

## JIPS Strategy 2011-2014



“Profiling IDP situations serves many purposes. It is a tool to enhance the delivery of humanitarian goods and services. It is also a tool that helps to enhance protection and prospects for durable solutions. In other words, profiling - well done - is a tool that can facilitate comprehensive and holistic approaches to IDP situations.”

*Professor Walter Kälin, Former Special Representative to the Secretary General for the Human Rights of IDPs, 2004 -2010, speaking at Needs Beyond Numbers Conference, 23 May 2011*



## The Joint IDP Profiling Service (JIPS)

JIPS was established in 2009 by the Danish Refugee Council (DRC), International Organization for Migration (IOM), Norwegian Refugee Council's Internal Displacement Monitoring Centre (NRC-IDMC), Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Population Fund (UNFPA), and the United Nations High Commissioner for Refugees (UNHCR) to provide support for country teams in Profiling of IDP situations processes. With funding from the European Commission, UNHCR, NRC-IDMC and the DRC, JIPS has worked – to date - with more than a dozen operations around the world on Profiling of IDP situations processes.

JIPS is currently hosted by UNHCR Geneva and consists of a number of staff including a Coordinator, Senior Profiling Advisor, Training Specialist, Data Management Specialist, and Project Assistant.

Since its creation JIPS has focused on improving the availability of sex, age, location disaggregated data through remote and direct field support missions to set up methodologies and tools and build capacity of profiling IDP situations. JIPS is mostly valued for its interagency and technical nature, allowing the building of consensus in country operations on Profiling of IDP situations processes. In addition, JIPS advocates for Profiling IDP situations at country and global levels by raising awareness of Profiling IDP situations in different events, trainings and workshops. Moreover, JIPS works with a network of like-minded organizations and consortia in order to exchange expertise and collaborate in Profiling IDP situations and data collection matters in general.

More information can be found on the JIPS website: [www.jips.org](http://www.jips.org) or [www.idp-profiling.org](http://www.idp-profiling.org)



## Strategy Purpose and Development

This strategy will guide the transition of JIPS from its pilot phase, which concludes in September 2011, to a more permanent JIPS structure, mandate and *modus operandi*. At this opportune juncture in JIPS' life cycle, reflection on progress and experience thus far was undertaken in order to shape a clear direction for future work in the field of inter-agency Profiling of IDP situations.

The strategy outlines three distinct phases: (i) The conclusion of the pilot phase in September 2011, when the initial ECHO project funding comes to an end, (ii) The transition phase, from September 2011 until the end of 2012, (iii) The longer term sustained service phase, from 2013 onwards.

Developed by JIPS staff during a strategy development workshop, the proposal was presented to the JIPS Steering Committee on 20/06/2011 and adopted on the 20/06/2011. Please see Annex 2 for the ToR / agenda for the JIPS Strategic Planning and Visioning Retreat, held 31 May-1 June 2011.



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# Executive Summary

This document presents JIPS' strategy for 2011-2014.

JIPS aims to promote and strengthen the use of profiling of displacement situations to enhance prospects for sustainable solutions and provide concrete tools to help link humanitarian and development responses. As a responsive, demand-driven service JIPS will remain open to the possibility of responding to requests for its support or referral originating from different situations and realities of displacement.

JIPS adopts the international community's understanding of Profiling of IDP situations in general:

- JIPS adopts the wordings of the definition of Internally Displaced Persons (IDPs) as stated in the Guiding Principles on Internal Displacement and the definition of Profiling of IDP situations as stated in the Guidance on IDP Profiling;
- JIPS considers that all the following methodologies can provide in part or in whole the profile of an IDP Population: Desk review, Rapid Estimations, Surveys, Registration, Census, Interviews and Focus Group Discussion; and
- JIPS considers that, whilst IDPs are the main subject of Profiling of IDP situations, a good Profile of an IDP situation should include other affected people including the host population.

In pursuing its mission of **facilitating the gathering of information for collaborative response**, JIPS will build upon its current strengths to forge its identity as the global hub for profiling methodologies and support. The principles that guide JIPS' work are its complementarity to like-minded initiatives, service orientation focusing on field based needs and collaboration with available skills and expertise for better quality products.

JIPS' structure as an interagency unit hosted by a UN agency and guided by a Steering Committee composed of UN agencies and International NGOs remains the preferred model, as it strikes a balance between its efficient interagency nature and access to networks of technical, political, logistical and administrative support both at the global and field level. JIPS' core team should remain in one physical location and, as already initiated with DRC and UNHCR, it is proposed that additional 'satellite' staff become institutionally embedded into all Steering Committee member agencies.

JIPS will endeavor to secure the financial resources to support its strategy through a mixed portfolio of donor contributions, cost recovery and Steering Committee member in-kind donations. However, JIPS' financial planning rests on the assumption that it will remain reliant on external donor support to maintain core operations, and that each partner agency to JIPS shall commit annual funding to the unit.



