

Evaluation of the Internal Displacement Monitoring Centre's (IDMC) Work on Disasters

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Acronyms and Abbreviations

CCA	Climate Change adaptation
DMIS	IFRC Disaster Management Information System
DRR	Disaster risk reduction
DTM	Displacement tracking matrix
GE	Global Estimates
GoK	Government of Kenya
IDMC	Internal Displacement Monitoring Centre
IDP	Internally displaced person
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organisation for Migration
JIPS	Joint IDP Profiling Service
NRC	The Norwegian Refugee Council
SG	Secretary General
ToR	Terms of Reference
UN OCHA	The UN Office for the Coordination of Humanitarian Affairs
UN	United Nations
UNFCCC	UN Framework Convention on Climate Change
UNHCR	United Nations High Commissioner for Refugees
UNISDR	UN Office for Disaster Risk Reduction – International Strategy for Disaster Reduction

Executive Summary

The Internal Displacement Monitoring Centre's (IDMC) strategy on displacement by disasters related to natural hazards covered an initial three year period from 2011-2013. With the strategy period over, and a new strategy being developed for all of IDMC's work, this evaluation was commissioned in order to assess the effectiveness, relevance, results and lessons learned from IDMC's disasters work. Using three key areas of work to anchor its findings (the Global Estimates reports; work focused on Kenya and the Philippines; and partnerships/external collaboration) the evaluation aims to answer the following five questions:

1. What aspects of IDMC's work on disaster-induced displacement have been most relevant and useful to external policy and operational decision-makers?
2. What can IDMC learn from progress and limitations with regards to the integration of disaster-related displacement in IDMC's overall work?
3. What are the main achievements of IDMC's work on disasters and its impacts both internally and externally, with reference to its 2011-2014 plans and objectives? What key factors contributed to these successes?
4. What areas of the strategy have been less successful and why? What has been the impact of this?
5. What are the main lessons learned that should be taken forward into IDMC's next strategic phase?

Through responding to these questions, the evaluation proposes recommendations for IDMC's continued and longer-term commitments to work on displacement related to disasters and its integration in wider IDMC strategy, plans and methodology.

The evaluation methodology consisted of undertaking semi-structured interviews with internal and external stakeholders; reviewing key documentation; and implementing an IDMC staff survey focusing on the aspect of integration.

The relevance of IDMC's work to external stakeholders

IDMC's key external stakeholders as identified in its disasters strategy are policy makers and practitioners. This incorporates a broad range of different stakeholder groups as well as thematic processes focusing for example on climate change adaptation (CCA) and disaster risk reduction (DRR).

The Global Estimates (GE) report is one of the key publications produced by IDMC in relation to its disaster-related displacement work. It is referred to as one of IDMC's flagship reports (alongside the Global Overview which covers conflict and violence-related displacement and is considered to be the other IDMC flagship report). With its broad top level messages, policy makers highly value the GE (not just the report but the data that lies behind it), citing it as unique in terms of the provision of disaster-related displacement data. The GEs are referenced not only at global level (for example by influential figures at its annual launch as well as at subsequent points in the year) but also at national levels for example in the Philippines during discussions around the country's IDP bill. During this evaluation IDMC was referred to by external stakeholders as the "go-to" organisation for succinct statistics on disaster-related displacement with a more limited number of operational organisations stating that they had used IDMC figures to assist them in identifying where to invest both regionally and

thematically. One key external stakeholder that highly values IDMC's work in this field is the state-led Nansen Initiative on disaster-induced cross-border displacement. IDMC's work has positively fed into the broader work and findings of the Nansen Initiative with the estimates of displacement risk provided by IDMC contributing to an understanding of displacement scale, location and dynamics.

In terms of innovation, IDMC's development of new methodological approaches – such as the probabilistic risk modelling and systems dynamics modelling - that are able to support improved understanding of the risk of future displacement and of displacement related to slow-onset disasters is considered to be ground-breaking by stakeholders spoken to during this evaluation. The development of this area of work has been important to enable IDMC to provide evidence of future risk to inform DRR policy, in complement to its work on past and current situations. This work has been presented at a number of high profile events such as the AU Meeting in Addis Ababa in July 2014 and at COP20 in Lima later that year and since 2013 findings from these models have also been integrated in the analysis presented in the Global Estimates report.

In order to access data, develop new methodologies, and undertake the relevant analysis and report production (as well as for feeding into its advocacy messages), IDMC is reliant on a variety of different partnerships. In a relatively short space of time IDMC has built up these partnerships (which include focus on data provision and analysis; technical dialogue; inputs into training modules; tool development; and collaboration on joint advocacy for example), some of which are formalised through written agreements whilst others are less formal. IDMC's credibility has assisted in the creation and maintenance of these relationships.

The package of products produced by IDMC has enabled the filling of gaps in relation to knowledge and evidence on disaster-related displacement. This is highly valued by a variety of external stakeholders including donors, policy makers, academia, humanitarian organisations and governments. Although external stakeholders highlighted some gaps in relation to IDMC's work, (such as the timing of the publication of the GEs and lack of data on slow onset and protracted disaster-related displacement), there is great appreciation of the robustness of IDMC's methodologies and flexibility to expand its research approaches to incorporate new methodologies which are seen as critical to ensuring a more comprehensive understanding of displacement and its dynamics.

Internal integration of IDMC's disaster-related work

IDMC's expansion into disaster-related displacement was initiated in 2010 amidst some reported initial resistance linked to concerns around stretching already limited resources and capacity and about potential gaps in knowledge and understanding of disaster-related issues. The strategy was accompanied by guidance and training on how to integrate disaster-related risks and impacts into IDMC's work on conflict/violence-related displacement and a specific staff post was created in order to facilitate IDMC's development in this area.

There are differing opinions amongst IDMC staff as to whether its work on disaster-related displacement is fully integrated. Although significant steps have been taken towards integration, monitoring, data collection and analysis, research and advocacy has remained primarily within the hands of a small number of IDMC's staff (and their work) as opposed to systematically being included across the board. Institutionally however, the different methodologies that IDMC has adopted in order to include disaster-related work in its portfolio have benefitted the organisation in terms of its reputation amongst a range of different external

stakeholders although the resources and expertise to support their continued application and development is not sufficiently embedded in the institution to ensure sustainability. It has been necessary to undertake ongoing internal advocacy to try and ensure that disaster-induced displacement remains on the radar of all those concerned and this remains an ongoing concern which is hindered by existing capacity constraints.

Main achievements

IDMC has accomplished a significant number of achievements not least of which are that the GE (not just the reports but the data behind them) and modelling work are considered to be unique and IDMC is highly valued with the credibility of its data being well trusted. IDMC's work feeding into the Nansen Initiative has been of great value and has allowed the Nansen Initiative to acquire an enhanced understanding of displacement dynamics in disaster situations and get a sense of whether this will be more significant in the future. IDMC's data has been frequently cited by high level policy makers and at a variety of different events and in high level policy discourse and processes focusing on CCA and DRR. Ultimately, IDMC has been successful in highlighting the scale of disaster-induced displacement, generating attention and highlighting the need for better prevention, response and solutions as well as linking displacement as a humanitarian concern to long-term development-oriented agendas including on DRR and CCA. IDMC is widely known as the best (and potentially only) source for global data on disaster-displacement.

Areas of less success

In spite of the many achievements in relation to its disaster-related displacement work there remain a small number of areas of the strategy which have been less successful. These include:

- The lack of full integration of the work across and throughout IDMC – whilst the staff survey undertaken during this evaluation highlighted that there are attempts to ensure that disaster-related displacement receives space in IDMC's work and publications, this is not done systematically or consistently and the bulk of the work remains in the hands of a small number of staff members.
- The inability to develop a portfolio of focus countries – the strategy aimed to develop a rolling portfolio of focus countries based on specified criteria. Although some countries, such as Kenya and the Philippines have successfully systematically included issues relating to disaster-related displacement in relevant publications and in relevant policy and legal focused advocacy work, this has not been the case for other countries.
- The lack of combined qualitative and quantitative data highlighting the multiple drivers of displacement and the interconnecting causal factors – IDMC has recently included data on the multi-causal factors of displacement in the 2014 GE (covering 2013). However, stakeholders consistently highlighted this as an area of interest where there is a current knowledge gap.
- The timeliness of the production of the GEs – many stakeholders feel that the GEs would be more useful and relevant if they were produced in the first quarter or at least first half of the year, particularly as they cover data from the previous year. With the exception of 2014, all previous GEs have been produced in the first half of the year. However, in order to better influence targeted policy agendas and to feed into stakeholders' (such as donors) own planning and dialogue, production as early in the year as possible would be highly valued.

Conclusions

The quality and level of IDMC disaster-related work is considered by external (and internal) stakeholders to be high and even with limited resources, new ways of working and highlighting the issue of disaster-related displacement have been sought and found by IDMC since 2011. With the current level of resources dedicated to IDMC's disaster-related work, whilst it may be possible to maintain current standards and levels of work it will be a significant challenge to develop the work any further. However, in an increasingly competitive environment (for example with regard to the development of risk models and sophisticated data analytics) further development of its work in terms of data collection and research, methodology development and partnership creation is crucial if IDMC is to continue to be seen as an important reference point for disaster-related displacement work. Significant effort and work has been made to try and ensure that IDMC is no longer only seen as the reference point for data on conflict-related displacement but equally so for disaster-related displacement. Within the timeframe of the strategy's implementation and with the limited resources and capacity dedicated to ensuring this development, the achievements accomplished by IDMC are significant and the reputation that IDMC now has for this area of work is remarkable.

Conclusions and Recommendations

Based on the evaluation's findings, conclusions and recommendations are provided within ten different thematic areas. These are represented in full here:

1. Institutionalisation and resources

Conclusion Whilst there is increasing involvement of all IDMC staff in contributing to the organisation's disaster-related work, the bulk of the work remains in the hands of few.

The new IDMC 2015-2020 strategy gives equal priority to IDMC's disaster and conflict-related work but does not provide an indication of how this will happen on a practical level.

