



JIPS informing
solutions to internal
displacement

JIPS STRATEGY
2021-23

From Data
to Action for
Solutions
to Internal
Displacement

Transforming Data into Action for Solutions to Internal Displacement

JIPS Strategy 2021-23

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Cover image: New IDPs arrive at the Bentiu Protection of Civilian Site (POC), South Sudan, guarded by forces from the UN Mission in South Sudan (UNMISS). © Sebastian Rich

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Abbreviations

DRC	Danish Refugee Council
EGRIS	Expert Group on Refugee and IDP Statistics
IASC	Inter-Agency Standing Committee
IDMC	Internal Displacement Monitoring Centre
IDP	Internally displaced person
IRIS	International Recommendations on IDP Statistics
JET	JIPS Essential Toolkit
JIPS	Joint Internal Displacement Profiling Service
NRC	Norwegian Refugee Council
NSO	National statistical office
NSS	National statistical system
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNDP	United Nations Development Programme
UNHCR	United Nations Refugee Agency
UNSC	United Nations Statistical Commission
UNSD	United Nations Statistics Division

Content Overview

The change we want to see	4
This is JIPS	7
Who we are	7
JIPS' impact and evolution	8
JIPS' value added in a complex data ecosystem	14
Our way forward	17
Goal 1: Enable nationally owned evidence on internal displacement	18
Goal 2: Enable collective and responsible efforts on displacement data at field level	22
Goal 3: Leverage the wider context and inform conducive environments for solutions through evidence	24
Goal 4: Enable the effective use of data in policies and programmes addressing internal displacement	26
Fit for the future	29
Catering to our growing demand	29
Regional presence	29
Strategic country engagement	29
Research and Innovation	30
Strategic communications and knowledge sharing	30
Partnerships and complementarity	30
Monitoring, evaluation and continuous improvement	30

The change we want to see

THE PROBLEMS WE SEE ► THE SOLUTIONS WE BRING ► THE DIFFERENCE THIS MAKES

Lack of buy-in and ownership of displacement data from national/local authorities, which as a result is delinked from national data systems and fails to inform policy and development planning.

GOAL 1
Enable nationally owned evidence on internal displacement.

Solutions to displacement are owned by national governments and displaced persons, who are visible in official statistics.

Increasingly complex displacement data landscape, with a growing number of data producers and users, a lack of coordination and data interoperability, and a need for enhanced data responsibility.

GOAL 2
Enable collective and responsible efforts on displacement data at the field level.

Coordinated and scaled-up efforts effectively support affected communities to live in dignity and reach solutions to their displacement.

The local context and the wider society are not sufficiently considered in data and analysis and in the subsequent solutions, resulting in interventions that are not contextualised.

GOAL 3
Leverage the wider context and inform conducive environments for solutions through evidence.

Solutions are contextualised, linked to development and local planning, thus fostering conducive environments for self-reliance and (re)integration.

Lack of clear pathways and capabilities that allow decision-makers to make effective use of data for planning policies and solutions in displacement contexts.

GOAL 4
Enable the effective use of data in policies and programmes addressing internal displacement.

Decision-Makers are better equipped to incorporate data and analysis into their decision-making in order to design effective policies and programmes.

THE WORLD WE WANT TO SEE IS ONE WHERE ...

Internally displaced persons can progress towards durable solutions and live in dignity while doing so.



Escalating armed attacks and insecurity is driving up internal displacement in Burkina Faso. People displaced by violence have found refuge in schools in the country's central and northern regions. 2019. © OCHA | Otho Bakano



1

This is JIPS

Who we are

We are an interagency technical service (see figure 1) established in 2009 to promote and facilitate collective efforts in generating and using displacement data. A globally recognised **impartial broker**, we are free from political, operational or sectoral agendas. Building on 12 years of continuous delivery of field support, we have developed unique expertise in developing national capacity and leadership and in facilitating collective and coordinated efforts to improve the quality, availability and use of evidence on protracted displacement, durable solutions, urban displacement, and statistics on internally displaced persons.

Our expert and multi-disciplinary team draws on extensive field experience in diverse displacement contexts and possesses a unique combination of **technical, political and mediation skills**, to drive change in the contexts we support and in the global discussions we inform.

Why we exist

All our efforts are driven by our vision of a world in which **internally displaced persons can progress towards durable solutions and live in dignity while doing so**.

What we do

Our mandate is to bring governments and international and local actors together to jointly generate and use evidence that supports displaced and host communities to reach durable solutions. Field-focused and committed to enhancing local ownership and capacity, we do so by:

- **Facilitating collective data efforts** through profiling exercises, strategic advice, and application of tested tools and approaches
- **Developing the capacities** of governments and key stakeholders to apply global standards and to own and effectively use displacement data
- **Shaping global practice and standards** through quality training, tools and guidance, and by contributing to global initiatives and discussions from our diverse and rich experience in displacement contexts

How we do it

Our work is guided by the following principles:

- **Collaborative:** We help partners break down silos and foster joint efforts in the most complex contexts, through our unique portfolio of services that establish and sustain collaboration around data.
- **Human-centred:** We put displacement-affected communities at the centre of our efforts, by ensuring that data reflects their realities and aspirations for the future and by engaging them in the data process.
- **Complementary:** We build on and complement existing expertise and information systems, acknowledging that we are part of a wider community that works to improve the evidence base on displacement.
- **Ethical:** Our work on data production and use is guided by the principles of protection information management (PIM) and the imperative to share and use data responsibly.
- **Transparent:** We document and share lessons at all stages of the data life cycle through open dialogue with our partners.

