

IDMC Workplan 2022-2024



Introduction

IDMC launched a new [10-year strategy](#) in 2020 with the aim of ensuring that the evidence we collect leads to greater impact and better outcomes for people and countries affected by internal displacement.

Over the course of 2021, we have taken stock of our work most relevant to government, UN and other partners, refocused on our most promising projects and initiatives and identified areas where new investments are needed. We have restructured the organisation to generate more and better evidence, make our expertise available to those who work most closely with internally displaced people (IDPs) and galvanise commitment and action across the decision-making board.

After a year of preparation, we are now ready to enter our transformation phase. We will spend the next three years continuing to enhance our methods and systems and expand our global evidence base. We will also help to identify solutions to displacement in a set of priority countries, establish new spaces for dialogue between states and communicate about internal displacement in creative new ways. By 2024, we will have laid a strong foundation from which to provide our partners with expertise and support in driving global and national progress on this issue.

Cover photo: A South Sudanese refugee walks through dusty, sparse flatland on the outskirts of Khartoum, Sudan, waiting to return to South Sudan. NRC/Ingebjørg Kårstad, December 2020.



*A beach at sunset in Cox's Bazar, Bangladesh.
© UNOCHA/Vincent Tremeau, March 2018.*



Programme of work

Our vision is of a world in which fewer people become internally displaced and those who do achieve rapid and lasting solutions. We work to achieve this by generating evidence, strengthening the capacity of governments and other partners to prevent and respond to internal displacement, and galvanising action to drive positive change. These three pillars form the basis of our transformation phase and our organisational strategy for the next 10 years.

Generating evidence

Since our creation in 1998 we have been the official source of global data on internal displacement. From an initial focus on conflict in 22 countries, we now publish data on displacement associated with conflicts, other forms of violence and sudden and slow-onset disasters in more than 200 countries and territories. Our monitoring team curates and analyses data from nearly 3,000 sources to produce annual estimates that inform humanitarian and development priorities across the world.

We have developed expertise in research and analysis that goes beyond the numbers to deepen collective understanding of the triggers, drivers, patterns and risks of displacement and its impacts on different groups of people and societies. We have started to record and analyse successful approaches to solutions so they can serve as learning opportunities to be adapted and scaled up, and we have established strong partnerships with prominent organisations to pioneer modelling work that predicts the likelihood of future displacement triggered by sudden-onset hazards.

This growing knowledge base now serves to inform better strategies to prevent displacement and ensure more inclusive, comprehensive and sustainable responses in a number of countries. We will continue to improve it during our transformation phase so that by 2024 it will be used by many more partners as a result of increased confidence, relevance and interoperability.

We will achieve this by further refining our methodologies in consultation with our partners, data providers and consumers, strengthening our data management systems and making our approaches and their results and limitations publicly available on our website.

We will also ensure that our evidence is always relevant to those who make a difference to IDPs' lives, including donor and non-donor governments, UN agencies, international and national NGOs and academic partners. To do so we will tailor our research tools and findings to the demands of operational agencies and policymakers, while continuously showing thought leadership and bringing nuance to a sensitive debate.

Key deliverables:

Annual measures of scale:

- Number of people living in internal displacement as a result of conflict, violence and disasters at the global, regional and national level for at least 100 countries, disaggregated by sex and age
- Number of new displacements (movements) triggered by conflict, violence and disasters at the global, regional and national level for at least 100 countries
- Improved data on IDP returns, resettlement and local integration in countries where such information is available

Assessments of impacts:

- Annual estimates of the global economic impact of internal displacement
- Annual assessments of the severity of displacement in at least 40 countries
- Assessments of the impacts of displacement on the livelihoods, housing conditions, health, education and security of IDPs and host communities in up to 10 countries

Tracking of progress:

- Annual monitoring of progress in addressing and resolving internal displacement in at least 45 countries, including through our Internal Displacement Index
- Analysis of successful initiatives to reduce displacement and support durable solutions in at least 10 countries

Assessing risk:

- Improved historical data on internal displacement since 2008 for 50 countries
- Improved global, regional and national estimates of the risk of displacement associated with sudden-onset hazards under various climate change and development scenarios, to inform prevention and adaptation
- Piloted estimates of the likelihood of medium to long-term displacement following disasters in near-real time for 25 events, to support better responses and recovery plans
- First estimates of the risk of displacement associated with drought in two countries

