

JOINT IDP PROFILING SERVICE 2015-2017 Strategy

An established
profiling service:

Refining practice,
building a community
and strengthening
partnerships

The logo for JIPS (Joint IDP Profiling Service) features a large white arrow pointing to the right, set against a teal background. The arrow is composed of several geometric shapes: a black triangle at the top left, a black square in the middle left, and a black triangle at the bottom left. The letters "JIPS" are written in a bold, black, serif font to the right of the arrow's shaft.

JIPS



The Joint IDP Profiling Service (JIPS)

The Joint IDP Profiling Service was established as an inter-agency initiative to provide profiling support to government, humanitarian and development actors responding to internal displacement situations. Through direct field support, tool and guidance development and capacity building, JIPS has been working with key partners to achieve this goal since 2009.

A unique aspect of JIPS' identity, as an interagency and technical service, is its ability to build consensus in country operations through profiling processes and around profiling results. JIPS' ability to work as an 'honest broker' coordinating or supporting collaborative profiling exercises is central to the Service's identity and mainstreamed throughout its work.

JIPS collaborates with a network of like-minded organizations and consortia seeking to improve the quality of data and enable better evidence-based decision-making in displacement contexts. JIPS' raison d' être – to neutrally negotiate and technically support locally implemented profiling exercises – is the driving force behind this strategy and our pursuit of effective partnerships with like-minded actors.

JIPS was established in 2009 by the Danish Refugee Council (DRC), the Norwegian Refugee Council's Internal Displacement Monitoring Centre (NRC-IDMC) and the United Nations High Commissioner for Refugees (UNHCR). These founding members were soon joined by the International Organization for Migration (IOM), the Office for the Coordination of Humanitarian Affairs (OCHA), the United Nations Population Fund (UNFPA) and the Mandate of the Special Rapporteur for the Human Rights of IDPs forming the JIPS Steering Committee. With funding from the BPRM, ECHO, DANIDA, DRC, NMFA, NRC-IDMC, OFDA and UNHCR, JIPS has worked with government, humanitarian and development actors around the world supporting profiling in displacement situations.

Currently, JIPS is overseen by an Executive Committee consisting of dedicated representatives from UNHCR, DRC, IDMC, IRC, NRC and the Special Rapporteur. The JIPS team is co-hosted by the DRC and UNHCR in Geneva.

More information can be found on the JIPS website: www.jips.org.





Strategy purpose & development

The Joint IDP Profiling Service was established as an inter-agency initiative to provide profiling support to government, humanitarian and development actors responding to internal displacement situations. As the project's pilot phase (2009-2011) came to an end, a three-year strategy was developed as a result of the experience collected through the pilot phase. This original strategy covered both a "Transition" phase (2012) and a "Consolidation and Development" phase (2013-2014). Importantly the 2011-2014 strategy formulated a vision and mission for the Service, which has given JIPS direction throughout the last few years.

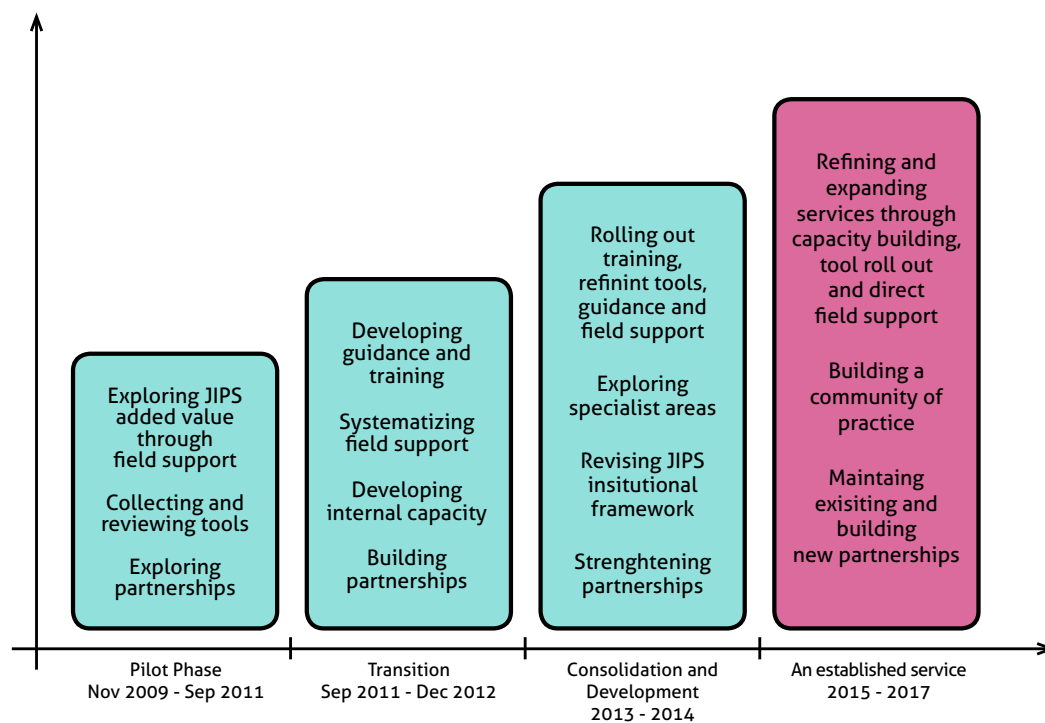


Figure 1: JIPS' Strategic development 2009-2017

In anticipation of the finalization of the 2011-2014 strategic period, this document outlines the JIPS strategy for the next three years, 2015-2017 inclusive. The motivation for this development came from internal and external triggers: internally, the need for a coherent direction for JIPS and its Executive Committee given the end of the 2011-2014 strategic period; and externally, the changing context within which JIPS works from a technological, political, and operational perspective. A completely revised strategic direction however was not envisaged due to the recognized added value of JIPS existing services; instead an adaptation and refinement of JIPS' strategic direction based upon lessons learnt and a changing context is what follows.

The 2015-17 strategy was developed during 2014 through an initial Steering Committee retreat (May 2014), which collected input from JIPS' governance body. This input was followed by a JIPS staff retreat (August 2014), which outlined key elements of the strategy. Bilateral consultations were then held between the JIPS Coordinator, Executive Committee members and key partners in October-December 2014. The JIPS strategy was finalized in early 2015.

We call this phase: **An established profiling service: refining practice, building a community and strengthening partnerships.**



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Executive summary

This document presents JIPS' strategy for 2015-2017 inclusive. It builds upon the work of JIPS since 2009 and has been developed with input from the JIPS team, JIPS Executive Committee members and key partners.

