective advocacy organisations and develop joint recommendations on the basis of IDMC data. This would mean that IDMC

---

[10] This data was prepared by the evaluators on the basis of IDMC reporting for the years 2015 to 2018. Note that in 2019, IDMC signed a new grant agreement with the European Union for a EUR 3 million project over a 32-month period.

does not necessarily need to assume additional advocacy tasks, which it currently does not have the staffing capacity or interest to implement.

2.4. Added-value

IDMC's niche is its unique focus on internal displacement regardless of its causes. Currently, IDMC is the only organisation providing IDP data aggregates with such robust methodology. IDMC's transparency, openness about the data sources and limitations as well as its unique position outside of the UN system but having a mandate from the UN, make it a very trusted a reliable source on IDP intelligence. The increasingly competitive environment makes it crucial for IDMC's future to exploit its added-value.

IDMC is not the only actor producing data and research on displacement. With that in mind, we tried to benchmark the different actors producing intelligence on internal displacement. There are two categories of organisations having similar activities: international agencies who are or depend directly on international organisations, and NGOS, think tanks and the private sector. Table 2 looks at the activities of international organisations and related agencies and

Table 3 at the second category.

This tentative benchmark of IDMC activities underlines the unique nature of IDMC outputs, especially its almost real-time GIDD, and Disaster Displacement Risk Model. Existing risk models related to disaster do not consider the risk of displacement, but some include displacement as a risk variable. This is the case for the Global Conflict Risk Index of the JRC. It uses IDMC's IDP data as a variable to assess the risk of conflict.

The most similar outputs to the GIDD is IOM's DTM. However, the DTM presents limitations: it focuses mainly on conflict displacement and does not produce global estimates. The DTM is one of the main sources of data for IDMC.

A new actor in this field is the UNHCR-WB Joint Data Centre created in 2019 and based in Denmark. It aims to "enhance the ability of stakeholders to make timely and evidence-informed decisions that can improve the lives of affected people".[11] Its mission is almost identical to IDMC's. The Centre does not only cover internal displacement bur also cross-border and stateless individuals. The arrival of this Centre associated with two very well-known brands with the same objectives as IDMC may become problematic for IDMC to keep the position it has had for the past 20 years as the expert organisation on internal displacement. The Centre already attracted significant core funding for the coming years with the promised support of Denmark of about DKK 100 million for the next four years, the equivalent of USD 15 million.[12] Sources for the data will be UNHCR and WB collected data. It remains uncertain what the data will be or how it will be presented as the Centre has apparently not published data reports or provided public access to data yet. It remains to be seen what type of cooperation can be found between the two organisations.

Most other data initiatives have a much broader focus than IDMC and look, among others, at internal displacement. A lot of these organisations use IDMC's data and integrate it to their own or simply directly display IDMC's datasets.

Table 2 - International actors producing similar outputs

Organisation*	Type of output**	Focus	Data source	Partnership with IDMC***
UNHCR	Global Trends reports	Refugees and IDPs as defined by UNHCR	own data (+ uses IDMC data for global estimates of IDPs)	Yes

---

[11] World Bank (2020), "World Bank-UNHCR Joint Data Center on Forced Displacement Fact Sheet", https://www.worldbank.org/en/programs/forceddisplacement/brief/unhcr-world-bank-group-joint-data-center-on-forced-displacement-fact-sheet (accessed 29/06/2020).

[12] Ministry of Foreign Affairs of Denmark (n.d.), "Denmark will host a new international data center in support of an improved response to forced displacement", https://um.dk/en/news/newsdisplaypage/?newsid=c701c70e-1867-4fe4-af04-8ab362e4807e (accessed 29/06/2020)

UNICEF	Datasets and policy briefs	Forced migration of children and internal displacement of children	Various, including IDMC	Yes
IOM	Displacement Tracking Matrix (DTM)	Internal and cross-border mixed migration flows	own data collection	Yes
UNOCHA	Humanitarian Data Exchange (HDX) database	Humanitarian data	displays IDMC data	Yes
UNHCR - WB	Joint Data Center on Forced Displacement	Forced displacement (internal, cross-border, statelessness)	UNHCR and WB data	No
JRC (EU)	Global Conflict Risk Index	Model of conflict risk in each country	Uses IDMC data on IDP indicators	Yes
JRC KCMD	Dynamic Data Hub	All migration data and research relevant to EU policy	Displays IDMC's data sets	No
KNOMAD	Research and policy briefs	All types of migrations	Various, including IDMC	No

* The list is not exhaustive and is based mainly on the sources stakeholders mentioned in addition to IDMC. Note: Stakeholders also mentioned JIPS and ACAPS but their activities are quite different so far.