JIPS facilitates a discussion with community representatives to jointly design the durable solutions profiling implemented in El Fasher, Darfur (Sudan), March 2018. © JIPS | Khadra Elmi

JIPS' impact and evolution

Bringing together governments and international and local actors around the process of profiling has been the cornerstone of our work for the past 12 years. Over time, we have witnessed the **multiplying and long-term impact that collaborative profiling achieves, by building both national commitment and capacity in addition to the evidence it generates**: from governments taking the lead in establishing the first comprehensive evidence on internal displacement due to generalised violence in Central America; to the inclusion of internally displaced persons in national development plans in Somalia; to making space for discussions on local integration and informing the national solutions strategy in Kosovo; and to enabling one of the largest collaborative efforts on humanitarian, development and peace programming in Sudan (see figure 2).

With the ever-changing displacement landscape, **the profiling process has also evolved over time – as has our portfolio of services**, broadening to adapt to the challenges, needs and various levels of political commitment and capacity of the diverse contexts and stakeholders we support. Capacity development and capacity sharing are now mainstreamed into every stage of the profiling process, from operationalising the IASC Framework on durable solutions to engaging displacement-affected communities at each step of the data cycle. Joint analysis has been significantly enhanced in profiling and is now a skill set we are recognised for. We have embedded strategic advice and in-country training into the support we deliver, providing governments and other partners with the tools to make informed decisions on data needs and to responsibly connect profiling to the larger landscape of national data systems and processes.

Research aiming at operationalising global standards has played an important role in refining and diversifying our services. We have piloted and successfully scaled up the Interagency Durable Solutions Indicator Library and Guidance, a multi-stakeholder project to operationalise the IASC framework on durable solutions (see info box 1). We have increasingly integrated this into our profiling, strategic advice and training services, developing the capacity of government officials in Nigeria, Mexico and Afghanistan; contributing to local and national durable solutions strategies in Somalia and the implementation of the peacebuilding fund in Sudan; and supporting the local and national government to build evidence and define benchmarks for local integration in Ukraine.

¹ See JIPS (2020). *The Transformative Potential of Data in Internal Displacement Situations (JIPS, 2020)*. www.jips.org/jips-publication/the-transformative-potential-of-data-in-internal-displacement-situations-jips-may2020/

FIGURE 1
JIPS' governance structure

JIPS uses a two-tiered governance structure: strategic decision-making and oversight as well as fundraising support are provided by the Executive Committee. The Danish Refugee Council and UNHCR administratively co-host JIPS.

An Advisory Group, composed of leading senior professionals and experts from both academic and institutional backgrounds, advises JIPS and the Executive Committee on strategic vision and direction in the displacement data sphere.



INFO BOX 1
The durable solutions project

Launched in 2018, the Interagency Durable Solutions Indicator Library and Guidance operationalise the IASC Framework on Durable Solutions for IDPs into a set of agreed-upon, measurable and statistically sound indicators. These can be used for different data collection approaches to generate a comprehensive and inclusive analysis of durable solutions as well as to monitor progress over time. The guidance outlines the principles and steps to implement such a process in a systematic and collaborative manner.

Developed through a collaborative effort, the project was led by the Special Rapporteur on the human rights of IDPs and coordinated by JIPS. It involved 17 humanitarian and development actors from the UN and civil society, as well as representatives from governments, local authorities and academia. As part of the third project phase, JIPS initiated, at the end of 2019, a Learning Community on Durable Solutions Analysis to foster and enhance learning and exchange on measuring durable solutions to displacement. The indicator library, guidance and other related materials as well as use cases are made available through an online platform at www.inform-durablesolutions-idp.org/.

FIGURE 2

The change we make at the **country & global** levels

42

collaborative profiling platforms established in-country by JIPS to jointly build data and evidence on internal displacement, 33 of which engaged government authorities and national statistical offices in addition to UN agencies, international and local organisations, academia and other actors.

1 in 3

countries we supported in the past have requested follow up demonstrating sustained political will and interest in JIPS' continued support, and highlighting the fact that the collaborative processes we establish outlive the individual profiling exercises.

300+

persons trained on the profiling process and its coordination (PCT) as well as other aspects linked to data collection in displacement contexts, such as durable solutions analysis and urban profiling.

Our work has been made possible through sustained support from our donors, including the Danish Development Cooperation Agency (**Danida**); the U.S. State Department's Bureau of Population, Refugees and Migration (**PRM**); the Bureau for Humanitarian Assistance (**BHA**) of the United States Agency for International Development (USAID); the Norwegian Ministry of Foreign Affairs (**NMFA**); the European Commission's Directorate-General for European Civil Protection and Humanitarian Aid Operations (**DG-ECHO**), for Neighbourhood and Enlargement Negotiations (**DG-NEAR**), and for International Partnerships (**DG-INTPA**) through the World Bank-UNHCR Joint Data Center on Forced Displacement.

SUDAN

Operationalising the humanitarian, development, and peace nexus

Enabled one of the largest collaborative data efforts for humanitarian, development and peace programming.

MEXICO, HONDURAS, EL SALVADOR, GUATEMALA

Building government leadership to make internal displacement due to violence visible

First evidence base on internal displacement due to violence, kick-starting diverse policy and regulatory processes and leading to new legal frameworks.

