

THE JOINT IDP PROFILING SERVICE

STRATEGY

2018 – 2020



Actionable and agreed-upon displacement data

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Introduction

The Joint IDP Profiling Service – JIPS is an inter-agency service that through support and advice to collaborative profiling processes works with governments and their humanitarian and development partners to improve evidence in internal displacement situations. **This document outlines JIPS’ strategic direction for the 2018-2020 period.**

This strategy builds on UN Human Rights Council and UN General Assembly Resolutions that encourage states, governments, Inter-Agency Standing Committee (IASC) members, UN Humanitarian Coordinators and country teams to ensure the provision of reliable data and to improve policy, programme and response to internal displacement, and request for JIPS’ technical support as needed.¹ In addition to the support that we provide to partners in displacement-affected contexts, this strategy also outlines our contribution to the implementation of several broader policy initiatives, such as the 2030 Agenda for Sustainable Development and its commitment to “leave no-one behind” by improving the availability and quality of evidence for decision making on displaced populations, the New Urban Agenda, and the World Humanitarian Summit’s commitments including the Grand Bargain by improving joint and impartial needs assessments and fostering the engagement between humanitarian and development actors.

¹ UN Human Rights Council Resolutions ([A/HRC/20/L.14](#)) from June 2012 and ([A/HRC/RES/32/11](#)) from July 2016 on the Human Rights of IDPs; UN General Assembly Resolutions ([A/C.3/68/L.63/Rev.1](#)) from November 2013 ([A/RES/70/165](#)) from December 2015 on the Protection and Assistance of IDPs.

JIPS is an inter-agency service overseen by an Executive Committee consisting of the Danish Refugee Council (DRC), Internal Displacement Monitoring Centre (IDMC), Norwegian Refugee Council (NRC), Office of the Special Rapporteur on the Human Rights of IDPs, United Nations Development Programme (UNDP), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and United Nations High Commissioner for Refugees (UNHCR). JIPS is also guided by an Advisory Group that brings together a network of leading senior professionals and experts in areas relevant to JIPS' work.² JIPS is jointly hosted by DRC and UNHCR in Geneva.



UN SPECIAL RAPPORTEUR
ON THE HUMAN RIGHTS
OF INTERNALLY DISPLACED PERSONS



*Empowered lives.
Resilient nations.*



Since its establishment in 2009, JIPS has been working with a broad network of partners, seeking to improve the quality of data and enable better evidence-based decision-making to support solutions in displacement contexts. JIPS' *raison d'être* – to facilitate the consensus around agreed-upon data through collaboration, and to provide technical support to locally implemented and owned profiling exercises – is the driving force behind our work.

This document describes JIPS' strategic goals for the coming years, and outlines the way in which we work towards them in collaboration with our partners. Building on lessons learned from our previous work, this document provides an overview of the areas of work where the JIPS team and our Executive Committee and Advisory Group members, who contributed to the development of this strategy, believe that JIPS can add value to the local, national and global response to displacement (see [Annex I](#) for an overview of our vision, mission and strategic goals).

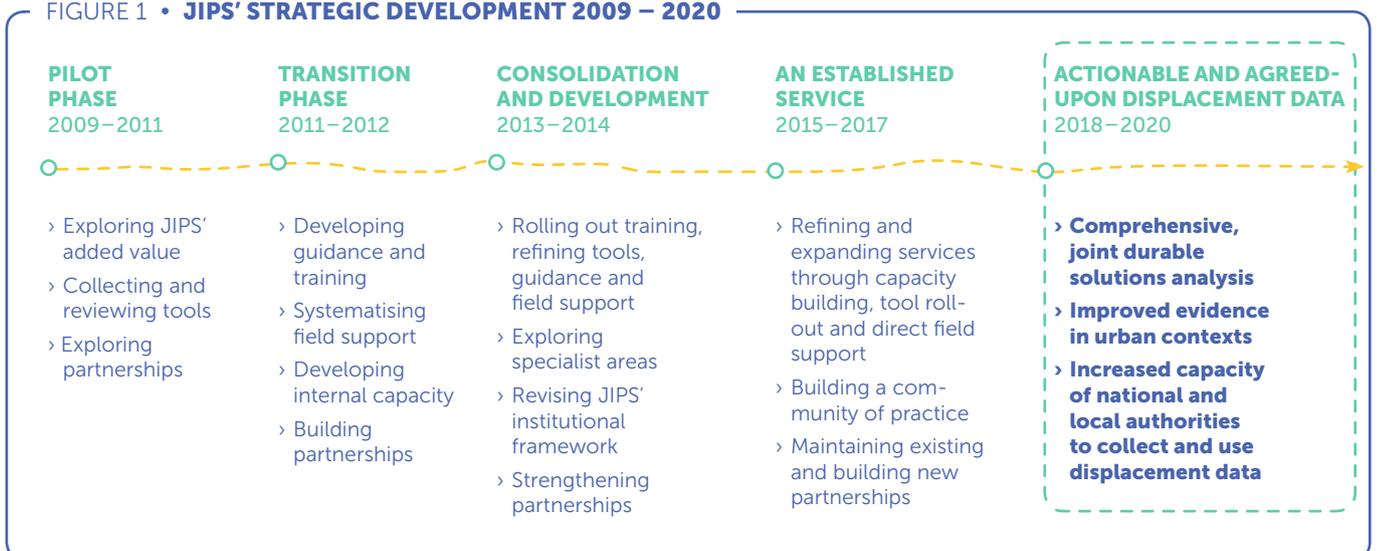
² The current members of the Advisory Group include Louise Aubin, Chaloka Beyani, Xavier Devictor, Karen Jacobsen and Walter Kälin.