** These organisations produce other types of outputs. For simplification purposes, only outputs similar to IDMC's are included here.

*** Partnership is understood as any type of formal or informal collaboration between the organisations

Organisations from the private sector, think tanks and NGOs also produce data and research on displacement. However, they either focus on displacement at country level, covering only a few countries, or they focus on many different humanitarian or migration issues, including displacement.

Table 3 - NGOs/think tanks/private sector organisations with similar activities

Organisation*	Type of output**	Focus	Data source	Partnership with IDMC***
Flowminder	Policy briefs and research papers	Data collection using mobile subscriptions tracking	own data collection	Yes
ACAPS	Policy briefs	All humanitarian crises	uses, among others, IDMC data	No
IIASA	SHELscape and CATSIM	Disaster Risk, no specific focus on displacement	own data	Yes
Cristosal	Reports and data on displacement	Central America	own monitoring unit	Yes
World Resource Institute	Datasets	Development / humanitarian issues	displays IDMC datasets	No
ACLED	Briefs and dataset on armed conflicts	Armed conflict	Various, including IDMC	Yes
MPI	Research papers and policy briefs	Global migration	Uses IDMC data on internal displacement	No
Facebook	Disasters Maps product suite	Disaster displacement of Facebook users	Users whose location is active - developed with IDMC	Yes
REACH	Policy briefs and factsheets	Data for humanitarian action	Own data collection, primary and secondary sources	Yes
Mixed Migration Center	4MI	Cross-border migration	Own monitoring team	No
ODI	Policy briefs and research papers	Development/humanitarian issues	Various, including IDMC on displacement	No

* The list is not exhaustive and is based mainly on the sources stakeholders mentioned in addition to IDMC.

** These organisations produce other types of outputs. For simplification purposes, only outputs similar to IDMC's are included here.

*** Partnership is understood as any type of formal or informal collaboration between the organisations

On the basis of what other organisations are doing, it is clear that IDMC's niche is its unique focus and expertise on internal displacement regardless of its causes. Stakeholder interviews confirmed that IDMC's added-value has do to with its unique focus on internal displacement regardless of its cause. IDMC is the only organisation that provides aggregates of the number of IDPs. Stakeholders appreciate the presentation of the data with visuals and data narratives in the different reports. Many emphasized the user-friendliness of IDMC's outputs.

Interviews also confirmed the reputation of IDMC as a trusted and reliable source for data. The fact that IDMC openly displays its methodology and data sources, as well as the limitations of the data is highly valued, especially by researchers and stakeholders dealing with programming. Stakeholders also value the creativity in the diversification of data sources and tools. IDMC's robust methodology and transparency contribute to making the organisation the most trusted intelligence source on IDPs in the eyes of most stakeholders.

The position of IDMC outside the UN but with a mandate agreed by the UN also plays a part in the trust that stakeholders have in IDMC. IDMC's independence and absence of

programming and operational activities makes the organisation less susceptible to pressure on the numbers. IDMC's added value is strongly linked to its credibility as an independent actor. Protecting the credibility or IDMC data and the organisation's reputation as a reliable data provider is primordial for the future of IDMC.

Finally, stakeholder feedback suggests that the accessibility of IDMC's team and recognised expertise and professionalism of the team members are also contributing to the trust and good reputation of IDMC. IDMC's team seems to consider receiving feedback on its outputs, whether positive or negative, as an opportunity to engage in a dialogue with stakeholders. This approach is appreciated by external stakeholders, especially national stakeholders who appreciate the existence of parallel communication channels: the official formal one and a more informal and personal trust-based communication.

It is primordial that IDMC capitalises on where it can add the most value and differentiate itself from other organisation operating in the same field. National stakeholder feedback suggests that there can be some confusion between JIPS and IDMC on the role of each organisation.

Generally, stakeholders recommended that IDMC remained mindful and realistic about its capacity and focus in the next strategy. IDMC needs to focus on areas where it can add the most value, especially as the number of actors active on internal displacement increases.