Recommendations:

In order to ensure that IDMC is able to not only maintain the current level of work but also to ensure that it is continually developed it is necessary for IDMC to consider a **re-allocation of existing resources**.¹

Consideration should also be given to allocating increased resources to IDMC's disaster-work and to sharing this work more **systematically and consistently across all the countries where IDMC provides data, analysis and research on displacement**. Consideration could be given to reducing the number of countries or situations for which it provides displacement-related data with increased focus on those countries where displacement is a result of multi-causal factors including conflict and hazards.

It is important that the organisation continues to **highlight this area of work as an institutional priority** to both internal and external stakeholders. Internally, consideration should be given to ensure that all staff involved are equipped with sufficient knowledge to be able to provide a comprehensive analysis of the multiple risk drivers of displacement and sufficient support to undertake their work.

IDMC management should take the opportunity to consider this recommendation in light of the current **organisational re-structuring** and ensure that the restructuring process aims to address the issues highlighted here.

2. Skillsets

Conclusion IDMC staff have a variety of skillsets which allow for the maintenance of current work focus and outputs (albeit that staff capacity is already stretched). There is a risk however that IDMC will struggle to further develop its work in the area of displacement induced by disaster if current skillsets are not boosted.

¹ It is noted that the Boston Consulting Group Norway is in the process of reviewing IDMC's current structure. However, this review was not available during the time of writing of this evaluation. In addition, this review does not attempt to make recommendations in relation to IDMC's structure but more on working modalities.

Recommendation:

Current in-house specialist knowledge needs to be maintained with certain **additional skillsets** sought in order to support specific areas of IDMC's disaster-related work. This might include a statistician to support on the production of quantitative data in the GEs and other publications; an in-house risk modelling expert (for implementation, not just management); and people with specific understanding of displacement, development, conflict and disasters (amongst other things) in order to ensure that IDMC is able to highlight the multiple causes of displacement. It is unlikely that one person will have knowledge of all these areas and IDMC needs to ensure that it maintains a **multi-disciplinary team** and promotes **cross-departmental working** to ensure that the disasters portfolio is fully integrated throughout the organisation.

3. Coordination with NRC

Conclusion IDMC's most recent organisational strategy (2015-2020) has less focus on advocacy and more focus on the production and communication of evidence and knowledge. This shift in focus raises questions as to how IDMC and other parts of NRC will work together with regard to advocacy, including in relation to disasters and climate change, although this dialogue is already in place to an extent, for example through NRC Secretary General's presentation of the GE report findings in the context of targeted policy fora. NRC overall has also undergone recent changes in its structure, policy and strategy.

Recommendation:

Dialogue with NRC is required in order to **seek the most appropriate ways that IDMC and other parts of NRC can work together on global advocacy in light of recent and ongoing decisions on IDMC's strategy and its implementation**. Clarification needs to be provided on for example, the links between IDMC's strategy and the evidence needs of other parts of NRC in relation to disasters and climate change. This may require further discussion on the institution's position on this area of work as well as joint NRC/IDMC identification of their different contributions and of policy priorities on which they can engage together with regard to global debates and targets.

4. Impact measurement and strategy monitoring

Conclusion There are currently no formalised tools or processes in place in order to systematically monitor the overall implementation of IDMC's disasters strategy and the relevance and impact of its disaster-related work. This risks hindering the identification of areas of success and opportunities in terms of influence or areas requiring adaptation.

Recommendation:

IDMC should:

- Assess whether a separate theory of change specifically for the disasters-related work would be helpful.
- Systematically track progress on the overall disasters-related work to the management team in terms of recording where they think they have had influence and in what way (e.g. through participation in events; formulation of joint advocacy messages).

This would facilitate **systematic monitoring** of the work in terms of not only outputs but outcomes and improve IDMC's ability to adapt its focus as necessary and relevant based on the monitoring of its own work. In order to be able to **regularly measure progress** and make adaptations where necessary it is important in the future that IDMC systematically monitors against the planned outcomes and indicators within its strategy/ies. Different forms of adapted

monitoring could feed into this, for example monitoring of GE citations not just post-launch but throughout the year.

5. Collaborative relationships

Conclusion IDMC is reliant on secondary sources of information and partners for the collection and sharing of worldwide data and these sources vary in terms of quality and comparability. In addition, although IDMC has built up some useful and strong relationships in order to gather information and convey its messages to relevant stakeholders, there remains room for further engagement with key organisations.

Recommendation:

In order to better understand the gaps and weaknesses in the data provided by partners and external stakeholders, as well as to try and increase access to data, IDMC needs to **invest further in strengthening its partnerships** including at national level (for example, with national authorities who provide the majority of IDMC's data) as well as at international and regional levels, such as with UNISDR, regional UN offices and inter-governmental organisations. Closer collaboration with key strategic partners is an area that also requires increased attention. This will require additional resource allocation due to the time-consuming nature of developing such relationships of trust.

6. Innovation

Conclusion: IDMC has been successful in developing different, complementary methodological approaches in its annual estimations of observed displacement, systems dynamics modelling and probabilistic risk modelling. This has provided IDMC with the opportunity to showcase its progressive approach to highlighting disaster-induced displacement trends and dynamics. However, the resources within IDMC to share responsibility for undertaking this work are extremely limited and this risks slowing down development in this area, where there is increasing competition from other organisations.

IDMC has created an external demand for its modelling work, but is not in a position to meet this demand and there is the risk that others will step in to fill this gap. Its current capacity to address the demand for information about protracted displacement situations and early efforts to develop methods to address this faces a similar risk.

Recommendation:

In order to ensure that IDMC is able to maintain its current range of methodological approaches it is proposed that **further investment is made into existing and new methodology development** in terms of building staff capacity and building up a set of case studies using the different approaches which may also then contribute to the ability to aggregate more data using these approaches.

IDMC needs to **broaden its institutional ownership** of the work, which is highly valued by external stakeholders, and build capacity in this area in order that it is in a position to respond positively to more of the demands that are put on it.

7. Avoiding silos - Conflict and disaster linkages and quantitative/qualitative linkages

Conclusion: Ensuring that quantitative and qualitative research and analyses are undertaken jointly and not in silos is important as the two approaches can complement each other. The GEs are already making steps in this direction. The strength of ensuring joint approaches is that data sets are transformed into contextually relevant information, allowing for the development of knowledge on issues such as human rights, development and humanitarian action but as seen through the displacement lens. In addition, continued work on the multiple drivers of displacement is likely to give IDMC higher visibility as a global displacement monitor. Whilst some concepts such as DRR speak only to disasters, with little overt relevance to those displaced by conflict, a unifying narrative can be found in terms of protection, abuse of rights and the factors that precipitate displacement and lead to responses. There are parallel yet interconnected avenues between the two forms of displacement and IDMC needs to ensure that it assesses the overlaps surrounding the nature and dynamics of displacement and the resulting consequences and responses.

In addition, some external stakeholders suggested that it would be helpful for IDMC to provide a summary on the similarities and differences of the impacts of different causes of displacement as well as to provide a number for global figures on all displaced.

Recommendation:

Building on the work produced in the most recent Global Estimates report where there was a feature on South Sudan and the interlinkages between conflict and disaster-related displacement as well as the work presented through the study on pastoralism in Kenya, IDMC should consider continuing to **explore** those **linkages**. This is partly linked to greater internal integration where, to an extent, disaster and conflict research is treated separately. An option could be to take the starting point as “displacement” and then to analyse the causes and impacts as opposed to have disaster or conflict as the starting point.

In order to ensure sufficient capturing and provide coverage particularly of the multiple drivers of displacement, IDMC should consider the most appropriate methodologies for **combining its quantitative data collection (through the GEs) and analysis and more qualitative approaches**.

8. Expanding stakeholder reach

Conclusion To date IDMC has had good success in terms of delivering messages to influence targeted policy processes and decision-makers. There has been less focus and less success in ensuring that IDMC’s work is of similar relevance to operational practitioners.

Recommendation:

If IDMC is to keep practitioners as a key target for its work then it needs to **identify appropriate approaches for engaging** with them in a way that is relevant for their operational work. Key opportunities include IDMC’s expertise in relation to displacement data and statistics, knowledge of international standards and frameworks to support IDP protection, and its modelling work which allows practitioners to better understand disaster displacement trends which can then feed into their disaster preparedness, prevention and early warning activities. Whilst displacement concepts and issues are very familiar to humanitarian practitioners (for example, the protection angle and durable solutions) what is required is highlighting to

practitioners how IDMC's data and evidence can support their own operational plans and activities, particularly in disaster contexts. For other practitioners, such as in the fields of development or civil protection, these concepts and issues are less familiar but also very relevant. IDMC's is well placed to provide evidence and advice at global and regional levels through for example, the provision of/inputs into relevant guidance as opposed to national or field level operational practitioners.

9. Expanding crisis-type focus

Conclusion The current strategy has a clear emphasis on sudden onset disasters (particularly through the data gathered for the GE) but also mentions the need to identify and monitor protracted displacement situations. Whilst some of IDMC's disaster-related work has focused on such situations, a number of external stakeholders highlighted that they would like to be able to turn to IDMC for displacement data and analysis on protracted and slow onset crises in the same way that they currently rely on IDMC for data and analysis relating to displacement in sudden onset situations.

Recommendation:

IDMC should consider **strengthening its focus on slow onset and protracted disaster-related displacement** in order to ensure that IDMC moves beyond its current main focus on assessing flows of displacement to an additional consideration of the duration of displacement. IDMC needs to agree on its priority focus areas and based on its skills and capacity (or on the ability to increase skills and capacity if necessary) outline a clear strategy as to how it will continue to expand its work to cover these crisis situations and disaster types without negatively impacting its highly valued sudden onset work.

10. Focus countries

Conclusion The strategy's key action on developing a rolling portfolio of focus countries has not been entirely successful with only a limited number of countries receiving ongoing balanced monitoring and research on both conflict and disaster-related displacement.

Recommendation:

It is proposed that IDMC **revisit this concept** and either replace or combine it with focus regions/sub-regions or get institutional agreement on a small number of geographically spread countries to focus upon, using the existing selection criteria. In line with IDMC's 2020 Strategy, agreement should then be reached on how such countries will be included systematically in IDMC's work in terms of for example, number of updates/overviews/briefs per year; and criteria for when a focus country is no longer a focus country.