The Joint IDP Profiling Service (JIPS) aims to promote and strengthen the use of profiling in displacement situations to inform a high impact, strategic and joint response. To achieve this, JIPS supports government, humanitarian and development actors to gather and analyse profiling data enabling a collaborative and evidence-based response to displacement. Building upon its strengths as an inter-agency service, JIPS acts as an 'honest broker' in negotiating agreed-on profiling information. The Service is well recognised as a hub of profiling knowledge and experience, with a particular expertise in situations of protracted displacement and out of camp / urban settings. Whilst maintaining its primary focus on situations of internal displacement, JIPS recognizes that profiling tools and processes, as well as the type of support JIPS is able to provide, also have an impact in other displacement situations.

Central to the proposed strategy are JIPS' core goals:

1. Improved quality and increased availability of disaggregated profiling data for evidence-based decision making, advocacy and response in displacement contexts.
2. Enhanced capacity to coordinate and implement profiling processes and use profiling data at the field level, employing a collaborative approach.
3. Increased use and positive impact of displacement data through acceptance of collaborative processes that enable consensus around results.

To work towards these goals, JIPS will pursue the following areas of work, each of which is elaborated on in detail in the main body of the document:

1. Refining and expanding profiling support
2. Fostering a profiling community of practice
3. Developing strategic partnerships

The principles that guide JIPS' work are: seeking complementarity with others; prioritizing capacity building efforts; maintaining a responsive service orientation; promoting the benefits of collaboration; and remaining well-informed.

JIPS' structure as an inter-agency unit co-hosted by a UN agency and international NGO and overseen by an Executive Committee composed of UN agencies and International NGOs is the preferred model for the Service. It strikes a balance between its effective inter-agency nature as a neutral profiling service and access to networks of technical, operational and administrative support both at the global and field level.

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

This is JIPS



Vision

What we want to see

Displaced populations are able to reach sustainable solutions supported by the evidence-based, collective decisions and responses of government, humanitarian and development actors.

Mission

What we hope to do

To support government, humanitarian and development actors to gather and analyse profiling data that will inform a collaborative and evidence-based response to displacement.

Principles

What guides us

The following principles guide JIPS work:

- ◆ **Complementarity** in work and behavior recognizing that JIPS is part of a wider group of initiatives that works on profiling, data gathering and information management
- ◆ **Capacity building** both of JIPS staff and our partners to ensure development of technical and coordination skills related to profiling
- ◆ **Service orientation** in responding to field requests with the purpose of facilitating profiling processes through simple, clear approaches and products
- ◆ **Collaboration** both at global and field level, recognizing the existing skills and expertise among diverse parties that could be brought together for better processes
- ◆ **Being well informed** about the population of concern is crucial for humanitarian and development responses

Identity

Who we are

JIPS is an inter-agency service that supports collaborative profiling in displacement situations and acts as an 'honest broker' in negotiating agreed-on profiling information. JIPS is well recognised as a hub of profiling knowledge and experience, with a particular expertise in situations of protracted displacement and out of camp/urban settings. Working closely with multiple partners and capitalising on its inter-agency nature, JIPS also works to bring its experience and belief in the impact of collaborative profiling in the field, to the global level.

Key elements of JIPS' identity that will be built upon and strengthened include:

- ◆ **Inter-agency model:** realised through our multi-stakeholder governance model (the JIPS Executive Committee) and co-hosting arrangement ensures JIPS' ability to provide profiling support free from operational or mandate-driven agendas.
- ◆ **Service orientation:** realised through established processes (field support requests, training application system and monitoring use/impact of tools) and constant communication with partners/networks to ensure JIPS remains responsive to identified needs for profiling support. This service orientation is complemented by a more proactive approach through ExCom partners with global monitoring and advocacy mandates or substantial operational exposure to help guide JIPS services to address needs.
- ◆ **Providing support rather than substitution:** realised through the strong emphasis in all JIPS work on local ownership and implementation of profiling processes (instead of direct JIPS implementation) believing this increases the impact of results and is the most effective way to building national capacity.
- ◆ **Agenda free technical expertise:** realised through our field support, training and guidance and dependent upon our inter-agency nature, this facilitates JIPS' role as an honest broker in profiling processes separating technical advice/decisions (JIPS) from political/operational decisions (in country actors receiving JIPS support) and greatly facilitating collaboration with government actors.
- ◆ **Profiling network and partnership building:** realised through existing MoUs and strong working relationships with different stakeholders working on displacement, profiling and other related areas, this is crucial to ensure complementarity, to avoid duplication and to focus on impact of support services in the field.

Direction

Where we aim to go

Throughout its operational existence to date, JIPS has not only supported profiling exercises in displacement settings but it has also learnt a great deal about profiling displacement situations.

In 2011, JIPS set out to become a 'global hub for profiling methodologies' starting with a request-driven focus on protracted situations of internal displacement where profiling aims to enhance prospects for durable solutions and provide an evidence-base for joint humanitarian-development response. It also had a long-term goal to expand the reach of this 'profiling hub' to cover other displacement situations including different:

- ◆ Causes of the displacement (e.g. conflict, natural disaster, climate change);
- ◆ Population types (e.g. IDPs, refugees, host and mixed populations); and
- ◆ Phases of the crisis (e.g. emergency, protracted, transitional, development).

In 2011, JIPS set out to achieve this while being mindful of 'limited resources and the need to maintain its focus on responding to requests for support for profiling affected populations in situations of non acute crisis of internal displacement to enhance prospects for sustainable solutions'.

JIPS has matured since its inception. The Service now has a better understanding of what profiling is (and what it is not), when and where it is relevant and how it can be most effectively realised and supported.¹ Partners, and the wider discipline of 'information management in humanitarian and development contexts', have also multiplied and matured in recent years increasing the need for further clarity and partnership building in this area. Altogether, with JIPS' deeper experience and a more complex environment, JIPS' strategic direction to become a 'profiling hub' can now be refined.

JIPS aims to continue its function as a field-oriented profiling support service primarily focused on protracted situations of internal displacement due to the continued gap for support in this area and JIPS' existing expertise. JIPS remains open however, to support other operations when the need, relevance and resources allow. It will refine its approach in specialised areas such as durable solutions, urban contexts, and protracted situations of recurring cycles of displacement (all areas driven by identified need in the field). It will engage a more strategic and proactive use of its capacity building efforts at the global, regional and national levels.

JIPS will also combine this with a global orientation to better define the 'what, when, why and how' of profiling as it relates to other data gathering and analysis tools in displacement contexts. Working with a network of partners, JIPS will invest in developing and maintaining a community of practice that will simultaneously serve to enhance profiling capacity and foster information sharing and further clarity across the discipline. Through a strong partnership network of academic, operational, policy-oriented and IM actors, it will also explore new approaches, methodologies and relevant technologies that can be introduced to profiling processes.

¹ See JIPS pilot phase evaluation from November 2012 and a series of external and internal evaluations of

specific JIPS support exercises and key project outputs (available upon request).