UKRAINE, KOSOVO

Informing the national strategy on local integration using global standards

Creating agreed-upon national benchmarks and targets for solutions, and facilitating the implementation of International Recommendations on IDP Statistics (IRIS).

SOMALIA, IRAQ, AFGHANISTAN

Driving inclusion of IDPs in national development planning

First interagency - government collaboration on analysing durable solutions to internal displacement, thus setting a landmark. Common framework for data collection and analysis to inform durable solutions strategies and action planning, considering both displacement-affected population groups and the contexts they live in.

PROFILING PROCESS



DURABLE SOLUTIONS

Coordinated the development of the online **Interagency Durable Solutions Indicator Library, Guide** and related materials, today a reference in solutions analysis in displacement contexts

Established the **Learning Community on Durable Solutions Analysis**, counting 50 participants from 15 different organisations, a shared repository of tools and use cases, and a webinar series

- World Bank
- UNHCR
- IOM
- IDMC
- Special Rapporteur on the human rights of IDPs
- DRC
- ReDSS
- GGER
- NRC
- Oxfam
- PDD
- Feinstein International Center
- ICRC
- UN country teams

DATA RESPONSIBILITY

Helped establish global standards by feeding into the **IASC Operational Guidance on Data Responsibility**

Improved practice on data governance and interoperability through innovation work on data sharing and querying

- IASC Subgroup on Data Responsibility
- Centre for Humanitarian Data
- UNHCR Innovation
- Flowminder
- John Hopkins University

URBAN DISPLACEMENT

Enhanced practice through **guidance, knowledge products, and training** on urban profiling

Co-developed **recommendations for managing urban internal displacement** and facilitated **exchanges with local authorities** to inform the work of the HLP

- UN-Habitat
- UNDP
- UN OCHA
- International Institute for Environment and Development (IIED)
- Global Alliance for Urban Crises
- Urban-Syria
- Urban Settlements Working Group (USWG)

IDP STATISTICS

Helped establish global standards by leading the work through EGRIS on the **International Recommendations on IDP Statistics**

Co-leading EGRIS' workstream on **capacity development** on forced displacement statistics

Raised awareness among a 300+ audience of the critical need for statistical capacity building through the **JIPS-EGRIS conference 2020**

- Expert Group on Refugee and IDP Statistics (EGRIS)
- Statistics Norway
- NORCAP
- UNHCR-World Bank Joint Data Centre on Forced Displacement
- Inter-Secretariat Working Group on Household Surveys

GLOBAL INITIATIVES

- UN Secretary General's High-Level Panel on Internal Displacement
- GP20 / GP2.0
- Joint Inter-Sectoral Analysis Group (JIAG)
- Global Information Management, Assessment and Analysis Cell (GIMAC)

Shared use cases and helped **shape global discourse**

— The difference we have made
 The partners we work with for each thematic area (not exhaustive).

We have also become a global actor shaping practice and sharing knowledge on **urban profiling in internal displacement situations**², working closely with local authorities and national statistical offices in a variety of urban contexts, including the Kurdistan Region of Iraq, Syria, Yemen, Sudan and Ukraine. We have established long-term partnerships with development actors such as UN-Habitat, research centres such as the International Institute for Environment and Development (IIED) and the Feinstein International Centre, and multi-stakeholder initiatives such as the Global Alliance for Urban Crises, to continue improving methods and approaches based on complementary knowledge and skills and to promote global learning and partnerships.

We played a critical role¹ throughout the development of the **International Recommendations on IDP Statistics (IRIS)**, including as the lead of the Expert Group on Refugee and IDP Statistics (EGRIS)' IDP subgroup. This work culminated in the successful international endorsement of the IRIS in 2020 by the UN Statistical Commission (see info box 2). This paves the way for internally displaced persons to be represented and given a voice in official statistics, thus setting clearer pathways to being acknowledged and supported by their own governments. Our expertise in the area of capacity building and our long-standing experience of collaborating with national statistical offices (NSOs) is now helping shape the implementation of the IRIS as we co-lead the EGRIS capacity development subgroup. We have also contributed to the global dissemination of the IRIS by successfully co-organising the JIPS-EGRIS international conference, and will continue to do so throughout our efforts at the country and global levels.

We have also explored **new frontiers to improve practice through our innovation work**. We have looked beyond data anonymisation to develop workflows for data sharing and querying to improve data governance and interoperability. We do this to complement our field- and global-level efforts on data responsibility, which include feeding into the IASC Operational Guidance on Data Responsibility, produced through a joint effort co-led by the Centre for Humanitarian Data, UNHCR, DRC and IOM.

² Aslalem, R. (2020). External Evaluation of the Scope, Effectiveness and Impact of JIPS' Strategy 2018-20.

Moving forward, we will continue to harness our unique expertise in supporting collaborative profiling exercises and the unique spaces it has created for capacity sharing and development, for longer-term collaboration that cuts across disciplines and sectors, and for sustainable solutions at scale for the benefit of displacement-affected communities. We will facilitate and encourage **inclusive and responsible data processes** through our strategic advice, to build on and elevate the existing data ecosystem in a country as well as to spur data use.

INFO BOX 2

The Expert Group on Refugee and Internally Displaced Persons Statistics (EGRIS)

Official statistics are critical in shaping national policy design and development planning. They are also needed for comprehensive displacement response frameworks and reporting on the SDGs and the Global Compact on Refugees. However, internally displaced persons “often reside in contexts of heightened political sensitivities and limited statistical capacities.”³ To date, statistics on IDPs remain not only scarce, but also difficult to use and compare over time and across contexts because different definitions and methods are used to capture data on this vulnerable group. The International Recommendations on IDP Statistics (IRIS) provide a first ever internationally agreed framework to improve data quality and coordination in internal displacement contexts.