Strategy development process

In 2017, JIPS embarked on the strategy development process for the 2018-2020 period, which will mark a decade of JIPS' work since its establishment in 2009. The past strategy period of 2015-2017 covered the phase called "An Established Profiling Service" and has set solid ground and direction for this new strategy, focusing on "Actionable and agreed-upon displacement data". See figure 1 below for the development of the Service since its inception.

FIGURE 1 • JIPS' STRATEGIC DEVELOPMENT 2009 – 2020



The strategy development process for 2018-2020 envisaged the refinement of JIPS' on-going strategic direction at the end of the period 2015-2017 based upon broad consultations, lessons learned and adjustment to the changing context. This included three phases: diagnosis, reflection, and organisation, which took into consideration the following key elements:

- › Inputs from the JIPS **Advisory Group** members, who were asked to identify relevant issues for JIPS' next strategic planning based on recent global policy developments;
- › Inputs from **partner consultations** at the global level with a targeted list of partners including Executive Committee members, Advisory Group members, current/potential donors, and a number of strategic/technical partners;
- › Findings from an **external evaluation** carried out in 2017 which focused on JIPS' field activities and the value of profiling support provided by JIPS;
- › Inputs from JIPS' **internal evaluation** based on analysis of various M&E processes undertaken in recent years. This includes evaluation reports of trainings delivered, online toolkits, conferences/events hosted, and field exercises in addition to data from JIPS' monitoring systems for field support requests and delivery, online platforms and communications activities.





Looking ahead : This is JIPS

Our vision

People and their communities are able to progress towards and reach durable solutions to displacement, supported by the collaborative efforts of governments, humanitarian and development actors that are based on high quality evidence.

Our mission

To advise, support and work with local and national governments, humanitarian and development actors to produce and use agreed-upon displacement data for decision-making. We do this by providing technical support to collaborative profiling and advising on other displacement data processes, engaging communities, and strengthening local capacity to inform collective solutions to displacement.

We promote sharing of experience between local and global levels, and provide guidance on displacement data processes and their use for evidence-based policies and action.

The Joint IDP Profiling Service is:

- › **An honest broker** building consensus around displacement data through collaborative processes, believing that this increases the usefulness of the results to all partners.
- › **An inter-agency service** that builds on its multi-stakeholder governance model (Executive Committee, Advisory Group) to make our services available to a broad range of partners and act as a facilitator free from political, operational, or sectoral agendas.
- › **An expert on analysing internal displacement** situations with particular expertise in durable solutions and urban displacement.
- › **Field-oriented and demand-driven**, remaining responsive to locally identified needs for displacement data and analysis, and adapting our approaches to each specific context. With support from our governance body, we prioritise our resources based on an evaluation of our ability to add the most value in line with our principles.
- › **Focused on building and sharing capacity** to enhance local ownership and ensure sustainability of our impact through providing support instead of implementing profiling directly ourselves. We also promote sharing of knowledge and skills across contexts, and between local and global levels.

Our work is based on the principles of:

- › **Collaboration:** We promote collaborative efforts towards producing evidence and building consensus around findings to ensure effective use of displacement data for solutions.
- › **Participation of communities:** We believe that communities should be included at all stages of a data cycle to ensure that the process reflects their realities and priorities, including the analysis and interpretation of data, and dissemination of findings.
- › **Complementarity:** We aim to avoid duplication by building on and complementing existing knowledge and systems, acknowledging that we are part of a wider community that works to improve the evidence base on displacement.
- › **Protection-orientation:** We base our activities on Protection Information Management principles and strive to improve protection outcomes through evidence.
- › **Transparency:** We make sure to document and share lessons and aim to improve usefulness of data through openness about its limitations.