Goals and activities

What we hope to achieve and what we plan to do

With the JIPS vision, mission, principles, identity and direction clarified, from here on this document focuses on what JIPS hopes to achieve (our goals) and what JIPS plans to do (activities).

JIPS' goals are:

- ◆ Improved quality and increased availability of disaggregated profiling data for evidence-based decision making, advocacy and response in displacement contexts.
- ◆ Enhanced capacity to coordinate and implement profiling processes and use profiling data at the field level, employing a collaborative approach.
- ◆ Increased use and positive impact of displacement data through acceptance of collaborative processes that enable consensus around results.

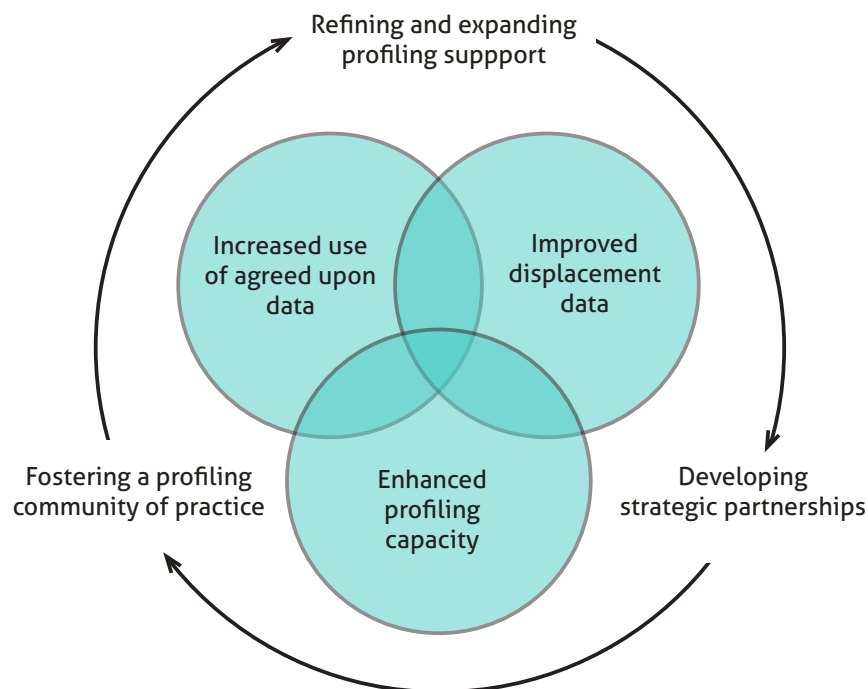


Figure 2: JIPS' strategic goals and areas of work

To work towards these goals, JIPS will pursue the following areas of work:

- ◆ Refining and expanding profiling support
- ◆ Fostering a profiling community of practice
- ◆ Developing strategic partnerships

These strategic components are interlinked, and will steer JIPS towards the goals mentioned above. This approach will be supported by an advocacy and communication strategy to increase awareness and understanding of how profiling can support durable solutions.

1. Refining and expanding profiling support

***A* Business as usual with refined knowledge and tools in specialised areas**

JIPS' extensive experience in supporting collaborative profiling in protracted situations of internal displacement has developed steadily over the previous strategic period. This central tenant of JIPS' work will continue as a central piece of the Service's strategy. However, JIPS' expertise and tools in key recurring themes or specific areas of profiling practice need to be refined and systematized to enhance available support. These areas include, but are not necessarily limited to:

- ◆ Standardized durable solutions indicators and methodologies for monitoring progress;
- ◆ Sampling techniques in complex urban contexts and urban displacement profiling indicators;
- ◆ Profiling in fluid rather than static protracted IDP situations;
- ◆ Role of national censuses and demographic surveys for profiling processes; and,
- ◆ Identifying internal displacement in different contexts through common tools.

Each area will require JIPS to work through strategic partnerships (e.g. the Feinstein International Centre as we did in 2013 for the first urban profiling project, the Mandate of the Special Rapporteur and the Solutions Alliance as we plan to do for the durable solutions work, or Statistics Norway for the census project). Each partnership would directly enhance JIPS' ability to provide improved and increased support in our primary area of focus: supporting collaborative profiling in protracted situations of internal displacement

***B* Recognising the need beyond protracted IDP situations**

Until now, JIPS' focus has been primarily on profiling in protracted IDP situations, based upon the overwhelming amount of requests for support from these contexts or situations.² However, the profiling methodologies and tools for which JIPS has established expertise are also appropriate in a wider range of populations and displacement situations. For example, in protracted refugee situations or in urban contexts where IDPs, refugees, returnees and other types of migrants are often living in similar areas and a comparative analysis is required to design effective response and advocacy. These are areas where JIPS refined profiling approach can also have a distinct impact.

Moreover, the collaborative 'honest broker' approach practiced by JIPS and facilitated by the Service's inter-agency character, is of increasing demand in other displacement contexts too. For example in refugee operations which (like internal displacement) are more often than not 'out of camp situations' and where the presence of a range of actors and coordination models are calling for enhanced collaboration and coordination in support of UNHCR's mandate. Or in some IDP emergency settings, where consensus over population data is often problematic for operational and strategic decision-making but could be much improved through established coordination platforms in the preparedness phase and supported through the provision of technical advice from a neutral actor.

Whilst maintaining its primary focus on protracted internal displacement situations, JIPS will explicitly recognize the need (and regular call) for its support elsewhere. Noting that JIPS works as part of a network of actors with complementary field support approaches, and that resources will always be limited and therefore need to be prioritized, JIPS will broaden its scope to include other populations and phases of displacement. As with any request for JIPS support, they will need to be considered according to need and feasibility, as well as relevance of JIPS support and strategic priorities.³

***C* Enhancing support to the use of profiling data and results**

Too often profiling data and the evidence it generates are not used to their full potential by actors responding to displacement situations. Even when objectives are clearly defined at the start of the process and used to inform key operational and methodological decisions, it often happens that by the end of the process the potential impact of the profiling is not fully realized. Whilst support provided by JIPS has always put emphasis on the intended use of profiling results and their expected impact, in this strategic period efforts to sharpen support to this end will be enhanced.

Factors contributing to this challenge on the ground are many. They can be contextual, for example when the situation on the ground changes; they can be process related, for example when the appropriate level of buy in from critical actors was not secured from the start; they can be capacity related, for example when adequate data analysis or reporting skills are not secured; or they can be operational, for example when the latter stages of the profiling process are not appropriately planned to be inclusive of actors expected to make use of the final analysis and recommendations.