1. Introduction

The Internal Displacement Monitoring Centre's (IDMC) strategy on displacement by disasters related to natural hazards (hereinafter, "the strategy") was first approved by its Management Group in January 2011. The strategy covered an initial three year period (2011-2013) and was based on preliminary steps including a first IDMC study published in September 2009 on "monitoring disaster displacement in the context of climate change" in collaboration with the UN Office for the Coordination of Humanitarian Affairs (OCHA), and the commissioning of an external consultant in early 2010 to consider, in consultation with external stakeholders, whether and how IDMC should move ahead in developing work in this area (a "proposed road map"). It was decided to move ahead and a dedicated position was recruited towards the end of 2010 to develop an IDMC strategy and lead its implementation.

From January 2013, this IDMC strategy was complemented by a Global Advocacy Strategy on disasters and climate change developed jointly by IDMC with the Norwegian Refugee Council (NRC). The implementation of the strategy has taken place within a wider processes of organisational change within IDMC and NRC and with external actors engaging in a fast developing field, together with new partnerships and funding opportunities and constraints.

2. Evaluation methodology, approach, scope and limitations

Methodology

This evaluation has been undertaken by an independent consultant. Using a primarily qualitative mixed-methods approach, the first objective of the evaluation was to assess the **effectiveness, relevance, results and lessons learned** from IDMC's disasters work seeking to answer the five questions highlighted below. A review of key documentation² and stakeholder interviews³, supplemented with a mini-internal survey⁴ was adopted under the first evaluation objective.

The second evaluation objective, on the provision of **recommendations for continuing priorities and strategic objectives** for the next strategy period⁵ was informed and shaped by the preceding objective and its corresponding methodologies.

Scope

As specified in the evaluation's Terms of Reference (ToR), the evaluation examines **the effectiveness, relevance, results and lessons learned** from IDMC's disasters work, seeking to answer the following five questions:

² Please see Annex 3 for overview of key documents reviewed.

³ Please see Annex 2 for list of persons interviewed. The evaluator was provided with a list of eight IDMC staff to interview (of which 7 responded positively); seven NRC staff (of which it was possible to interview two); and 22 priority external stakeholders, of which it was possible to interview 17.

⁴ The survey was sent to 18 IDMC staff (including members of the Policy and Research team and as members of the regional departments) and received 15 responses - a response rate of 83%. In cases, like this evaluation, where the target audience has a direct interest in the subject, response rates usually vary between 30-80%. The survey was approved by IDMC prior to it being sent out.

⁵ This wording is taken from the evaluation ToR. However, with the publication of a new overall strategy for IDMC's work covering the period 2015-2020, discussions during the evaluation revealed that it is unlikely that there will be a new strategy focusing specifically on IDMC's disaster-related work.

1. What aspects of IDMC's work on disaster-induced displacement have been most **relevant** and **useful** to external policy and operational decision makers?
2. What can IDMC learn from progress and limitations with regards to the **integration** of disaster-related displacement in IDMC's work overall?
3. What are the main **achievements** of IDMC's work on disasters and its impacts both internally and externally, with reference to its 2011-2014 plans and objectives? What key factors contributed to these successes?
4. What areas of the strategy have been **less successful**, and why? What has been the impact of this?
5. What are the main **lessons learned** that should be taken forward into IDMC's next strategic phase?

In order to respond to these questions, and in line with the evaluation ToR, the evaluation focuses on the following three areas of activity:

1. IDMC's annual flagship **Global Estimates (GE) report** on disaster-induced displacement
2. Two **prioritised countries**: The Philippines and Kenya
3. **Partnerships/external cooperation**

Although the strategy covers the period 2011-2013, the evaluator was also asked to consider 2014.⁶

The following limitations/challenges were faced during the evaluation's implementation:

- It was difficult to reach a broad range and number of stakeholders (for example, reaching stakeholders in Kenya and the Philippines and accessing practitioners) to interview, given the relatively short timeframe for the evaluation.
- Measuring the link between awareness-raising activities and changes in policy which are specifically attributable to those activities.

3. IDMC's Strategy on Displacement by Disaster Related to Natural Hazards

IDMC's overall strategy on disaster-induced displacement (2011-2013) has sought to develop a coherent and integrated long-term approach to global monitoring and advocacy on disaster-induced displacement that builds on its established capacity and expertise on displacement caused by conflict and generalised violence. The strategy has been framed in relation to:

1. Developing knowledge about disaster-induced displacement related to natural hazards as an emerging area of knowledge and expertise;
2. Evidence-based influencing of relevant policy agendas and actors;
3. Developing and integrating disaster-induced displacement in its overall approach and work as a global monitor and advocate for IDP protection and assistance

IDMC's focus on "natural disasters" includes the risks and impacts created by both climate-related and extreme weather-related hazard events, as well as geophysical hazards such as earthquakes and volcanic eruptions. As such, its engagement includes cooperation and advocacy across humanitarian, development and human rights actors, and the policy and practice agendas related to both disaster risk reduction (DRR) and Climate Change adaptation (CCA).

⁶ Initial briefing – 12 February 2015

The strategy comprises an overall objective as follows:

“Increased awareness and strengthened response by policymakers and practitioners to protect, assist and support persons internally displaced or at risk of displacement precipitated by natural hazards, and the achievement of durable solutions to their displacement.”

In order to achieve this objective the strategy outlines five key actions which it envisages will then result in six different outcomes which are expressed within the strategy with different related indicators as can be seen in Table 1 below. The key actions focus upon (1) production of global estimates (2) development of risk profiles for focus countries (3) establishment of collaborative partnerships (4) capacity strengthening (5) integration with conflict-focused work. Progress with regard to these key actions is discussed in section 4.3 below.

Table 1: IDMC disasters strategy planned outcomes and indicators

Summary of planned outcomes foreseen in the strategy⁷	
Advocacy outcomes	
1	Disseminated knowledge and recommendations are relevant and used to inform policy processes and operational measures.
2	Increased international public awareness alongside evidence-based key messages.
3	Enhanced capacity of duty bearers and other key stakeholders.
Building knowledge outcomes	
4	Strengthened knowledge base for informing policy and practice.
5	Quantitative and qualitative methodology developed together with increased access to reliable data.
Partnership and stakeholder relationships outcome	
6	Enhanced cooperation with key stakeholders at the national, regional and international levels.

During the timeframe of IDMC’s disasters strategy, a number of other institutional strategies have been in existence. Primarily these include the “IDMC Strategy 2012-2014” and the “Disasters and Climate Change – AID and IDMC Global Advocacy Strategy – 2013-2015”. There is a clear correlation between these three strategies with disaster-related language and IDMC’s disaster work being highlighted throughout its 2012-2014 organisational strategy. The Global Advocacy Strategy also undoubtedly builds upon the disasters strategy, with disaster-related displacement being a common focus. The most recent IDMC strategy (2015-2020), whilst falling outside the timeframe for this evaluation, continues to ensure that IDMC’s disaster-related work remains clearly within its overarching institutional strategy.

4. Evaluation Findings

The evaluation’s key findings are presented in line with the five questions/thematic areas as described above in Section 2.

⁷ For full outcomes and indicators please see Annex 5.

4.1 Relevance of IDMC's work on disaster-induced displacement to external stakeholders

"IDMC is one of the most influential bodies on disaster and migration."

External stakeholder

IDMC's disaster strategy identifies its key external stakeholders as policymakers and practitioners. This incorporates a range of different stakeholder groups including host governments; inter-governmental agencies; donors; humanitarian development organisations; and those involved in thematic areas and processes such as CCA and DRR. The different publications produced by IDMC and inputs into different events have varied in terms of relevance depending upon the stakeholder and the topic. Measuring some of the tangible results of IDMC's work in the area of disasters (in relation to advocating for change at least) is somewhat hindered as there is no theory of change for this stream of its work and nor is progress linked to the strategy tracked (i.e. recordings of where IDMC thought it had an influence) in a systematic way.⁸ As a result, findings for this area of the evaluation are taken primarily from stakeholder interviews and documentary review.

The **Global Estimates** (GE) reports are considered by stakeholders spoken to during this evaluation to be extremely relevant in order to feed into policy-level statements that show the scale of displacement linked to disasters. They are not used for operational purposes (nor are they designed to be). The GE provide broad top level messages aiming to provide policy makers with a reference point. This deliberate focus on global level policy issues which manifest at regional and national levels aiming to reach top level decision and policy makers has been practical, particularly given the resources available. Some of the targets for the GE (as well as for some country specific and technical reports) have been pragmatically chosen on the basis of those who have influence such as the governments of Switzerland and Norway. In addition, targeting regional and international level bodies is one of the more direct ways in which IDMC can have an influence rather than trying to target at national level where those actually based in country are more likely to have success. The choice of launch locations/events for the different GEs, as well as ensuring that those who have

"No one is systematically collecting data on disaster displacement except IDMC. This is extremely valuable."

External Stakeholder

been responsible for speaking at the launches, has been strategic and has ensured that newly published GEs attract significant attention from relevant policy makers and from the media. For example, the 2014 GE was launched at an event co-organised by

IDMC, OCHA and the Office for the Special Rapporteur on the Rights of IDPs in New York. The launch included two events – a side event where NRC's Secretary General (SG) presented the report alongside the European Union, African Union and OCHA, and a press briefing by NRC's SG and the UN Deputy SG. All GE launches have been supported by high level policy makers or experts including those mentioned above as well as for example, the Norwegian Deputy Minister for Foreign Affairs and Minister for Development and senior staff of the Asian Development Bank.

It is important to note that it is not just the GE report which is of value but also the data set which lies behind the figures in the report. The GE data set has been publically available on request since 2011 and in 2014 IDMC made the data set available on its website. This transparency is valued by

⁸ It should be noted that the strategy was developed to fit within IDMC's overall strategy and overall theory of change.

external stakeholders. However, whilst the figures are regarded as valuable, some of the issues behind the figures such as displacement risks, protection issues and gaps are not as accessible.