2.5. Coherence

IDMC is very well-connected in Geneva and is coherent in its choice of strategic partners. IDMC needs to continue cultivating strong partnerships, signing data sharing agreements and building a regional and country-network outside of Geneva, Washington DC or Brussels. General feedback on IDMC's partner relations suggest that IDMC has managed to increase its number of partners over the past five years but that there is still room for improvement in term of consistency of the engagement.

IDMC's future strategy is currently under discussion. All stakeholders emphasized the need for coherence in the design of this future strategy, especially regarding the potential expansion of activities.

The criterion of coherence looks at how well activities integrate with their wider environment / context. This section looks at the partnerships IDMC formed with other organisations. As noted in the section on relevance, the mandate to produce data and research on internal displacement is highly relevant. All activities that IDMC implemented between 2015-2020 are coherent with its mandate.

IDMC has many different types of partners. There is no specific framework or definition of what a partnership is or should be for the organisation. While this is not a problem per se and it is quite normal to have very diverse types of cooperation for an organisation such as IDMC, it somewhat constrains the assessment of the coherence of these partnerships.

In the 2015-2020 strategy, IDMC provides a list of partners that include national government, research institutes, CSOs, IDPs, the "displacement community", funding partners and journalists. The list is quite broad and does not consider the type of cooperation (i.e. formal, informal, data sharing, etc.). IDMC's 2017-2020 appeal lists 40 strategic partners divided into three levels of collaboration: 1) cooperation on global monitoring and data collection; 2) research and analyses of drivers; and 3) policy influencing. This list does not include donors or national authorities with whom IDMC partners on an ad hoc basis. Even though informal engagement and cooperation is important for the type of activities IDMC is conducting, the lack of a structured partnership framework could be problematic. IDMC's approach to partnership appears to be based on an observation of the environment and ad hoc assessment of the relevance of engaging rather than on a structured framework of indicators to establish partnerships. Stakeholder feedback suggests that IDMC could benefit from a more consistent and structured engagement with partners in the UN system and at country level. The partnership agreement signed with the IOM in 2019 is a good example of what can be developed for a more consistent engagement. Interview feedback also suggests that IDMC should continue its efforts in signing more data sharing agreements. This can be a relatively lengthy process, but it is considered highly beneficial for IDMC. Some of the international stakeholders also manifested a desire for stronger / deeper collaboration with IDMC (e.g. UNICEF, IOM, NRC).

Stakeholders observed that IDMC is already one step ahead in terms of collecting data through various sources and going beyond the data provided by governments on displacement. Partnerships with the private sector, such as Facebook, are considered very innovative and fruitful.

IDMC appears to be very well-connected in Geneva, Washington DC and to some extent in Brussels. IDMC maintains dialogue with country representatives in Geneva and this is considered an asset by most stakeholders. However, IDMC is also a very Geneva-based organisation and this level is not necessarily representative of the reality of the national governments on the ground. Several stakeholders suggested that IDMC engages more consistently with in-country institutions and governments. Even though this is a time-consuming task, it could strengthen partnerships with country institutions and the collaboration on data sharing. One way to do that could be to have stronger field presence via regional focal points based in regional strategic areas (main cities where regional institutions are based, or countries leading the regional response on IDPs). A regional focal point could help creating and maintaining strong partnerships and a more credible 'on the ground' advocacy. National stakeholders also consider that having a stronger regional presence would reinforce the engagement strategy of IDMC.

Generally, national stakeholders find that IDMC is very proactive in reaching out and they appreciate the good contacts with the team when they meet, though some of them also note that IDMC is not always consistent with following up on the meetings that were organised.

Stakeholders tend to consider that all the available sources of information complement each other nicely and acknowledge the current absence or overarching governance related to IDPs, even though some express concerns over a possible saturation of the data environment. The environment in which IDMC evolves is susceptible to rapid changes and the emergence of new powerful actors could affect the current existing relative balance between the different sources of information on IDPs. Some stakeholders also report difficulties in collaboration with 'competitors' in data provision, difficulties that could be overcome by thorough dialogue or the creation of an overarching governance framework on internal displacement with clearer mandates. Most stakeholders also think that competition between organisations with a common goal should not be encouraged and that a cooperative framework is a best approach. They consider that IDMC should continue to engage in cooperation with all actors present in the field.