# JIPS Strategy 2011-2014

## Vision

Displacement-affected populations are able to reach sustainable solutions supported by the well-informed, collective decisions of government, humanitarian and development actors.

## Mission

JIPS works to facilitate government, humanitarian and development actors to gather and analyse data in a coordinated manner, which informs collaborative responses to displacement.

## Principles

The following principles guide JIPS work:

**Complementarity** in work and behavior recognizing that JIPS is part of a wider group of initiatives that works on Profiling and Data gathering in general

**Service orientation** in responding to field requests for support with the purpose of facilitating the process of Profiling through simple, clear approaches and products

**Collaboration** both at global and field level, recognizing the existing skills and expertise among diverse parties that could be brought together for better processes

**Being well-informed** about the population of concern is crucial for humanitarian and development responses

## Identity

In pursuing this mission, to assist in strengthening informed and collaborative responses to displacement, JIPS will build upon its current strengths to secure its identity as the global hub for profiling methodologies and support.

It is envisioned that JIPS will be able to respond to a wide variety of profiling-related queries and support requests, either through its own expertise or through its expansive network within the profiling community of actors with complementary capacities. As the global centre for profiling methodologies, JIPS will be recognised as an authority on the subject and will have the capacity to store tools, resources and examples of profiling methodologies applicable in a range of situations, to provide on-site and remote support to all stages of the profiling process, and be the focal point for the global profiling community/expertise. Crucial to this model will be a range of factors, many of which are already existing characteristics of JIPS that continue to be built upon and strengthened, including:

- Inter-agency structure
- Service orientation, responding to the needs of the field
- Technical expertise that brings no particular agenda to individual profiling processes
- Strong profiling network boasting a range of like-minded actors with complementary capacities, potentially including IASC endorsement

By identifying JIPS' contribution to the profiling community as a global hub for profiling methodologies and support, this strategy clarifies the direction for JIPS' future activities based upon its experience to date.

## Direction

Throughout its working existence so far, the majority of requests for JIPS' assistance have come from operations responding to situations of protracted internal displacement, simultaneously reflecting the clear need for profiling support in this area and the understanding of the key role profiling processes can play to enhance prospects for sustainable solutions and thereby help to bridge the gap between humanitarian and developmental responses. A direct consequence of this reality has been JIPS' ability to refine its technical and coordination skills to support profiling processes relevant to these situations, making use of both survey and focus group discussion techniques to gather information relevant for finding sustainable solutions in addition to gathering core, disaggregated data on the affected populations.

**Immediate direction:** Profiling of situations of internal displacement to enhance prospects of sustainable solutions and to provide humanitarian and development actors a concrete tool to link their activities.

**Long-term direction:** JIPS will become the global hub for Profiling, expanding its knowledge of and experience in different situations and realities of displacement

**JIPS aims in the short to medium term, to continue this focus on profiling in** situations of non acute crisis internal displacement to support sustainable solutions. It will refine its capacities in this area to provide support to both the profiling process and the production of informative results.

As a responsive, demand-driven service JIPS will remain open to the possibility of responding to or referring requests for support originating from different situations and realities of displacement. The use of JIPS-supported 'Profiling of IDP situations', both as a tool to address information needs and a process to promote multi-stakeholder collaboration, could be meaningfully expanded, and might include:

- 1) Cause of the displacement (e.g. conflict, natural disaster, climate change);
- 2) Population type (e.g. IDPs, refugees, host and mixed populations); and
- 3) Phase of the crisis (e.g. emergency, protracted, transitional, development).

This **long-term direction**, based on received requests, is in line with JIPS' stated vision, mission and identity as the global hub for profiling methodologies and support. However, keeping in mind the unit's capacities, experience and skills, it must be reiterated that JIPS' immediate direction will be to focus on responding to requests for support for profiling affected-populations in situations of non-acute crisis internal displacement to enhance prospects for sustainable solutions.

## Operational Framework

To provide concrete steps to achieve the above, JIPS has outlined the below objectives to guide its activities over the coming period. JIPS will work to:

- 1) Raise awareness of the value of collaborative collection of disaggregated data and its analysis;
- 2) Support country operations in planning and implementing Profiling of IDP situations processes;
- 3) Contribute to the improved coordination mechanisms, partnerships and networks at local, country and global levels to share experiences of profiling of IDP situations;
- 4) Promote a systematic approach to plan, implement and utilise the results of Profiling of IDP situations processes; and
- 5) Build capacity of relevant actors capable of planning and implementing Profiling of IDP situations processes.

In the following table these objectives have been further elaborated.