Developed through the multi-stakeholder Expert Group on Refugee and IDP Statistics (EGRIS), the IRIS were endorsed by the UN Statistical Commission (UNSC) in March 2020. The Expert Group is led by a Steering Committee comprised of UNHCR, Statistics Norway, Eurostat, JIPS, the UN Statistical Division (UNSD), the World Bank, Columbia, the Kurdistan Region of Iraq, Ukraine, IDMC, IOM, the UNHCR-World Bank Joint Data Centre on Forced Displacement, and UN-ESCAW, and counts on a diverse membership with representatives from governments and national statistical offices from around 45 different countries as well as 20 international organisations.

³ Expert Group on Refugee and IDP Statistics (EGRIS; 2021). *Written Submission for the High-Level Panel on Internal Displacement from the Expert Group on Refugee and IDP Statistics*. <https://www.jips.org/jips-publication/written-submission-high-level-panel-on-internal-displacement-egris-2021>

“The [impact of the collaborative profiling] has been the recognition of the issue of internal displacement in this country from both a quantitative and qualitative perspective and putting this on the discussion table of the authorities. Because it allows us to respond to the phenomenon through different capacities and channels, including a state response, a community-based response, and a municipality response.”

National key informant involved in a profiling process supported by JIPS. 2019.

“As a government, JIPS helped us explain [our very complex context where internal displacement is a new concept and not understood] to other partners in simple technical terms, helping us all come together to develop a methodology, the tools and the analysis. [...] The added value [is] that JIPS does this from a neutral position which facilitates the collaboration. We could not have done this ourselves as a government actor.”

Key informant from the national Government of Honduras, leading a profiling exercise supported by JIPS. 2019.

JIPS' value added in a complex data ecosystem

The external evaluation of the scope, effectiveness, and impact of our 2018–2020 strategy, as well as feedback from the governments we support and from the training we deliver, reiterated the relevance and comparative advantage of our work in an increasingly competitive and crowded environment.

We have proven that **PROFILING IS MUCH MORE THAN A DATA COLLECTION EXERCISE**. It generates evidence on internal displacement, while developing capacity, building commitment and strategic partnerships – it establishes collaborative platforms in internal displacement contexts where addressing the challenges requires joint efforts, coordination and political will.

Our ability to deal with both the **TECHNICAL AND POLITICAL CHALLENGES** of displacement data is a distinct expertise we have cultivated and perfected over the years. This has proven to be an effective way to catalyse change in government actors' and key stakeholders' attitudes, counter misconceptions on internal displacement, and align the agendas of governments and the international community.

OUR IMPARTIAL ROLE and ability to **ENABLE COLLECTIVE AND COORDINATED EFFORTS** from humanitarian, development, and government actors, including the statistical community, is increasingly of value as actors scale up their efforts to address internal displacement. Our expertise is treating collaboration as a skill and showcasing its added value as well as teaching it. In an environment increasingly focused on its own data economies, we create spaces for joint efforts and strategic partnerships that can only amplify the impact of interventions in displacement-affected communities.

In a similar vein, we **ENABLE COMPLEMENTARITY AND INTEROPERABILITY** of the data efforts we support, by taking the time to understand both the needs of those who request our services and the wider information landscape within which those efforts are undertaken. In this way, we facilitate responsible decisions on data and make sure that our efforts on the ground are purposeful and effective.

LINKING FIELD PRACTICE WITH GLOBAL PROCESSES is integral to our identity and way of working (see figure 3); it promotes continuous learning by extracting lessons learned from the field and injecting them back into global standards and initiatives.

FIGURE 3
JIPS work cycle, feeding from the field to the global level and back



“To link data silos together you need to be a trusted broker across domains.”

Reflection from Flowminder in reference to JIPS' decisive role in the collaboration around the innovation work on data sharing.



2

Our Way Forward



Building on the progress made over the last twelve years, and on our comparative advantage within the evolving data landscape that we navigate in at the global and country levels, we see four key areas with persistent challenges that will need to be overcome for displacement data to drive solutions for internally displaced persons.

GOAL 1

Enable nationally owned evidence on internal displacement

GOAL 2

Enable collective and responsible efforts on displacement data at the field level

GOAL 3

Leverage the wider context and inform conducive environments for solutions through evidence

GOAL 4

Enable the effective use of data in policies and programmes addressing internal displacement

Progress in all four areas will be facilitated by engaging in complementary efforts with our current strategic partners and by forging new partnerships. These will include national and local governments as well as national statistical offices (NSOs), UN agencies and civil society from the humanitarian and development realm, and actors from the urban context, academia, donors, and – importantly – displacement-affected communities themselves.

Honduras. Actor Alfonso Poncho Herrera engages with leaders and volunteers of the organization 'Youth Against Violence'. March 2020. © UNHCR | Ruben Salgado Escuder



Representatives of Mexico's Ministry of Interior (SEGOB) introduce the recommendations from JIPS technical mission to Mexico in November 2019. © Lígia Magalhães

GOAL 1

Enable nationally owned evidence on internal displacement

THE PROBLEMS WE SEE

Nationally owned solutions depend greatly on the political commitment and the capacity of national authorities to assume their role as duty bearers in addressing internal displacement. For these authorities to recognise the need to address displacement in the light of other national priorities, often one of the first steps is having evidence that is trusted and understood. Evidence that is nationally owned is also a key component in the design of adequate normative frameworks and institutional arrangements that eventually allow for an allocation of resources. However, in reality, much of the data on displacement lacks the necessary buy-in and ownership from national and local authorities; such data often remains in silos that are disconnected from national priorities and data systems and fails to inform local action and development planning. We also know that access to, and the capacity to operationalise, international standards and instruments by governments and national statistical offices is limited or uneven across internal displacement contexts.