Enhancing focus on the use of profiling data is a natural extension of JIPS' work, particularly of our collaborative approach, and it will ensure that profiling exercises supported by JIPS have a greater impact. We will work with partners to develop ways to utilize profiling processes and their results for both strategic and operational purposes. This would involve maintaining an emphasis on methodological limitations and the importance of clear and agreed upon objectives; it will also involve increased emphasis on support to the latter phases of profiling including the development of analysis frameworks, implementing data analysis and collectively shaping concrete recommendations. The further development of the functionalities of the DART⁴ (JIPS' Dynamic Analysis and Reporting Tool) will be central to this work, as it has the ability to facilitate an inclusive approach to analysis and reporting, enables better data sharing, and could help to speed up the reporting process. Advocating with the donor community would also be relevant here to encourage their funding of information generation activities to require an identification of the intended use of results.

Although JIPS has always encouraged partners to identify the intended use of profiling results in order to shape appropriate methodologies, prioritizing this in the next strategic period will also require JIPS to follow up with field partners after profiling processes are finalized and inform a Monitoring and Evaluation framework for JIPS (see next section).

2. Since its inception until the end of 2014, JIPS received close to 90 individual requests for support from government, humanitarian and development actors working in displacement situations. A small but significant proportion has originated from refugee or statelessness contexts (11) and some have come from emergency operations (13). The vast majority of requests have originated from protracted situations of internal displacement or mixed displacement contexts where both protracted and newly displaced caseloads exist and/or mixed displaced groups are present. NB: numbers are estimates as JIPS request monitoring system was established in 2012 alongside the semi-formal Support Request Process, and backdated to the beginning of JIPS' work.

3. See JIPS support request process SOP and prioritization criteria

4. www.dart.jips.org



JIPS' mission to Kachin, Myanmar 2013

***D* Developing a Monitoring and Evaluation framework for JIPS**

As a service that seeks to keep up with the changing humanitarian and development landscape as it shapes responses to displacement, JIPS needs to understand its impact and processes better so as to identify areas of improvement and new directions. Simultaneously, JIPS (and the profiling community as a whole) need to better assess the impact of profiling and similar activities on response and ultimately on displaced populations themselves.

An M&E framework that focuses on the impact of profiling and the support provided by JIPS will be important to guide JIPS' work in the coming years. In the past JIPS has attempted both although efforts have been ad hoc or incomplete. It has tried to monitor the impact of field support through an external evaluation in 2012, through a number of donor evaluation missions during the pilot phase and through internal evaluations of our field support request process (2012 and 2014).⁵ Currently internal evaluations of individual field support projects are underway, a monitoring framework for field support is being developed and an M&E system for our Profiling Coordination Training is under development.⁶ JIPS has also endeavored to assess the impact of profiling itself in individual operations (rather than the support provided) but attempts over the years have been sporadic and incomplete.

An M&E framework that focuses on the support provided, combined with a dedicated and resourced evaluation of the impact of profiling on operational response, is important to inform the development of JIPS' work and products. As part of this work, JIPS will approach relevant partners to undertake a joint evaluation initiative of information management service providers (e.g. ACAPS, REACH, and others) so that strengths can be developed, weaknesses overcome, synergies identified and the profiling/assessment/IM support for operations strengthened across the board.

5. All reports mentioned are available on request

6. See JIPS' M&E SOP 2014

2. Fostering a profiling community of practice

The belief that reliable evidence and information about displacement can support durable solutions is widely shared, and JIPS is part of a network of like-minded actors (IDMC, REACH, ACAPS, OCHA, Feinstein, etc.) with complementary capacities. JIPS will seek to build the capacity of this network in order to mainstream and improve global profiling capacity. The following approaches and activities promote this objective:

***A* Strengthening the pool of Profiling Coordinators**

JIPS manages a consultant database consisting of profiling experts with different skillsets.⁷ JIPS will strengthen engagement with these consultants through messaging about JIPS and profiling activities, as well as providing opportunities for capacity building. JIPS' established Profiling Coordination Training (PCT) will be central to this work, as it will systematically include potential consultants (identified through partnerships with stand-by rosters and academia as well as through open application processes) to be up-skilled prior to a field deployment. In this way, the pool of profiling coordinators that maintain a relationship with JIPS through our consultant database and community of practice will enable JIPS to increase the number of operations supported once established.

JIPS will also create an interactive online Community of Practice to support networking and exchange of experiences among profiling professionals. The platform will also provide a structured pathway of professional development (trainings, workshops, online modules) for professionals interested in developing their skills and knowledge based on JIPS' profiling competency framework.

To ensure quality support to our partners, JIPS will also invest in an internal capacity building program based on the profiling competency framework. This will ensure that all JIPS staff members have an appropriate level of knowledge of profiling regardless of their specific area of expertise. JIPS staff will seek role-specific capacity building and professional development opportunities relevant to set objectives. This will entail internal coaching, external mentoring and more formal learning opportunities, such as placements of JIPS staff members in academic institutions. Ultimately this will enhance our ability to respond to different types of support requests and an increased number of them in any given period.

Both efforts will be based around the profiling competency framework developed based on JIPS operational experience and aims to improve the quality of support that can be provided.⁸ Forging JIPS as a professional development project in the area of profiling, both within the team and in its wider consultant network, will move towards establishing our central role in the profiling community of practice.

7. See [Consultant Database SOP 2014](#)

8. See [JIPS Competency Framework 2014](#)

***B* Establishing an Advisory Group to collectively explore solutions to common profiling challenges**

Following the revision of JIPS' Governance model in 2014, a two-tiered system was established comprising of an Executive Committee and Advisory Group. Whilst the ExCom performs classic oversight roles, the Advisory Group will form a substantive part of the profiling community of practice. Meeting periodically and consisting of a wide range of interested actors, the Group will meet to discuss substantial profiling matters and feed into shaping JIPS projects and support, ensuring that global level experts form the basis of the profiling community of practice. Topics to discuss would include key/recurrent challenges and opportunities in profiling and related fields, such as:

- ◆ Develop innovative approaches to training on technical subjects
- ◆ Remote management of data collection systems where physical access is limited
- ◆ Uses and limitations of big data for profiling displacement
- ◆ Identifying internal displacement in different phases of a crises and whether/how this can be reflected in standardized tools

Experts and individuals to be invited to join would include:

- ◆ JIPS peer organisations (e.g. ACAPS, REACH etc.)
- ◆ Operational partners working in displacement settings
- ◆ ExCom members
- ◆ Academic and research partners working in relevant areas
- ◆ Policy-oriented partners
- ◆ Interested donors
- ◆ Humanitarian and development innovation partners

JIPS believes that the Advisory Group, and community of practice more widely, should be set up to address common challenges and collectively explore solutions possibly through testing them in the field as appropriate (hence inclusion of innovation colleagues who could support this). The ultimate aim of this group would be to improve displacement profiling data and the support that JIPS and others can provide to colleagues in the field. It will also further establish JIPS as a 'profiling hub' or a forum that brings together actors in this field to collectively strengthen the work we all do.

