JDC STRATEGY
with focus on 2021-2023

Supporting evidence for protection and well-being

**Joint Data Center
on Forced Displacement**

WORLD BANK GROUP

UNHCR
The UN Refugee Agency

Contents

Foreword

We are pleased to share with you the Joint Data Center on Forced Displacement (JDC) Strategy for 2021-2023, as adopted by the JDC's Management Committee.

The Center's aim is that, by the end of 2023, there will have been a stepchange in the quantity, quality, availability, and use of socioeconomic data and evidence on those affected by forced displacement. We also want to have spurred a transformational change in how such data is produced, with greater national ownership by the host countries, and with the inclusion of refugees, IDPs, and stateless people into national statistical systems, including through strengthened capacities of national statistical offices. The Strategy is our plan to achieve these goals.

When the JDC was established in 2019, expectations were high. The Center was founded with the ambition to transform the way we—the international community—respond to the challenge of forced displacement. The ambition was based on the premise that, with more and better socioeconomic data and evidence, prioritization will be clearer and development policies and programs will become better-targeted.

The continuous rise of the number of people affected by forced displacement calls for rigorous approaches to solutions. We firmly believe that a common understanding based on a trusted and shared set of socioeconomic data—such as the education and skill levels, or income and wealth status of the people concerned—is a precondition for productive collaboration of the actors involved, whether at the country, regional, or global level. We believe the JDC is well-placed to act as a catalyst, convener of stakeholders, and incubator of initiatives that will spur a sustainable change in the socioeconomic data landscape on forced displacement.

Following a year of operational work spanning the full spectrum of the necessary data efforts, the JDC has developed a rich portfolio of activities. This experience has allowed us to better grasp the challenges ahead, but also spot the opportunities. The COVID-19 pandemic has sharpened our focus and spurred creative and innovative action. The Strategy draws on this experience.

UNHCR, the UN Refugee Agency and the World Bank are two critical actors in the global effort to strengthen the data and evidence base on forced displacement, and they are indeed the JDC's parent institutions. But implementing this Strategy will require a much wider partnership approach, including host-country governments as well as the wider humanitarian and development community. Even further, we are keen to broaden and strengthen this collaboration to firmly bring in the private sector, academia, affected populations, and civil society actors. In fact, the success of this strategy hinges on such a broad partnership approach, with the JDC offering technical stewardship, where needed.

The JDC Strategy 2021-2023 lays out a plan for how we will achieve our overarching goals. It is a practical tool that will guide our work and help us prioritize over the next three years. We will continue to proactively identify strategic activities, respond to operational needs, and explore new and innovative opportunities, whether at the country, regional, or global level.

To build the Strategy, we have consulted with a range of individuals and organizations in an iterative and open process over the past eight months. Our partners helped us validate and sharpen the direction we have taken. We are humbled by the support from many international organizations, civil society actors, academics, and private sector partners. Thank you.

We are also grateful for the guidance provided by the JDC Management Committee and the Strategic Advisory Council. Colleagues in UNHCR and the World Bank have shared their thoughts and experiences, which helped sharpen the Strategy. Special thanks go to Natalia Baal and Sigrid Weber at the Center, for developing and coordinating the work, and to the entire JDC team for their constructive engagement throughout the process.

To paraphrase the UN Secretary-General when he inaugurated the Center in 2019, we cannot afford to do the wrong thing with people that have such basic and dramatic needs. We believe this Strategy sets us—collectively—on a path to rise to this challenge. Let's get on with it.

Björn Gillsäter
Head of the World Bank – UNHCR Joint Data Center on Forced Displacement

Maja Lazić
Deputy Head of the World Bank – UNHCR Joint Data Center on Forced Displacement

VISION	Improved protection and well-being of forcibly displaced persons and those affected by forced displacement is achieved through coherent implementation of evidence-informed humanitarian and development action and inclusive national policies
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 protection and well-being of affected people

Strategic Objectives for 2021-2023

PRINCIPLES

Innovation and sustainability

Protection and diversity

Capacity development

Breadth and representation

Data ethics

Partnership and coordination

ACTIVITIES

1 STRENGTHEN SYSTEMS AND STANDARDS	2 PRODUCE DATA AND ANALYSIS	3 ENHANCE SAFE AND RESPONSIBLE DATA ACCESS	4 BUILD EVIDENCE AND SHARE KNOWLEDGE
Implementation and development of statistical standards

Capacity development at national level and in key institutions

Visibility of forcibly displaced persons in the SDGs

Displacement-specific methods and tools

Data management and technological solutions | Integrating affected populations into national surveys/statistical systems

Data collection on the socioeconomic situation of affected populations

Analysis of data produced on the national and regional level | Building UNHCR's capacity for microdata de-identification and dissemination

Common framework for microdata accessibility

Enhancing availability of existing microdata

Facilitate data sharing between WB and UNHCR | Global and comparative analyses

Annual research conference

Literature reviews and Quarterly digests

Thematic publications and primers

Monthly newsletters

Seminars and workshops

Research fellowship program |

EXPECTED RESULTS

Improved quality and/or national ownership of data on affected populations	Better informed policies and responses at national and regional level	Enhance microdata access and streamlined operational collaboration	Improved global policy dialogue and data-driven research

| ENABLING FACTORS | **Institutional design:** A joint endeavour by World Bank and UNHCR, supported by a multi-stakeholder governance structure

Resources: Funded through donor contributions to the JDC's pooled funds; total budget: $48,000,000 |
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Background

The global reality of forced displacement has changed in recent years, with plenty of worrying trends. There are, however, promising policy developments in response to these trends, but their implementation is hampered by significant and persistent data and evidence gaps. It is against this backdrop that the World Bank and UNHCR together decided to establish the Joint Data Center on Forced Displacement (JDC).

Worrying forced displacement trends

Forced displacement has not only become more **widespread** with record high numbers of 79.5 million forcibly displaced persons at the end of 2019,[1] but it has also become increasingly **protracted**[2] and long-term. By the end of 2019, 15.7 million refugees (77 percent) lived in protracted situations, compared with around 53 percent in 2016.[3] The large majority of internally displaced persons (IDPs) also live in protracted crises characterized by high levels of vulnerability, marginalization, and poverty.[4] Although distinct from forced displacement, the global population of stateless persons should also be considered in this analysis, however quality data on their exact numbers and living conditions remain largely unavailable.