Donors spoken to during this evaluation commented that IDMC is considered to be the “go-to” organisation for donor governments for information on internal displacement and topical exploration of issues related to displacement. The GEs are considered to be the most important IDMC product for donors as they provide succinct statistics and the reports are used to update donor information products annually. For the Swiss Government IDMC is one of its two strategic partners on IDPs which is a privileged position and IDMC’s disaster-related work has an important role within this partnership.

A number of those spoken to from different stakeholder groups during this evaluation stressed that the GEs would be even more relevant and useful if the report was published in the first quarter or at least first half of the year.⁹

External stakeholders spoken to during this evaluation reported that IDMC statistics, both from the GEs and from other publications, are used extensively by governments who scrutinise the data and use it in their own discourse in formulating policy. An example of this can be found in the Philippines where IDMC successfully advocated for the inclusion of internal displacement related to disasters within the proposed Rights of Internally Displaced Persons Act of 2012 (see section 4.3 below).

A number of external stakeholders stated during this evaluation that IDMC is the reference in the **humanitarian community** for global displacement figures and trends. A small number of humanitarian stakeholders have reportedly used IDMC’s figures to identify where to invest both regionally and thematically. An example of this is with the Philippines where the International Organisation for Migration (IOM) worked jointly with IDMC to review displacement data one year after Typhoon Haiyan. As a result of the findings IOM has amended its approach in order that for the next crisis it will be better prepared to ensure more credible data collection. The same study triggered discussions at the global cluster level with discussions focusing on how to improve data collection. For NRC, the figures produced in the GE are the stepping stone for most of its advocacy work.

IDMC is also producing disaster-related **blogs** although these were not referred to by any of the external stakeholders interviewed for this evaluation. The blogs themselves do not allow for reader interaction, so are not traditional blogs but more informative perspectives or opinion pieces on particular issues. It has not been possible to assess the relevance of these during the current evaluation.

The figures provided by IDMC to feed into the **Nansen Initiative** are considered by external stakeholders to be extremely important as the trends highlighted in these reports are able to effectively illustrate the issue of new displacement at country level. The papers are based on innovative and possibly ground-breaking approaches to understanding displacement in five different regions of the world using probabilistic risk and systems dynamics modelling. This work is of equal

⁹ It should be noted that only the 2014 GE was produced in the latter half of the year and this was timed to coincide with UN Climate Summit. Previous GEs have been produced in the second half of the year.

relevance to practitioners. IDMC's work has been represented in every Nansen regional consultation either directly or through another organisation presenting the data. This has been particularly important in those regions where governments are reluctant to talk about displacement as IDMC has been able to provide evidence of the issue and move discussions beyond whether or not displacement is occurring or not. For example, one of the findings of the Nansen Initiative is that public laws and policies are not able to deal with current and future displacement challenges, and in reaching that conclusion, IDMC data and models have been very useful. The Nansen Initiative uses not only the data gathered and presented at the regional consultations but also from the GEs. With this data it is able to target both states (in order that they are better prepared to deal with IDPs) and processes (such as the Sendai World Conference on DRR) where an IDMC figure on displacement was included in the preamble to the framework for DRR¹⁰. This provides an example of a new international DRR framework where IDMC data is used by policy makers to sign up to an international and binding agreement.

IDMC has focused some of its advocacy work at different targets to ensure that relevant topics (such as humanitarian reform and the international cluster system, the ratification and implementation of the relevant conventions, CCA and DRR) are viewed through a displacement lens. An example of the relevance of IDMC's work in this area was seen in 2013 through IDMC work in **DRR processes** at the global level through the inclusion of the issue of displacement and displaced persons in the chair's summary of the Fourth Session of the Global Platform on DRR and for consideration in the development of a post-2015 global policy framework on disasters, following evidence-based advocacy to ensure that the issue was given greater explicit attention. Another example of the relevance of IDMC's work for DRR processes can be seen in relation to its risk analysis modelling work. The modelling work has been created by IDMC with a number of partners and incorporates conceptual data combined with a forward-looking mathematical future. The model allows IDMC to go back in time and look at historical events (such as droughts) and the possibility of those events in the future in order to estimate displacement numbers. The development of this area of work has been important for IDMC's linkages to the DRR community and has allowed IDMC to build on its ongoing monitoring and analysis of recent and current situations in order to model the future risk of displacement to inform planning and policy. This work has been presented at a number of high profile events such as the African Union Meeting in Addis Ababa in July 2014 and at COP20 in Lima later that year.

IDMC has had a number of successes in terms of its advocacy work both at global and at national levels. There are many examples of citations of the GE by influential policy and decision makers. For example, in 2014 President Hollande spoke to the findings from the GE at the UN Climate Summit which took place just after the launch of the GE by the UN Deputy SG and the SG of NRC. However, some external stakeholders spoken to during this evaluation questioned whether IDMC has the appropriate skills and resources to undertake advocacy work whilst highlighting the importance of this work particularly to ensure that IDMC continues to promote the instruments and tools that it has pioneered such as the GE and the modelling work.

IDMC's partners talk highly of the valued collaboration that they have with IDMC and appreciate the joint ways of working that have been adopted, for example with organisations such as IOM. This is covered in section 4.3 below.

¹⁰ Although the agreement on the Sendai Framework falls outside the period of IDMC's strategy, the data used has been gathered during the strategy implementation timeframe.

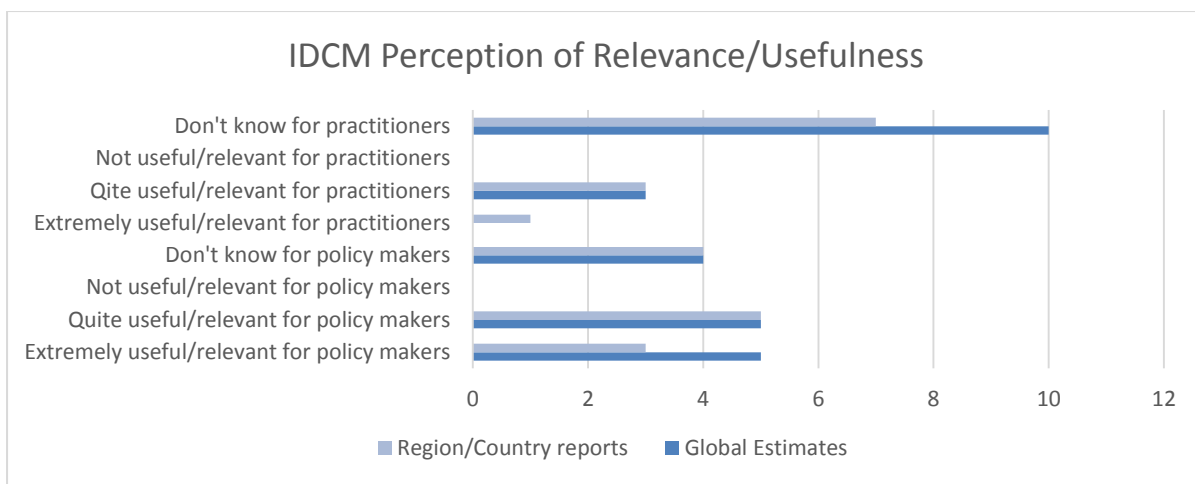
A number of external stakeholders spoken to during this evaluation highlighted an interest in IDMC being able to provide figures and data on **protracted displacement** and what this means for a displaced person in order to move beyond the anecdotal evidence that the humanitarian community currently relies upon. Although some of IDMC's work has looked at this, this remains a gap (which IDMC regularly calls attention to, for example in the GEs).

IDMC is seen as a **global reference** and some external stakeholders voiced the opinion that as such, IDMC should become a depository for displacement data. IDMC is most highly valued for the figures that it provides, with external stakeholders underlining that this is the area where IDMC needs to continue to focus and to ensure that those figures and the methodology used to collect them are waterproof in order that they can be easily defended by IDMC if necessary. IDMC's external stakeholders from all different groups consider that the work undertaken by IDMC is methodologically sound, rigorous and objective and IDMC is viewed as an authoritative research organisation.

Key external stakeholders have often provided "forwards" for IDMC's publications, such as by the UN Special Rapporteur on the Human Rights of IDPs and the Envoy of the Chairmanship of the Nansen Initiative.¹¹ This provides an indication of the confidence and interest in IDMC's work on disaster-induced displacement.

During the survey of IDMC staff that was undertaken as part of this evaluation, views were sought on how relevant they perceived IDMC's work on disaster-related displacement to be for policy and decision-makers. Respondents were more comfortable to provide perceptions on policy-makers as opposed to practitioners which may provide an insight into the extent to which IDMC's products and its advocacy work are targeted more at policy-makers although a small number felt that the GEs and regional/country overviews are quite useful and relevant for practitioners. It should also be noted that if staff have not fully integrated disaster-related work into their conflict-focused portfolios, they may have understood "policy makers and practitioners" in this survey to be those working purely in the conflict arena which may also provide a reason for the ratings of the perception of relevance/usefulness of the disaster-related work. The majority felt that both the GEs and regional/country reports are either quite or extremely useful for policy makers (more so the GEs) which is reflective of how these products tend to be targeted (again, particularly the GEs). This perception was confirmed through discussions with external stakeholders.

¹¹ "On the Margin: Kenya's pastoralists – from displacement to solutions, a conceptual study on the internal displacement of pastoralists" – March 2014



IDMC has not managed to reach operational practitioners in the same way that it has with policy makers. There are some exceptions to this, for example through its modelling-based reports; work with IOM on the Mass Evacuation in Natural Disasters (MEND) Guide which provides guidance for operational actors; and work with the clusters, including the Camp Coordination and Camp Management and the Global Protection Cluster). IDMC’s practitioner-focused work has been more through outreach from the global level than country or field level engagement and there may be opportunities for further trying to find how to better reach both these target groups.

4.2 Internal integration of IDMC’s work

“We’ve done what was do-able within our limited capacity. The disasters strategy and the new strategy make a lot of sense, as only focusing on conflict means you miss out on the full understanding of displacement.....but it’s very ambitious.”