***C* Revising the Profiling Guidance**

Building on JIPS' established 'hands on' profiling experience, and core lessons learnt over the years about the value of collaboration and consensus over displacement data, JIPS hopes to revise the existing profiling guidance⁹ within the next strategic period. This would of course be a collaborative effort, hopefully achieving IASC endorsement, and leading to further clarity and guidance to the field about the uses and limitations of profiling in displacement contexts.

This project would be undertaken in a phased approach, following the refinement of guidance in specific areas and the establishment of a functioning advisory group that could form the basic working group on the subject. It would build upon the existing guidance and related products developed since through JIPS and other actors, PARK (Profiling and Assessment Resource Kit) and JET (JIPS Essential Toolkit)¹⁰, which would be refined during this strategic period.

9. [Guidance on Profiling Internally Displaced Persons, NRC-IDMC and OCHA, 2008](#)

10. www.parkdatabase.org and www.jet.jips.org

3. Developing strategic partnerships

JIPS will strengthen existing partnerships and seek new ones in order to improve our support and explore the new directions outlined above. This partnership strengthening includes the following:

***A* Stronger relationship with the Mandate of the Special Rapporteur for Human Rights of IDPs**

JIPS will expand its current MoU¹¹ with the Special Rapporteur in order to become the Mandate's global level information management support service working with profiling data. In addition to responding to recommendations from the Mandate's office related to profiling needs in specific operations, mutually supporting advocacy objectives and maintaining an effective technical level working relationship, JIPS aims to align our work with strategic interests or priorities of the Mandate.

For example, JIPS is currently working under the leadership of the Special Rapporteur on a project to operationalize the IASC Framework for the Durable Solutions of IDPs. This project will see the development of a set of indicators and profiling methods that can be used by both humanitarian and development actors to measure progress towards durable solutions for IDPs according to the Framework. Working closely with UNHCR, UNDP, IDMC, DRC and members of the Solutions Alliance Data, Research and Performance Management Thematic Group, this project will hopefully be a central focus on the coming strategic period for JIPS (see above – specialist areas to refine).

***B* Engaging with development actors**

Linked to the above, JIPS will also more actively engage during this strategic period in partnerships with development actors working in displacement situations. Development actors – both national and international – are often key responders to protracted situations of internal displacement so ensuring their involvement in profiling coordination platforms and communicating the relevance of profiling for their operational and strategic needs will be key.

JIPS will work to development partnerships, for example with UNDP and actively engage in solutions-related initiatives at the global, regional and national levels as appropriate. Through our capacity building work we will seek further participation from development actors; through the development of tools and guidance we will ensure JIPS approaches are taking the development perspective into consideration; and through our field support we will strengthen our engagement with development actors on the ground. Both the Solutions Alliance initiative and the durable solutions project mentioned above, will be central to this work.

11. Finalized in September 2012

***C* Strengthening relationships with National Statistics Offices and Census Bureau**

Building on the example of JIPS' current collaboration with Statistics Norway (through UNHCR and NRC) piloted in 2014¹², JIPS plans to extend and strengthen this type of collaboration as it has a significant potential impact on both the quality and amount of support the Service is able to provide.

In addition to the existing modality, JIPS plans to work with experts from relevant national statistical offices to mainstream profiling into demographic data collection initiatives at the national level, identifying both opportunities and limitations. Currently initiating this process through a case study analysis to inform future steps, potential projects could include the development of guidance and tools, as well as hands on field support and capacity building for NSOs in displacement-affected countries. This would combine expertise from actors such as Statistics Norway, UNFPA, UNICEF and UNHCR as well as that from JIPS in primary data collection in displacement contexts. It would look not only at the identification of displacement (and how this differs from other migration modules) in national censuses, but would look more holistically at national household or demographic and health surveys as well.

***D* Seeking academic partnerships**

JIPS will seek partnerships with like-minded academic centers to collaborate on research projects of mutual interest, expand the profiling community of practice beyond operational/policy-oriented actors, collaborate on field support, maintain a critical approach to profiling methodologies and invest in capacity building of JIPS. Joint advocacy and capacity building projects, such as conferences and training development would also be central to these partnerships. Structured internship programmes related to specific institutions are also going to be explored.

Joint research projects could look at topics of exploratory interest for JIPS such as innovative approaches to sampling in urban contexts or the use of big data analysis in profiling. Academic partnership can also help document JIPS' practice to improve the way we work. For example looking into the impact of collaboration and consensus building in profiling compared to 'classic' academic, independent field research in similar contexts.

A MoU with the Feinstein International Center of Tufts University is currently under development, as are a joint project with a network of Canadian Universities. Oxford Refugee Studies Centre, MIT's Displacement Research and Action Network (DRAN) and the Brookings Institution with whom JIPS has working relations would also be relevant centres to approach for enhanced collaboration.

Institutional framework

How we will organize ourselves

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

Since its inception in 2009 the JIPS team has grown, and now consists of a Coordinator, a Deputy Coordinator/Field Support Manager, two Profiling Advisors, a Training and Capacity Building team (one manager and one advisor), an Information Management team (one manager and one advisor), a Communications and Advocacy team (one officer and an intern), and a Grants and Budget Management Officer.

Since mid-2014, JIPS is overseen by an Executive Committee made up of representatives from DRC, NRC-IDMC, NRC, IRC, UNHCR and the Special Rapporteur for the Human Rights of IDPs.¹³ Since late 2013, the JIPS team has been co-hosted by the Danish Refugee Council's Representation in Geneva and by UNHCR's Field Information and Coordination Support Section (FICSS). The co-hosting arrangement, as a mixed UN-NGO partnership, reflects well JIPS' inter-agency identity and provides for administrative, human resource and physical needs of the Service.¹⁴ Grants are held by ExCom members on behalf of JIPS with an effort to streamline the majority of JIPS grants through DRC as the primary hosting agency.

A number of key benefits are directly derived from this basic structure as an inter-agency, technical unit co-hosted by a UN-agency and an International NGO. JIPS' institutional framework, in terms of the structure, location, ExCom responsibilities and resources, should continue to ensure the following characteristics:

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

13. Governance Model for the Joint IDP Profiling Service, 2014

14. JIPS Co-hosting Agreement under development

A JIPS team structure and location

This proposal outlines three key elements that describe the structure and location of the JIPS unit to be able to fulfill its work in the coming period and beyond: the team must remain as one cohesive unit with complementary staff profiles; it should maintain its internal thematic structure although enhance certain staff profiles; and it should remain co-hosted by a UN agency and NGO partner. Each of these elements is here elaborated further.