Special attention is drawn to IDMC's partnership with NRC. While the relation between the two organisations in terms of structure falls outside the scope of this evaluation, several stakeholders suggested that collaboration between the two organisations could be deepened and that there have been missed opportunities in this partnership. NRC country offices present a strong opportunity for presence on the ground for IDMC and the relationship varies depending on the country office. NRC country offices' inputs are valuable to IDMC's team as it helps providing context information on the data. The sensibility of internal displacement is assessed by both NRC and IDMC on country-specific spotlight and

if needed, dialogue is engaged to ensure that the data published does not compromise NRC's operational activities on the ground.

NRC also has many more resources, including communication resources that could be mobilised by IDMC to have more efficient outreach. The extent to which the synergies can be exploited better is not clear. However, the new strategy provides the perfect opportunity to explore the partnership further.

2.6. Financial sustainability

IDMC's financial resources have increased over the past five years and this can be attributed to the significant efforts of the organisation to diversify its sources of funding. IDMC's fundraising activities are set to grow in the future even though the organisation finds itself in a competitive funding environment.

The nature of IDMC activities is quite specific in the sense that IDMC produces intelligence for policy-makers so that they develop evidence-based policies. Advocacy activities also produce relatively intangible impact as policy-making is often the result of many different factors. Organisations with this type of outputs may have difficulties securing funding with major donors because they are not impact-oriented organisations. IDMC managed to overcome this challenge through the division between core funding and project specific funding. Core funding[13] funds the global activities of IDMC while project funding is allocated to specific activities within a limited geographic or thematic scope and a narrower logical framework. IDMC chose to maintain a management structure independent from the type of funding received and core and project specific activities are not divided.

Over 90% of IDMC's annual revenues are donations from national governments which believe in the importance of IDMC's work for monitoring and analysing internal displacements on a global scale. Donors are without exception developed countries located in Western and Northern Europe or North America and most of them are core members of the OECD. The donations scale from a few thousand US dollars to over 2 million in 2018.[14] IDMC can count on the consistent support of a few long-established partners which maintained their grants more or less at the same level throughout the last five-year period namely Norway, Australia, Sweden, and Liechtenstein through their national agencies. The United States recently became a major sponsor responsible for 50% of IDMC's resources in 2018. Its contribution marked a breakthrough in 2017 when USAID noticeably increased the size of its grants by 158% and filled in the financial gap left by the UK DFID.

IDMC's budget has been increasing in the past five years, as shown by the figure below. The figure also shows budget cuts from 2014 to 2016. IDMC explains this drop by shifting humanitarian priorities on the donors' side. The Appeal 2017-2020 notes that the organisation aims for a 10% budget growth from 2017-2020. While the 10% increase was exceeded during this time, it appears from Figure 3 that IDMC did not match the expected funding during 2017 and 2018. This can be due to the fact that Appeals usually inflate the needed funding to attract more funding.[15] Figure 2 shows the budget projection documented in the appeal. The budget is now expected to grow by 10 to 20% per year,

---

[13] Core donors include OFDA, Sida, NMFA, DFAT and Lichtenstein.

[14] This data was prepared by the evaluators on the basis of IDMC reporting for the years 2015 to 2018. Note that in 2019, IDMC signed a new grant agreement with the European Union for a EUR 3 million project over a 32-month period.

[15] IDMC feedback

aiming to reach USD 10 million. Funding for the year 2020 is now secured and about 80% of 2021 funding is secure.[16]