Key activities and investments under this pillar will include primary data collection, secondary data analysis, data aggregation, triangulation and validation, as well as improvements to knowledge management systems and consultations and workshops on risk analysis and modelling practices

Strengthening capacity

At IDMC, we are increasingly being asked to support countries in their efforts to collect and analyse national data and evidence, and to help connect it to policy and programming to prevent displacement and mitigate its consequences. Meeting this growing demand lies at the heart of the second pillar of our strategy, which will be aligned to support implementation of the UN secretary general's High-Level Panel on Internal Displacement's recommendations on data and evidence.

We have already developed strong relationships with a number of governments and in-country UN partners and expanded our partnership base with multilateral organisations, humanitarian and development stakeholders, civil society, academia and the private sector. In our transformation phase we will use these collaborations to design and implement dedicated support strategies for six countries that will provide them with tools to assess the scale, severity, risk and socio-economic impacts of displacement and monitor progress towards solutions.

We will also continue to support and collaborate closely with initiatives such as the Expert Group of Refugee and IDP Statistics (EGRIS), GP2.0 and the Global Data Alliance, while enabling knowledge-sharing and peer-to-peer learning. Our intention is to act as a technical resource and convenor of dialogue and exchange, and to be actively supporting countries' needs in partnership with a growing number of agencies by 2024.

We also intend to contribute to the development or improvement of at least two national reporting systems to increase the confidence, reliability and interoperability of country-level data on internal displacement. We will demonstrate the value of mainstreaming the phenomenon across different sectors to support national planning and decision-making, and we will document the experiences of at least three countries, bringing new insights and promoting the sharing of them between states. Lessons from these practices will be shared further through our global repository

of good practices, on which we will curate information on promising and successful initiatives in addressing internal displacement across all contexts.

Key deliverables:

Country-level data mapping:

- Technical reviews of in-country data systems on internal displacement, identification of gaps and development of recommendations on ways to address them
- Identification, documentation and sharing of successful practices on displacement data that can be replicated, adapted or scaled-up

Technical support and advice on:

- Monitoring progress at the national and sub-national level, including through the development and dissemination of practical guidelines
- Assessing impacts on the livelihoods, housing conditions, health, education and security of IDPs and host communities
- Conducting severity assessments to assess IDPs' living conditions in a standardised way
- Country-specific disaster displacement risk assessments

Learning and exchange:

- Regional workshops for knowledge sharing and peer learning on internal displacement data
- Learning materials to help governments and other organisations understand and use our data for policy and operational purposes
- First prototype of a global repository of good practices to prevent and respond to displacement.

Key activities and investments under this pillar will include in-country data mapping and assessments; the identification, analysis and dissemination of successful practices; the first iteration of an online repository of good practices; the creation of learning materials; the organisation of workshops and other events and the development of national and sub-national disaster displacement risk profiles.

Galvanising action

The work of the UN secretary general's High-Level Panel on Internal Displacement is testimony to increased global awareness and political commitment on the issue, and its recommendations provide a unique opportunity to drive change over the coming years.

We will redouble our efforts to make internal displacement more visible and promote healthy debate on the phenomenon during our transformation phase. One of our main contributions will be to counter common misconceptions and bring more nuance to an often sensitive and politicised conversation. We will continue to report on displacement as accurately and objectively as possible, and we will make a concerted effort to explain more clearly what our data shows, how to read our metrics and how our evidence should be understood in relation to other global issues.

We will also continue to influence global, regional and national policy, and in doing so we will be more selective and strategic in what we prioritise and where we choose to position our evidence and expertise. We will focus primarily on supporting and shaping initiatives intended to improve data and monitoring, and those relevant to addressing displacement across the humanitarian, sustainable development, climate change and disaster risk reduction sectors.

We will also explore opportunities to position the issue of displacement across peace and security-related policy discussions, something that has been missing from our policy engagement to date and could become the theme for a future Global Report on Internal Displacement (GRID) report.



Lake Assal, Charlotte Cans,
OCHA, June 2015

Using our convening power, we will continue to organise our annual internal displacement conference to bring new thinking to the issue and identify solutions that can be transferred across different contexts and countries.

