



Strategy for the Joint Data Center on Forced Displacement 2021-2023

Zero Draft

Strategic Advisory Council, August 27, 2020

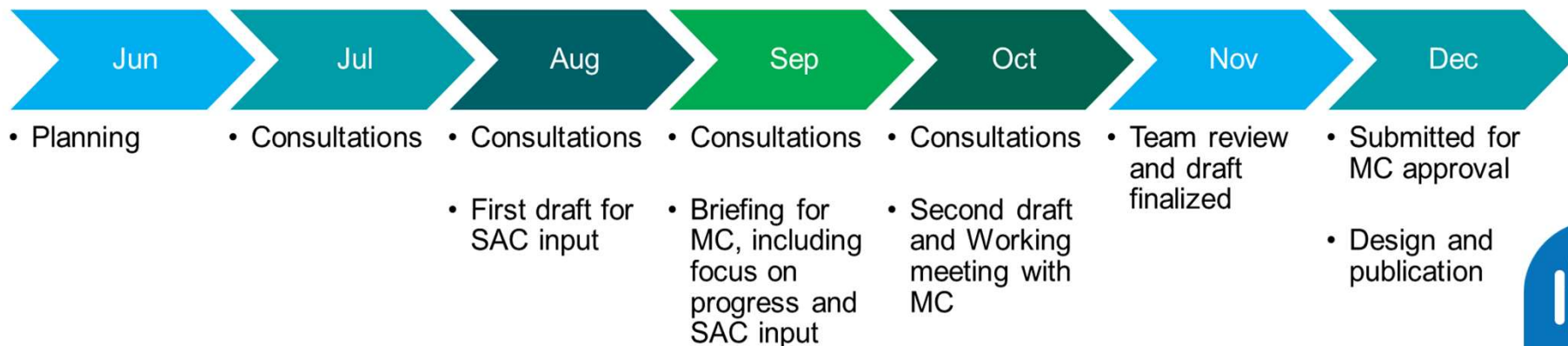


Strategy development process

The JDC strategy aims to:

- **Position the JDC in the wider ecosystem** in which it functions, whilst demonstrating its role and added value, explaining how it complements existing initiatives
- Guide the work of the JDC, the development of its annual work programs and **the prioritization of its engagements** over the next three years in concurrence with its original Charter and other foundational documents;
- **Support fundraising** for the Center's continued and enhanced activities, as necessary

It will be developed through a consultative process:



JDC strategy – zero draft

The following zero draft of the JDC strategy

- Builds on existing foundational documents, Management Committee agreements, initial consultations and experience from the first year of operations
- Has been drafted as a basis for consultations with the Strategic Advisory Council and other stakeholders