Credit: Jozef Merix | UNHCR

Contexts in which we work

At JIPS we understand profiling as a collaborative process that aims to create a joint evidence-base for governments, humanitarian and development partners and displaced communities to inform collaborative efforts towards durable solutions to displacement. We also believe that profiling methodologies and tools need to be tailored to each displacement context to adequately reflect these different realities. That is why we offer a range of services that promote the use of evidence in responses to displacement and highlight the relevance of profiling displacement situations. We work to help governments, humanitarian and development actors acquire, maintain and update accurate data on internally displaced persons. We recognize that this data is more valuable if it is **disaggregated by sex, age, location and diversity**. These distinctions paint a more reliable picture of situations of internal displacement, which helps to stimulate well-informed action towards solutions. We understand profiling as a process, which alongside other approaches and methods results in displacement data that can be used to inform joint responses to support durable solutions.

Together with our Executive Committee, Advisory Group, peers and local-level partners, JIPS continues to work as part of a broader community supporting durable solutions to displacement. We recognize the **specific need for collaborative data processes in situations of internal displacement, where data is often sensitive and divisive, and where JIPS' honest broker role can thus add particular value**. In addition to looking at IDPs, we are seeking to improve methods of including the perspectives and needs of non-displaced populations in profiling to inform comprehensive solutions to all communities affected by the displacement situation.

Profiling is a collaborative process that aims to create a joint evidence-base for governments, humanitarian and development partners and displaced communities to inform collaborative efforts towards durable solutions to displacement.

Source:

Forced Displacement: Go Figure! (2016)

So that we are well placed to respond to demands for profiling data in different displacement situations, we continue to work on and adapt our approaches to different contexts, including:

- › Building on the expertise we have accumulated over the past years mainly working in conflict and post-conflict contexts, we will ensure availability of profiling support across different displacement situations in line with the UN Guiding Principles on Internal Displacement, including displacement induced by **armed conflict, situations of generalised violence, violations of human rights, or natural or human-made disasters.**

 **Profiling is rarely about IDPs only and should encompass all those affected by a displacement situation and all those affecting the solutions to the displacement challenge. For this reason, profiling is not particular to IDP situations but can be relevant in other displacement contexts too ... Profiling is an opportunity to provide information about the entire displacement situation, including other population groups in the proximity, which may be affected by displacement.**

Source: Forced Displacement: Go Figure! (2016)

- › Believing in planning for solutions at an early stage of a crisis and continuing to analyse progress towards them over time, we will continue to make our support and advice available **in different phases of crises and during the entire displacement trajectory**, capitalising on our solutions-oriented comparative strength and experience in working in protracted displacement situations. In emergency contexts we recognise the need for adapted tools and approaches, and will seek to shape ours to these needs.
- › With the majority of displaced populations living in **urban settings**, building on the expertise we have been refining in the area of urban displacement profiling in the past, we will continue to prioritise support in these contexts.
- › In addition to the relevance of profiling as a process in situations of internal displacement and the need for a comparative analysis with the host community, we also recognise the value of these methods **in refugee and statelessness contexts, in situations where partners are supporting sustainable returns of refugees as well as IDP populations, and in contexts where various population groups mix**, and make our technical support available in these contexts as relevant.





JIPS strategic goals and areas of work for 2018-2020

In order to fulfil our mission and contribute to our vision through our comparative strengths, over the next three years JIPS will pursue the following three strategic goals through cross-cutting work on field support and capacity building, improved guidance and tools, and advocacy and communications (see Figure 2 below). A more detailed three-year activity overview is included as an annex to this document.

We see these goals as strategic focus areas, where JIPS has a comparative advantage and can contribute to achieving our overall vision. Progress in all areas will be facilitated by complementary efforts with our current partners, and through the forging of new strategic partnerships. The section below spells out how we envisage our work in order to accomplish the goals we have set.

FIGURE 2 • JIPS' STRATEGIC GOALS 2018–2020

CROSS-CUTTING AREAS OF WORK

Ensuring high quality standards and effective use of profiling and displacement data systems through:

- › Field support and capacity building
- › Information management and innovation
- › Advocacy and communications

GOAL I

Joint responses to displacement are informed by comprehensive durable solutions analysis shared by governments, humanitarian and development actors and affected communities

GOAL II

Responses to urban displacement crises are informed by adequate, tailored analysis that accounts for displacement and population vulnerabilities in addition to the wider urban context

GOAL III

Governments and local authorities are able to make an informed choice of displacement data systems that are appropriate for their contexts and intended uses, and are supported to implement profiling exercises as relevant



Goal I

Joint responses to displacement are informed by comprehensive durable solutions analysis shared by governments, humanitarian and development actors and affected communities

As outlined in the IASC Framework on Durable Solutions for Internally Displaced Persons, reaching durable solutions to internal displacement is a complex humanitarian, development and peacebuilding challenge. In addition, displaced and displacement-affected communities have the right to participate in the planning of, and to make a voluntary and informed choice on what durable solution to pursue. Even in contexts where comprehensive planning for durable solutions is not yet possible, comprehensive analysis of the displacement situation through a collaborative process can help identify priorities to address in order to break through road blocks and help overcome protracted displacement.