REFUGEES IN PROTRACTED SITUATIONS

%
- 100
- 50
- 0

2009: 36%
2016: 53%
2019: 77%
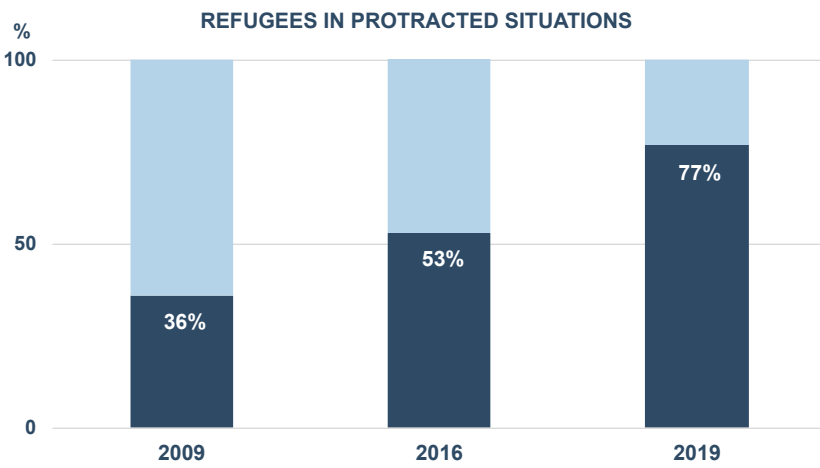
More and more **development investments** are needed to supplement humanitarian efforts as around 85 percent of the world's refugees reside in low- and middle-income countries with their own complex development challenges.[5] The international community increasingly pays attention to the impact of hosting forcibly displaced persons on states and communities. Given that an estimated 72 percent of the forcibly displaced live in regions that lag behind national averages in their development,[6] this demonstrates the development challenge at hand in many displacement contexts.
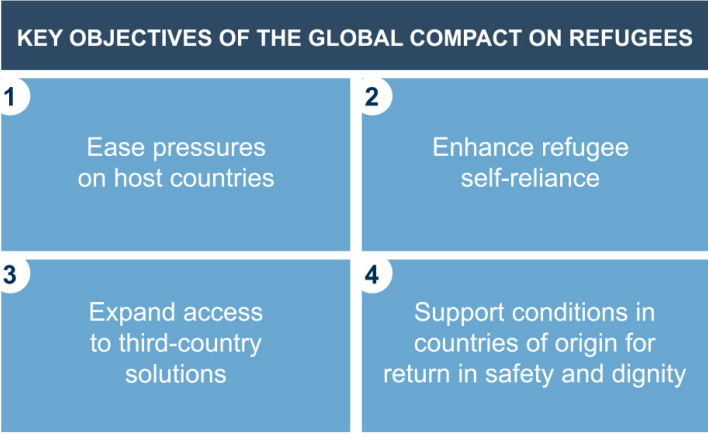
Displaced persons increasingly reside in **urban areas** and informal settlements, or are dispersed amongst local populations.[7] Although significant progress in the delivery of humanitarian aid to urban populations has been made in recent years, this reality, mixed with the complexities of global urbanization trends more broadly, demands innovative approaches to improve data and evidence, and to ensure the most effective response to forced displacement.

Although specific evidence on the impact of COVID-19 on forcibly displaced persons is not yet available, the broader context of the global pandemic should also be taken into consideration. The global recession caused by the consequences of COVID-19 has already had a significant negative impact on the lives and livelihoods of many, as it is expected to have pushed between 88 million and 115 million people into extreme poverty in 2020, in particular in low- and middle-income countries that host most displaced persons.[8] While more data is needed to assess the specific impact on the lives of forcibly displaced persons, the pandemic and its fallout are likely to introduce new trends in the global picture on forced displacement.

In addition to these global trends, key displacement crises in recent years have caught the attention of the international community. The conflict in Syria resulting in a regional refugee crisis, the exodus from Venezuela, and forced displacement across the Sahel are examples of displacement situations that require urgent solutions. At the same time, several protracted conflicts that continue to produce significant levels of new displacement, such as in Afghanistan, the Democratic Republic of the Congo, and Colombia, continue to require attention from the humanitarian and development community as needs for solutions persist for those who are newly displaced and those already displaced for many years.

Promising policy developments

Against this backdrop, durable solutions to displacement are becoming harder to attain, with refugee resettlement at a record low in 2020[9] and 22 percent fewer refugee returns compared to the same period in 2019.[10] Taking a longer perspective, refugee return over the last decade has also significantly decreased with only 3.9 million returning in 2010-2019 compared to almost 10 million and over 15 million in the previous two decades respectively.[11] The international community has responded to this dilemma most notably through the *Global Compact on Refugees* (GCR).[12] The Compact acknowledges that a sustainable solution to refugee situations can only be achieved through international cooperation, burden- and responsibility-sharing, and a development agenda that appropriately addresses forced displacement (see box on key objectives).

KEY OBJECTIVES OF THE GLOBAL COMPACT ON REFUGEES	
1 Ease pressures on host countries	**2** Enhance refugee self-reliance
3 Expand access to third-country solutions	**4** Support conditions in countries of origin for return in safety and dignity

Endorsed by the UN General Assembly in 2018, the *Compact* provides a comprehensive framework for action to progress towards solutions for refugee populations. Taken together with the *2030 Agenda for Sustainable Development* and the *Sustainable Development Goals* (SDGs) these new frameworks can help ensure that displaced and stateless persons are not left behind in development processes, and that displacement is addressed through inclusive and comprehensive approaches.[13] The Compact is accompanied by a *Global Refugee Forum*, which is organized every four years to bring together governments, refugees, humanitarian and development organizations, civil society, and private sector stakeholders to pledge commitments and monitor progress against the collective implementation of the Compact.

The Compact is part of a longer-term shift in the global policy dialogue on forced displacement that recognizes the limitations of an exclusively humanitarian response and focuses on mechanisms to enhance development engagement. Key milestones in this process include the *World Bank 2017 Report on Forced Displacement*,[14] the *World Bank Group Strategy for Fragility, Conflict, and Violence 2020-2025*,[15] the *2016 Leader's Summit on Refugees*, and the *Comprehensive Refugee Response Framework* as part of the *New York Declaration*.[16] Further, the first dedicated funding window for refugees and host communities through the 18th replenishment of the World Bank's *International Development Association* contributed $2 billion to strengthen response to displacement from a development perspective. This was increased by a further $2.2 billion in the 19th replenishment of IDA that will run from 2022-2023.