Figure 2 - Evolution of IDMC's budget (2010-2019)
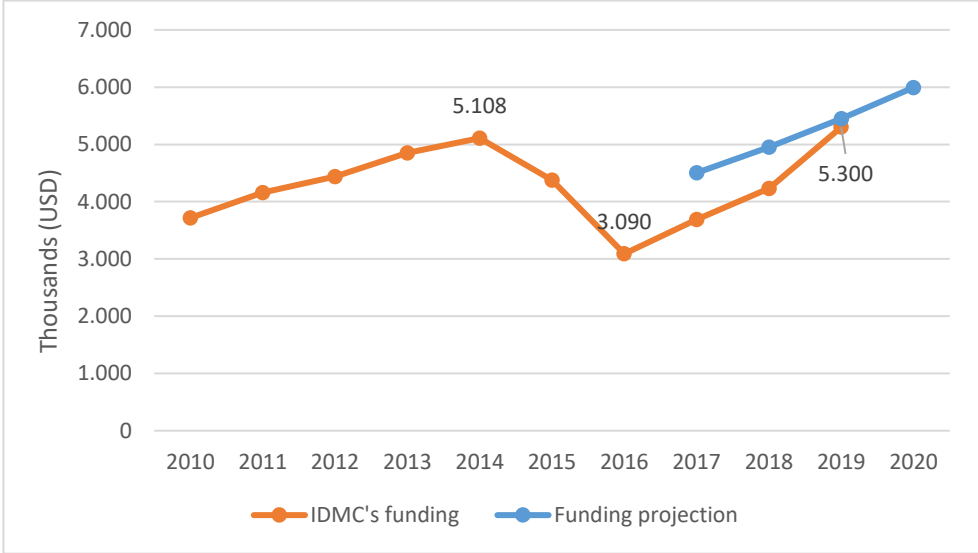
Source: Annual reports (2010-2018); 2019: IDMC at a glance, IDMC; Appeal 2017-2020

Summaries of the auditing reports available at the end of the IDMC's annual reports 2016 and 2018 do not identify any significant issue in the organisation's expenses.

Donors interviewed for this evaluation seem to be satisfied with the work that IDMC is doing with their contribution. Donors value IDMC's work and consider the organisation as a reliable partner with whom it is easy to get in touch and discuss the activities. Donors expressed concerns over the proliferation of actors producing data on IDPs and emphasized the importance of IDMC's mandate to be the data provider on internal displacement. They see a real added-value in the aggregates and research activities that IDMC is doing and would like the organisation to continue their activities as a data and expertise provider.

Stakeholder feedback suggests that IDMC's fundraising strategy is robust and has improved over the past five years and success in securing funding is attributed to the efforts of IDMC's team. IDMC's funding is more diverse than it used to be, even though the OFDA continues to provide a significant part of IDMC's budget. The External relations unit is responsible of fundraising and communication and counts 7 staff members, out of which only 2 staff members work full-time on fundraising.

Tracking references to IDMC's activities in the main donors' public database revealed that there is no correlation between the number of references to IDMC's work in policy

---

[16] Stakeholder feedback

documents and the amount of funding. This leans towards confirming the sense of 'free-riding' that was mentioned by several stakeholders during the interviews.

As briefly explained in Sections 2.1 and 0, IDMC's current environment is volatile with a proliferation of actors aiming at producing data on IDPs. While all these initiatives present differences, their activities are quite similar, and they compete for the same type of funding. A rapid research on other initiatives reveals that many of these initiatives, including IDMC, are funded by the same donors. While competition could be healthy in several ways and push various actors to innovate further in their activities, it would be important for policy-makers and donors to reflect on the type of internal displacement policy architecture they want to have in the future. By funding many initiatives on IDP data, they contribute to a fragmentation of activities and resources and create a risk that instead of having one or few data providers with a strong mandate as it was the case 20 years ago, several initiatives compete without enough resources to provide the needed intelligence on internal displacement. This question goes beyond funding and there is a general need to reflect on the architecture of the policy framework on internal displacement. The high-level panel on internal displacement could be the right forum to discuss the matter.

3. Conclusions and recommendations

This section presents a series of concluding considerations and recommendations.

3.1. Conclusions

Having noted the main evaluation findings and returning to the Theory of Change discussed above, this evaluation concludes that IDMC has made very important contributions to the global policy framework on IDPs. By becoming an increasingly trusted source of data and analysis on internal displacement, IDMC is clearly fulfilling its mandate and has achieved the objectives of its 2015-2020 strategy. IDMC's unique approach, methodology and focus greatly contribute to the visibility of IDPs and a better understanding of the phenomena at the global and regional level. The relevance of IDMC's activities is not questioned and the continued need for data and expertise on internal displacement confirm the potential role for the organisation in the future.