Reconvening our Geneva-based Displacement Dialogues, which provide a safe space for exchange among countries with IDPs, will be key to this engagement. We plan to expand the group of countries involved and hold at least three events a year, and we will increase other opportunities to engage with government representatives and key policy stakeholders to sustain political commitment on the issue.

We will also ensure that the data and evidence we generate under pillar one is disseminated strategically through our online platforms and publications, events and effective relationship management with our key partners. We will use tools such as digital storytelling, interactive data dashboards, animations and first-hand testimonials to explain the complexities of displacement and drive action. We will also use the power of media and communications to generate more public interest in the phenomenon and increase its visibility.

Key deliverables:

Dissemination of flagship publications and products:

- Annual GRID launched at a high-level event in Geneva
- Two regional reports published and launched at high-level events in the regions concerned
- Internal Displacement Index report
- Country and global-level datasets on new displacements, number of IDPs, severity of displacement and progress made, including details of data sources and quality
- At least six thematic reports a year on the scale, patterns, drivers, risks and impacts of displacement and approaches to solutions

Policy and political dialogue:

- Three Displacement Dialogues a year in Geneva
- An annual Global Internal Displacement Conference
- Three high-level regional events, workshops and discussions on national ownership, accountability and good practices
- Participation in global events and policy forums, including the Global Platform for Disaster Risk Reduction, the COP sessions of the UN Framework Convention on Climate Change (UNFCCC), the UN Economic and Social Council (ECOSOC) Humanitarian Affairs Segment and the UN High-Level Political Forum on Sustainable Development

Increased public awareness:

- Refreshed brand identity across all of our platforms
- Enhancements to our website and Global Internal Displacement Database
- A 15% increase in media coverage of our work and internal displacement, more generally
- Improved sharing of our data and evidence
- Six multimedia storytelling products and/or data visualisations a year
- Engagement and diversification of funding partners

Key activities and investments under this pillar

will include audience and partner research, redevelopment of our website, brand refreshment, production of flagship and other publications, digital content production and storytelling, media and social media engagement, events management, political engagement, translations and resource mobilisation.



A child looks for wood to help his parents rebuild their house after it was destroyed by Hurricane Iota in Nicaragua. © UNICEF/UN0372811/Ocon/AFPServices, November 2020

Organisational development

Our data, evidence and analysis has never been in greater demand, as ever more countries and partners seek dialogue, support and advice. As we expand the scope of our work in the coming years, we will also have to grow our income to match our ambitions. Our budget for 2022 is \$6.1 million, which we aim to increase by around 10 per cent a year to reach \$7.2 million by 2024.

To meet this target, we will continue to rely on the generous support of our current funding partners and secure new strategic partnerships to diversify our funding sources, including with private foundations and companies, additional public sector organisations and development donors. As part of this strategy, we will build integrated programmes in some of our priority countries that tie humanitarian and development funding together in mutually beneficial ways that strengthen efforts to achieve durable solutions.

Our work depends on a multidisciplinary team of experts with backgrounds ranging from political science, economics, statistical analysis and humanitarian response to digital communications, journalism, geography, graphic design and risk analysis. For a complete picture of our organisational structure see annex A.

To ensure we achieve the key deliverables outlined in this workplan, we foresee the need to continue expanding our team. This will include taking on additional experts in the areas of tailored country support, resource mobilisation and data and risk analysis. Our specific staffing needs may evolve over the coming years, depending on demand for our services.



A girl and her brother stand next to their tent at a displacement camp for people affected by intense flooding in Beledweyne, Somalia, on December 14, 2019. (Photo by LUIS TATO / AFP via Getty Images)