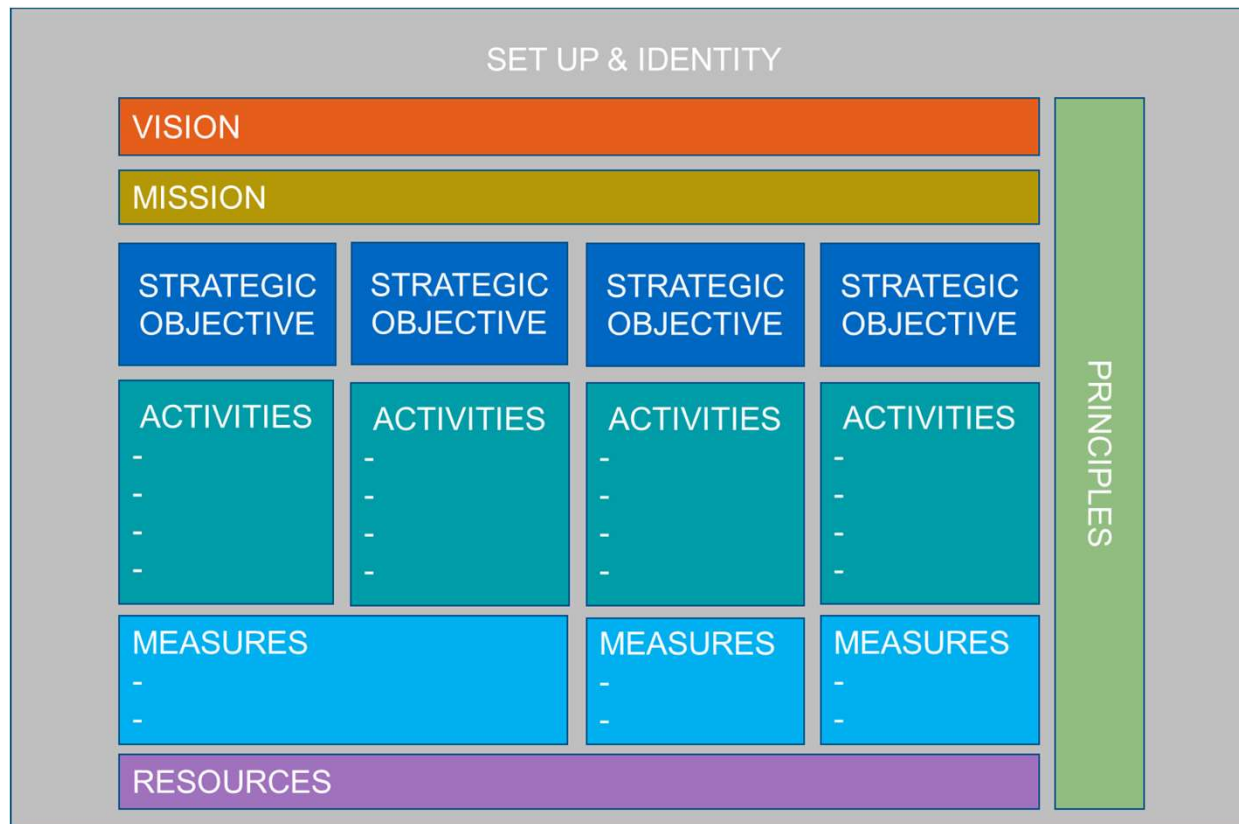
Strategy overview 2021-2023

The JDC strategy proposes to follow the below structure (subject to results of consultation):

- ✓ Problem statement/ background
- ✓ Ambition
- ✓ Set up and identity
- ✓ Principles
- ✓ Strategic objectives and how to achieve them
 - ✓ Objectives
 - ✓ Modus operandi
 - ✓ Priorization criteria
 - ✓ Activities
 - ✓ Results framework
 - ✓ Resource requirements
- ✓ Annexes



Strategy overview 2021-2023



Although complex in substance, the strategy will aim to provide a simple and digestible overview of the JDC that can be summarised in a single visual. It's focus will be on elaborating how the strategic objectives will be achieved.



Problem statement / background

This narrative section will cover the following topics:

- **Displacement context:** increasing numbers of forcibly displaced persons in protracted and vulnerable situations
- **Policy context:** recognition that forced displacement is not a purely humanitarian but an important development issue (Global Compact on Refugees, World Humanitarian Summit, WB's FCV strategy, High Level Panel on Internal Displacement)
- **Data context:** most importantly, significant data gaps and challenges that hinder the inclusion of forcibly displaced persons in development agendas and national planning processes, including in context of covid pandemic
- **JDC establishment by WB and UNHCR:**
 - 2018 Memorandum of Understanding & Concept Note to establish the JDC
 - 2019 Approved Charter outlining the overall mission, objectives and governance arrangements
First Strategic Advisory Council meeting
 - 2020 Management Committee meeting
JDC's work program and results framework for 2020
- **Strategy development process/overview:** detailed further in annex including overview of consultations held



Ambition of the JDC

Vision

Improved wellbeing of forcibly displaced persons and those affected by forced displacement is achieved through inclusive national policies and the implementation of evidence-informed programs along the humanitarian-development continuum

Mission

The Joint Data Center on Forced Displacement aims to enhance the ability of stakeholders to make timely and evidence-informed decisions that can improve wellbeing of affected people

Focus

We focus on improving and supporting the collection, analysis and dissemination of primary population and socioeconomic microdata that informs policymaking and programming

Affected people:

- Forcibly Displaced Populations: refugees, internally displaced persons, stateless people, returnees, and asylum-seekers
- Host populations

Relevant stakeholders:

- Decision-makers in host countries and host communities
- Humanitarian and development agencies, private sector, civil society, and those engaged in global policy-making.



Set up and identity of JDC (1)

A joint endeavor

The Joint Data Center is a joint endeavor in more ways than one.