Recent policy shifts are not exclusively associated with refugee situations. During the *2016 World Humanitarian Summit*, complementary development action was a central theme aimed at transforming humanitarian action worldwide. Securing durable solutions for IDPs and engaging humanitarian and development actors continues to be a focus of the recently established *High-Level Panel on Internal Displacement* that is mandated by the UN Secretary-General to produce recommendations for

1   UNHCR, "Global Trends", 2019, https://www.unhcr.org/globaltrends2019/
2   Protracted refugee situations refer to populations of 25,000 persons or more who have been in exile for five or more years in a given country.
3   UNHCR, "Global Trends", 2017, https://www.unhcr.org/globaltrends2017/ . For an analysis of the length of exile of refugees, which differs from UNHCR's definition of protracted refugee situations, see: Xavier Devictor and Quy-Toan Do, 2017, "How Many Years Have Refugees Been in Exile?" Population and Development Review, Vol. 43, No. 2
4   OCHA, "Reducing Protracted Internal Displacement", https://www.unocha.org/sites/unocha/files/Reducing%20Protracted%20Internal%20Displacement.pdf
5   UNHCR, "Global Trends", 2019, https://www.unhcr.org/globaltrends2019/
6   Estimated from 2013 data. World Bank, "World Bank Group Strategy for Fragility, Conflict, and Violence 2020–2025", http://documents1.worldbank.org/curated/en/844591582815510521/pdf/World-Bank-Group-Strategy-for-Fragility-Conflict-and-Violence-2020-2025.pdf, 2020.
7   While it is clear that the majority of displaced persons live in urban settings, the exact scale of urban displacement varies across estimates: UNHCR estimates that two out of three IDPs live in urban or semi-urban areas according to the Global Trends 2019. For refugees, UNHCR estimates that 61 percent of the global refugee population was urban-based in 2018.
8   World Bank-UNHCR JDC Paper Series "Highly vulnerable yet largely invisible: Forcibly displaced populations in the COVID-19-induced recession," https://www.jointdatacenter.org/wp-content/uploads/2020/12/JDC-Paper-Series-on-Forced-Displacement_No.1_Final.pdf

9   UNHCR, "Resettlement at a glance (January-December 2020)," https://www.unhcr.org/protection/resettlement/600e95094/resettlement-fact-sheet-2020.html
10   UNHCR, "Mid-year trends 2020," https://www.unhcr.org/5fc504d44.pdf
11   UNHCR, "Global Trends," 2019, https://www.unhcr.org/globaltrends2019/, p11-12
12   UNHCR, "Global compact on refugees," 2018, https://www.unhcr.org/gcr/GCR_English.pdf
13   UNHCR, "The Sustainable Development Goals and the Global Compact on Refugees," https://www.unhcr.org/5efcb5004
14   World Bank, "Forcibly Displaced: Toward a Development Approach Supporting Refugees, the Internally Displaced, and Their Hosts," 2017, https://openknowledge.worldbank.org/handle/10986/25016
15   World Bank, "World Bank Group Strategy for Fragility, Conflict, and Violence 2020–2025," http://documents1.worldbank.org/curated/en/844591582815510521/pdf/World-Bank-Group-Strategy-for-Fragility-Conflict-and-Violence-2020-2025.pdf, 2020.
16   UN General Assembly, "New York Declaration for Refugees and Migrants," https://www.unhcr.org/57e39d987

transforming international responses to IDP situations. The *GP20 Plan of Action for Advancing Prevention, Protection and Solutions for Internally Displaced People, 2018-2020* presents another key multi-stakeholder initiative with a strong focus on enhancing national responses and securing solutions.[17] Since the 2014 launch of the *UNHCR Campaign to End Statelessness*, there have been new accessions to the *UN Statelessness Conventions* and reforms in national laws that will help prevent and resolve statelessness. The 360 pledges made at the *High-Level Segment on Statelessness* in 2019[18], combined with the additional statelessness pledges made at the *Global Refugee Forum*, will spur additional achievements.

Several country-level and regional initiatives also demonstrate this policy shift. The *Intergovernmental Authority on Development* (IGAD)[19] led process aims to agree on the early recovery and longer-term peacebuilding and resilience needs for five million Sudanese and South Sudanese IDPs, refugees, and returnees. Similarly, the *Solutions Strategy for Afghan Refugees* (SSAR) is led by UNHCR and the Governments of the Islamic Republics of Afghanistan, Iran, and Pakistan to achieve more equitable and predictable burden and responsibility-sharing with host countries and communities, and to support the search for solutions, including, where appropriate, through assistance to countries of origin. Both processes are underpinned by Support Platforms launched at the *Global Refugee Forum* in December 2019 that engage affected states, humanitarian and development organizations, donors, private sector, and other partners committed to show solidarity by providing concrete technical, financial, and development support to find solutions to protracted displacement.

Persistent data and evidence gaps

Despite these positive developments and the increased political attention, significant gaps and challenges exist when it comes to the available data and evidence on forced displacement in middle- and low-income countries. Although large amounts of data are regularly produced - in particular for humanitarian purposes - significant gaps and challenges persist that hinder the full inclusion of forcibly displaced populations in development agendas and national planning processes. Key data and evidence gaps on forced displacement include:
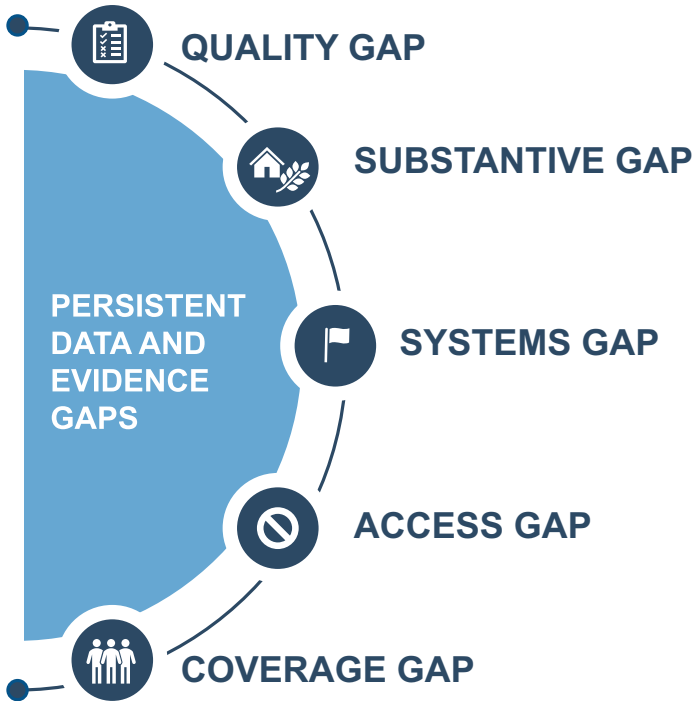
- The *"quality gap"* or a lack of clear definitions and solid methods. The inconsistent use of terminology, concepts, and definitions in the data landscape on forced displacement—as well as variation in methods to collect data and a lack of alignment to well-established statistical standards—impede the creation of high-quality data and hinder the generation of evidence and the comparability across data sources and contexts. Although progress has been made in some areas through the *Expert Group on Refugee and IDP Statistics (EGRIS)*, much work is still needed. Methodological innovations to improve the quality of data and analysis are also underdeveloped.