For cohesion purposes, JIPS will remain assembled in one central unit, as its staffing arrangement and service model is designed as such that staff profiles complement each other as a team. Although the team works regularly with consultants (considered part of the team and planned to increase in number) on a remote basis and physical workspace for the core team is provided by both hosts, it should always be possible to assemble and work as one central unit to ensure the success of the operational functions. DRC offices currently provide for this and it should be maintained.

- ◆ The JIPS team is currently structured into four main thematic units: Field Support, Training and Capacity Building, Information Management and Advocacy and Communications. This basic structure should remain, although extra staff profiles will be required to fulfill the above strategy.
- ◆ Strategically and operationally, JIPS benefits from being co-hosted by a UN agency and International NGO. Strategically, the Service's inter-agency character is better preserved than in previous single-agency hosting, although concerted effort will still be required to secure institutional and political commitment by other partner agencies. Operationally, JIPS is provided for in terms of the logistical, administrative, technical and security needs of the service and has strong access to relevant networks. It is recommended that JIPS remains co-hosted by UNHCR and a key NGO partner to maintain its inter-agency reputation and effort is made to streamline the existing co-hosting arrangement.

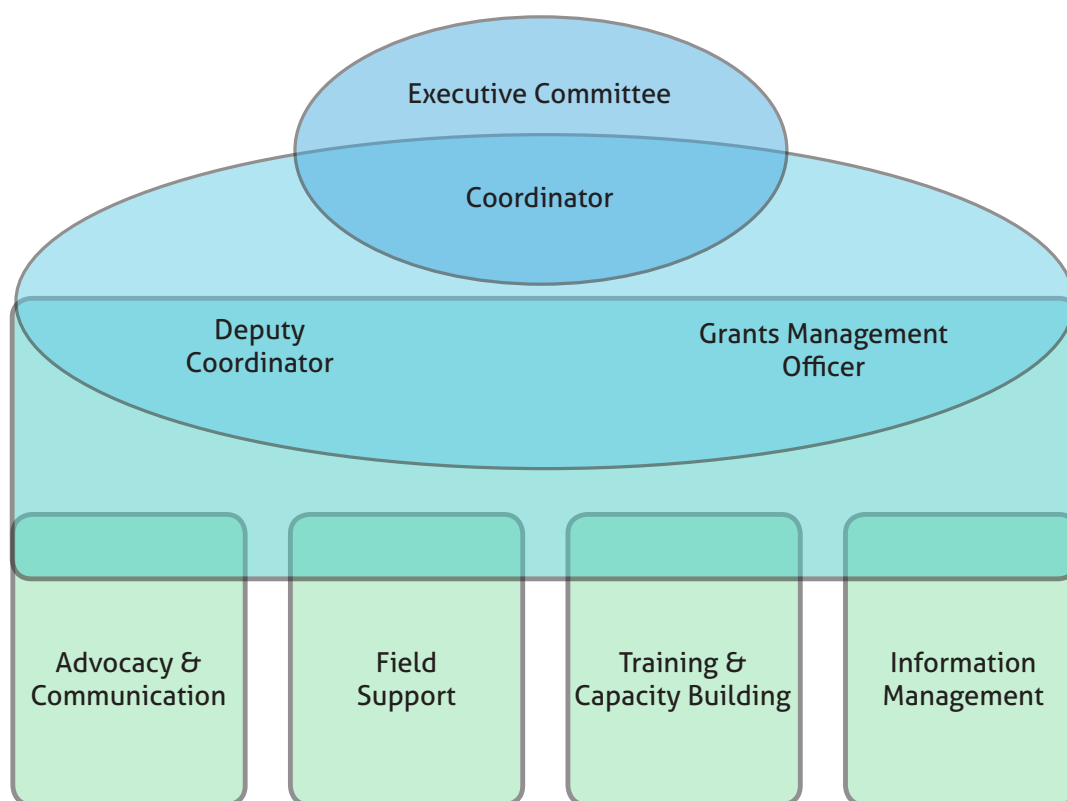


Figure 2: JIPS' structure

***B* Executive Committee roles and responsibilities**

In mid-2014 JIPS Governance model was revised replacing the original Steering Committee with an Executive Committee and more clearly defining responsibilities of ExCom partners and commitments to support JIPS. The Executive Committee meets on a quarterly basis to oversee the development and implementation of the JIPS strategy. The Committee is also responsible for supporting advocacy and fundraising activities of the service.¹⁵ In mid-2015, a stocktaking exercise is planned to make sure the new governance model is achieving its stated objectives and furthering the work of JIPS.

Regarding representation on the JIPS Executive Committee, current members include UNHCR, DRC, NRC, IDMC, IRC and the Special Rapporteur for the Human Rights of IDPs. In case changes to the membership of the JIPS ExCom are sought during this strategic period, this will be undertaken in accordance with the process as outlined in the ExCom TOR. Specifically, if new members join the ExCom this will be decided based on full recognition of ExCom member responsibilities and with consideration of maintaining a manageable and effective governance model for JIPS.

Funding modality & budget

How much it will cost and how we plan to secure funds

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 and NRC-IDMC. Most donors listed have renewed or extended funding following their initial investment. JIPS will endeavor to secure the financial resources to support its strategy through a mixed portfolio of donor contributions, cost recovery and Executive Committee contributions (both in-kind and financial). This broad resource base supports the inter-agency nature of the Service.

While the cost-recovery model that was put in place in January 2013, to recuperate JIPS expenses related to the direct provision of field support and some direct profiling implementation costs, has been largely successful, it is envisioned that JIPS will continue to rely on donor funding (project grants and co-funding from JIPS partner agencies) to cover core operational costs, including:

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

However, JIPS financial planning rests on the assumption that it will remain reliant on external donor support to maintain core operations, and that each Executive Committee member shall commit annual funding and/or in-kind contributions to the unit (to date this has been secured from DRC, UNHCR and IDMC in most years through partial funding of staff salaries and significant contributions to running costs). Core funding, such as JIPS has received from DANIDA in 2013-2014 and for 2015, and NMFA in 2014 is crucial because it helps JIPS negotiate the funding gaps and effectively implement a range of programme and advocacy goals.

A detailed fundraising action plan will be developed by the JIPS Executive Committee (including JIPS Coordinator) to help coordinate fundraising activities for the Service during this strategic period.

Proposed budget (in USD) for 2015-2017

Budget Categories	2015	2016	2017
Cross-Programme Staff	364,000	432,000	432,000
Field Support	489,200	574,800	574,800
Training and Capacity Building	349,500	471,500	579,500
Information Management	406,500	532,500	532,500
Advocacy and Communications	204,000	155,000	210,000
Office Space (incl. Equipment & supplies)	229,200	229,200	229,200
Other costs (audits)	13,500	13,500	13,500
Total Project Costs	2,055,900	2,408,500	2,181,500
Overhead (7%)	143,913	168,595	180,005
Total Annual Budget	2,199,813	2,577,095	2,751,505
Total Budget for Three Years (2015-2017)	6,699,377		

A detailed planning budget is also available upon request.