In light of these challenges, having the data as well as the financial and human resources in place is crucial – as is the process through which data is generated. A process that allows for collective and transparent discussions around concepts, standards, data needs and their link to national processes and institutions can **build capacity, leadership and ownership, while leveraging local expertise and the complementary efforts** of international organisations. Notably, in countries where the political will might be nascent or where misconceptions about return or local integration might be deep-rooted, the collective process around data also becomes an effective avenue to change attitudes, promote accountability and generate multi-stakeholder alliances

THE SOLUTIONS WE BRING

We will contribute to building government **commitment** and **capacity** to address internal displacement by enabling nationally owned displacement data processes, building on our expertise, track record and unique combination of technical, political and mediation skills to foster collaboration around data. We will continue to provide strategic advice and technical support to governments, through actions such as profiling and the establishment of a more long-term presence at the regional and country level. We will leverage our expertise in joint analysis and in designing tools that allow governments to engage in fruitful discussions and decision-making around definitions, data needs and gaps, and a collective definition of methods, and in establishing connections with local and development planning processes. We will continue to develop the capacity of governments through in-country training, long-term deployments and online courses, and by connecting governments with relevant in-country and international actors to contribute to a coordinated response and solutions at scale.

Therefore, our approach to building nationally owned displacement data will be integrated, combining direct support to countries with comprehensive capacity development and capacity sharing, strategic communication and knowledge sharing around data, and the guidance, tools and best practices we generate. We will do this to ensure that processes around data not only fulfil their technical purpose, but also translate into national leadership, increased ownership, effective actions, and sustainable capacity.

In this goal we will specifically capitalise on our leadership role in the Expert Group on Refugee and IDP Statistics (EGRIS), our successful partnership with Statistics Norway and NORCAP, and our long-term experience of collaborating with national statistical offices in the countries we support. We will additionally build on our increased regional and country presence, and on collaborations with regional governmental platforms and development, humanitarian, academic and civil society actors.

Strategic advice and technical support to countries

- We will continue our core practice of establishing **government-led collaborative platforms** in the countries we support, to foster sustained collaboration and partnership among in-country actors beyond the time-bound exercises we facilitate
- We will provide technical support to national and local governments in **leading profiling processes**, establishing baselines and measuring progress towards durable solutions, building their ownership and promoting accountability through the collective effort of generating and using displacement data
- We will provide **strategic advice** to governments, through actions such as organising thematic workshops on concepts, definitions and standards and how to operationalise them, collectively designing methods to contextualise them to local needs and challenges, and jointly conducting information landscape mapping and expert secondary data review
- We will provide fit-for-purpose tools to ensure governments can **incorporate the data generated through our support into their strategies, policy and programmes**, through actions such as the joint development of recommendations and a definition of priority interventions, support for developing dissemination strategies and tailored information products, and support for action planning for durable solutions programming

Capacity development to operationalise global standards

- We will accelerate the implementation of global standards through **long-term expert deployments to countries** and through our continued leadership and engagement in the Expert Group on Refugee and IDP Statistics (EGRIS), including as a member of the Steering Committee and as co-lead of subgroup 2 on capacity development
- We will develop and implement a **certified e-learning course for governments and actors of the national statistical system** (NSS) to build their capacity to apply global standards on internal displacement data and generate high-quality and locally owned data on internal displacement

Shaping global practice and discourse

- We will develop **digital information products to disseminate global standards**, such as the IRIS and the IASC framework on durable solutions, as well as best practices on how governments can operationalise and adapt these standards in their contexts
- We will organise the **JIPS international conference in 2022** focused on nationally owned evidence to inform solutions to internal displacement, as well as thematic regional events and public dialogues
- We will continue our long-standing practice of holding **public debriefs and dialogues to share the progress** made in the countries we support, and of expanding these to a regional and global audience through virtual events to promote not only learning and the sharing of lessons but also coordination in the support provided to national actors
- We will facilitate **peer-to-peer exchanges involving governments and NSOs**, to reach goals such as sharing knowledge and good practice on profiling, measuring progress towards solutions and government decision-making on displacement data, and encouraging the use of global standards and available guidance and tools

THE CHANGE WE WILL CREATE

Collectively, these efforts will lead to governments increasingly taking ownership of and leading data processes on internal displacement. Government actors will be able to connect and partner with other relevant in-country stakeholders, allowing them to foster strategic partnerships, improve coordination and scale up their efforts.

Ultimately, solutions to displacement will be increasingly owned by the national governments, and internally displaced persons will be better represented and made visible in official statistics, with clearer pathways to being acknowledged and supported by their own governments.