- The *"substantive gap"* or a lack of quality socioeconomic data that allow for longitudinal analysis and comparisons with host populations to generate evidence on their protection and well-being. Most data on forced displacement are produced to inform humanitarian interventions but are often not well suited for development purposes. An understanding of the socioeconomic situation of forcibly displaced persons, how this compares to non-displaced populations, and how key variables change over time, is a critical data gap.

- The *"systems gap"* or limited integration in national statistical systems of affected countries. The collection of data on forced displacement is often not embedded in national statistical systems and/or the national capacity to do so is low. The inability to generate reliable official statistics and deeper analysis on displacement can hinder the inclusion of forcibly displaced populations in national development processes and impede responses to displacement-specific vulnerabilities.

- The *"access gap"* or limited availability and access to microdata and disaggregated data. Household or individual-level data on forcibly displaced populations is not readily available in many contexts. This hinders in-depth, policy-relevant research and interventions to improve the protection and well-being of displaced households and communities. Often, basic disaggregation of refugee and IDP population data by age, gender, or other key demographics is not widely available and relies heavily on statistical modelling. This limited availability of data also negatively impacts the production of new and robust evidence.

- The *"coverage gap"* or a lack of data or analysis on key population groups and geographical areas. Significant gaps exist for out-of-camp populations, refugees and IDPs residing in urban areas, and stateless persons. The welfare of returning refugees is also a significant blind-spot. Taking a global perspective, there are also certain countries and regions where these gaps are more acute than others; these include regions where local capacity is sometimes low (e.g., Sub-Saharan Africa, the Sahel) but also others severely affected by forced displacement and related population movements (e.g., Latin America).

The current forced displacement data ecosystem is rich with many stakeholders actively engaged in producing, using, and improving available data on these vulnerable populations. Key stakeholders include national governments and their statistical offices; international organizations (e.g., UNHCR, World Food Programme, International Organization for Migration, UN OCHA, and UNICEF); civil society organizations (e.g., the Danish Refugee Council, the Norwegian Refugee Council and their Internal Displacement Monitoring Centre, the International Rescue Committee, and REACH); research institutions; and inter-agency initiatives (e.g., the Joint IDP Profiling Service and others). Despite important efforts made by many of these stakeholders, much work still needs to be done.

The Joint Data Center on Forced Displacement has been established with these specific gaps in mind (see **Annex 1** for a timeline on the establishment of the JDC). Bringing together the capacities and data systems of its parent institutions and working in partnership with a broad set of stakeholders, the JDC aims to address these persistent data and evidence gaps, and to convene partners to spark a collective transformation of the forced displacement data landscape.

As will be further elaborated in the following Strategy, which focuses on activities planned for 2021-2023, the JDC aims to build on recent progress, including for example, the work of the *Expert Group on Refugee and Internally Displaced Persons Statistics (EGRIS)*, the launch of the UNHCR Data Transformation Strategy, the inclusion of forced displacement in national statistical systems in a number of countries (e.g., in Kenya and Uganda), and the production of high-quality, comparative socioeconomic data in refugee and IDP contexts (e.g., in the Middle East and in Sudan) to advance this agenda for sustainable impact. Although the JDC mission and expected impact has a longer-term focus, the *Strategy* identifies key priorities to transform the forced displacement data landscape over the next three years through the joint capacities of the World Bank, UNHCR, governments, and other partners.

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17 Global Protection Cluster, https://www.globalprotectioncluster.org/gp20/
18 UNHCR, "High-Level Segment on Statelessness: Results and Highlights", 2020, https://www.unhcr.org/ibelong/high-level-segment-on-statelessness-results-and-highlights/
19 The IGAD region comprises the countries of Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda: https://igad.int/

Our ambition and identity

Vision:
Improved protection and well-being of forcibly displaced persons and those affected by forced displacement are achieved through the coherent implementation of evidence-informed humanitarian and development action, as well as inclusive national policies.

Mission statement:
The Joint Data Center on Forced Displacement aims to enhance the ability of stakeholders to make timely and evidence-informed decisions that can improve protection and well-being of affected people.

Where "affected people" include:
- Forcibly displaced populations: refugees, internally displaced persons, returnees, and asylum-seekers
- Stateless populations
- Host populations

And "relevant stakeholders" include:
- National and local-level decision-makers in countries and communities affected by forced displacement
- Humanitarian and development agencies, private sector, civil society, and those engaged in global policymaking

Focus:
Our main focus is on improving and supporting the collection, analysis, dissemination, and use of primary socioeconomic microdata and population data that inform policymaking and programming.

"Socioeconomic microdata" refers to data on the social and/or economic living conditions of individuals, households, and groups; and "population data" refers to quantitative data on the size of specific population groups, ideally broken down by core demographic variables.

Identity:
The Joint Data Center acts as a catalyst to transform the data landscape on forced displacement and to help achieve its long-term vision. Jointly institutionalized in the World Bank and UNHCR, the JDC brings together the staff, resources, and capacities of both organizations. It works to enable sustainable change for affected populations by improving the evidence base for national policy, development, and humanitarian operations. The Center will convene relevant stakeholders to collectively address persistent data and evidence gaps. Ultimately, the JDC will also serve as a global public good, addressing the needs of both affected governments and populations, while ensuring results are made widely available.

Our principles

In addition to its vision and mission, the following principles guide the work of the JDC:

- **Innovation and sustainability** to continuously seek new methods, tools, and approaches to improve efficiency and effectiveness of outputs; and work to scale up successful innovations to produce more sustainable change in the long term.
- **Protection and diversity** to do no harm during the implementation of activities, and to be sensitive to the experiences of different population groups and subgroups (e.g., age, gender, and diversity).
- **Capacity development** to strive to improve capacity of national and international stakeholders to sustainably improve the quality and usability of data on forced displacement.
- **Partnerships and coordination** with a broad range of actors, through inclusive and transparent means, to help strengthen quality and relevance of outputs, minimize duplication, and increase buy-in, in particular with affected states, to heighten impact of data and results.
- **Data ethics** to respect the individuals and communities behind the data by striving to responsibly acquire, use, store, and share data and analytical outcomes.
- **Breadth and representation** to enable broad coverage in terms of regions, displacement situations, and institutions.
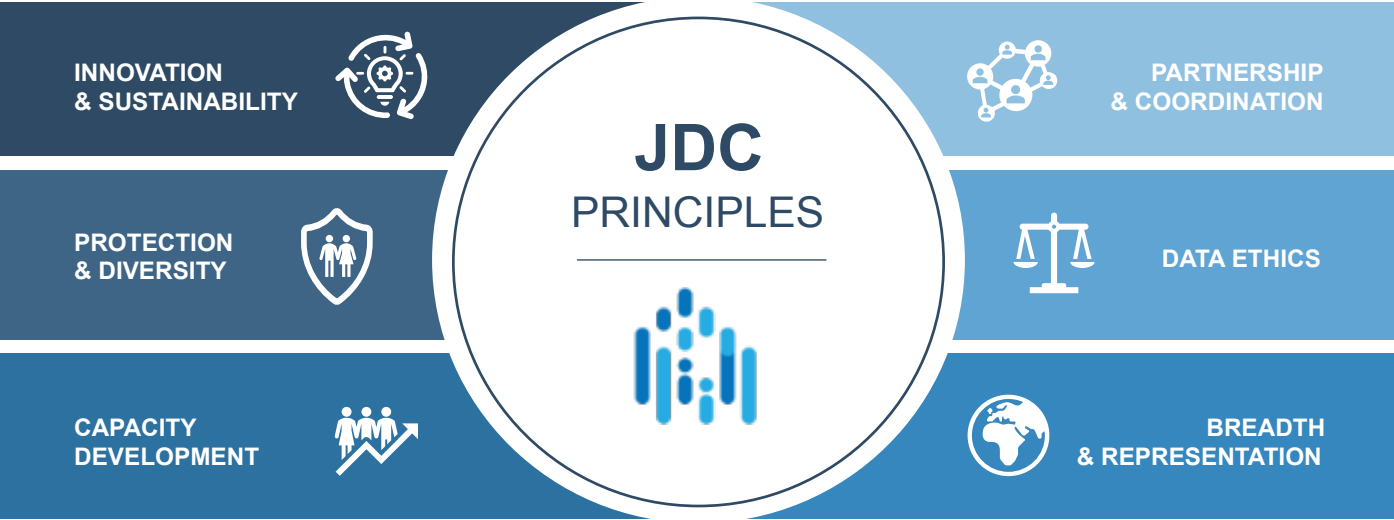
Our strategic objectives and expected results for 2021-2023

This section outlines the key strategic objectives that the JDC aims to achieve during 2021-2023, in accordance with its longer-term vision and mission articulated above.

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

II.   Produce data and analysis
Produce quality socioeconomic microdata and analysis at sub-national, national, and regional levels to inform and improve policy processes and response.

III.   Enhance safe and responsible 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 or groups.

IV.   Build evidence and share knowledge
Fortify the growing international research community on forced displacement through disseminating research products and evidence; and facilitate knowledge exchange amongst community members as well as with practitioners and relevant policymakers.

As we work collectively towards these four objectives, the JDC will set in motion a transformative process to dramatically improve the *availability* and *accessibility* of *high-quality* socioeconomic data and evidence on affected populations. These can, in turn, be used to inform policies and programs at the sub-national, national, regional, and global levels.

Over the period from 2021 to 2023, the JDC aims to deliver the following results connected to each strategic objective:

I.   Improved quality and/or national ownership of data
Expected result: National and international stakeholders in 20 countries strengthen their data systems and develop statistical capacity that enhances the quality and/or national ownership of data on affected populations.

Monitoring: We monitor this by assessing if National Statistical Offices and other key stakeholders (including producers, holders, and financiers of relevant microdata) increasingly implement statistical standards for collecting data on affected populations, and make use of innovative tools, methods, and technological solutions tested by the Center.

II.   Better informed policies and responses at national and regional level
Expected result: Socioeconomic microdata and analysis (that responds to the demands of Governments, as well as development and/or humanitarian partners) are available and used to inform policy and responses on affected populations in 20 displacement contexts, at sub-national, national, and/or regional levels.

Monitoring: To monitor progress we will carry out a survey of key stakeholders to assess their awareness and use of JDC-supported data and analysis to inform their policy processes, operations and programs.

III.   Enhanced microdata access and streamlined operational collaboration
Expected result 1: Operational partners improve the efficiency of their collaboration in 10 displacement contexts through improved data-sharing practices.

Expected result 2: 250 datasets are made publicly accessible, as microdata on affected populations is more systematically and responsibly shared.

Monitoring: We will measure this by identifying if key stakeholders (including producers, holders, and financiers of relevant microdata) agree on and make use of a common framework (for enhanced access to microdata on affected populations, that takes into account protection concerns), to systematically and responsibly publish microdata on affected populations. We will also monitor improvements in UNHCR-World Bank bilateral data-sharing practices through the development of a global data sharing agreement.

IV.   Improved global policy dialogue and data-driven research
Expected result: A stronger research community, and more data-driven research concerning affected populations is available and can inform the global policy dialogue in at least three critical areas (e.g., refugees, IDPs, Stateless, fragility, or COVID-19 recovery).

Monitoring: To monitor progress we will assess whether JDC-supported products and publications, including both data and analysis, are used to inform targeted global policy dialogues and/or new research projects that are initiated/published.

The results framework on page 23 further details how achievements under these four objectives and expected results will be measured, including a full list of output and outcome indicators.

Our activities

The JDC works toward the achievement of its four strategic objectives simultaneously, rather than in a sequential manner, to do justice to the interdependent nature of its objectives. For example, activities to strengthen systems and standards will underpin and facilitate the production of new data and analysis by governments, as well as humanitarian and development partners; new socioeconomic microdata can then be made responsibly available to the broader stakeholder community and be used to produce new research that can help build knowledge and strengthen the evidence base for policymaking. This section outlines the interconnected nature of activities the JDC will pursue under each objective during the strategic period from 2021 to 2023, with annual work programs (approved by the JDC Management Committee) developed against this framework. Under each objective, activities will seek to enhance and support implementation of UNHCR's *Data Transformation Strategy 2020-2025*.

Objective I: Activities to strengthen systems and standards

Investments in the development and implementation of standards and data systems at the international, national, and institutional levels are crucial in order to have sustainable impact on the way data and evidence inform policies and operations for forcibly displaced populations and their hosts.

The JDC will actively engage in the *Expert Group on Refugee and IDP Statistics (EGRIS)* to support the implementation of international statistical standards on forcibly displaced persons and will build up capacity of National Statistical Offices (NSOs) to produce data on forced displacement. During 2021-2023 it will support similar efforts to define statistical standards for stateless populations and work to improve the visibility of forcibly displaced persons in the SDGs. The JDC will engage in capacity building for NSOs and other relevant national institutions in cordination with existing international capacity-building mechanisms. In addition, the JDC will strengthen country-level capacity through its own direct efforts whenever data is produced through NSOs at country and regional levels, under objective II of the Strategy, i.e., through the inclusion of affected populations in the countries' respective data systems. Proactive identification of relevant countries and opportunities to pursue these activities will be undertaken. The JDC will work with key partners to encourage that the data they finance and produce follow the same standards and methodologies to foster comparability. Items prioritized under this objective (to contribute to durable impact) include: standardizing methods and tools; as well as designing and developing new methods, tools, and innovative practices to address displacement-specific challenges; and to ensuring the quality of microdata.