The JDC brings together the capacities, resources, influence and strengths of its parent institutions and benefits from the oversight of its multi-stakeholder Management Committee. It plays a catalytic role to stimulate work on forced displacement data and evidence by providing financial, technical and strategic support and advice to activities included within its annual work program. The JDC manages a trust-fund, but in this way, its identity goes well beyond that of a funding source.

Simultaneously, the JDC ensures sustainability by working through its two parent organizations, fostering a closer collaboration between them, with a view to improving the quality and availability of socio-economic microdata on forced displacement to serve the needs of both organizations' primary clients (i.e. affected Governments and populations). The JDC does not replace or aim to streamline all data-related partnerships between the WB and UNHCR on forced displacement, but to help systematize and enhance the impact of this partnership on outcomes for affected populations and affected states, during its existence and beyond.

The JDC is also jointly institutionalized, as it is embedded from a financial and administrative perspective, in both the WB and UNHCR. Team members join from both institutions, further ensuring the institutionalization of the JDC, and are situated primarily in Copenhagen, Denmark alongside UNHCR's Global Data Service.



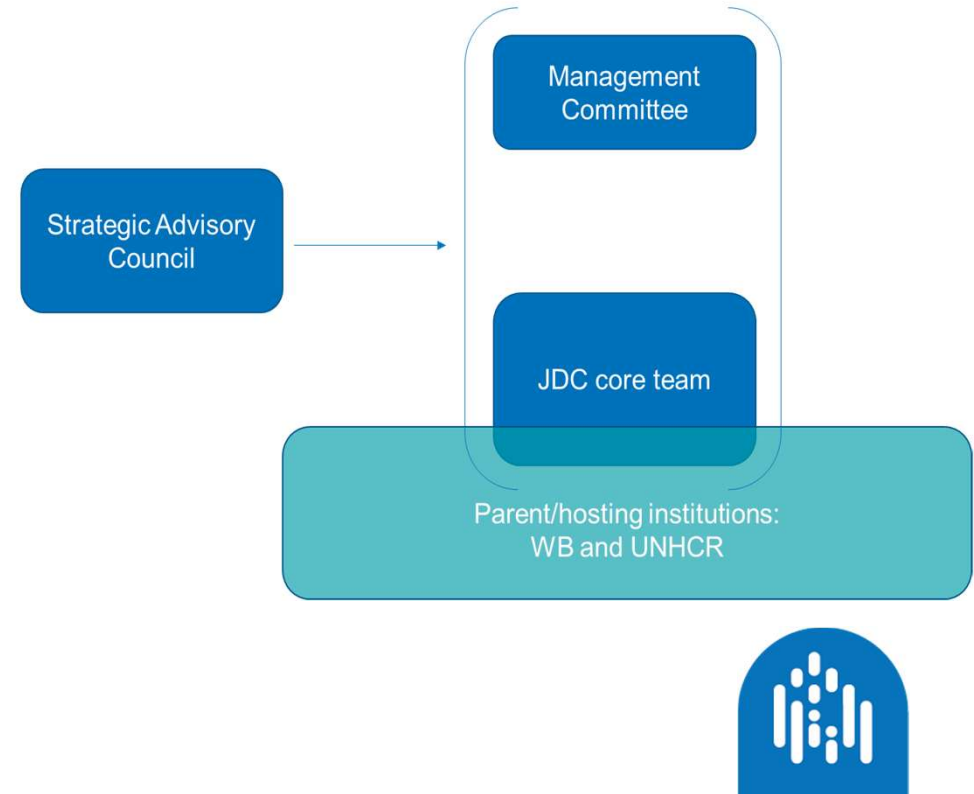
Set up and identity of JDC (2)

Governance and oversight

The JDC has a multi-stakeholder, two-tiered governance structure, including a Management Committee and a Strategic Advisory Council.

The Management Committee meets on an annual basis (or more frequently if needed) to oversee the work of the Center including reviewing & endorsing its annual budget and work program as well as other issues of strategic relevance. Membership includes representatives from the World Bank (3), UNHCR (3), JDC donors (3) and refugee hosting states (3). The multiple constituencies included in the Management Committee, ensure broad ownership of the initiative and its continued focus on its mission and strategic objectives.

The Strategic Advisory Council also meets on an annual basis, in advance of the Management Committee meeting. The Strategic Advisory Council collects a broad group of stakeholders who have shown interest in the JDC's mandate, including affected states, national statistics offices, humanitarian and development partners, civil society organizations, academic institutes and private sector partners. The group meets to provide advice and guidance to the JDC and its Management Committee.