Over the strategy period 2015-2017, JIPS worked in close collaboration with the Mandate of the Special Rapporteur on the Human Rights of Internally Displaced Persons (IDPs) and a broad range of humanitarian, development and academic partners to develop measurable indicators and analysis guidance based on the IASC Framework. During the 2018–2020 strategy period, JIPS will focus on rolling out the indicators and guidance in collaboration with partners, and providing support to partners conducting durable solutions analysis in displacement situations. Emphasising the primary responsibility of governments to provide solutions to internal displacement, we will integrate this into our field support and capacity building activities, especially to provide support to authorities at national or local levels conducting profiling and leading durable solutions analysis to ensure that displacement analysis can effectively feed into national policies and development plans. This will entail further building our partnerships with national and regional actors and development partners, as well as sustaining our close working relationships with the Mandate of the Special Rapporteur on the Human Rights of IDPs and our humanitarian partners.

We also believe that through shared data and joint analysis, humanitarian and development approaches can be coherently planned in different phases of crises. We want to thus promote a common evidence-base from early on in displacement situations, and support establishment of systems for monitoring progress over time. To achieve this strategic goal, we will work in the following ways:

FIELD SUPPORT AND CAPACITY BUILDING • **ENHANCING GOVERNMENT OWNERSHIP**

- › Working with and supporting governments at national and local levels as well as other relevant actors, on setting-up and conducting collaborative durable solutions analysis;
- › Facilitating joint analysis between development and humanitarian partners and in collaboration with different local actors;
- › Building capacity of government partners at national and local levels to actively take part in profiling and other displacement data processes;
- › Strengthening the role and voice of displaced and displacement-affected communities through enhancing their meaningful participation in profiling processes, particularly with regards to the analysis and interpretation of data, to inform durable solutions planning.



ADVANCING THE USE OF DURABLE SOLUTIONS ANALYSIS THROUGHOUT A CRISIS

- › Articulating the humanitarian development nexus through the promotion of cross-sectoral, rights-based durable solutions analysis tools in line with the IASC Framework;
- › Working with partners to develop guidance for ensuring that progress towards durable solutions can be monitored over time, starting from the emergency phase, and enforcing linkages between profiling and other displacement data processes;
- › Ensuring that comparative analysis of displaced and other populations is available to inform coherent response, in part by developing guidelines for linking displacement data to reporting on Sustainable Development Goal (SDG) indicators;
- › Continuing to work with different types of data from quantitative and qualitative sources, and aiming to improve their use in one comprehensive, complementary and inter-sectoral analysis;
- › At the global level, continuing to deliver the Profiling Coordination Training to gather practitioners from different contexts to share experiences and to build capacity for the use of guidance on profiling and the JIPS Essential Toolkit, as well as developing new training and capacity building on collaborative data analysis.

PROMOTING EFFECTIVE SOLUTIONS PLANNING BASED ON SHARED EVIDENCE

- › Advocating for the use of profiling and comprehensive durable solutions analysis in line with the IASC Framework to inform joint responses to displacement, including through contribution to relevant global/regional policy processes and frameworks;
- › Sharing good experiences from and bringing together partners across contexts to enhance sharing of lessons and capacity.



Goal II

Responses to urban displacement crises are informed by adequate, tailored analysis that accounts for displacement and population vulnerabilities in addition to the wider urban context

Over the years and through a long-standing partnership with the Feinstein International Center of Tufts University, JIPS has developed specific expertise on identifying and profiling displaced populations in urban contexts. Through our technical profiling expertise and our principle of investing in localised processes, as well as our experience in bridging interests of multiple actors in a joint process, we will contribute towards evidence that can facilitate the paradigm shift towards area-based, cross-sectoral responses in urban contexts. At the same time, JIPS acknowledges the demonstrated benefit of ensuring adequate analysis of people's multiple realities in urban settings, including based on their displacement histories, and thus the need not to lose sight of disaggregated evidence on these groups.

During the 2018–2020 strategy period we will continue to engage in improving responses to urban displacement and durable solutions in these contexts through evidence at the field level, including through strengthening our existing partnerships

with UN-Habitat and the Feinstein International Center, while also working to shape policy and good practice at the global level, including through participation in the Global Alliance for Urban Crises. To achieve this strategic goal, we will prioritise work in the following areas:

FIELD SUPPORT AND CAPACITY BUILDING •

ENABLING LOCALISED PLANNING THROUGH EVIDENCE

- › Prioritising field support and capacity building to local actors who require evidence to better respond to urban displacement;
- › Improving support to and capacity building in the area of collaborative, cross-sectoral displacement analysis among different urban stakeholders.