Objective II: Activities to produce data and analysis

Enabling the generation of new, high-quality data and analysis on the socioeconomic profile of forcibly displaced persons and their hosts - in order to feed directly into national/regional decision-making processes - is a core priority of the JDC.

Under this objective, the JDC will support data collection by Governments within national statistical systems (including censuses, surveys, administrative registries, and other data sources) or through country-level partnership between the World Bank, UNHCR, and other partners. Support to National Statistical Systems' data production will incorporate a strong capacity-building component to enable sustainable change. Activities will facilitate comparison between displaced and non-displaced communities and will be selected based on a clear demand from national- and regional-level decision-makers to ensure their strategic impact on operations and policy dialogue, and through this, ultimately, on the protection and well-being of affected populations. Given specific contextual realities, the inclusion of a broader range of persons of concern will be considered. Sub-national, national, and regional/situational activities will be supported. Recognizing that many dynamics of displacement manifest on a regional level, activities that can inform operations and policies at this level are seen as pertinent.

Data collection and analysis activities (combined or separated) will be selected for support on an annual basis, through approval by the Head of the JDC and the JDC Management Committee, according to established processes. A flexible rolling window fund will allow the JDC to respond to more immediate operational needs or evolving crises, using a streamlined process.

The following criteria will be used to select activities. For activities supported through the rolling window fund, the additional requirement of urgency will need to be demonstrated; otherwise partners will be encouraged to seek support through the regular annual process.

All of the following criteria must be met:

- **Country/displacement situation:** Any displacement situation or country-level activity should take place in a context with a significant affected population (refugees, IDPs, stateless persons, returnees, asylum-seekers, or other persons of concern); and/or a context that is eligible for IDA18/GCFF/IDA19 (or similar) funding, or that demonstrates a clear scope for engagement of development actors. Host-country governments should have demonstrated interest in the activity.

- **Relevance and timeliness:** Activities should clearly demonstrate relevance and timeliness to inform policy or provide concrete contributions to programming opportunities at the sub-national, national, or regional level, for national actors and/or humanitarian and development partners.

- **Clear demand and appropriate partnerships:** Activities are supported by regional/country-level senior managers in both World Bank and UNHCR operations, even if demand originates from (or is led by) other stakeholders. Appropriate partnerships should be identified to help achieve the stated goals.

- **Feasibility:** Demonstrable readiness by stakeholders to engage in the proposed activity, and presented plans are operationally, technically, and financially sound.

- **Non-duplicative and synergetic work:** Activities should avoid duplication of existing or recent efforts, fill identified and prioritized gaps, and/or find opportunities to leverage or enhance existing efforts to make them more valuable for improving data on forced displacement.

- **Public good and dissemination:** JDC-supported activities must translate into a timely public good; for example, data collected with support of the JDC should, responsibly, be made accessible; tools developed should be useable by actors beyond those who contributed to their development. Activities should identify proactive steps to disseminate findings and lessons learned on the country or regional level, making use of existing coordination platforms and effective communications to promote greater use of data and evidence in decision-making. Sharing of results with affected populations is encouraged.

Beyond these selection criteria, additional factors will be considered to prioritize engagements, including elements linked to JDC principles (e.g., regional and population group diversity) and practical considerations (e.g. availability of resources, institutional capacity, etc.). The portfolio of activities under this objective will be proactively and transparently managed due to the changing dynamics in many displacement contexts, including a clear cut-off date for non-progressing activities in order to release funds for other opportunities.

Objective III: Activities to enhance safe and responsible data access

Making high-quality microdata on forced displacement more widely accessible is a central ambition of the JDC during this strategic period. Transforming accessibility of data, through safe and responsible means, will facilitate a wealth of policy-relevant research and over time enhance global understanding and public discourse on forced displacement.

Under this objective, the JDC will support UNHCR to establish institutional capacity to systematically and responsibly disseminate microdata on forcibly displaced persons. We will also prioritize work with a broader group of actors, including producers, users and financiers of microdata on affected populations, to develop a common framework for safe and responsible data sharing that can guide and systematize better access to data in the short term and beyond 2023. In addition, the JDC will invest in increasing the quantity of available datasets through strengthening existing microdata libraries hosted by the World Bank and UNHCR. In coordination with its partners, the JDC will actively promote the use of data, made available through the supported microdata libraries, for research and policymaking, including through activities outlined under objective 4.

Furthermore, the JDC in its role as catalyst will facilitate data sharing between the World Bank and UNHCR both in individual operational contexts and in the form of a global data-sharing agreement. Linking up to objective II, it will also strive to ensure the data resulting from its own investments are de-identified and responsibly disseminated in a timely manner.

DATA ETHICS FOR THE PROTECTION OF INDIVIDUALS AND COMMUNITIES

The JDC acknowledges that gathering, using, storing, and sharing data on vulnerable groups requires a strong ethical compass to guide decision-making at every stage of the process. Data ethics that respect the protection of individuals and communities behind the data, as well as those involved in its production, is a core principle of the JDC. While we seek to produce and process data in a responsible way through the specific activities we support, the JDC also actively works to facilitate the development and strengthening of frameworks that ensure that data is shared and disseminated in a responsible and ethical manner.

HOW WE WORK:
- We work to **develop and implement international standards** that support the safety and dignity of affected populations. We follow agreed-upon standards for safe and ethical data management that is lawful, fair, and transparent.
- We **collect new data for specified, explicit, and legitimate purposes** and we analyze and use the data in a manner that is informed by this intended purpose.
- We incorporate a "do no harm" principle to all our operational engagements.
- We support agency-specific and inter-agency efforts to **coordinate, anonymize, and make data responsibly accessible** to enhance its use and potential impact while ensuring the protection of data subjects.
- We support the **exchange of knowledge** on affected populations in an ethical way that protects the anonymity of individuals affected by displacement while maximizing returned benefits from improved policies.

WHAT WE WORK ON:
- Develop and adopt tools, protocols, and guidelines for data protection and dissemination for broader stakeholders through **consensus-building dialogue and partnerships**.
- **Identify and assess tools and legal protocols** for accessing data, building on existing efforts by various partners.
- Support the **development of protocols and guidelines for data protection and dissemination** for UNHCR, including a risk assessment and microdata management framework, and the definition of de-identification standards and protocols.
- Support **training, sensitization, and capacity-building within UNHCR** for microdata curation, protection, and dissemination.

Objective IV: Activities to build evidence and share knowledge

Ensuring the knowledge produced and the experience generated are shared and made accessible is an important means through which the JDC will become recognized as providing a public good.