<b>JIPS' Mission</b>				
JIPS works to facilitate government, humanitarian and development actors to gather evidence in a collaborative manner, which informs collaborative responses to displacement				
<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>	<b>Objective 4</b>	<b>Objective 5</b>
Raise awareness of the value of collaborative collection of disaggregated data and its analysis	Support country operations in planning and implementing Profiling processes	Improve coordination mechanisms, partnerships and networks at local, country and global levels to share experiences of profiling	Promote a systematic approach to plan, implement & utilise results from Profiling processes	Build capacity of relevant actors capable of planning and implementing Profiling processes
<p>1.1 Improved understanding of gaps and challenges of collaborative data collection recognised among stakeholders supported by JIPS</p> <p>1.2 Sex, age and location disaggregated data is more consistently collected, analysed and utilised in operational planning in operations supported by JIPS.</p>	<p>2.1. Country teams are able to implement profiling of IDP situations activities through JIPS remote assistance and field deployment of technical experts.</p> <p>2.2. JIPS supported inter-agency profiling activities follow systematic templates, guidance and developed SOPs.</p>	<p>3.1. Country-level capacity to coordinate and implement profiling processes is strengthened in operations supported by JIPS.</p> <p>3.2. Relevant networks and clusters succeed in coordinate the planning and implementation of profiling through the support of JIPS</p> <p>3.3. Partnerships,</p>	<p>4.1. Information on profiling planning and programming is shared among key stakeholders to inform coordinated and comprehensive approaches.</p> <p>4.2. JIPS developed profiling guidelines and tools are used, adapted and revised as necessary.</p> <p>4.3. Profiling interventions are</p>	<p>5.1. Profiling of IDP situations capacities are strengthened at field and global level through JIPS technical support and assistance.</p> <p>5.2. Local capacity for profiling planning and implementation strengthened through JIPS supported capacity building interventions.</p> <p>5.3 Appropriate planning for profiling</p>

<p>1.3. Disaggregated data is more consistently used to build on humanitarian initiatives and bridge programming for longer-term durable solutions amongst country teams supported by JIPS profiling exercises.</p>	<p>2.3. Country operations experiencing displacement are prioritised to receive support and technical guidance for profiling processes.</p>	<p>networks and advocacy for profiling is strengthened through JIPS interventions.</p> <p>3.4. Disaggregated data is more widely mainstreamed into the work of clusters in operations supported by JIPS and at global level</p> <p>3.5. M&amp;E systems for evaluation of Profiling of IDP situations processes is developed and implemented.</p>	<p>informed by and build on lessons learned from previous JIPS supported processes.</p> <p>4.4. M&amp;E systems for JIPS support and profiling are in place to monitor the impact of profiling interventions and utilisation of data generated.</p> <p>4.5. Policy processes and decisions are informed by JIPS supported profiling practices at the country level.</p> <p>4.6. Advocacy for the use of disaggregated data to be included as core component of IM initiatives.</p>	<p>activities is strengthened in country programmes experiencing displacement through JIPS support.</p> <p>5.4 Resources for profiling activities are adequately included in workplans and budgets for country operations requesting JIPS profiling assistance.</p> <p>5.5 Exploration of and contribution to new techniques and methodologies through inter-action with key partners including academic &amp; research institutes</p>
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## Institutional Framework

To fulfill the above operational framework, it is crucial for this strategy to address the institutional framework for the long-term continuation of JIPS. As with the main body of this strategy, this section builds upon the strengths of the existing unit and proposes a number of developments and changes.

Since its inception in 2009 the JIPS team has grown, and now consists of a Coordinator, Senior IDP Profiling Advisor, Training Specialist, Data Management Specialist and Project Assistant. As an inter-agency technical support unit, JIPS is hosted by UNHCR's Field Information and Coordination Support Section (FICSS) and is guided by a Steering Committee made up of representatives of DRC, IOM, NRC-IDMC, OCHA, UNFPA and UNHCR. A number of key benefits are directly derived from this basic structure as an inter-agency, technical unit hosted by a UN-agency. JIPS' institutional framework, in terms of the structure, location, Steering Committee responsibilities and resources, should continue to ensure the following characteristics:

- Politically neutral unit providing technical support to operations
- Credibility generated through back-up from Steering Committee members
- Access to networks (including technical advisors, humanitarian clusters, governments and operational leadership)
- Logistical support from UN agency host
- Well-informed about key developments and new initiatives in data collection fields

### *JIPS team structure and location*

This proposal outlines three key elements that describe the structure and location of the JIPS unit to be able to fulfill its work in the coming period and beyond: the team must remain as one cohesive unit with complementary staff profiles; it should remain administratively hosted by a UN agency regardless of its physical location; and its team should grow to include key 'satellite' staff based in each Steering Committee agency. Each of these elements is here elaborated further.