Budget

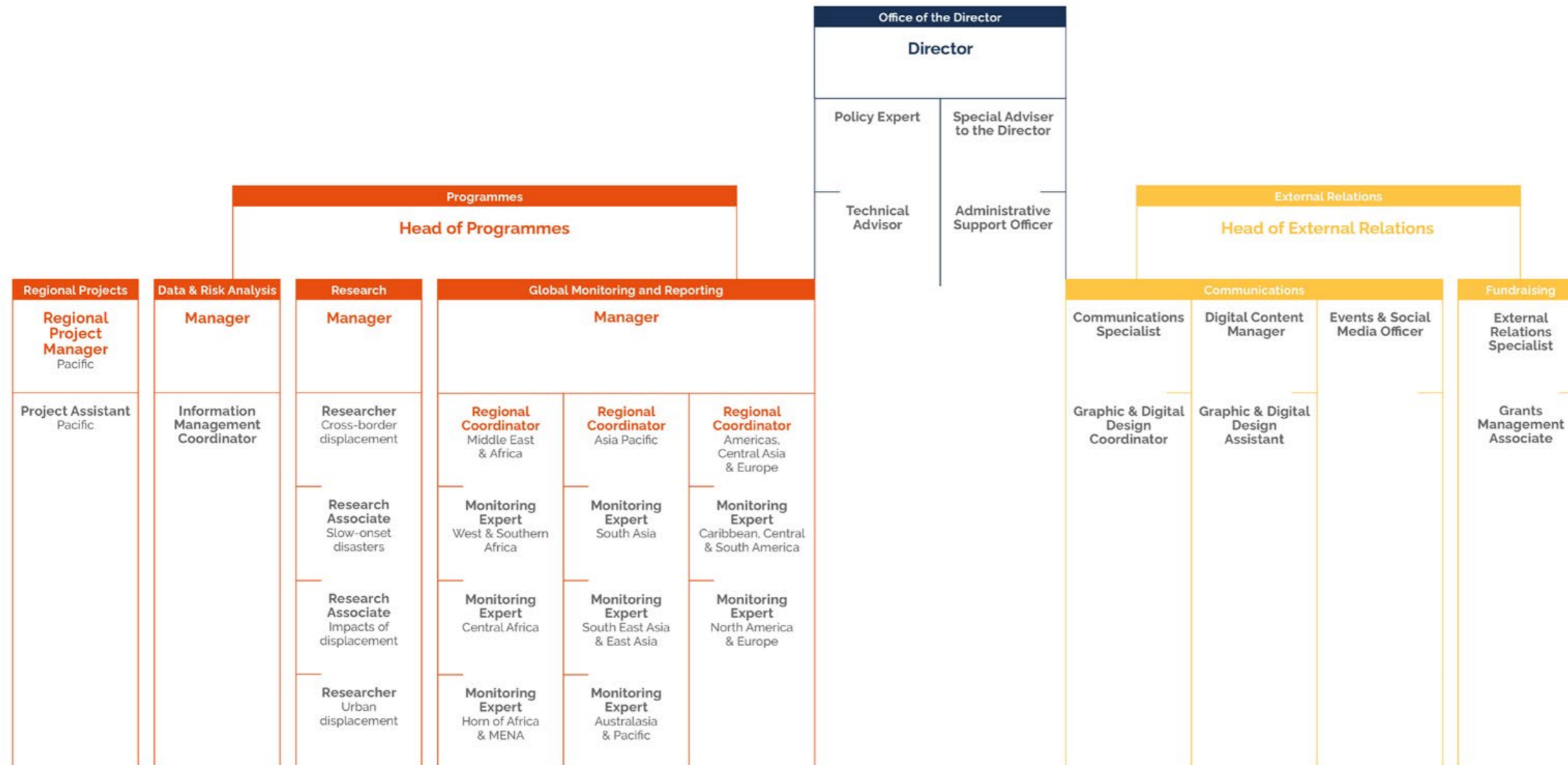
The budget outlined below is indicative of our ambition over the next three years and aligned with our growth strategy and fundraising targets.

Budget item (USD)	2022	2023	2024
IDMC staff costs	3.765.169	4.104.034	4.473.397
IDMC non-staff costs	1.700.625	1.853.681	2.020.513
Geneva support budget	600.000	636.000	674.160
NRC Head Office budget	62.900	62.900	62.900
Total budget	6.128.694	6.656.615	7.230.969



A little girl plays in the water as waves hit the shore at Serra, near Aden, Giles Clarke/OCHA, March 2019

Organisational structure



Every day, people flee conflict and disasters and become displaced inside their own countries. IDMC provides data and analysis and supports partners to identify and implement solutions to internal displacement.

Join us as we work to make real and lasting change for internally displaced people in the decade ahead.



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