Women queue for registration during a joint UNICEF-World Food Programme Rapid Response Mission to the village of Aburoc, South Sudan, May 2017. © Philip Hatcher-Moore

GOAL 2

Enable collective and responsible efforts on displacement data at field level

THE PROBLEMS WE SEE

With internal displacement reaching record numbers, coordinated actions and collective outcomes are essential to achieve durable solutions at scale and to operationalise the humanitarian, development and peace (HDP) nexus in the contexts that most need it. However, joint programming for integrated responses and durable solutions become increasingly challenging if government, humanitarian and development actors base their priorities on data that is often not interoperable or varies in its quality and methodology. While there has been a steady increase of data producers and users in internal displacement contexts and this has helped to increase data availability, it has not translated into better ways of working collaboratively and responsibly in sharing and using displacement data. Duplicated efforts, wasted resources and survey fatigue burdening communities are just some examples of the negative consequences.

THE SOLUTIONS WE BRING

Over the years, we have become a recognised hub for guidance and capacity development around displacement data that makes **sustained** and **strategic** collaboration possible. We have developed the capacity of numerous international organisations and governments through our flagship training on profiling coordination, a unique residential programme that teaches not only the technical aspects of profiling but also the process of collaboration around data and the coordination skills needed to do so. We have piloted and successfully scaled up the Interagency Durable Solutions Library and Guidance; among other initiatives, we have informed one of the largest implementations of HDP programming in Sudan.

Additionally, we have refined our approach to promote complementarity in the exercises we support, to avoid duplication, allow for comparisons wherever possible, and make data more interoperable across the local and national level, thus increasing the analytical value of the exercises. As a result, our expertise as a facilitator of collaboration around data through profiling is supported by our ability to promote data collection and analysis exercises that are more inclusive, lean, purposeful, and effective.

Moving forward, JIPS will continue and scale up its efforts to shape a more collaborative way of working by enabling actors to gather, analyse and exchange data on internal displacement in more responsible and inclusive ways. We will do so by continuing our efforts in facilitating profiling and durable solutions analysis, developing the capacity of diverse actors to collaborate around data, and refining tools and frameworks for enhanced data sharing, increased interoperability and joint analysis – all conditions for the efficient use of both resources and data.

Strategic advice and technical support to countries

- We will facilitate collective and responsible data efforts at the field level through **profiling exercises**
- We will support in-country actors in implementing sound **durable solutions analysis** using the Interagency Durable Solutions Indicator Library and Guidance, to establish baselines, monitor progress over time, and enable durable solutions programming, policy and collective outcomes
- We will support the **design of data collection strategies** following global standards and practice, building on our established processes that include steps such as the mapping of the in-country information landscape to identify the relevance and need of an exercise during the scoping phase, and the collective review of indicators

Capacity development

- We will deliver and expand **JIPS' flagship training on coordinating profiling processes** building on a combined approach of e-learning and in-person training, to build capacity and promote the collaborative generation of displacement data and analysis
- We will consolidate new approaches, good practice and lessons learned into guidance and operational tools on **JIPS' Essential Toolkit (JET)** and the online durable solutions platform⁴
- We will continue JIPS' work on research and innovation by developing advanced data science methods for the safe, ethical and effective sharing of data and analysis

THE CHANGE WE WILL CREATE

Collectively, these efforts will lead to more strategic collaboration and alignment among data users and producers, resulting in more effective, coordinated and large-scale collective interventions that amplify the positive impact on affected communities.

⁴ See <https://inform-durablesolutions-idp.org/>

A displaced child sits on piles of bricks used in the construction of five incomplete buildings in Zakho (Iraq), a town badly affected by the internal displacement. September 2014. © OCHA | Iason Athanasiadis



GOAL 3

Leverage the wider context and inform conducive environments for solutions through evidence

THE PROBLEMS WE SEE

Displaced persons do not live isolated from the places they inhabit or the places they leave behind. Despite this, the local context and the wider society are still largely treated as a mere backdrop in the data informing the response and solutions to displacement, resulting in interventions that are not contextualised and that fail to build conducive environments for (re)integration and self-reliance. Whether in cities, villages or camps, displaced persons interact with the wider context, including local government structures, informal economies, services, businesses, and local resources and host communities, that in many cases also constitute their support networks.

This wider context is more than a background⁵ and can be leveraged for informing conducive environments for solutions and for anchoring locally-led interventions that build self-reliance, foster social cohesion and contribute towards efforts of (re) integration. This is increasingly important in urban contexts hosting displaced populations, and in areas of return where conditions for (re)integration are not sufficiently understood.

THE SOLUTIONS WE BRING

We will expand and build upon our work on urban displacement and on measuring progress towards solutions, to refine and further develop methods to analyse areas of local integration and return. We will leverage our expertise in joint analysis and collaboration around data to engage key actors from the development, research, legal and urban planning sectors, as well as local institutions and the wider society that can bring local knowledge and key thematic expertise to enrich this analysis. We will address the existing gap in guidance, tools and capacity development regarding contextual analysis that is specifically applicable to informing and measuring durable solutions, by expanding our interagency durable solutions guidance and associated tools and training materials. Lastly, we will use these refined knowledge, training and tools to support durable solutions analysis in areas of local integration and return, to effectively mainstream this approach in the contexts that most need it.