1. For cohesion purposes, **JIPS will remain assembled in one central unit**, as its staffing arrangement and service model is designed as such that staff profiles complement each other as a team. This is an important principle to ensure the success of the operational functions of the unit and should be upheld if the team grows in number in the future.
2. Operationally, JIPS benefits from being hosted by a UN agency for a range of reasons including access to networks, logistical, administrative, technical and security support. In order to mitigate the impact of being hosted within one agency upon JIPS' inter-agency character, concerted effort will be required to secure institutional and political commitment and buy-in by other partner agencies. It is recommended that **JIPS remains**

**an inter-agency unit hosted at UNHCR into 2012, and continues to be administratively hosted by a UN agency** in the longer term regardless of its physical location.

3. Going forward, it is proposed that **JIPS becomes institutionally embedded into all Steering Committee member agencies**. It is proposed that this is achieved by identifying a designated staff member within each agency with a clear percentage of time, duties and responsibilities elaborated in their terms of reference to commit to JIPS activities and engagement with the central team. This has already been put into practice with DRC and is regarded as effective for the workings of the team and the profiling processes supported.

#### *Steering Committee Roles and Responsibilities*

Commitment from Steering Committee agencies is crucial for JIPS' work. It is proposed that each member agency is able to:

1. By September 2011, develop a organisational statement communicating clear institutional commitment and outlining their engagement with JIPS;
2. By September 2011, confirm senior level representation to serve on the JIPS Steering Committee, with an alternate identified in case of unavailability;
3. During 2012, develop internal mechanisms to facilitate and ensure wider institutional engagement with JIPS, including agency communications, briefings and updates on JIPS related initiatives;
4. During 2012, ensure financial resources are operationally factored into annual fundraising frameworks to ensure JIPS' core operational costs are met; and
5. By January 2013, designate 'satellite' JIPS staff with clear roles and responsibilities, elaborated in their terms of reference, committed to JIPS activities and engagement with the central team. Profiles of potential candidates could include information / data management specialists, demographers, statisticians, and protection /training advisors.

#### *Resources Required*

JIPS will endeavor to secure the financial resources to support its strategy through a mixed portfolio of donor contributions, cost recovery and Steering Committee member in-kind donations. An annual core operational budget is projected for the three year strategic planning period at 1,360,000 EURO per annum, with an average increase of 4% per annum through the planning period to reflect inflation, cost of living adjustments and currency rate inflections. Please see budget operational breakdown below.

While a cost-recovery model is proposed to recuperate in-country JIPS expenses and direct costs of profiling of IDP situations activities from January 2013, it is envisioned that JIPS will

continue to rely on donor funding (project grants + co-funding from JIPS partner agencies) to cover core operational costs, including:

- Staff salaries
- Staff travel and DSA
- Unit running costs (rent, equipment, software, staff development)
- Advocacy efforts
- Activities (trainings + seed funds)

In fact, JIPS and its partners will continue to advocate to secure country-level funds for profiling processes in the following ways:

- 1) Amongst Steering Committee member agencies, adequate resources - both financial and human - are secured on an annual basis for prioritized countries planning Profiling of IDP situations processes.
- 2) Profiling of IDP situations funds are secured through local mechanisms such as country programme budgets, CERF and CAP mechanisms, etc. so JIPS contribution to implementation costs is gradually reduced - thus reducing the need for training and seed-pool funds as part of the core JIPS operational budget.
- 3) Cost-recovery to support JIPS core costs will be sought, when possible, on a longer-term basis.

However, JIPS financial planning rests on the assumption that it will remain reliant on external donor support to maintain core operations, and that each Steering Committee member agency to JIPS shall commit annual funding to the unit.

#### 2011-2014 Annual budget Breakdown in EURO

Budget Item		Agency co-funding	Other contributions
Personnel / Staff costs	825,000		
Technical assistance to field	155,000		
Training / Capacity building	105,000		
Advocacy /	25,000		



communications			
Monitoring & coordination	35,000		
Other inputs (equipment, material development)	131,000		
Administrative costs	85,000		
Subtotal	1,360,000		

## Timeline for Strategy Implementation

For the strategic period 2011 - 2014, three phases are proposed for JIPS' continued operations. These are elaborated in the table below. There are also a number of immediate action points relating directly to this strategy that are included Annex II attached.

	<b>Phase I: Pilot project conclusion (present - Sep 2011)</b>	<b>Phase II: Transitional period (Oct 2011-Dec 2012)</b>	<b>Phase III: Jan 2013 - 2014</b>
<b>Activities/profiling support</b>	Fulfillment of ECHO funding commitments for field support, training, advocacy etc.	Fulfillment of objectives, in support of profiling activities including: operational support, training and capacity building, website upgrading, toolkit development and advocacy.	Continued support to profiling of IDP situations activities
<b>Location</b>	Hosting by UNHCR continues.	Hosting by UNHCR continues. Permanent office space for JIPS team identified.	Permanent location for JIPS team confirmed with administrative hosting continued through UNHCR or another UN agency