3.2. Recommendations

The findings point to a few tentative recommendations:

> ➢ In order to facilitate a more systematic tracking of achievements and a clear understanding of IDMC's strategy and objectives, consider establishing tangible performance indicators in the future strategy and systematically track progress against these indicators. Existing tracking efforts should be further improved to support the monitoring of progress in the next strategy (e.g. tracking the GRID outreach so that data can be used for analysis over the years). Systematic tracking of where and in what way IDMC had influence (e.g. through participation and organisation of workshops, formulation of recommendations / advocacy messages) could help IDMC in providing a clearer overview of the organisation's effectiveness in the eyes of its partners and donors, as well as allow adjustments in the strategy on the basis of monitoring evidence. This recommendation is particularly relevant for new activities, e.g. the monitoring of capacity development activities would benefit from the adoption of well-established monitoring approaches such as the Kirkpatrick model.

- In the future, IDMC needs to continue exploring its added-value to remain a relevant and credible data provider in a rapidly changing environment. IDMC also needs to further build on the progress it made over the past five years, including in terms of innovative partnerships (e.g. with the private sector), expansion and further deepening of thematic research areas and the development of innovative tools.

- With a view to ensuring stakeholder engagement with the future strategy, IDMC's next strategy needs to be clear in terms of focus and related activities, and just as importantly, it is recommended to communicate on the strategy with key partners (both bilaterally, and with groups of relevant partners).

- To increase outreach, advocacy and further support the implementation of activities (e.g. research), explore the possibility to have regional focal points to help facilitating and maintaining partnerships. IDMC should also consider more systematic targeted communication to increase visibility.

- To increase awareness and the visibility of IDMC and IDPs, IDMC could consider more systematic targeted communication towards policy makers and the strategic audience of each outputs. IDMC could consider linking its communication more directly to relevant developments in the international institutions (e.g. sending briefs on research related to topics being discussed at the UN Council about a week before meetings take place).

- To avoid potential tensions with partners, continue and deepen the collaborative approach implemented during the past five years and continue building on meaningful partnerships.

Annex 1 – Evaluation questions

Annex 1 presents the evaluation questions.

Table 4 – Evaluation questions

Evaluation criteria	Question	Possible approach / indicators
Relevance	To what extent was IDMC's five-year strategy and programme work aligned with the global operating environment on internal displacement?	• Stakeholder qualitative feedback on alignment between activities and needs, and remaining gaps • Donor reports • Desk research on alignment of IDMC's activities with the global debate on IDPs and IDP data and research.
	Did IDMC's programme of work meet the needs of its target audience during the 5-year period?	• Stakeholders qualitative feedback on alignment between activities and needs, and remaining gaps
Effectiveness	To what extent has IDMC achieved its strategic objectives and outcomes as defined in its 2015-2020 strategy?	• Monitoring and donor reports • Number of events organised / participants • Number of knowledge-based products developed • Number of articles published in print and / or digital media about an event • Number of downloads/views for each output • Stakeholder qualitative feedback on each of IDMC's objectives and outcomes • On the outcome level, how do identified changes compare with intended changes
	What have been reasons for achievement and lack thereof?	• Stakeholder qualitative feedback • Donor reports and evaluations
	What can be done to make the intervention more effective?	• Stakeholder qualitative feedback on possible approaches or entry points that have not been explored
	What overall lessons can the IDMC team draw from the implementation of the five-year programme and apply in future programming?	• Stakeholder qualitative feedback on lessons learned • Desk research on successful overcame challenges/risks and associated mitigation measures
	Are relevant stakeholders well informed of IDMC's activities?	• Stakeholder qualitative feedback on awareness on IDMC's activities • Outreach activities and data

Impact	To what extent have IDMC's outputs* influenced global policy processes and/or prevention and response programmes on internal displacement? (at the global and regional levels)	• Stakeholder qualitative feedback on the influence of IDMC's activities on their work and on the policy process/their own strategies • Number of references by relevant partners / donors to IDMC's work
	How do target audience perceive IDMC's outputs*?	• Stakeholder qualitative feedback on each output
Added-value	Why do stakeholders make use of the data produced by IDMC?	• Stakeholder qualitative feedback on the added-value of IDMC activities • Review of IDMC's work versus competitors' and partners' programmes and approaches like UNHCR, IOM, and others. What is IDMC's comparative advantage and niche?
Financial sustainabilty	How successful has IDMC been in ensuring the financial sustainability and continued investment in its work?	• Intensity of fundraising activities – and fundraising data vs. global context (economy, donor interests, etc.). • Donor qualitative feedback on IDMC's activities • Audited financial reports
Coherence	How successful has IDMC been in building on the complementarities with other organisations/partners, and in utilising strategic partnerships to achieve its mission and mandate?	• Partner and target group initiatives (and corresponding funding) to sustain outputs and outcomes • Number and duration of established partnerships over the past 5 years • Stakeholder qualitative feedback on the reasons for partnering with IDMC • Added-value of the partnerships: identify the outcomes that could not have been reached without partnerships • Stakeholder qualitative feedback on synergies and complementarities with their organisations and of users on the interoperability of databases on migration, displacement, development indicators