Strategic advice and technical support to countries

- We will provide technical support for in-country partners to **analyse conducive environments for solutions in areas of local integration and return**, by enhancing our established efforts on durable solutions profiling and urban profiling
- We will **engage communities and other local actors throughout the data process** in the countries we support, through actions such as joint analysis, validation of results and development of local action plans and dissemination strategies to ensure that the results are used

Capacity development

- We will conduct **research and explore innovative approaches** to analyse conducive environments for local integration and return, through actions such as **complementary and strategic partnerships** with research institutes, technical peers and development actors
- We will update our **guidance and tools for urban profiling and durable solutions analysis** to capture the best practice we generate through analysing conducive environments
- We will develop the **capacity of stakeholders** to engage communities and local actors in the data process, through providing **in-country training** and mainstreaming these materials in our existing capacity services, including the training in profiling coordination

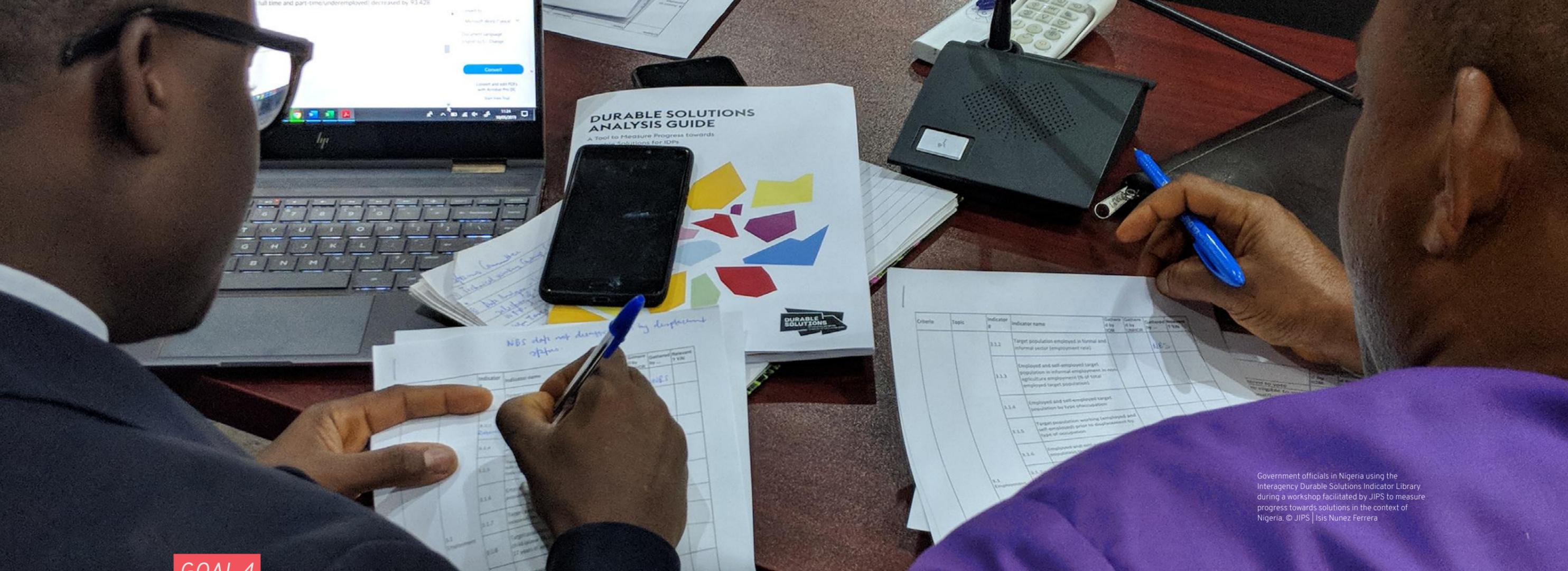
Shaping global practice and discourse

- We will curate and share best practice on the analysis of conducive environments for solutions and for urban profiling, through actions and materials such as **digital stories, peer-to-peer exchange and regional and global events**, to make our knowledge available to practitioners and local actors, and to promote more inclusive approaches to data

THE CHANGE WE WILL CREATE

Collectively, these efforts will lead to interventions in areas of local integration, return and integration elsewhere that are contextualised, locally anchored, linked to development and local planning processes, and that ultimately build conducive environments for self-reliance and (re)integration

⁵ See JIPS, UN-Habitat, IIED (2020). *Working with the Realities of Internal Displacement in an Urban World: Recommendations to the UN High-Level Panel on Internal Displacement*. www.jips.org/news/realities-internal-displacement-urban-world-recommendations-hlp/



Government officials in Nigeria using the Interagency Durable Solutions Indicator Library during a workshop facilitated by JIPS to measure progress towards solutions in the context of Nigeria. © JIPS | Isis Nunez Ferrera

GOAL 4

Enable the effective use of data in policies and programmes addressing internal displacement

THE PROBLEMS WE SEE

Efforts in the displacement data space often stop once the evidence and information products are generated. The direct link between the evidence and decision-making is simply assumed or overstated. The availability of evidence, however, is not enough in itself to bring about change in decision-makers' attitudes, policies and programmes regarding internal displacement. The acknowledgement that different decisions require different types of data, or the fact that different approaches and methods deliver different types of evidence is rarely discussed. Similarly, the risk and uncertainty around findings – inherent in any dataset and conditioned by the questions it was built to answer and the methods used to collect the data – are rarely communicated clearly and effectively to decision-makers. This impedes on their ability to understand the trade-offs, biases and limitations of the evidence generated.

Specifying information needs, formulating the resulting data requirements and translating those into fitting approaches and tools is one of the most important steps in any process that generates evidence for informing decisions. Clear pathways and capabilities are needed to translate decision-makers' needs, design a process which will meet those, and allow decision-makers to then make efficient use of the data for planning policies and solutions. Additionally, assessing and effectively communicating the uncertainty and risk of a given analysis to decision-makers need to be considered integral and critical steps in the data process. This also requires educating leaders on the uncertainty surrounding the data products they receive.