<b>Funding</b>	<p>Proposals generated through Steering Committee member agencies for diversification of funding base &amp; to secure Phase II resources.</p> <p>Proposal to extend ECHO funding past initial project phase.</p>	<p>Proposals generated through Steering Committee member agencies for diversification of funding base and to secure full funding of project.</p>	<p>Cost recovery systems consistently applied to recuperate field deployment operational costs for profiling processes.</p> <p>Donor base diversified to ensure coverage of core operational costs on annual and multi year basis.</p>
<b>M &amp; E</b>	<p>Periodic monitoring &amp; evaluation of JIPS supported profiling processes.</p>	<p>Periodic monitoring &amp; evaluation of JIPS supported profiling processes.</p> <p>Independent review of JIPS supported profiling processes to date.</p>	<p>Periodic monitoring &amp; evaluation of JIPS supported profiling processes.</p>
<b>Steering Committee</b>	<p>Internal advocacy in Steering Committee agencies.</p> <p>Clear institutional policy outlining Steering Committee agencies' engagement with JIPS communicated.</p>	<p>Senior level representation of JIPS Steering Committee members confirmed.</p> <p>Financial resources are operationally factored into SC member agencies annual fundraising frameworks to ensure JIPS' core operational costs are met.</p>	<p>Steering Committee agencies have designated JIPS 'satellite' staff member.</p> <p>Continuation of financial resources operationally factored into SC member agencies annual fundraising frameworks to ensure JIPS' core operational costs are met.</p>
<b>Strategic Direction</b>	<p>Completion and confirmation of 4 year strategy.</p>	<p>Annual review of JIPS operational approach and strategy.</p>	<p>Strategy development.</p>

Developing objectives and annual work plans will require both JIPS team and Steering Committee member agency input, to ensure JIPS' annual operational plans align with agency prioritised activities and funding realities.

## Advocacy and Communications

Advocacy and communications is imperative to the success of the longer-term sustainability of Profiling of IDP situations in general and JIPS in particular. A clear advocacy message outlining the benefits and impact of Profiling alongside systematic communication procedures will help to concretely promote profiling as an activity, to strengthen JIPS' networks and work towards its effective establishment as the global hub for profiling methodologies and support. Given the strategic direction in which JIPS is now moving, to further refine its profiling techniques in protracted situations, a strong advocacy strategy will be crucial to develop the necessary partnerships and networks. Importantly, there is a key role here for both the JIPS unit and Steering Committee members to play, especially in prioritising high-level advocacy.

### *Key messages*

Key advocacy messages to promote Profiling of IDP situations include:

- Governments have a responsibility and central role to play in conducting profiling of IDP situations to ensure acceptance and use of IDP information sets
- The results of profiling include disaggregated data for displacement-affected populations which is needed to ensure appropriate programming (*see 'Trends' section below*);
- Collaboration is a definitive characteristic of Profiling IDP situations, as it results in better outcomes as well as supports the humanitarian cluster approach;
- Profiling is a tool for protection, generating results to inform comprehensive programming and advocacy with both governments and donors.
- Profiling of IDP situations is a *process* – collaborative engagement of stakeholders in the process leads to enhanced coordination mechanisms, greater acceptance of results, and complementary programming

Key advocacy messages to promote JIPS include:

- JIPS' neutral, inter-agency nature allows for the provision of technical advice and support in achieving results for profiling initiatives;
- JIPS' is able to break political impasses to the collection of IDP data/figures through the provision of technical options and facilitating negotiation processes;
- JIPS' is a field-orientated responsive, service model providing technical guidance to country operations; and
- JIPS has the technical capacity and access to wider networks for further technical assistance.

### *Target audiences*

There are a number of overlapping target audiences towards which advocacy and communications should be addressed. Depending on the situation and circumstance, messages can advocate for the profiling of displacement situations, promote the engagement of JIPS to

support profiling, or both. Audiences may include JIPS' immediate Steering Committee agencies and their networks, a number of IASC affiliated bodies (including the Information Management and Needs Assessment Task Forces - IMTF and NATF), the donor community, humanitarian clusters and their support cells (including Early Recovery, CCCM, Shelter and Protection) and other humanitarian and development actors at global, regional and country levels (including national NGOs), governmental authorities, policy think tanks and higher education institutes.

### *Mechanisms and Materials*

A number of mechanisms may be utilised to communicate these messages. Many are already practiced by JIPS through existing activities and require strengthening and more systematic use, whilst others identify new areas of communications activities for the unit. These include:

- The newly established and currently under-development website ([www.idp-profiling.org](http://www.idp-profiling.org));
- Official communications from the JIPS Coordinator or Steering Committee agencies;
- The organisation of external events such as the international profiling conference, Needs Beyond Numbers, held in May 2011 and debrief meetings following missions and the finalizing of JIPS supported profiling processes;
- Participation in externally organized events, meetings and trainings such as the annual Global Protection Cluster retreat, ProCap trainings and UNHCR's Operational Data Management Learning Programme (ODMLP);
- Profiling trainings held at country/field level for relevant stakeholders;
- Maintaining platforms to facilitate tool and resource sharing between agencies and actors, a process initiated by the Profiling Resource Kit (PRK) currently being coordinated by JIPS; and
- Utilisation of Steering Committee agencies' advocacy channels and capacity.