Internal stakeholder

IDMC’s expansion into disaster-related displacement was initiated in 2010, following an assessment of the appropriateness of IDMC focusing on this area of work,¹² with the 2011 Appeal stating that this would be a pilot programme for monitoring natural-disaster-induced displacement. With IDMC’s initial focus on conflict-related displacement, it is understood from discussions held during this evaluation that there was some resistance to broadening the scope of IDMC’s work. This was partly due to already-stretched resources but also potentially due to the team’s existing skills base and profile with strengths in conflict as opposed to disaster analysis. In order to try and integrate this new workstream without negatively impacting IDMC’s already appreciated conflict-related work a specific post was created¹³ to strategically drive forward change internally as well as to build essential partnerships externally. Part of the approach to integrating this new area of work was to develop a specific **strategy** for it.¹⁴ The logframe attached to the strategy does not include a planned outcome and indicators relating to integration of the disaster-related work within IDMC (making it more difficult to assess this integration) although it is included as one of the strategy’s key actions.

¹² “Monitoring disaster-induced displacement – A road-map for IDMC” – February 2010

¹³ Senior Analyst for Disaster-Induced Displacement

¹⁴ IDMC strategy 2011-2013: Displacement by natural hazard induced disasters

The effort to integrate disaster-related work into IDMC has been gradual but based on the achievement of clear outcomes and actions as outlined in the strategy, supplemented by a range of further documented guidance and ongoing support where necessary.¹⁵ This **incremental approach** allowed for the initial production of data with a specific focus on (a) newly displaced and (b) sudden onset disasters through the Global Estimates at an early stage. This was in contrast to IDMC's conflict-focused Global Overviews which focus on cumulative figures as well as newly displaced figures. Focusing only on new displacement allowed IDMC, in the initial stages when it was developing this work, to create qualitative and quantitative methodologies which showed a direct attribution to extreme events as a primary trigger for displacement and to present this data rapidly once it was agreed that disaster-related displacement would be included in their work and to continue this on an annual basis. The ambition outlined in the strategy was that focus countries would also incorporate research, monitoring and analysis on slow onset disasters, including drought, and slow processes of environmental degradation and habitat loss.

In addition, there has been an effort to gradually build **internal capacity** in order that regional analysts would be in a position to take on more of the monitoring work to feed into the GEs as well as other publications. For example, in order to support the integration of the disaster-related work, **training workshops** have been held for the analysts in order to support their data collection in this area. For the GEs, in previous years analysts have primarily been requested to check the validity of sources and accuracy of country figures without contributing to the analysis (which has been undertaken primarily by the Senior Analyst for Disaster-Induced Displacement). There remains however the question of capacity for further analytical contribution with IDMC's conflict-related portfolio remaining of similar size during the strategy period.

It should be noted that since IDMC began working on disaster-induced displacement there have been a number of **organisational changes** which have impacted its work in this area. These include the establishment of a Communications Department (with a focus on media and the IDMC website rather than on advocacy) as well as a number of staff changes. The Head of Regional Departments' job descriptions do include responsibility relating to monitoring of displacement caused by natural hazards which is an important step towards trying to ensure integration but it was not clear to this evaluation whether this is also reflected in the Regional Analyst job descriptions.¹⁶

Other steps have been made in order to try and ensure integration within IDMC's portfolio. A key measure has been to adopt an iterative and ongoing learning approach to **methodology development**. This has encompassed the gathering of data from secondary sources (which has required the establishment of partnerships which are covered in section 4.3 below) on annual levels of sudden onset-related displacement for the GEs; the development of different data collection and analysis methodologies – probabilistic risk modelling for sudden onset disasters and systems dynamic modelling in order to understand the complexity of displacement in slower onset situations or recurrent situations such as drought (e.g. in the Horn of Africa) or flooding (e.g. in Nigeria). This work has begun to grow beyond disasters with current work in the Democratic Republic of the

¹⁵ For example, "Internal Guidance Note: Integrating natural disaster related risks and impacts into IDMC's work on conflict/violence-related displacement" (undated); "Criteria for the selection of focus countries for natural disaster-induced displacement" (February 2011)

¹⁶ The "new" generic job description of Head of Regional Department was available although it is not clear from the document when this job description was brought in.

Congo providing an example of its integration into IDMC's conflict-related work. However, there is a recognised risk with some of the work undertaken using the new models that there may be artificial distinctions made between conflict and disaster.

A number of **focus countries** were selected from IDMC's existing conflict-focused portfolio in an attempt to ensure that certain countries that were monitored by IDMC included data on disaster-related displacement to ensure systematic reporting on disaster displacement for example, in country overviews. For Kenya and the Philippines (and perhaps some of the other countries) the specific advocacy strategies that were developed clearly include disaster-related displacement as a focus topic. Whilst research, monitoring and advocacy for some of the focus countries, including Kenya and the Philippines, were incorporated into the analysts' workload, this has not been the case across the board. For example, Haiti, which was another focus country (not covered by an analyst in terms of conflict-related displacement) had only one overview created and although a country page was created on IDMC's website it was taken down and there has been no ongoing monitoring or research on Haiti. In addition, whilst analysts have been involved in other focus country products, monitoring and research is not consistently undertaken on a regular basis.

The level of inclusion of disaster-related displacement analysis and monitoring, whether on focus countries or other countries, appears to largely be dependent upon the interest and capacity of the analysts. The lack of a more formal approach to integrating disasters work, combined with the existing stretched capacity both of the analysts, the Senior Analyst for Disaster-Induced Displacement and

"We all agree the strategy makes sense...but it's how to implement it. The mainstreaming has been a gradual and not easy process although some progress has been made."
Internal stakeholder

the Senior Advisor on Research Methodologies and Evidence (who was originally recruited as an advisor on disasters and has maintained a strong emphasis on disasters work under a new position title) has supported IDMC's disaster-related work but with progressive emphasis on climate-related issues) has hindered the more systematic integration of disaster-related displacement across all the work (research, monitoring and advocacy) included within IDMC's portfolio.

The strategy itself is only one of five strategies that have been brought into place within IDMC since 2011 and although many of the messages within the different strategies reinforce the work focusing on disasters, the very fact that staff are meant to be guided by these different strategies can be confusing. Indeed, during this evaluation, it became apparent that a number of IDMC staff were not aware of or not familiar with the 2011-13 strategy. This is not unusual with organisational strategy documents but is perhaps a sign of a lack of cross-organisational shared prioritisation of disaster-related work. In addition, there was a lack of awareness of the criteria for the selection of focus countries.¹⁷

This evaluation's internal survey sought views from respondents as to how complementary IDMC's disaster strategy was to its conflict-related work. Whilst some respondents were not sufficiently familiar with the disaster-related work to comment (4/15 respondents), the majority felt that there was complementarity between the two areas of work. However, some 26% (4/15 respondents) felt

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¹⁷ "Criteria for the selection of focus countries for natural disaster-induced displacement" – February 2011

that only a few elements of the strategy were complementary with most elements not being complementary (see Annex 7).

In this evaluation’s survey, staff were asked what they felt the key challenges/limitations and opportunities are for integrating this area of work. Staff identified more opportunities for increased integration than challenges although the challenges should be noted if further attempts at integration are to be successful.

Table 2: Challenges and opportunities for the internal integration of IDMC’s disaster work

Challenges
Lack of clear prioritisation of disaster-related displacement within IDMC.
Different data collection methodologies including covering additional topics such as houses destroyed and not just numbers displaced.
Insufficient resources particularly given the scale and frequency of disasters.
The existing department structure with the Policy and Research Department seen as the focus of this work (with the exception of other contributions to the GEs).
Resistance amongst staff.
Lack of clarity on the cause of displacement which may not always be directly or solely attributable to a disaster.
Opportunities
Expansion into disaster-related displacement allows for IDMC to approach displacement from a multi-causality viewpoint and to develop a comprehensive theory of internal displacement with improved understanding of the inter-linkages between causal factors.
Less politically sensitive for a number of governments.
Cross departmental collaboration and opportunities for staff to suggest areas of collaboration and research which is currently not felt to be possible.
Connected analysis.
Existing in-house skills and experience.
Ability to provide a comprehensive global picture of displacement.
Continued focus on disaster-related displacement allows IDMC to keep the file open in countries which are no longer affected by conflict-induced displacement but may be in the future.

The survey also asked respondents in what ways and the extent to which respondents have included disasters or crises linked to natural hazard events in the different areas of their work. As can be seen in the feedback received (figure 1 below), in spite of the noted challenges or limitations to integrating disaster-related analysis, the majority of respondents have done so in monitoring, data collection and inclusion in research publications. However, as has been raised above, the consistency with which this is done across the board is questionable.



Figure 1 Integration of disaster-related work into IDMC work streams

Although the strategy itself has documented outcomes and indicators these have not been systematically monitored during the course of its implementation. This is a potential weaknesses as it is difficult for IDMC to concretely measure progress in this regard.

In terms of broader **coordination with the work of NRC**, an important milestone was the creation of a joint Disasters and Climate Change Global Advocacy Strategy¹⁸ in 2013. Initially, integration and inter-connection with NRC’s operational work, which focused solely on conflict-induced displacement, raised internal discussions about the discrepancy between field and Geneva based work. Today this challenge appears to have been overcome and amongst other things, NRC continues to be an important facilitator for some of the work that IDMC carries out at national level. IDMC’s work is of relevance to NRC and has contributed to the general growth of NRC’s work into this area, including in terms of deployment of emergency roster personnel to disaster situations. In turn, NRC frequently facilitates IDMC field trips.