THE SOLUTIONS WE BRING

We will improve decision-makers' data literacy to inform policy and programming on internal displacement. This will involve:

- **Conducting research**, specifically on communicating the risk and uncertainty of data to decision-makers in displacement contexts
- Developing a **toolbox of data literacy resources tailored to decision-makers**, including resources for the self-assessment and identification of information needs

THE CHANGE WE WILL CREATE

This will result in decision-makers being better equipped to incorporate data and analysis into their decision-making, and will ultimately lead to programmes and policies being increasingly underpinned by responsible data processes and evidence.



3 Fit for the Future

Catering to our growing demand

Our model of an impartial broker focused on fostering and supporting collective data efforts has not only proven successful over the past 12+ years. It has also resulted in an increasing demand for such strategic support in internal displacement situations. To achieve the above-mentioned goals and the critical changes they involve, under this strategy we will **invest in gradually expanding our workforce and strengthening our team** of multi-disciplinary experts, sustainably equipping JIPS to anticipate and meet the demand for its services.

Regional presence

We will also invest in building and maintaining closer ties and longer-term commitments with country partners through enhanced **regional presence**, starting with Eastern and Horn of Africa in February 2021, and gradually expanding to other regions where the demand for our services is constant or increasing. This will allow us to build stronger relationships and engage over extended periods of time at the country and regional levels, while also being more responsive and contextual.

Strategic country engagement

Our regional presence will be accompanied by a more **strategic engagement with countries** facing displacement, to maximise the impact of our efforts for governments and the communities we support. Partners will still be able to submit formal support requests⁵, but JIPS will equally engage in dialogue with country-level and regional stakeholders, including national and local authorities, regional government platforms, resident/humanitarian coordinator offices and relevant local and international actors present in affected countries. We will do so to identify contexts with the most pressing needs, while also assessing the feasibility of long-term engagement and the best timing for our strategic advice and technical support.

El Fasher, Darfur (Sudan). January 2021.
© JIPS | Ola Samarah

⁵ See <https://www.jips.org/support-training/request-form/>

Research and Innovation

JIPS' unique way of working encompasses an **iterative process of implementing good practice** in every new profiling process, producing a thorough documentation and facilitating consolidated learning on a global level. The ability to establish direct links between global standards and their application as well as field-generated best practice is supported by research and innovation. JIPS will invest in fostering sustainable partnerships with academic institutions as well as partners interested in action-research and continue embracing innovation as a way of working to inform our practice in supporting country contexts.

We will emphasise and invest in learning and exchange through fora such as the Durable Solutions Learning Community we have established and other practitioner networks such as the Data Science and Ethics Group, the Global Protection Cluster Information and Analysis Working Group and others. Taking a critical stance to our own practice and promoting the transparency of methods and approaches, we will continue to share our learning openly through technical guidance and opinion pieces in order to incentivise discussion and reflection in the field of practice, providing thought leadership on issues that are relevant to our mandate – to bring governments and international and local actors together to jointly generate and use evidence that supports displaced and host communities to reach durable solutions and live in dignity while doing so.

Strategic communications and knowledge sharing

Along with the evolving data ecosystem, the skills and capacities to produce and manage data have also grown exponentially over the past decade and have led to an increase in the availability of data, analysis and related tools. Similarly, the information and support needs at the country level have changed, as has JIPS' portfolio of services. Against this background, it is imperative that we use strategic approaches, including storytelling, story maps, and visual and multimedia formats, to entice stakeholders to interact with and explore the generated data, as well as encourage them to connect to our insights and lessons learned from diverse displacement contexts.

Under this strategy, we will further expand on communications as an integral part of our services at the country and global levels. We will use strategic communication around data and analysis to maximise the value and impact of our work across all four goals, through measures such as investing in bringing together information, people and places. We will investigate how combined visual, narrative and interactive techniques can amplify the understanding of, trust in, and use of data for decision-making. Building on our intrinsic way of working that links the field and the global processes we engage with, we will also continue to provide thought leadership and stimulate discussion on issues and practices related to profiling and displacement data.

Partnerships and complementarity

Collaboration and building trust and common purpose are at the core of our work. Cutting across different disciplines and sectors, our strategic partnerships will play a critical role in the successful implementation of our three-year strategy. Moving forward, we will elevate and further institutionalise existing key relationships, including with governments, UN agencies, civil society, research institutions and interagency fora. This will also involve enhanced efforts to engage development partners to further pursue solutions to displacement and progress towards the Sustainable Development Goals (SDGs), to partner with technical peers and innovators to develop and scale innovation and good practice, and to coordinate activities in the field.

Monitoring, evaluation and continuous improvement

Our emphasis on the impact of the data we help generate and use is translated into a robust results framework that provides the roadmap for adequately capturing, monitoring and evaluating the outcomes across all the different aspects of our work: from providing strategic advice and support to countries to developing capacity, from contributing to global initiatives to supporting stakeholders to interact, explore and trust the generated data. The processes we support result in evidence, information products and new knowledge and capacity, but also in partnerships, buy-in, and a better understanding of the purpose and intended use of displacement data. Our means of verification will rely on thoroughly documenting the knowledge and alliances generated in the collaborative platforms we establish and the joint efforts we foster. We will also measure the impact of our work in-country and the overall achievement of this strategy, including by commissioning independent evaluations of at least two profiling exercises implemented during this strategic period, and by tracking medium-term outcomes post-training and post-profiling.



JIPS

informing
solutions to internal
displacement

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