Advocacy and Communications resources and tools to be circulated may include:

- Documents detailing benefits or impact resulting from the application of developed tools, resources and policies, as a direct result of implementation of JIPS supported Profiling of IDP situations processes;
- Final reports of completed JIPS supported profiling processes;
- Reports and notes on JIPS and other relevant activities, including newsletters;
- Brochures, survey reports, workshop and event reports, web pages, policy papers, etc.;
- Reports on JIPS external encounters with relevant stakeholders; and
- Press releases and policy papers as initiatives develop.

### *Costs and Review*

Costs and resources allocated for the implementation of the advocacy and communications strategy will be built into the budget lines for implementation of profiling of IDP situations activities (see '*Resources*' section above), as well as being provided specific budget lines to ensure wider global dissemination of particular products.

In order to monitor and evaluate the effectiveness of JIPS advocacy and communications strategy, members of the Steering Committee as well as key stakeholders and partners will be encouraged to undertake regular reviews, surveys and conversations in order to ascertain the effectiveness of information campaigns. It is proposed that future JIPS advocacy and communications messaging be consistently developed following major profiling processes and learning events, analysed and shared onward for continuing learning.

## Review and Revision

JIPS acknowledges that fulfillment of this strategy will take time to become embedded and sustained. As JIPS works with and across a variety of organisation types and systems - involving national, regional and global stakeholders - its approach must be flexible and adaptable, finessed to accommodate specific contexts, and consistently tailored to find appropriate ways forward in collaboration with its Steering Committee members, country operational partners, donors, and key stakeholders.

This proposed strategy will therefore be annually reviewed in order to take into consideration the changing nature of this field, as well as developments arising. It is also proposed that an independent evaluation of JIPS be undertaken during the coming transition period (Phase Two, Oct 2011-Dec 2012 – see *'Operational Framework' section above*) to assess JIPS' operational efficiency, conduct a comparative analysis with similar inter-agency service models, and thus provide guidance and recommendations for incorporation into future strategy revisions.

Moreover, this strategy review processes will also be informed by internal JIPS monitoring and evaluation to measure the relevance and responsiveness of interventions, and feedback from Steering Committee members as outlined in their TOR. Consistent oversight of JIPS operations and strategy implementation will be provided on an on-going basis through regular attendance at Steering Committee meetings. Additionally, an end-of-year review is proposed for the final SC meeting of each year, in which progress is assessed and incorporated into operational planning. Peer review processes are also proposed for 2012, to assess the status of implementation of the JIPS strategic plan and make recommendations for improvement of the pace and quality of implementation. The process will serve to assess the extent to which JIPS has met its strategic objectives, mobilisation and alignment of resources, internal management structures, standardised operational procedures, collaboration and cooperation with partners and key stakeholders, and internal efficiency and performance. Results of the review process will feed into the development of strategic planning for 2014-onwards.

## Background and Context

This proposal locates its legitimacy above all in the experience that JIPS has accumulated over the last year and half of its operational existence. This section elaborates the background to the above strategy with regards to JIPS' direct experience, and locates it in the wider humanitarian context by looking at trends in displacement and providing a clear stakeholder analysis.

### JIPS 2009-2011

- JIPS has built its experience on a **service-based model**, focusing on providing context-specific advice to partners in-country on all aspects of Profiling of IDP situations. From its inception in late 2009, JIPS has provided technical support to 21 countries upon their request. Of these, seven countries have benefited from JIPS' technical expertise through 10 support missions. JIPS' operational reach has been facilitated by being hosted within UNHCR in Geneva. This operational experience forms the basis of JIPS' experience in Profiling of IDP situations.
- JIPS' added value in providing technical support is derived from being an **inter-agency initiative**, comprising the key stakeholders in data/information management in IDP contexts (UNHCR, OCHA, IOM, DRC, NRC-IDMC, UNFPA). The inter-agency nature of JIPS has provided access to these stakeholders at the country level, whose technical expertise has been pivotal in building credibility for Profiling of IDP situations processes. At the global level these key stakeholders form the JIPS Steering Committee. This central feature of JIPS will be strengthened over the coming period (*see 'Institutional Framework' section above*).
- JIPS' **external, neutral role** has proved useful in breaking political impasses to IDP data/figures by offering technical options for profiling IDP situations. Separating the technical from the political can allow valuable data to be collected to inform decision-makers and their policies towards IDPs.
- JIPS' experience to date shows that Profiling of IDP situations processes are conducted at a **critical point in the displacement cycle**, usually when a realigning of approach is required. Typically this has been at the point of return, with the Profiling of IDP situations exercise either informing or measuring the process of durable solutions. As such, most of JIPS' experience has been located in protracted IDP settings. JIPS will continue to build expertise in this area, though remains open to supporting Profiling of IDP situations at other junctures in the displacement cycle, according to the demand from the field (*see 'Direction' section above*).