TOOLS AND GUIDANCE •

REFINING METHODOLOGIES, TOOLS AND GUIDANCE ON PROFILING IN URBAN CONTEXTS

- › Working with partners to document good practice and develop comprehensive tools and methodologies to operationalise area-based analysis in urban contexts;
- › Ensuring that tools and guidance on adequate analysis of displacement and related vulnerabilities in urban areas are available and used.

ADVOCACY AND COMMUNICATIONS •

MAKING DISPLACEMENT VISIBLE IN URBAN RESPONSE

- › Based on experience from different contexts and the evidence available through profiling findings, advocating for coherent inclusion of a displacement lens in urban area-based analysis through participation in the Global Alliance for Urban Crises and other relevant avenues.



Goal III

Governments and local authorities are able to make an informed choice of displacement data systems that are appropriate for their contexts and intended uses, and are supported to implement profiling exercises as relevant

Data on IDPs is often the first step in proving the relevance of addressing displacement as part of policy and decision-making, as well as to ensure adequate allocation of resources for action. This evidence is required for authorities at national and local levels to assume their role as primary duty bearers in internal displacement contexts. However, capacities on data management, addressing internal displacement or both can be limited. In addition, existing standards and guidance on IDP data management mainly focus on international actors' needs for operational data.

JIPS has many years of experience of working with national statistical systems. Over the previous strategy period, JIPS led the work of a group of experts from national systems and international organisations under the mandate of the Expert Group on Refugee and IDP Statistics (EGRIS) to produce a stocktaking report on the current state of official IDP statistics. Building on this experience and to respond to continuing direct support requests from governments for advice on comprehensive IDP data management, over

this strategy period we will work with our partners to expand our expertise to advise government partners on the development of a comprehensive strategy for IDP data collection and management based on their needs, as well as building linkages and fostering collaboration on data processes with humanitarian and development partners. In this work we will specifically capitalise on our existing partnership with Statistics Norway and NORCAP, and explore opportunities for establishing new partnerships within the international statistical community.

To achieve this strategic goal we will prioritise work in the following areas:

FIELD SUPPORT AND CAPACITY BUILDING •

ENABLING GOVERNMENTS TO RESPONSIBLY PRODUCE AND USE DISPLACEMENT DATA TO INFORM POLICIES AND RESPONSE

- › Expanding services to include comprehensive advice on data management in IDP contexts to respond to the needs of national and local level authorities on displacement data in different phases of the displacement crisis;
- › Working with partners with strong expertise in the field of official statistics to develop capacity building approaches to strengthen governments' capacity to implement the EGRIS recommendations, improve operational data on IDPs, and facilitate peer-to-peer learning and exchange of experiences;
- › Prioritise field support to governments who, in collaboration with other partners, wish to strengthen their IDP data management practices, provide technical advice on the most appropriate data sources to employ, and support them in undertaking profiling.

TOOLS AND GUIDANCE •

STANDARDISING PRACTICE ON IDP DATA PRODUCTION AND DISSEMINATION

- › Developing practical recommendations and guidance on the production of official statistics on IDPs through continued engagement with the EGRIS;
- › Building linkages between operational data used by humanitarian and development partners with the definitions and standards set for production of IDP statistics, and development of guidance on population data management and profiling alongside relevant partners;
- › Continuing to update and refine our existing profiling tools based on lessons learned, new initiatives and innovation.

ADVOCACY AND COMMUNICATIONS •

ENACTING NATIONAL RESPONSIBILITY FOR DATA COLLECTION ON DISPLACEMENT

- › Flagging the need to invest in national and local level capacity for IDP data management in order to enable these partners to produce IDP data and facilitate ownership of findings;
- › Advocating for governments to collect, analyse and use high-quality IDP data as part of their production of national statistics.



Cross-cutting areas of work

Ensuring high quality standards and effective use of profiling processes and other displacement data systems to inform durable solutions to displacement

The specific thematic work outlined under each of the strategic goals will be achieved through cross-cutting activities across the different units of our team (Figure 3) in order to ensure that profiling and other tools and guidance are up-to-date and reflect high quality standards, and that our partners have the capacity to effectively use them.

Providing **field support** based on the demand from contexts where agreed-upon internal displacement data is needed, collected and ultimately used is at the core of JIPS' work. We will continue to provide technical support and advice to field partners and build consensus through process-orientation, always emphasising the role of JIPS as a support to locally-owned processes instead of as a direct implementer. This also enables us to mainstream an approach of **strengthening and sharing of capacity** in the support we provide.