---

* The five outputs under evaluation are: the GRID, the GIDD, country profiles, thematic research areas, and the Global Disaster Displacement Risk Model.

Annex 2 - Consultations

Annex 2 lists the stakeholders consulted.

Table 5 - Stakeholder interviews

Organisation	Name	Title
IDMC	Alexandra Bilak	Director
IDMC	Bina Desai	Head - Policy & Research
IDMC	Justin Ginnetti	Head - Data & Analysis
IDMC	Lia Bergara	Grant Management Associate
IDMC	Dawn Vout	Head - External Relations
IDMC	Vicente Anzellini	GRID coordinator
IDMC	Christelle Cazabat	Researcher
IDMC	Sylvain Ponserre	Senior monitoring coordinator, disasters
IDMC	Adrian Calvo-Valderrana	Senior monitoring coordinator, conflict
IDMC	Frankie Parrish	Communications specialist
USAID/OFDA	Natalie Eisenbarth	Policy Officer
US Mission in NY (former USAID/OFDA)	Sam Vigersky	Formerly Head of Programs for OFDA's Programs Team of its Humanitarian Policy and Global Engagement Team
DG DEVCO/European Union	Harmke Kruithof	Programme Manager - Migration and Forced Displacement
IOM	Nuno Nunes	Global Camp Coordination and Camp Management (CCCM) Cluster Coordinator
German FFO	Sophie Tentrop	Main focal point for IDMC
Australian - DFAT	Alison Lyne	Policy Officer - Protracted Crises and Refugees Section

Organisation	Name	Title
OCHA/HDX	Javier Teran	Senior Statistician, Data Partnerships Team, Centre for Humanitarian Data
UNHCR	Samuel Cheung	Chief, Internal Displacement Section
UNFCCC Secretariat	Koko Warner	
UNICEF	Verena Knaus	Chief, Migration and Displacement
Platform on Disaster Displacement	Atle Solberg	Head of Secretariat
RC's Office - Somalia	Teresa Delministro	Durable Solutions Coordinator, RC's Office
NRC	Ole Solvang	Director, Policy and Partnerships Department
NRC	Maureen Magee	Regional Director, West and Central Africa
NRC	Joel Charny	Director - NRC USA
Facebook	Alex Pompe	Research Manager, Data for Good
Mission to Geneva - Fiji	Nazhat Khan	Ambassador of the Republic of Fiji Islands
Ministry of Interior – Mexico	Julia Gugerli Lazos	Head of Department, Unit for Migration policy
Ministry of Humanitarian Affairs - Nigeria	Ali Garba	Assistant director
Mission of Azerbaijan to the UN	Vaqif Sadiqov	Ambassador
IDMC Advisory group	Walter Kälin	Former SRSG for the Human Rights of IDPs, now Advisor in many IDP processes

Annex 3 - Documentation

Annex 3 lists the documents consulted.

- ✓ 2015-2020 Strategy

- ✓ 2017-2020 Appeal

- ✓ 2016 Appeal

- ✓ Annual reports 2015-2019

- ✓ IOM Global partnership

- ✓ IDMC Management Response to Disasters Evaluation 2015

- ✓ Donors reports provided by IDMC: BPRM, FFO, OFDA Core, OFDA Progress Monitoring, Swiss FDFA, UNHCR, Sida, NFMA

- ✓ GRID media coverage reports 2016, 2017, 2018, 2019, 2020

- ✓ Various IDMC publications, including GRID reports

- ✓ Additional monitoring data provided by IDMC on the number of events (2018-2020) and publications (2015-2020)

Moreover, the evaluator reviewed the contents of the project website (https://www.internal-displacement.org/). The website includes special sections on each deliverable under evaluation.