- JIPS respects the role of national actors in relation to Profiling of IDP situations, recognising the government's primary responsibility vis-à-vis IDPs and towards resolving their displacement situation. JIPS' trainings are tailored to meet the needs of a particular context with the view of **developing national capacity in profiling situations of internal displacement**. Involving national partners (NGOs) can overcome access issues, promotes sustainability and draws on the wealth of collective knowledge and insights found in local partners. National expertise in the form of National Statistics Bureaus is also recognised as an integral part of JIPS' approach to Profiling of IDP situations. The role of JIPS is to bring together these national actors, bridging capacity gaps through training and promoting national ownership of Profiling of IDP situations processes.
- The impact of JIPS' work to date can be seen in its support of the process of Profiling of IDP situations in various countries, plus the **end result of disaggregated data sets** for IDP populations. Both the collaborative process and results are important aspects of Profiling of IDP situations, but most important is how the results are used by stakeholders. JIPS continues to support country operations in maximising the **outreach of the results** of Profiling of IDP situations, as only when the results are utilised and proven to be worthwhile will other country operations see the value of investing in Profiling of IDP situations.
- The **sharing of operational learning** is at the heart of JIPS' work and requires the development of user-friendly platforms to facilitate the exchange of Profiling of IDP situations experience. The JIPS' website is the first port of call for accessing Profiling of IDP situations related documents and the recently developed **Profiling Resource Kit** is a living library of global profiling material. Expertise in profiling has been consolidated from around the world at the Profiling of IDP situations conference held in Geneva in May 2011, and future initiatives will continue to build on those networks developed. JIPS is actively involved in relevant **coordination mechanisms** at the global level, including the NATF, IMTF, Global Protection Cluster and continues to advocate and seek alliances for the promotion of disaggregated data through Profiling of IDP situations surveys.

## Humanitarian Context

The following trends will influence the operating environment of JIPS in the strategy period.

### *Changing Nature of Displacement*

The international community is challenged by the changing nature of displacement which is taking place alongside the traditional conflict-induced displacement scenarios. This includes an increase in the incidence and intensity of natural disasters, whole communities forced off their land as a result of climate change, national development initiatives or crime-related violence. Economic hardship and rising food prices have exacerbated these situations to produce mixed

migration flows out of some of the world's poorest areas, including the Horn of Africa. Furthermore, urban displacement or those dispersed amongst host communities pose added challenges to the international community to provide effective responses to their rights and needs.

Although not all of these types of displacement are technically considered forced, what they do have in common is the lack of choice of the affected population to stay in their usual place of residence. In the context of conflict-induced displacement, those fleeing with a well founded fear for their safety and crossing an international border can apply for refugee status, while those staying within their country are considered internally displaced. Such clear nomenclature within other displacement types can be difficult, hence the increased use of the term "populations of concern". JIPS' experience to date has been Profiling of IDP situations amongst conflict-affected populations, but its interventions in the future may deviate from this typical caseload in line with global trends. JIPS remains flexible to adapt its approach to the requesting country context and will seek to forge relevant partnerships or alliances in order to meet demand (see '*Direction*' section above).

#### *International Demand for Disaggregated Data*

There has been a clearly articulated need expressed by the international community for disaggregated data on IDP populations to provide the evidence-base for programming and advocacy. JIPS was founded to respond to this growing need and in acknowledgement that the expertise to conduct Profiling of IDP situations is not found routinely in field operations. Experience has shown that Profiling of IDP situations on a national scale is resource and time intensive, making decision-makers hesitant to invest the necessary resources to undertake the exercise.

It is part of JIPS' work to build a body of evidence that can convince humanitarian and government leaders, from the HC/RC and UNCT level, that in certain contexts Profiling of IDP situations is a valuable and worthwhile investment. In order to do this, the results of Profiling of IDP situations processes have to be proven to have informed the humanitarian/ early recovery/ development community in their programming and advocacy strategies. Furthermore, the use of the results to inform or indeed revise government policy for the benefit of IDPs is a clear indication that the results have influenced decision-makers at the national level.

## **Stakeholder Analysis**

JIPS has identified the following relevant stakeholders at the global and country level.

#### *Steering Committee Members*

All current Steering Committee members are important to JIPS while it positions itself, builds up credibility and consolidates its service model. NGO members are likely to maintain a strong interest in pooling competencies. UN agencies and IOM are likely to maintain an interest in a



well-functioning inter-agency initiative which can promote collaboration and help to overcome pertinent issues of politicisation in information management.