JIPS' mission to Hargeisa, Somalia 2014

Advocacy & communications

How and to whom we will reach out to

Advocacy and communications is imperative to the success of the longer-term sustainability of profiling of IDP situations in general and JIPS in particular. Clear advocacy messages outlining the benefits and impact of profiling alongside systematic communication procedures will help to concretely promote profiling as an activity, to strengthen JIPS' networks, outreach and potential impact. Given the continuity of JIPS strategic direction and reputation already developed over the past few years, many achievements from a communications/advocacy perspective have been achieved. It is proposed to build upon and refine these in the coming few years in accordance with the strategic direction outlined in this document. Importantly, there is a key role here for both the JIPS team and Executive Committee members to play.

This section outlines some key advocacy messages for both profiling in general and JIPS support in particular; information about key target audiences; mechanisms and materials; and processes in place for monitoring and review.

A Key messages

Key advocacy messages to promote profiling of internal displacement (and other displacement) situations include:

- ◆ Governments have a responsibility and central role to play in conducting profiling of IDP situations to ensure acceptance and use of IDP information sets;
- ◆ The results of profiling generate an evidence-base, which is crucial to ensure appropriate programming, advocacy and strategy development. This evidence-base includes at minimum disaggregated data for displacement-affected populations;
- ◆ Collaboration is a definitive characteristic of profiling, especially in IDP situations, as it results in better outcomes, generates consensus and facilitates joint decision-making and response;
- ◆ Profiling is a tool for protection, generating results to inform comprehensive programming, advocacy and strategy development with both governments and donors;
- ◆ Profiling is a process – collaborative engagement of stakeholders in the process leads to enhanced coordination mechanisms, greater acceptance of results, and complementary programming;
- ◆ Profiling is particularly suited to protracted situations of displacement where in-depth analysis to support durable solutions programming is often both needed and feasible; and
- ◆ Profiling is particularly suited to urban settings where a nuanced methodology enabling comparative analysis between different target groups is required.

Key advocacy messages to promote JIPS include:

- ◆ JIPS' neutral, inter-agency nature allows for the provision of technical advice and support in achieving results for profiling initiatives;
- ◆ JIPS is able to break political impasses to the collection of displacement data/population figures through the provision of technical options and facilitating negotiation processes necessary for profiling;
- ◆ JIPS is a field-orientated, responsive service model providing technical guidance to country operations;
- ◆ JIPS prioritizes capacity building in all areas of work, at the global level and country level through 'direct' training methods and by ensuring our field support avoids substitution and enhances in-country actors' capacity to implement profiling;
- ◆ JIPS enables information sharing and promotes access to data and transparency around data processes in displacement contexts; and
- ◆ JIPS has its own technical capacity as well as access to wider networks for further technical assistance.

B Target audiences

There are a number of overlapping target audiences towards which JIPS advocacy and communications efforts should be addressed. Depending on the situation and circumstance, messages can advocate for the profiling of displacement situations in general, promote the engagement of JIPS to support profiling, or both. Audiences may include:

- ◆ Governmental authorities in displacement affected countries;
- ◆ Humanitarian clusters and their global support cells;
- ◆ Humanitarian and development actors responding to displacement at global, regional and country levels (including national NGOs);
- ◆ Executive Committee agencies and their networks;
- ◆ IASC affiliated bodies (including the Information Management Working Group);
- ◆ Donor community (humanitarian and development);
- ◆ Profiling and assessment practitioners, including humanitarian information management organisations/projects; and
- ◆ Academic bodies, research institutes or think tanks with a focus on displacement analysis or response.

C Mechanisms and materials

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

- ◆ The JIPS website (www.jips.org);
- ◆ JIPS quarterly newsletter;
- ◆ JIPS social media channels (Twitter, Facebook etc.);
- ◆ Official communications from the JIPS Coordinator or Executive Committee agencies;
- ◆ The organisation of external events hosted or co-hosted by JIPS (conferences, advisory group meetings, profiling project debriefings, product launches etc.);
- ◆ Participation in externally organized events, meetings and trainings;
- ◆ Profiling workshops held at country/field level for relevant stakeholders;
- ◆ Maintaining platforms to facilitate tool, data and resource sharing between agencies and actors (www.parkdatabase.org and www.dart.jips.org); and
- ◆ Utilization of Executive Committee agencies' advocacy channels and capacity.

Advocacy and Communications materials to be circulated may include:

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

D Monitoring and review

In order to monitor and evaluate the effectiveness of JIPS advocacy and communications strategy, members of the Executive Committee and Advisory Group as well as key stakeholders and partners will be encouraged to undertake regular reviews, surveys and conversations in order to ascertain the effectiveness of information campaigns. This will include:

- ◆ Monitoring of statistics from JIPS website, social media platforms and use of JIPS online tools;
- ◆ Targeted user surveys for feedback on key JIPS tools and products;
- ◆ Discussion with Executive Committee during regular meetings;
- ◆ Data collected from requesting operations and training applications; and
- ◆ External evaluation planned for 2016.

Timeline

How we will implement the strategy over three years

Over the next three years, JIPS will pursue its three strategic goals of improved displacement data, enhanced capacities to collect and use profiling data, and increased consensus around data processes through four main areas of work: direct field support, training and capacity building, development of user friendly tools and guidance, and communications and advocacy for good practice in profiling.

Taking into consideration programmatic activities, human resource requirements, funding needs, monitoring and evaluation and governance structures, the below table outlines a planned timeline for implementation of this strategy. It also highlights the planned annual review of strategy implementation through which revisions to the timeline and specific programmatic priorities are expected.



	2015	2016	2017
Activities/profiling support	6-10 operations supported (including comprehensive and partial support) Durable solutions project initiated	8-12 operations supported (including comprehensive and partial support) Durable solutions project completed	8-12 operations supported (including comprehensive and partial support)
	2 Profiling Coordination Trainings (PCTs) delivered (including 1 regional) Development and piloting of training management system Development of self-guided learning for profiling practitioners Specialized training modules developed	3 Profiling Coordination Trainings (PCTs) delivered (including 2 regional) Training management system refined and maintained Pilot and roll out self-guided learning for profiling practitioners Specialized training modules developed	3 Profiling Coordination Trainings (PCTs) delivered (including 2 regional) Training management system maintained Self-guided learning for profiling practitioners rolled out and further developed Specialized training modules developed
	Tools and guidance (DART, JET, PARK and urban guidance) further refined and developed with strategic partnerships initiated 2 specialized areas researched and piloted	Tools and guidance (DART and JET) further refined and developed with strategic partnerships maintained 2 specialized areas researched and piloted Inter-agency profiling guidance revised and disseminated through Community of Practice and linked to PARK 2 revision	Tools and guidance (DART, JET and PARK) further refined and developed with strategic partnerships strengthened 2 specialized areas researched and piloted PARK 2 maintained and updated. Inter-agency profiling guidance disseminated
	1 International conference co-hosted by JIPS Participate in 4-8 profiling advocacy initiatives JIPS advocacy materials revised and disseminated. Website updated to support Community of Practices Community of Practice established and active Strategic partnerships initiated or developed	Participate in 5-10 profiling advocacy initiatives Digitizing JIPS advocacy materials and revision/redesign of JIPS website Community of Practice active with new members invited Strategic partnerships initiated or developed	1 International conference co-hosted by JIPS Participate in 5-10 profiling advocacy initiatives JIPS advocacy materials revised and disseminated. Website redesign finalized Community of Practice active with new members invited Strategic partnerships initiated or developed