Views on how well integrated the disaster-related work is within IDMC’s portfolio differ with some seeing it as a success and others less so. There are potential areas where it is not just integration but more **commonality and inter-connection** between the different strands of IDMC’s work that are of value. For example, there has been recent analysis by IDMC of the multi-causal dimensions of displacement, providing a clear and important crossover between the conflict and disaster-related work given that some of the populations that are being discussed are affected by both. With this topic, IDMC successfully provides consistent messaging in relation to displacement-related issues in a range of its products.¹⁹ Similar consistency can be seen with IDMC’s messaging on durable solutions.²⁰

As has been highlighted, there are multiple reasons that the disaster-related work has not been fully integrated. These include a lack of buy-in (related to capacity, skills and knowledge); the lack of a

¹⁸ Disasters and Climate Change – AID and IDMC Global Advocacy Strategy 2013-2015

¹⁹ For example, “Haiti – A humanitarian crisis in need of a development solution” – December 2012; “Assessing Drought Displacement Risk for Kenyan, Ethiopian and Somali Pastoralists” – April 2014; “Unfinished business: Kenya’s efforts to address displacement and land issues in Coast Region” – July 2014

²⁰ For example, “Disaster-induced internal displacement in the Philippines: The case of Tropical Storm Washi/Sendong” – January 2013; “Kenya – Too early to turn the page on IDPs, more work is needed” – June 2014; “Papua New Guinea: Invisible and neglected protracted displacement” – December 2014.

clear monitoring framework for the disasters work allowing for monitoring of progress and accomplishments against an agreed set of indicators; and lack of clear organisational prioritisation of the disasters portfolio which was itself linked to ongoing organisational and staff changes.

4.3 Main achievements of IDMC's disaster-induced displacement work

"IDMC's value in this space is acknowledged and their data is trusted. Their work, whether numbers or findings, has academic rigour that is valuable."

External Stakeholder

There are a number of significant achievements which have been accomplished by IDMC as a result of its focus on disaster-related displacement. As IDMC does not undertake systematic results monitoring against a logframe (or alternative) it has only been possible for this evaluation to feature some of the achievements which have been noted through the different data collection processes adopted during this evaluation. This has been done by taking each of the five key actions outlined in the strategy and providing an example of how these actions have been implemented and attributing an achievement rating against the action (see Table 3 below). In addition some of the achievements in relation to the three areas of activity emphasised in the evaluation ToR (namely the Global Estimates report; the Philippines and Kenya; and partnership/external cooperation) are provided further below.

Table 3: Strategy actions and achievements

	Key actions outlined in the strategy	Examples	Achievement Rating ²¹
1	Global estimates, methodology and analysis (provision of annual global quantitative estimates and analysis of sudden onset disaster induced displacement; increased access to relevant data and promotion of improved data collection and availability; enhanced methodology for producing the global estimates).	Significant development from the first GE with the presentation of relatively crude data, to the latest including recent backwards and forwards looking estimates. Launching the GEs at high profile events which capture the attention of the media ²² and high level policy makers.	5 Achieved
2	Focus Country and event-based monitoring and research (development of risk profiles/baselines for a rolling portfolio of focus countries; identification and monitoring of new and protracted displacement situations; development of quantitative and qualitative methodology and research and dissemination of findings).	Lack of rolling portfolio of focus countries. Baseline analysis of policy and legal frameworks for some, but not all focus countries and no systematic monitoring of new displacement. Limited focus on protracted displacement (Haiti is one example) – partly due to the difficulty in accessing updated data. Two new modelling methodologies have been put in place.	3 Partially achieved
3	Partnership, communication and influencing (collaboration and influencing through partnerships and engagement in key events, fora and guidance/publication development; adoption or adaptation of IDMC communication and information tools, systems and procedures).	Different partnerships have been formed including a formal partnership with IOM whereby IOM country offices provide data for the GEs. At the same time, IDMC is able to influence IOM by providing valued feedback on their data. Influencing has also been achieved through processes such as attendance at key events and development of shared advocacy messages. IDMC is frequently invited to events which is an indicator of the recognition of its work.	5 Achieved
4	Capacity strengthening (support to key target groups including integration of content related to disasters in IDMC training materials).	There has been limited progress on integrating disaster work into IDMC's own training modules. IDMC has however provided expertise into the development of external training such as IOM's MEND guide.	3 Partially achieved
5	Integration with conflict-focused work (consistent integration of natural hazard risks and impacts in IDMC conflict-related work)	Criteria for the selection of focus countries and guidance on integrating disaster work into IDMC's conflict-related work were produced but this has not been achieved across the board.	3 Partially achieved

As has been mentioned above, it is not possible in this evaluation to list all the main achievements that IDMC has accomplished through its disaster related work. However, beyond the highlights provided in Table 3 above, there have been successes in a variety of areas including:

- **Positioning IDMC as an expert** - Frequent requests for IDMC to present its figures at global events and side events such as the UN Framework Convention on Climate Change's (UNFCCC) Conference of the Parties (COP) for successive years.

²¹ The rating system used in the above table below is based on the following scale from DFID: 5 = fully achieved, very few or no shortcomings; 4 = largely achieved, despite a few short-comings; 3 = partially achieved, benefits and shortcomings finely balanced; 2 = very limited achievement, extensive shortcomings; 1 = not achieved *Source: Department for International Development, "Reporting Requirements: A Guide for Grant Holders of the Governance and Transparency Fund", 2008.*

²² See Annex 10 for an overview of media statistics for 2012 and 2014.

- **Influencing processes through policy and advocacy** - Participation in advisory and expert groups such as the Advisory Group on Climate Change or more recently, ECOSOC's Expert Group on Disaster Related Statistics in Asia and the Pacific.
- **Advocating and lobbying** for the inclusion of disaster-displacement related language in important texts and conventions.²³
- **Innovative methodology development** - The **probabilistic risk and systems dynamics modelling** which have been developed and used by IDMC and some of its partners are considered by many stakeholders to be pioneering and important for IDMC's continued reference as a provider of data on disaster-related displacement now and in the future. IDMC's creativity in developing new methodologies is valuable in keeping it at the forefront of an increasingly competitive environment although there remains a risk that the knowledge and understanding of the models is not sufficiently held by the institution as a whole which might limit the opportunities for them to be utilised more systematically and regularly. The modelling work has allowed IDMC to provide the right evidence at the right spatial and temporal scale for decision makers when it presents the results of its work at DRR and CCA policy forums.
- In four years, IDMC has not only developed but **standardised a data collection methodology for the GEs** which is considered to be robust and reliable by a range of external stakeholders, including experts in academic research, which is a significant achievement as this has necessitated the building of strong and reliable partnerships to access data and significant team commitment to verify the data and ensure its reliability.

4.3.1 The Global Estimates Report²⁴

As has been noted above, the GE is not an in depth analysis of data but is designed to get the attention of policy makers and acts as a reference to highlight key issues. The GE has developed since its first iteration with the 2014 report (covering 2013) creating a section which has been appreciated by external stakeholders focusing on countries affected by both conflict and disaster-induced displacement. The aim of this new section was to highlight the complexity of the issue that governments and other stakeholders are having to deal with and IDMC's understanding of this.

Since 2011 (and before) the GEs have provided increasing qualitative analysis on the figures provided. Making the GE datasets publicly available since 2014 is considered to be an important advance in terms of ensuring transparency. Another example of the significant development of the GEs can be seen in the most recent report providing a presentation not only of figures on new displacements but providing backwards looking estimates which a number of stakeholders spoken to highlighted as being extremely useful in terms of expanding their understanding of disaster related displacement figures and trends.

The establishment and maintenance of **partnerships** has been extremely important for the production of the GEs due to IDMC's reliance on data provided by secondary sources and to

"The numbers are making their own news story and empowering others to advocate."
External stakeholder

this end IDMC has formed strong relationships with a variety of partners which is crucial to ensure

²³ See Annex 13 for examples of IDMC's disaster-related advocacy work.

²⁴ An overview of the GEs produced to date is provided in Annex 9.

the validity of the information provided in the GEs. The GE is seen as effective in grabbing the attention of influential stakeholders and this can be observed partly through the level of media coverage that it receives, particularly around its annual launch. Annex 10 provides an overview of media and social media coverage following the launch of the GEs in 2012 and 2014 and shows a significant increase in terms of number of articles, downloads, audience reach, Tweets and Facebook activity relating to the launch.²⁵ At the same time, external stakeholders have confirmed using the GE at different points throughout the year for different meetings (at which IDMC if present, re-disseminates the report) highlighting the GE's long shelf life. To make the GE more effective, IDMC tries to disseminate it in conjunction with other reports that complement it such as reports that provide a more in depth research into a theme or situation or that generate specific findings for particular audiences like CCA, DRR, humanitarian reform or sustainable development. This is done at key events/conferences throughout the year although not necessarily by all staff of IDMC. Some partners such as IOM have also helped disseminate the GE by sending it to all their country offices which has resulted in some of those offices presenting the GE themselves on the basis of presentations put together by IDMC.

The adaptability of the GE to different audiences in terms of users being able to place the report in the frame of their own specific issue is considered to be a positive feature of the report. The GEs provide aggregated, global data and a specific methodology has been designed by IDMC in order to ensure this. The GEs are clear about the scope of the data utilised, not only about what the data can show but what it cannot and this is also beneficial for users in terms of being able to understand and interpret the data.

There are a number of challenges in relation to data collection for the GEs and these include a lack of standardisation of data as well as different usage and interpretation of terminology. It is understood that IDMC is in the process of trying to address this by convening a group to clarify how displacement figures should be measured.

4.3.2 Kenya

Key IDMC Kenya Publications²⁶:



²⁵ Information obtained from IDMC's Communication Department.

²⁶ A number of Kenya overviews have also been produced which highlight IDMC's ongoing monitoring work and incremental integration of IDMC's work at a country level. The overviews include: "*Speedy reform needed to deal with past injustices and prevent future displacement*" (June 2010); "*IDP's significant needs remain as inter-communal violence increases*" (December 2012); "*Kenya: too early to turn the page on IDPs, more work is needed*" (June 2014)

Including Kenya as a focus country has provided an opportunity for IDMC to highlight internal displacement in relation to both slow and sudden onset disasters. Kenya has been a focus country since 2012 with an IDMC/NRC advocacy strategy being finalised in 2014.²⁷ The strategy provides a substantive contextual overview of displacement in-country outlining a series of IDP-related problems and listing objectives and activities to address those problems, a number of which have successfully been achieved. Kenya clearly fits within the criteria developed for selection of focus countries.²⁸

IDMC's work in Kenya has focused on three different areas:

- Raising awareness and understanding of internal displacement as a complex issue with multiple causes (which is echoed through the broader work of IDMC).
- The need for improved data collection and advocating for in-country profiling.²⁹
- Adoption and implementation of relevant legal and policy frameworks including looking at all frameworks relevant to displacement and identifying gaps and overlaps and supporting country level partners to take this forward in their advocacy.