Proposed Principles

The following principles guide the work and decision-making of both the JDC and its Management Committee:

- **Impact on policy & operations** to ensure relevance of work and guide engagement with partners and clients to focus on informing positive change for forcibly displaced persons and their hosts.
- **Innovation & progress** to continuously seek new methods, tools and approaches to improve quality and efficiency of work and facilitate both internal and external progress over time.
- **Partnership & coordination** to help strengthen quality and relevance of outputs, and increase buy-in, in particular with affected states, to heighten impact of data and results.
- **Capacity development** to strive to improve capacity of national and international stakeholders to sustainably improve quality of data on forced displacement.
- **Sustainability** to maximize benefits from selected investments and produce results beyond the timeline of activity implementation or our own existence.
- **Transparency and inclusion** to generate trust and build relationships as well as to minimize duplication.
- **Breadth & diversity** to enable broad coverage in terms of regions, population groups, displacement situations, institutional partnerships and thematic areas.



Strategic objectives & how to achieve them

This section covers the main body of the document and will include:

- ✓ Objectives
- ✓ Modus operandi
- ✓ Priorization criteria
- ✓ Activities
- ✓ Results framework
- ✓ Resource requirements



Proposed strategic objectives

These objectives are built from our foundational documents and slightly adjusted based on the first year of operations to form the background and organizational framework of our strategy for the next three years. They should be read in conjunction with the JDC's vision, mission and principles (such as innovation and partnerships that cut across all objectives). They incorporate the current work themes used to organize the JDC's 2020 work program.

1) Strengthen systems & standards

Strengthen national and international data systems and build capacity through the development and implementation of standards, methods and tools for relevant forced displacement data;

2) Produce data & analysis

Produce quality socioeconomic microdata and analysis at sub-national, country, regional and global levels to inform and improve policy processes and response;

3) Enhance safe data access

Enhance access to quality microdata on forcibly displaced persons while maintaining appropriate protocols to enable access without jeopardizing the protection of individual persons;

4) Build evidence & share knowledge

Fortify the growing international research community on forced displacement through disseminating research products and evidence, and facilitating knowledge exchange amongst community members and policy-makers.



Modus operandi (1)

The JDC manages its activities through three main mechanisms. In most cases, JDC engagement entails a combination of the following:

- Financial investments
- Technical guidance and support
- Partnership building and coordination

In line with its identity and the ambition to ensure sustainability of its investments, most JDC-supported activities are managed by project teams within the WB and UNHCR whilst others are directly managed by JDC team members. Activities can also be led or co-led by external partners.

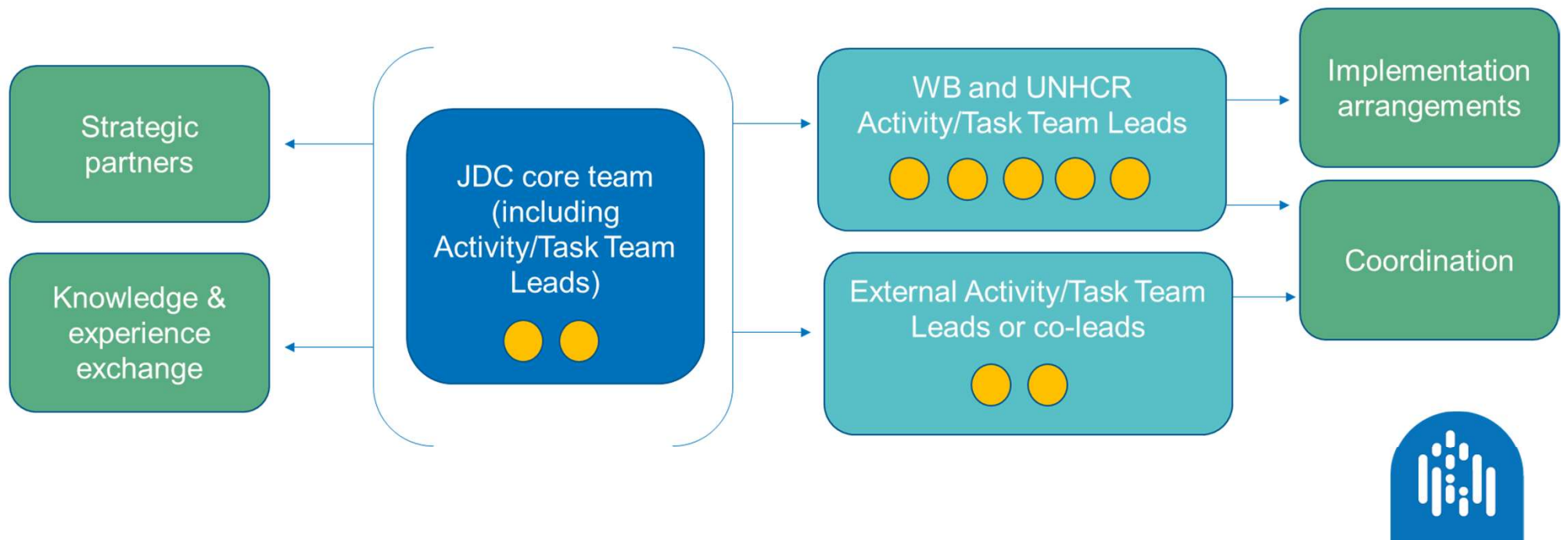
Partnerships outside its parent institutions are also an integral part of the JDC's modus operandi. As an integral part of JDC's activities, these materialize through a range of mechanisms including:

- Strategic partnerships to achieve common objectives
- Implementation arrangements within activities
- Coordination for enhanced implementation
- Knowledge and experience exchange for mutual benefit



Modus operandi (2)

JDC activity leads & partners



Proposed selection criteria

Building on the principles and strategic objectives described above, activities will be selected to ensure they contribute to the overall ambition and fit the way of working of the JDC. In annual planning processes the following criteria will be used to select activities to support. If the selection made by the following criteria exceed budget availability, they will be prioritized through the lens of JDC's principles articulated above:

- **Country/displacement situation:** Any displacement situation or country-level activity should take place in a displacement hotspot defined as countries having >300,00 refugees or IDPs, or a significant stateless population; and/or are in the IDA18/GCFF/IDA19 pool or demonstrate a clear scope for engagement of development actors. Host country governments should have demonstrated interest in the activity. Regional diversity will also be taken into account.
- **Relevance & timeliness:** Activities can demonstrate relevance to policy or programming opportunities at the national, regional or global levels, for national actors and/or humanitarian and development partners. Activities are supported by relevant senior management in WB and UNHCR.
- **Public good:** JDC supported activities must translate into a public good; for example, data collected with support of the JDC should, responsibly, be made accessible; tools developed should be useable by actors beyond the Parties to the Charter.
- **Feasibility:** Demonstrable readiness by stakeholders to engage the proposed activity and proposed plans are operationally, financially and technically sound.
- **Non-duplicative and synergetic work:** Activities should not duplicate existing efforts and/or should identify opportunities to leverage or enhance existing efforts to make them (more) valuable for improving data on forced displacement.



Activities (typologies)

The strategy will outline activity typologies under each objective. Annual work programs will be developed and approved by Management Committee based on this strategic framework. The following table provides some examples of the types of activities that fall under each strategic objective.

Strengthen systems & standards	Produce data & analysis	Enhance safe data access	Build evidence & share knowledge
<p>Developing & implementing international statistical standards</p> <p>Capacity development at national level and for key institutions</p> <p>Enhancing data management software solutions</p> <p>Developing FDP-sensitive methods and tools</p>	<p>Integrating refugees/IDPs into national surveys in prioritized countries</p> <p>Monitoring of socio-economic situation/welfare of FDPs overtime</p> <p>Undertaking analysis on topics of strategic priority at national, regional and global levels</p>	<p>Enhancing availability of existing microdata on FDPs</p> <p>Facilitating a global data sharing agreement between WB & UNHCR</p> <p>Developing a common framework for microdata accessibility on FDPs</p>	<p>Research conference</p> <p>Literature review</p> <p>Monthly newsletters</p> <p>Thematic publications</p>

Results framework

To be included in second draft



Resource requirements

To be included in second draft



Annexes

In order to keep the main body of the strategy short a collection of annexes will be attached. These are likely to include.

- Organogram of Center's team: visual representation
- Overview of strategy development process: visual representation and short narrative (see above)
- Stakeholder map: visual representation
- Risks foreseen and mitigation plans

To be included in second draft