Our **information management** work will continue to emphasise quality and the assurance of adequate consideration of protection standards and research ethics. We will also continue to improve knowledge management around profiling in displacement situations beyond sharing of tools onto good practice on process management and collaboration. With an emphasis on research of new approaches and innovation, we will aim to incorporate new ways of working in our tools and guidance.

Advocacy and communications activities provide imperative support to reaching our strategic goals. This applies both to making JIPS' services known to country-level partners who would benefit from our support, as well as advocating for the use of adequate evidence to support durable solutions to displacement as part of our global level messaging and our field support. During this strategy period we will benefit from the support of our Executive Committee and our in-house communications expertise to convey our advocacy messages to relevant audiences at field and global levels. We focus on bringing our expertise and experiences acquired in conjunction with our field partners to the global discussions – highlighting the use of profiling to produce data disaggregated by migratory status for SDG reporting, or the importance of community engagement in durable solutions analysis are two such examples. These communications activities will be supported by continuous monitoring our targeted approaches for different messaging.

FIGURE 3 • JIPS' WORK PROCESS





Enablers of success

In order for us to be successful in achieving our strategic goals outlined above, we rely on the following factors:

Strategic partnerships

Underpinning the drive for more cross-sectoral work and emphasising the principle of working in complementarity with the broader humanitarian and development community, we value and wish to continue to deepen our partnerships with:

- › **Mandate of the Special Rapporteur on the Human Rights of IDPs:** JIPS will continue to support the work of the Mandate in line with the principles and the modalities identified in the existing Memorandum of Understanding, including by responding to recommendations from the Mandate related to profiling needs in specific countries and aligning our work with strategic interests and priorities of the Mandate. We wish to convey mutually supportive advocacy messages, particularly on the need for evidence-based humanitarian and development assistance to populations affected by internal displacement, as well as on durable solutions to internal displacement, and meaningful participation of communities in data processes.
- › **Development partners:** In view of the need to particularly enhance development responses to displacement, we will continue to consolidate our collaboration with development partners such as UNDP, the World Bank and UN-Habitat. Establishing a collaboration with the newly established World Bank-UNHCR joint data centre to improve global statistics on forced displacement is of particular interest to us. In addition, we wish to increase engagement with regional partners, such as intergovernmental bodies and regional development banks to communicate about the services we offer. With these partnerships we wish to ensure that data on displacement situations can inform effective development policies by our local, national and global counterparts.

- › **Statistical community:** Building on the existing close collaboration with Statistics Norway, newly initiated discussions with the Danish Statistics Office and representatives of other statistical agencies from around the world through EGRIS, we seek to further deepen our engagement with the official statistical community and continue to explore opportunities for joint work and cross-learning on the issues of displacement and statistics.
- › **Academic institutions, technical peers and innovators:** JIPS will continue to seek partnerships to explore research projects on innovative approaches to data collection and analysis relevant in displacement settings. For this, we wish to continue to exchange resources, expertise and work with technical peers such as ACAPS, REACH and iMMAP, as well as partners working on intersecting areas, such as UNHCR Innovation and the Protection Information Management initiative. We also wish to deepen our collaboration with the Feinstein International Center and other academic partners, including in the regions and countries where we deliver our field support, to foster critical dialogue and pursue in-depth analysis of specific topics.

Continuous learning

We believe in continuously exploring new approaches, learning from mistakes and striving towards improved practice. Over the past strategy period 2015-2017 JIPS invested in developing an M&E framework for our activities. During this strategy period, we will focus on further refining this framework, including enhancing evaluation of the use and impact of profiling. We will also continue to invest in assessment of our own support by recording progress, bottlenecks, and challenges of our work in order to incorporate these into our annual plans.

In addition to learning from our experiences – successes and challenges alike – in the field, we also intend to stay abreast of the latest methodologies, techniques, and policy developments, and to keep on adapting and applying these to our approaches. In addition to innovative partnerships, we plan to do this through increased investment in staff development and internal capacity building.

Resource mobilisation

Since 2009, JIPS has been funded by a range of donors including the European Commission (ECHO), DANIDA (Denmark), the BPRM and OFDA (USA) and NMFA (Norway), UNHCR, DRC, NORCAP, NRC-IDMC, the World Bank and Data2X. JIPS will endeavour to secure the financial resources to support its strategy through a mixed portfolio of donor contributions, cost recovery of our support, and support from our Executive Committee (both in-kind and financial). A broad resource base will support our inter-agency nature, and we continue to pursue this with our traditional donors, as well as seeking new opportunities.