In terms of **awareness raising** IDMC has successfully advocated for UNHCR to re-appoint a focal point for IDPs (even though the IDP pillar had been cut), to highlight to the Government of Kenya (GoK) the external concern that problems faced by IDPs are addressed.

IDMC has undertaken different forms of **collaborative work** and formed **influential partnerships** with key stakeholders in order to inform its work in Kenya. For example together with the Kenyan National Commission for Human Rights a joint mission was undertaken to the coastal region to highlight the multiple causes of displacement in Kenya and a subsequent report on this was produced in July 2014. This report also focuses on a key topic that is increasingly covered by IDMC and reflected in a number of its different products – durable solutions.

With regard to **data collection**, when the Special Rapporteur for IDPs visited Kenya in 2014 IDMC made use of his visit to highlight the issues associated with lack of data on protracted displacement. In addition, IDMC has supported in-country partners to finalise a request for support for the Joint IDP Profiling Service (JIPS) to undertake a profiling in Kenya. Although Kenya was subsequently prioritised by the JIPS Executive Committee there has not been any real progress in this regard.

IDMC's work in Kenya provides a good example of coverage of issues that can also be seen at the global level in relation to IDPs such as the lack of interaction between different responsible organisations and bodies. IDMC has been able to highlight overlaps and relevance to different national level actors such as the UN Development Programme (UNDP) highlighting IDMC's **added value** of being able to provide an overall perspective about displacement issues and how different organisations can work together to try and benefit those displaced.

²⁷ IDMC/NRC [Kenya] Advocacy Strategy 2014-2015

²⁸ For example, as a country where situations of protracted displacement are probably or already evident; where access to data and displacement-affected populations is possible; affected by armed conflict and already monitored by IDMC; a high level of external interest.

²⁹ This issue is a focus of IDMC's broader work and is mirrored in a number of IDMC's products and messages but is considered to be a specific issue of concern in relation to Kenya.






IDMC's disaster-related work in Kenya has also focused on nomadic pastoralists in drought situations, trying to understand the **multiple drivers that are in play and cause displacement** (another topic that is discussed by IDMC at a global level). The reports produced on Kenya have allowed for a focus not just on rapid onset situations (as in the GE) but also to cover slow onset and this is important to show that IDMC has been able to develop and adapt new methodologies in order to highlight different displacement contexts. The modelling work has also allowed for having discussions on different levels, so whilst IDMC's work on data collection and awareness raising was focused through the Protection Working Group the modelling work has allowed for reaching out to the National Drought Management Authority and others working on DRR. Covering the same topic but coming from two different perspectives has strengthened the voice that IDMC has in Kenya on the subject of displacement. The modelling work has reportedly also benefitted operational actors in Kenya in terms of enhancing their understanding of pastoralists and feeding into their operational planning.

IDMC has also made significant effort to ensure that the needs of IDPs in Kenya are addressed through relevant **legal frameworks**. IDMC's role here has been important in order to ensure that IDPs remain on the agenda. When the IDP Act was adopted just before the election in 2013, international attention and pressure on addressing the needs of IDPs by the GoK declined. Perhaps as a result, since then there has been little movement on the issue. IDMC's work has potentially contributed to the creation of an IDP Act implementation committee. The work is ongoing, particularly around analysis of legal frameworks and the need for Kenya to ratify the Kampala Convention in spite of the existence of its own IDP Act.

Beyond Kenya, IDMC has contributed to the development of a policy on internal displacement in Somalia which was adopted in October 2014 and of a different policy on displacement specific for Somaliland. IDMC has supported country-level partners to develop an action plan to identify how to operationalise this policy.

4.3.3 The Philippines

Key IDMC Philippines Reports

-  Disaster-induced internal displacement in the Philippines: The case of Tropical Storm Washi/Sendong - January 2013
-  Philippines - Internal displacement brief - December 2013
-  Comprehensive response to wave of displacement crises needed - December 2013
-  The evolving picture of displacement in the wake of Typhoon Haiyan - An evidence-based overview - May 2014
-  Long term recovery challenges remain in the wake of massive displacement - February 2015

Including research on disaster-related displacement in the Philippines has received ongoing focus since the publication of IDMC's first report on this topic in 2013.³⁰ As with Kenya, the advocacy strategy for the Philippines³¹ provides a contextual overview and problem statement and outlines expected outputs and progress towards this. Since 2012, the Philippines overviews have gradually included disaster displacement to the point where the most recent overview was equally covering disaster and conflict induced displacement.

In the Philippines, IDMC has undertaken significant work with **national partners** to support **advocacy** efforts to develop a national IDP act. As such, IDMC successfully advocated for the inclusion of disaster-related internal displacement within the proposed Rights of Internally Displaced Persons Act of 2012. This IDP bill was endorsed by the Senate in 2013 making the Philippines the first country of the region to adopt IDP legislation. However, in the same year the government vetoed the law. Discussions during this review (including with external stakeholders) highlighted that during discussions around the IDP bill, IDMC reports were referenced frequently in order to demonstrate the scale of the IDP situation in the Philippines and globally. IDMC's figures are very prominent in the bill and in its annexed reports, underlining the influence that IDMC can have in such processes. IOM in the Philippines also reported using IDMC figures as a baseline reference to emphasise the importance and significance of displacement in order to help guide its work. This provides a good example of **practitioners** referencing and utilising IDMC research. IDMC's reports on the Philippines have caught the attention of donors, practitioners and the government and have ensured that all relevant bodies are aware of the gaps in terms of addressing IDP needs.

At the same time, IDMC has worked with a range of **partners** in order to access data for its reports including IOM but also the government Department of Social Welfare and Development. From an advocacy and influencing perspective, UNHCR has been a key partner as the Protection Cluster lead. IDMC's work in the Philippines has explored patterns and dynamics of displacement using for example, data from IOM's displacement tracking matrix (DTM) but also working more broadly with the protection and shelter clusters and other organisations such as REACH in terms of data collection and data gap identification.

IDMC has undertaken **probabilistic risk modelling** in the Philippines and although normally reliant primarily on secondary data, some primary data collection was undertaken here. This work is of particular relevance to practitioners. For example, IOM is in the process of identifying ways in which it can train local authorities and communities in the Philippines to make evacuation plans based on the country's early warning system and hopes to use IDMC's risk-related work to inform their thinking.

4.3.4 Partnerships/external cooperation –

IDMC has built up a variety of different relationships and partnerships in order to facilitate its disaster-related work. The partnerships are too numerous to mention in this report, so this section serves to provide examples of a small number of relationships that IDMC has established with stakeholders in order to develop and facilitate its work. Developing such relationships of trust

³⁰ Disaster-induced internal displacement in the Philippines: The case of Tropical Storm Washi/Sendong - January 2013

³¹ Philippines Advocacy Strategy: Protecting persons displaced by conflict, violence and natural disasters – 2012-2015

within a relatively short space of time is not an easy task and IDMC has achieved success in a number of different areas of collaboration. IDMC is totally dependent upon many of its partners either for data collection due to its lack of field presence or to support its advocacy efforts.

When IDMC first embarked upon including disaster-related displacement within its remit, there were relatively few organisations focusing on data related to displacement, DRR and CCA and the connections within and between these areas. Since that time this field has grown exponentially and it has been important for IDMC to keep abreast of this change and continue to develop new partnerships where necessary.

In relation to **research**, and in order to try and ensure that the data utilised by IDMC is robust it has been important to identify good sources of information and partnerships have been created to this end. The data for the GEs is collected from a number of different partners including the International Federation of Red Cross and Red Societies (IFRC) which has given IDMC access to its Disaster Management Information System (DMIS), and IOM through its DTM. Whilst some partnerships are not founded on formal memoranda of understanding, others such as the one with IOM are. IDMC also uses other sources of information although not necessarily from “partners” as such. An example of this is the Dartmouth Flood Observatory, or through national authorities. IDMC has also formed important **research partnerships** in order to ensure that its data collection and analysis methodologies continue to develop and evolve. IOM is also a partner in this sense and a result of their joint work can be seen in the 2014 Haiyan report, which as mentioned above, has been used as a baseline reference by practitioners.³² The pioneering modelling work that is being developed also relies on such partnerships, primarily with academic institutions and research partners such as Climate Interactive. Continuing to build relationships for this modelling work, which is attracting attention and which other organisations are considering adopting, is vital to ensure that the methodology applied remains robust and to enable IDMC to keep a hold of the market that it has currently cornered in this regard.

IDMC also has a range of multi-faceted partnerships, for example with UNCHR with whom it has a formal partnership as well as less formalised but equally important cooperation at a strategic level, such as shared **advocacy** goals. In this sense, IDMC is often seen as an ally and strategic friend. This alliance can also be seen through the Advisory Group on Climate Change and Human Mobility³³ which creates submissions to climate change negotiators, progressively putting forward evidence that emanates from research often underpinned by IDMC’s EU-funded work to highlight to states how environmental degradation and natural hazards, including those linked with climate change will play out in terms of migration, displacement and forced mobility. This collaborative way of working allows IDMC to use its evidence but speaking through a shared voice thereby providing reinforcement to its messages as well as access to an enhanced stakeholder group.

There are a number of examples of two-way partnerships where both IDMC and the partner organisation are able to benefit from each other’s knowledge. IOM is one example of this and IFRC is another. With the IFRC, IDMC is able to access disaster-related displacement data from its National Red Cross/Crescent Societies as well as from its DMIS. In turn, IDMC’s work on **legal**

³² *“The evolving picture of displacement in the wake of Typhoon Haiyan – An evidence-based overview”*- May 2014

³³ The group is made up of NRC, IDMC, UNHCR, IOM and others and was created in 2014.

frameworks and policies has raised the interest of IFRC's legal team. As a result IDMC has briefed IFRC legal advisors working regionally and IDMC has attended the training on disaster law in San Remo. IFRC has contributed to the development of training modules on protection coordination in disasters in the framework of the IDMC-UNHCR chaired Task Team on Learning of the Global Protection Cluster.