Capitalizing on outputs and learning from all of the three objectives above, as well from the activities of our partners, the JDC will invest in analytical processes and products at the global level that will contribute to key policy-relevant questions identified as important by the international community, including countries affected by forced displacement. Analytical products will be derived from, for example, (1) the Global Compact on Refugees, by supporting the development of a common methodology to measure the impact of hosting, protecting, and assisting refugees; (2) analyses of the impact of the COVID-19 public health crisis on the socioeconomic situation of forcibly displacement persons; or (3) contributions to the High-Level Panel on Internal Displacement through enhanced solutions analysis in IDP contexts. Reflecting on activities under the Objectives I-III, and coordinating with other relevant research initiatives, will further enable the JDC to identify key policy-relevant research and evidence needs and to prioritize analytical products that address them.

Evidence and knowledge will be broadly disseminated through a wide range of publications, channels, and events with a view to encouraging exchange and learning. The JDC will not directly invest in academic research, but instead will act as a convener to bring together researchers, practitioners, and policymakers (through its annual research conference and other events) to facilitate connections and enable exchange between these communities, ultimately strengthening the impact of research on policy and practice. A particular effort will be made to elevate the voices of researchers from countries affected by forced displacement in order to build capacity, where needed. A fellowship program will be maintained in collaboration with the DFID-funded initiative "Building the Evidence on Protracted Forced Displacement: A Multi-Stakeholder Partnership."

OVERVIEW OF ACTIVITIES

STRENGTHEN SYSTEMS AND STANDARDS	PRODUCE DATA AND ANALYSIS	ENHANCE SAFE AND RESPONSIBLE DATA ACCESS	BUILD EVIDENCE AND SHARE KNOWLEDGE
Implementation and development of international statistical standards in cooperation with mandated expert groups for refugees, IDPs, and stateless populations	Integrating affected populations into national surveys* and data systems in prioritized countries	Building UNHCR's capacity for more systematic microdata de-identification and responsible dissemination	Generating global and comparative analyses and overviews (including maps)
Capacity development to produce data on affected populations at national level and for key institutions	Data collection on the socioeconomic situation of affected populations in prioritized countries and regions	Developing a common framework for safe and responsible microdata accessibility on affected populations	Annual research conference convening researchers and practitioners/ policymakers
Enabling visibility of forcibly displaced persons in the SDGs	Undertaking analysis of data produced on affected populations on the national and regional level (connected to data collection processes or as separate initiatives)	Promoting and facilitating data sharing between WB and UNHCR	Literature reviews and quarterly digests; summarizing existing research
Developing standardized and innovative displacement-specific methods and tools for a range of relevant data sources along the data life cycle		Enhancing availability of existing microdata on affected populations including through support to existing microdata libraries	Thematic publications and primers on ongoing research
Enhancing data management and technological solutions			Monthly newsletters on JDC achievements
			Seminars, workshops and trainings on data, findings and methods
			Managing a research fellowship program

* These include amongst others: Living Standards Measurement Study, Labor Force Survey, Multiple Indicators Cluster Survey, Demographic and Health Survey

The JDC's first year of operations and the development of its strategy for 2021-2023 were undertaken during the COVID-19 pandemic. As many countries continue to suffer from waves of the virus and vaccination campaigns are just being initiated in some places, the long-term economic impact and recovery needs are coming to light. Vulnerable economies, sectors, and popoulations (including populations affected by forced displacement) are likely to have been most heavily hit. Simultaneously, the public health situation has fundamentally challenged traditional face-to-face data collection methods, causing many national census, survey, and other data collection activities to be severely delayed or cancelled. The situation has also increased the urgency to strengthen new approaches, methods, and tools to generate the data required. This reality will continue to impact the JDC's activities in 2021 and beyond so that planning will be cautiously undertaken; it also provides a valuable opportunity to look ahead, innovate, and identify the most effective mechanisms to produce better data on vulnerable populations as we strive, collectively, to leave no one behind.

The JDC has therefore taken steps to incorporate this reality into the strategy.

HOW WE WORK:
- We consciously incorporate **flexibility in our strategy to ensure agility and responsiveness** to COVID-19 and other emerging crises (e.g., rolling window funds).

- We are incorporating innovation to identify and test **new methods and data sources** to produce quality socio-economic data on populations affected by displacement despite constraints imposed by the pandemic (e.g., high frequency phone surveys and alternative data sources).

- We work with partners to **share experience, promote learning, and build evidence** on vulnerable groups in the pandemic to enable better informed humanitarian and development planning in displacement situations and public health crises now and in the future.

- We will continue to align our work and support the **COVID-19 response plan of our parent institutions**.

WHAT WE WORK ON:
- We focus on the **specific vulnerabilities** of forcibly displaced populations by producing evidence on the socioeconomic impact of COVID-19 and its associated policy environment on affected population groups/subgroups and their hosts.

- We gather evidence on how COVID-19 affects the **protection for affected populations** at the policy and community levels (e.g., perceptions of displaced populations, restrictions on freedom of movement and how the pandemic affects **progress towards inclusion and solutions**, to help inform advocacy efforts for the inclusion of affected populations in economic recovery programs.

- We consolidate and share lessons learned on the **impact of the pandemic on data collection and analysis methods** to support improved data quality on vulnerable populations.

Ownership of JDC data and outputs produced in these activities

Data produced as a result of JDC-supported activities remain in the ownership of the data producer or custodian. For example, if World Bank and UNHCR teams jointly produce data, the legal agreement between the two entities establishes the data ownership in either organizations. The JDC strives to ensure that data generated from JDC-supported activities become a public good and are shared responsibly under appropriate standards of data protection. The access rights to anonymized data are granted by the platform on which data are made available (e.g., World Bank or UNHCR Microdata Libraries). The JDC itself will not directly host the data it helps to produce; the JDC is a data center without a server.

Ownership of other outputs from JDC activities, such as analytical reports, methods, and tools, will be with the JDC or the main producer of such outputs. However, these products will be recognized also as public goods and therefore made freely available.

Our set-up and way of working

The JDC is a joint endeavor in more ways than one. It is institutionalized in its parent organizations, supported by a multi-stakeholder governance structure, and implements activities in close cooperation with partners. The Center is set up in this way to enhance the impact of its implemented activities and facilitate its convening role within the wider community in order to drive a collective transformation of the forced displacement data landscape.

Institutional set-up and governance
The JDC brings together the capacities, resources, influence, and strengths of its parent institutions - the World Bank and UNHCR. It plays a catalytic role to stimulate work on forced displacement data and evidence, and thereby aims to transform the data landscape for affected populations.