While cost-recovery for our support is increasingly being used to recuperate expenses related to the direct provision of field support, we will continue relying on donor funding to enable us to work in contexts where profiling support is most needed, as well as with partners who may not be able to directly fund our support. Core funding is crucial because it helps JIPS cover essential running costs, bridge funding gaps, and effectively implement a range of programme and advocacy goals.

JIPS Executive Committee members are also expected to commit annual funding and/or in-kind contributions to JIPS. This has been secured in most years from several members through partial funding of staff salaries and significant contributions to running costs. This type of collaboration with our Executive Committee in addition to their active fundraising activities on JIPS' behalf will continue to be crucial over the 2018-2020 strategy period.





Institutional framework

Inter-agency governance

The two-tiered inter-agency model of JIPS' governance, consisting of the Executive Committee and the Advisory Group, will continue to be a key element of JIPS' identity, and a basis for our cross-sectoral work.³

The Executive Committee represents the decision-making body for JIPS. Established in 2014, it currently comprises the Danish Refugee Council (DRC), Internal Displacement Monitoring Centre (IDMC), Norwegian Refugee Council (NRC), Office of the Special Rapporteur on the Human Rights of IDPs, UNDP, OCHA, and UNHCR. The Executive Committee will oversee the implementation of this strategy, fundraise and advocate on JIPS' behalf, and provide general oversight to JIPS' activities.

The Advisory Group, on the other hand, contributes to JIPS governance by bringing together a select group of leading senior professionals and experts from both academic and institutional backgrounds to advise JIPS and the Executive Committee members on technical, operational and strategic issues. The Advisory Group is not a decision-making body, but JIPS will continue to rely on the members' guidance and advice, as well as a continuous discussion with JIPS on important topics.

Strategically and operationally, JIPS will continue to benefit from its co-hosting arrangement during this period. Since late 2013, JIPS has been co-hosted by the Danish Refugee Council's Representation in Geneva and by UNHCR's Field

³ Find out more about [our governance model](#).

Information and Coordination Support Section (FICSS). This co-hosting arrangement, as a result of UN and INGO partnership, reflects well JIPS' inter-agency identity and brings about the important comparative advantage of JIPS as an honest broker in collaborative processes working with local and national partners, and development and humanitarian actors.

Team structure

The implementation of this strategic plan will be realised by a dynamic and technically versatile team of experts with a strong background in JIPS' core areas of work. In addition to our core staff members, we expect to continue to work with our partners to host specialist deployments as well as to explore potential staff exchange schemes with other partners to ensure cross-learning and exchange of ideas.

FIGURE 4 • JIPS STRUCTURE





Budget 2018-2020

Based on the described goals, activities and institutional framework, the following proposed budget would be required for the complete implementation of this strategy over the three-year period (in US Dollars):

BUDGET CATEGORIES	2018	2019	2020
Cross-programme staff	351,000	384,000	384,000
Field Support and Capacity Building	777,170	942,050	971,100
Information Management and Innovation	471,000	551,000	546,000
Advocacy and Communication	185,500	195,000	162,500
Office space (incl. running costs)	246,000	252,000	258,000
Other costs (audits, external evaluation)	5,400	5,400	17,400
Overhead (7%)	142,525	163,062	163,730
TOTAL ANNUAL BUDGET	2,178,595	2,492,512	2,502,730
TOTAL BUDGET (2018–2020, IN US DOLLARS)			7,173,836



Annex I: JIPS' strategy overview

OUR VISION

People and their communities are able to progress towards and reach durable solutions to displacement, supported by the collaborative efforts of governments, humanitarian and development actors that are based on high quality evidence.

OUR MISSION

To advise, support and work with local and national governments, humanitarian and development actors to produce and use agreed-upon displacement data for decision-making. We do this by providing technical support to collaborative profiling and advising on other displacement data processes, engaging communities, and strengthening local capacity to inform collective solutions to displacement.

We promote sharing of experience between local and global levels, and provide guidance on displacement data processes and their use for evidence-based policies and action.

OUR STRATEGIC GOALS

CROSS-CUTTING AREAS OF WORK

Ensuring high quality standards and effective use of profiling and displacement data systems through:

- > Field support and capacity building
- > Information management and innovation
- > Advocacy and communications

GOAL I

Joint responses to displacement are informed by comprehensive durable solutions analysis shared by governments, humanitarian and development actors and affected communities

GOAL II

Responses to urban displacement crises are informed by adequate, tailored analysis that accounts for displacement and population vulnerabilities in addition to the wider urban context

GOAL III

Governments and local authorities are able to make an informed choice of displacement data systems that are appropriate for their contexts and intended uses, and are supported to implement profiling exercises as relevant

ENABLERS OF SUCCESS: Strategic partnerships • Continuous learning • Resource mobilisation