	2015	2016	2017
Human Resources	<p>TOTAL: 11 full time, 5 temp</p> <p>1 Coordinator 1 Deputy Coordinator 3 Unit Managers (TCB, IM, FS) 4 Advisors (TCB, IM, FS) 1 Grants Manager 1 Comms/Adv Officer 1 Conference Assistant 2 interns 2 consultants for specific projects/for short term</p>	<p>TOTAL: 12 full time, 5 temp</p> <p>1 Coordinator 1 Deputy Coordinator 3 Unit Managers (TCB, IM, FS) 5 Advisors (TCB, IM, FS) 1 Grants Manager 1 Comms/Adv Officer 2 interns 3 consultants for specific projects/for short term</p>	<p>TOTAL: 13 full time, 6 temp</p> <p>1 Coordinator 1 Deputy Coordinator 3 Unit Managers (TCB, IM, FS) 6 Advisors (TCB, IM, FS) 1 Grants Manager 1 Comms/Adv Officer 1 Conference assistant 2 interns 3 consultants for specific projects/for short term</p>
Funding	<p>OFDA, BPRM, DANIDA and DRC secured. NMFA expected</p> <p>Cost recovery system in place for field support</p> <p>Direct contributions from 3 ExCom members secured</p> <p>Proposals generated through ExCom member agencies for specific projects</p> <p>Donor base diversified to ensure coverage of core operational costs. Multi-year funding secured</p>	<p>DANIDA expected</p> <p>Cost recovery system in place for field support</p> <p>Direct contributions from 4 ExCom members secured</p> <p>Proposals generated through ExCom member agencies for specific projects</p> <p>Donor base diversified to ensure coverage of core operational costs. Multi-year funding secured</p>	<p>Cost recovery system in place for field support</p> <p>Direct contributions from all ExCom members secured</p> <p>Proposals generated through ExCom member agencies for specific projects</p> <p>Donor base diversified to ensure coverage of core operational costs. Multi-year funding secured</p>
M & E	<p>Periodic monitoring & evaluation of JIPS supported profiling processes</p> <p>M&E system for training developed and piloted</p> <p>M&E of usage/impact of tools developed</p>	<p>Periodic monitoring & evaluation of JIPS supported profiling processes</p> <p>M&E system for training rolled out</p> <p>M&E of usage/impact of tools implemented</p> <p>External evaluation conducted focusing on impact of JIPS and profiling</p>	<p>Periodic monitoring & evaluation of JIPS supported profiling processes</p> <p>M&E system for training maintained</p> <p>M&E of usage/impact of tools implemented</p>
Executive Committee	<p>Mid-year: stock take of 2014 revised Governance model and recommendations made and put in place</p>	<p>Maintain effective Governance model</p>	<p>Maintain effective Governance model</p>
Strategic Direction	<p>Year-end: Strategy annual review</p>	<p>Year-end: Strategy annual review including external evaluation results</p>	<p>Strategy development for next strategic period</p>

Review & Revision

Given the context in which JIPS works, it is acknowledged that a flexible approach must be followed. The work of JIPS involves many actors and dynamic contexts and evolving technologies, so the Service will strive to remain well informed and relevant by constantly tailoring its approach and regularly reviewing its strategic direction in collaboration with its Executive Committee.

This strategy will be annually reviewed in order to take into consideration the changing nature of this field, as well as developments arising. It is also proposed that an independent evaluation of JIPS be undertaken during 2016 (see 'Timeline' section above) to assess JIPS' operational efficiency and impact, conduct a comparative analysis with similar inter-agency service models, and thus provide guidance and recommendations for incorporation into future strategy revisions.

This strategy review processes will also be informed by internal JIPS monitoring and evaluation to measure the relevance and responsiveness of interventions, and feedback from Executive Committee members (and key partners) as outlined in their TOR. Consistent oversight of JIPS operations and strategy implementation will be provided on an on-going basis through regular attendance at quarterly Executive Committee meetings. Additionally, an end-of-year review is proposed for the final ExCom meeting of each year, in which progress is assessed and incorporated into operational planning for the following year.

Conclusion

This strategy has clearly defined JIPS' vision, mission, identity and the direction that will focus its work during the stated strategic period. It has highlighted the key principles and goals that will guide this work, and laid out the appropriate institutional framework, required resources and a timeline for implementation, as well as the advocacy and communications systems that will facilitate its success.

The development of this strategy was based upon the experience and work of JIPS since 2009. It involved the JIPS team, the JIPS Executive Committee members and collected input from key partners working in similar fields. The strategy also benefitted from the results of the external evaluation of JIPS conducted during the previous strategic period and the clear recommendations outlined therein.

In general, the strategy has focused on building upon JIPS existing strengths related to its interagency model and profiling support provided, sharpening or refining certain institutional and operational elements of the Service, and exploring new areas of practice to increase JIPS contribution to the wider humanitarian and development response to displacement situations around the globe.

Central to the proposal are JIPS' core goals:

- ◆ Improved quality and increased availability of disaggregated profiling data for evidence-based decision making, advocacy and response in displacement contexts.
- ◆ Enhanced capacity to coordinate and implement profiling processes and use profiling data at the field level, employing a collaborative approach.
- ◆ Increased use and positive impact of displacement data through acceptance of collaborative processes that enable consensus around results.

To work towards these goals, JIPS will pursue the following areas of work, each of which is elaborated on in detail in the main body of the document:

- ◆ Refining and expanding profiling support
- ◆ Fostering a profiling community of practice
- ◆ Developing strategic partnerships

Through the implementation of this strategy JIPS plans to both increase and improve the impact of its support to humanitarian and development actors, as well as to foster key partnerships and facilitate a community of practice ultimately aiming towards the same objective.

Plans to remain flexible and to revise this strategy have also been identified in order to take into consideration the changing nature of this multi-stakeholder field, as well as any new developments that may arise.



JIPS

Joint
IDP
Profiling
Service