However, JIPS will have to make a concerted effort to collaborate with these Steering Committee members and to ensure institutional buy-in from all Steering Committee agencies - in particular OCHA, IOM and UNFPA. At country level, OCHA, IOM and UNFPA play critical roles in profiling as JIPS promotes it: OCHA for facilitation, dissemination and use of data; IOM and UNFPA for expertise and networks. With the foreseen diversification of caseloads, IOM and UNFPA's capacity and experiences will become of even greater importance.

There are no indications of any political obstacles for the current agencies to support JIPS. Hence, the challenge is to achieve buy-in of an organisational and resource nature, by working to institutionally embed JIPS into these agencies (*see 'Institutional Framework' section above*).

#### *Complimentary Partners*

JIPS is one actor amongst many in the complex web of stakeholders involved in information management. JIPS will continue to develop linkages with agencies involved in specialist techniques, such as satellite imagery, remote sensing, mobile data collection and crowd sourcing. The use of alternate techniques to household surveys and focus group discussions can compliment the current work of JIPS and prove more appropriate in rapid onset emergencies or in less accessible areas.

In line with JIPS' commitment to operational learning, JIPS will seek to forge partnerships with relevant academic institutions and think tanks. As JIPS enters a period of mature growth it is appropriate to identify sounding boards and peer reviewers within the community of practice of Profiling of IDP situations. This is a two way process as JIPS seeks to define itself as an authority on profiling practice and as a conduit for research institutions to apply their knowledge in the field environment.

#### *National Level Stakeholders*

Critical to the success of a Profiling of IDP situations exercise is the sustained and active support and buy-in from high-level actors at country level. Thus, JIPS will benefit from strengthening its strategic relations with Humanitarian Coordinators / Resident Coordinators and Country Teams.

Given the numerous global initiatives in the field of data collection on displaced populations, JIPS may benefit from pursuing IASC endorsement. It will lend credibility to the project and manifest its position as a global hub and entry point for expertise in Profiling of IDP situations.

## Conclusion

Based upon JIPS' direct experience, the trends of displacement and the accompanying notable developments in the response of the humanitarian and development community internationally, JIPS presents its proposed strategy for 2011-2014.

This strategy has clearly defined JIPS' vision, mission, identity and the direction that will focus its future work as its pilot project phase concludes and efforts are made to establish a sustainable model for operations. Moreover it has highlighted the key principles and objectives that will guide this work, and laid out the appropriate institutional framework, required resources and advocacy and communications systems that will facilitate its success.

Central to the proposal is JIPS' decision to position itself as the global hub for profiling methodologies and support, with a particular or immediate focus on profiling in non acute crisis situations of internal displacement. In this way JIPS will work towards its ultimate vision, to see that **displacement-affected populations are able to reach sustainable solutions supported by the well-informed, collective decisions of government, humanitarian and development actors**, and fulfill its mission, **to facilitate government, humanitarian and development actors to gather data in order to inform collaborative responses to displacement**, whilst providing a concrete contribution to bridge the gap between humanitarian and development responses to displacement.

Five clear objectives have been identified. JIPS will organise its work over the coming period to:

- 1) Raise awareness of the value of collaborative collection of disaggregated data and its analysis;
- 2) Support country operations in planning and implementing Profiling of IDP situations processes;
- 3) Contribute to improved coordination mechanisms, partnerships and networks at local, country and global levels to share experiences of Profiling of IDP situations;
- 4) Promote a systematic approach to plan, implement and utilise the results of Profiling of IDP situations processes; and
- 5) Build capacity of relevant actors capable of planning and implementing Profiling of IDP situations processes.

This will require the unit to be organised according to the institutional framework outlined above: as one cohesive unit, hosted administratively by a UN partner agency with appropriate levels of commitment from each of its Steering Committee member agencies. This can be demonstrated by each agency undertaking the following:

1. By September 2011, develop a organisational statement communicating clear institutional commitment and outlining their engagement with JIPS;
2. By September 2011, confirm senior level representation to serve on the JIPS Steering Committee, with an alternate identified in case of unavailability;
3. During 2012, develop internal mechanisms to facilitate and ensure wider institutional engagement with JIPS, including agency communications, briefings and updates on JIPS related initiatives;
4. During 2012, ensure financial resources are operationally factored into annual fundraising frameworks to ensure JIPS' core operational costs are met; and
5. By January 2013, designate 'satellite' JIPS staff with clear roles and responsibilities, elaborated in their terms of reference, committed to JIPS activities and engagement with the central team.

Overall it has been determined that this strategy will role out over three distinct phases: (i) The conclusion of the pilot phase until September 2011, when initial ECHO funding comes to an end, (ii) The transition phase, from September 2011 until the end of 2012, (iii) The third phase, from 2013 onwards. Plans to remain flexible and to revise this strategy have also been identified in order to take into consideration the changing nature of this multi-stakeholder field, as well as any new developments that may arise.