OUR PRINCIPLES

Collaboration • Participation of communities • Complementarity • Protection-orientation • Transparency

Annex II: Activity plan

AREAS OF WORK	ACTIVITIES	2018	2019	2020
FIELD SUPPORT AND CAPACITY BUILDING	Field support to governments, humanitarian and development partners	Field support provided to 10-12 countries	Field support provided to 10-14 countries with increased focus on longer-term engagement and capacity building	Field support provided to 10-14 countries with increased focus on longer-term engagement and capacity building
	Durable solutions guidance and indicators	Durable solutions indicators and guidance used in 3 countries; durable solutions analysis community of practice established (based on DS project TSC)	Durable solutions guidance further refined based on use on the field	Durable solutions guidance and indicators further rolled out
	Community engagement in profiling	Concept developed and lessons consolidated; relevant partnerships identified	Piloting community engagement approaches in different contexts, including joint analysis and participatory development of recommendations	Documenting lessons learned and mainstreaming community engagement to profiling and other relevant tools and guidance
	Capacity sharing and peer-to-peer learning	Exchange of knowledge and expertise from different countries through learning events and training; investment in Profiling Advisor/Coordinator deployments to governments	Continued delivery of learning events and training; establishing a fellowship for government focal points to JIPS	Continued delivery of learning events and training
INFORMATION MANAGEMENT AND INNOVATION	Official IDP statistics	Developing a Handbook on IDP Statistics (EGRIS)	Rolling out IDP Statistics Handbook and developing capacity building approaches to Governments and other statistics providers	Roll-out of capacity building on IDP statistics
	Operational profiling guidance	Exploring linkages of profiling and other data processes to feed into development of an operational IDP data guidance (revised IDP Profiling Guidance with links to EGRIS) with partners	Finalizing guidance and roll-out	Continued dissemination
	Urban profiling methodologies	Urban Profiling Toolkit and Urban Profiling Training developed and piloted; testing of new techniques in urban contexts (sampling for hidden populations, participatory mapping, etc.)	Urban Profiling Toolkit disseminated and Urban Profiling Training delivered in 2 contexts; testing of new techniques in urban contexts	Urban Profiling Toolkit refined and disseminated; Urban Profiling Training delivered in 2 contexts
	Profiling Coordination Training	1 Profiling Coordination Training delivered	2 Profiling Coordination Trainings delivered	2 Profiling Coordination Trainings delivered
	Collaborative Data Analysis Training	Developing Collaborative Data Analysis training and pilot	Delivering Collaborative Data Analysis training in 2 contexts	Delivering Collaborative Data Analysis training in 2 contexts
	Research and innovation	1 research project in new areas of work/improved practices conducted in collaboration with relevant partners	2 research projects in new areas of work/improved practices conducted in collaboration with relevant partners	2 research projects in new areas of work/improved practices conducted in collaboration with relevant partners
ADVOCACY AND COMMUNICATIONS	JIPS' outreach	JIPS branding streamlined; website revised and online presence enhanced; monthly newsletter disseminated	JIPS online presence maintained and annual growth targets achieved; Monthly newsletter disseminated	JIPS online presence maintained and annual growth targets achieved; Monthly newsletter disseminated
	Thematic communication and events	Thematic blog established; contribution to relevant events and policy processes (e.g. World Urban Forum, UN Statistical Commission, SDG monitoring etc.)	Thematic blog maintained; international JIPS conference organised; contribution to relevant events and policy processes	Thematic blog maintained; contribution to relevant events and policy processes
MONITORING AND EVALUATION	Internal monitoring	Further defining JIPS' M&E frameworks in line with new strategy; internal M&E of JIPS work	Internal M&E of JIPS work	Internal M&E of JIPS work
	External evaluation			External evaluation of use of profiling data and JIPS work

The Joint IDP Profiling Service – JIPS is an inter-agency service that through support and advice to collaborative profiling processes works with governments and their humanitarian and development partners to improve evidence in internal displacement situations. **This document outlines JIPS’ strategic direction for the 2018-2020 period** and outlines the way in which we work towards them in collaboration with our partners.

Building on lessons learned from our previous work, this document provides an overview of the areas of work where the JIPS team and our Executive Committee and Advisory Group members, who contributed to the development of this strategy, believe that JIPS can add value to the local, national and global response to displacement.

The **JIPS Executive Committee** is comprised of the Danish Refugee Council (DRC), Internal Displacement Monitoring Centre (IDMC), Norwegian Refugee Council (NRC), Office of the Special Rapporteur on the Human Rights of IDPs, United Nations Development Programme (UNDP), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and United Nations High Commissioner for Refugees (UNHCR). JIPS is also guided by an Advisory Group that brings together a network of leading senior professionals and experts in areas relevant to JIPS’ work.

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