Another important stakeholder with which IDMC is engaged is the Nansen Initiative with the focus on aiming to address the **legal gap** that exists with regard to cross-border movements in the context of disasters and the effects of climate change. IDMC has contributed reports to a number of Nansen's regional conferences on this topic, for example, the production of a technical paper assessing drought displacement risk for Kenyan, Ethiopian and Somali pastoralists.

Collaboration on **policy agenda engagement** is another important element of IDMC's work with external stakeholders and this can be seen in relation to different climate change conferences. For example, the 2011 GE was launched at the Durban Climate Change Conference and as mentioned above, IDMC has also been involved as a member of the Advisory Group on Climate Change, an informal group coordinated by UNHCR's climate change officer. Involvement in this group has enabled joint submissions to be presented to the UNFCCC. Working together with other organisations who are members of the group is seen as very progressive. In order to feed evidence into policy, IDMC has created relationships with those who are active in policy dialogue, such as the Asian Development Bank which has used IDMC evidence and statistics in its 2012 report on "Addressing climate change and migration in Asia and the Pacific". During this evaluation, some stakeholders emphasised that engagement here needs to be strengthened, with for example the UN Office for Disaster Risk Reduction (UNISDR) highlighting that they would be willing to boost such engagement where relevant.

Although included as key action within the strategy, **training** has not received as much attention as some of the other actions (again, perhaps due to resources in terms of capacity). Examples include:

- Inclusion of disaster specific aspects to training on housing, land and property delivered annually at the training organised by the Special Rapporteur on IDPs and Brookings at San Remo, targeting officials from IDP-affected countries.
- Reference to DRR as an integral part of a displacement-prevention policy; protection against arbitrary displacement in the context of disasters; responsibility for failure to undertake DRR measures; protection concerns in disasters has been integrated in training activities/modules for example at the Kampala Convention training in Gambia and regional training in Senegal (2013) as well as the durable solutions training in the Philippines (2014).
- Delivery of the session on protection issues in disaster situations at the Brooking-organised course on the law of internal displacement, in Kampala September 2013.

IDMC has faced a number of challenges in relation to partnership and cooperation with external stakeholders. These include:

- the increasing number of organisations now involved in displacement-related topics such as DRR and CCA, necessitating IDMC with its limited resources to seek out the most reliable and influential partners for the different elements of its disaster-related work;
- with displacement being a cross cutting issue it is important for IDMC to engage with different units/departments in some of the larger organisations like IOM to ensure that a

holistic approach which covers prevention through to durable solutions are captured. This can be difficult with IDMC's limited resources

IDMC is regularly requested to collaborate with external stakeholders in a wide variety of thematic areas from data collection to developing standards on displacement and the identification of common humanitarian displacement indicators. However, with limited capacity (both in terms of time and personnel) some of this potential collaboration and convening power is at risk of stagnating.

4.4 Less successful areas of the strategy

“Some of the gaps are enormous although this is not necessarily IDMC's fault as it is about resources. However, there are a lot of opportunities to expand the monitoring and analytical capacity.”

External stakeholder

As has been noted above, there are a significant number of areas where IDMC has been extremely successful and accomplished significant achievements with its disaster-related work in a short space of time. However, there do remain some less successful areas of the strategy which are highlighted here.

Production of the **Global Estimates** reports³⁴ has primarily fallen under the responsibility of one staff

“Issuing the GE much after 1 January is too late – we’ve moved on by then. We need the GE numbers as soon as possible.”

External stakeholder

member within IDMC with support from consultants. The lack of permanent IDMC staff members being responsible for the GEs (partly as there has been insufficient capacity for this) has impacted upon the rapid production of the report and shared

ownership of the data (although the regional analysts have been more involved in the most recent GE, this has also stretched their capacity). External stakeholders raised the issue of the timing of the GEs, and whilst understanding the time lag they felt it was not helpful in terms of holding stakeholder attention to have data coming in the second half of the year.

As has been noted above, the GEs are highly valued for the quantitative data they provide. There remains however the struggle with presenting data on displacement which may be caused by **multiple factors**, including conflict and violence. Whilst qualitative analysis can help to explain this, it is more of a challenge through the GEs.

Although there is partial **integration**³⁵ of the disaster work within IDMC's wider portfolio, the extent of this varies and it is not fully mainstreamed. Combined with this, whilst some of the more innovative areas of work such as the different modelling methodologies have brought different perspectives and breadth to IDMC's work these methodologies are not well institutionalised.

IDMC has tried to identify **priority countries**³⁶ in order to incorporate national level focus for its disaster-related work and to create a rolling portfolio of these countries. Although guidance was

³⁴ Key Action 1

³⁵ Key Action 5

³⁶ Key Action 2

provided on the selection of these countries it appears that the idea did not work according to plan and it was never clear at which point a country would no longer be a focus. Discussions were held about the possibility of having a small number of countries included as **focus countries** (Pakistan, Colombia, Kenya, Haiti, the Philippines and a Pacific region country) but only a limited number were ever really treated as such. At the same time, IDMC has also started to focus some of its work more at a regional and sub-regional level (the modelling work for example) making the idea of a single country being a focus less relevant. Whilst some of the analysts have tried to ensure that disaster-induced displacement monitoring data is captured in the overviews and reports that they write, this has not happened across the board. Pieces of research and analysis have been produced and merged into overviews but it has not been consistent or systematic. Although it has not managed to develop a rolling portfolio of focus countries as outlined in the strategy, IDMC has been able to ensure that issues related to disaster-induced displacement are covered in its monitoring and research and included in a variety of its publications covering different countries and regions across the globe from Armenia to Zimbabwe. Some of the publications which span across different regions (Eastern Europe, Africa, South East Asia and the Caribbean) can be found in Annex 11.

Whilst not a focus of the strategy, the gap relating to coverage of **protracted displacement** was highlighted by external stakeholders. Whilst it is understood that in order to initiate its work in relation to disaster-induced displacement it was necessary for IDMC to limit its focus and ensure the development of robust data collection methodologies and thereby focus on sudden onset, there

“A big question is whether it makes sense to differentiate so sharply between disaster and conflict displacement. Often these are interrelated.”

External stakeholder

remains a knowledge gap in this regard, even at country levels resulting in lack of understanding/reflection of key issues such as protection concerns.

In the most recent GE IDMC provided a brief overview and analysis of countries affected by both **conflict and disaster related displacement**.

Many of those spoken to during this evaluation

appreciated this and questioned whether the continuing distinction between the two was helpful, seeking more analysis on the frequent inter-connection between them.

Regional analysts are often familiar with national legal and policy frameworks but less so with **global frameworks**, particularly those related to disasters. Whilst this is not necessarily linked to the disaster strategy per se, this knowledge gap will need to be addressed in the near future.

IDMC’s **modelling work** has received significant attention and as a result IDMC has received a number of demands from governments to equip them with the tools to undertake this work.³⁷ However, due to resource limitations IDMC has not been able to respond positively to all these requests. There is however a risk that others will be in a position to respond.

Figures and data on disaster-related displacement have not been systematically **mainstreamed into IDMC’s country analysis** and this is considered to be a gap. This was commented upon by some external stakeholders but was also apparent in the evaluation survey where some respondents were

³⁷ Requests have come from Kiribati, Tuvalu, the Cook Islands, Kenya, Tanzania, Senegal and Nigeria according to IDMC.

unaware of the strategy and its actions and have not systematically included disaster-related monitoring in their work.

One of the strategy's key actions highlights IDMC's role in capacity strengthening and **training**. Although there has been internal training as well as the provision of inputs into external training modules, this is perhaps one area of the strategy which has received less attention, again due to capacity limitations.

4.5 Main lessons learned

Many of the main lessons learned from IDMC's disaster-related work have been covered throughout the report already. This section serves to highlight some of the most important lessons learned to date.

Resources - It has been essential to have resources specifically dedicated to disaster-induced displacement in order to provide guidance and analysis on this relatively new area of work for IDMC. However, those dedicated resources and the capacity of the rest of IDMC are currently stretched and although a number of gaps have been highlighted in this evaluation it is difficult to see how IDMC will address those gaps with the current resources that are in place.

Investment - Developing this area of work has required significant investment from IDMC in terms of partnership development, internal capacity building, methodology creation, networking and dissemination. A great deal has been achieved in a short space of time but in order to keep moving this area of work forwards will require further investment.

Reliability – IDMC's investment in this area of work has paid off with IDMC now seen as a reliable producer of quantitative data on sudden onset disaster-induced displacement. External stakeholders have appreciated IDMC's efforts to expand its scope within this area, both through the creative modelling work and through its attempts to highlight the crossover and interconnection between conflict related and disaster-induced displacement. In spite of this, a number of gaps remain which it will be important for IDMC to fill if it is to maintain its stronghold in this field of work.

5. Conclusions

IDMC's disasters strategy is a well-designed document with a clear objective, linked actions and planned outcomes and indicators. However, the strategy itself is not well known throughout the organisation, including by many staff who are relied upon to help implement it. The strategy itself is practical and pragmatic but it is ambitious.

The framework set by the 2011-2013 strategy was relevant for that time period but for now and the future, any strategy or strategic guidance for IDMC's disaster-related work today would benefit from more emphasis on increasingly important issues such as prevention, probabilistic risk and other concepts and methodologies as IDMC expands the range of ways to access knowledge needed for policy and decision makers. Significant effort and work has been made to try and ensure that IDMC is no longer seen only as the reference point for data on conflict-related displacement but equally so for disaster-related displacement. However, IDMC's resources for focusing on this area (as well as potential other factors causing displacement) are already stretched. Whilst stakeholders would like to see continued robust quantitative data coming from IDMC there is an increasing expectation that

IDMC will also provide strengthened qualitative data which looks for example at displacement timing, destinations and what this means for IDPs in the process of their displacement. With the current organisational approach and prioritisation, there remains a risk that IDMC will not be able to progress much further in either of these areas.

IDMC's new and continued focus on disaster-related displacement has ensured that it remains relevant in global displacement debates and discussions, as an organisation with a very specific thematic lens, regardless of the causes of displacement. Within the timeframe of the strategy's implementation and with the limited resources and capacity dedicated to ensuring this development, the achievements accomplished by IDMC are significant and the reputation that IDMC now has for this area of work is remarkable.