The JDC is jointly institutionalized since it is embedded (from a financial and administrative perspective) in both the World Bank and UNHCR, with institutional anchors in the World Bank's Fragility, Conflict & Violence Group and UNHCR's Division of Resilience and Solutions. Team members join from both institutions, further ensuring the institutionalization of the JDC, and are situated primarily in Copenhagen, Denmark (see Annex 3 for an organigram of the JDC as of January 2021). Working between World Bank and UNHCR, the JDC fosters a closer collaboration between its parent institutions without increasing transaction costs; it does not replace or aim to streamline all data-related partnerships, both between the two organizations, but to help systematize and enhance the impact of this partnership, during its existence and beyond. Through its embeddedness in World Bank and UNHCR, the JDC aims to improve and transform regular data activities in both parent institutions to enhance the use of data and evidence for programming, operations, and policy dialogue in forced displacement settings. Specifically in relation to UNHCR, the JDC will lend its support to the implementation of UNHCR's own Data Transformation Strategy for 2020-2025. With regards to the World Bank, the JDC partnership will influence a more systematic inclusion of forced displacement in core data activities (e.g., poverty surveys) and relevant operations, including and beyond activities directly financed by the Center.

The JDC benefits from 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 and endorsing its annual budget and work program, as well as other issues of strategic relevance. Membership includes representatives from JDC donors (3), hosting countries (3), the World Bank (3), and UNHCR (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** meets in advance of Management Committee meetings. The Council collects a broad group of stakeholders who have shown interest in the JDC mandate, including governments, national statistics offices, humanitarian and development partners, civil society organizations, academic institutes, and private sector partners. Participating members join on the basis of their own interest and willingness to provide advice and guidance to the Management Committee and the JDC for the implementation of the Center's strategy. Given the wealth of expertise within the Strategic Advisory Council, the JDC actively draws on groups or individual members as important points of contact to benefit from their expertise and experience.

JDC INSTITUTIONAL DESIGN
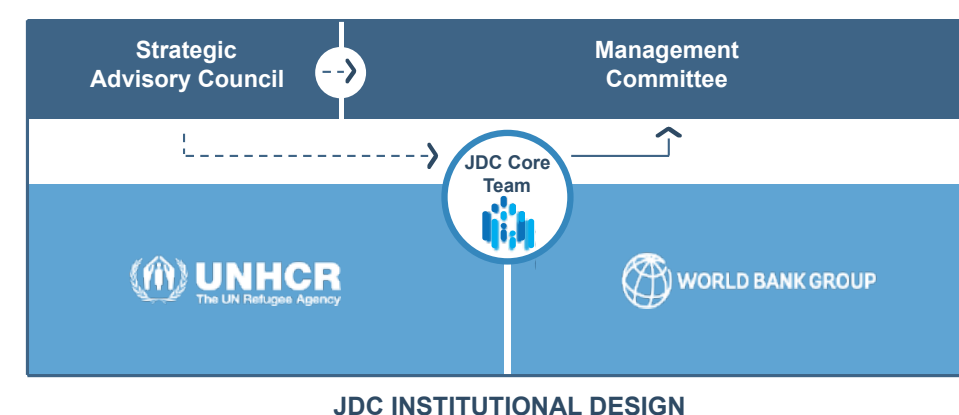
Modus operandi

JDC activities are each managed by activity/task teams who receive support and guidance from the JDC team for both design and implementation phases. Most activities are led by teams from within either of the two parent institutions, however they can also be led or co-led by external partners and by the JDC team.

By working primarily through its two parent organizations, the JDC ensures sustainability of its investments with a view to improving the quality, quantity, and availability of socioeconomic microdata on forced displacement to serve the needs of both organizations' primary clients (i.e., affected Governments and populations). This way of working also enables alignment of new activities to existing data workstreams within its parent institutions (e.g., those associated with the implementation of UNHCR's *Data Transformation Strategy*), to create synergies and avoid duplication, and allows the JDC to put into practice its commitment to augment the combined capacity of the World Bank and UNHCR to significantly impact the forced displacement data landscape more broadly.

The JDC offers different types of support and guidance to activity implementation teams. In most cases, this entails a combination of the following:

- **Financial investments** covering full or partial costs of proposed activities as relevant;
- **Technical guidance and support** in order to ensure high quality outputs and useful outcomes, to allow learning from expertise, and to streamline processes;
- **Strategic advice** to initiate and develop activities that are relevant to shape policy dialogue and inform programs; and,
- **Partnership building and coordination** to identify and connect partners to enhance project outcomes, capitalize on synergies, and increase impact.

Any country- or regional-level activity that the JDC supports must have an endorsement from UNHCR and World Bank leadership, and hence respond to a perceived data or analytical gap. This ensures that the activities are indeed operationally relevant and strategically opportune. More broadly, data-related gaps are most often identified as part of multi-stakeholder processes such as medium-term development plans, policy dialogues, implementation of the Comprehensive Refugee Response Framework, projects and programs supported by IDA18/GCFF/IDA19, Solutions Support Platforms for protracted displacement situations, or humanitarian and/or development response plans.

During the conceptual stage, the JDC consults and coordinates with the World Bank's operational Global Practices and Country Management Units, as well as with UNHCR's Regional Bureaus and country-level leadership, with a view to securing government interest or buy-in. The World Bank Country Director/Manager or the UNHCR Country Representative/Bureau Director has to endorse the submission, which serves to ensure that the activity is a strategic priority. The subsequent review and acceptance of the recommended activities by the JDC Management Committee affords global strategic endorsement. Activities are then developed through concept/scoping note processes, which include a rigorous peer review. The World Bank and UNHCR leadership and focal points (global, regional, and country level) regularly review progress during the implementation phase, providing strategic and technical support towards the desired results and continued operational relevance.

Partnerships outside its parent institutions are an integral part of the JDC's *modus operandi*. These partners include governments, development actors, international organizations, civil society, and private sector actors, as well as individual academics, expert groups, or multi-stakeholder initiatives. The JDC is open to new partnerships and the strengthening of existing partnerships with a view to achieving concrete and impactful outcomes and achieving joint objectives. Partnerships materialize through a range of modalities including:

- **Strategic partnerships** to achieve common objectives (e.g., with the Expert Group on Refugee and Internally Displaced Persons Statistics [EGRIS] to include forcibly displaced persons in national surveys and systems, or with development partners at national/regional level to facilitate more effective use of results);
- **Knowledge and experience exchange** for mutual benefit and to promote learning (e.g., with academia in our annual research conference and thematic workshops, or global technical experts for guidance on complex methodological challenges);
- **Implementation arrangements** for concrete deliverables within activities (e.g., working with National Statistical Offices

for data collection, qualified partners for capacity building or leading data producers particularly in IDP contexts)
- **Coordination** for enhanced outcomes and impact (e.g., with interested governments and stakeholders, such as civil society and development partners, to enhance responsible microdata access).

The image below aims to visualize the various partnership modalities described above.

JDC PARTNERSHIP MODALITIES

Convening role

The institutional set up, governance arrangements, and modus operandi of the JDC allows the Center to take on a convening role within the wider stakeholder community. In fact, a successful implementation of this Strategy will require a wide partnership approach, including host-country governments, the wider humanitarian and development community, the private sector, academia, affected populations, and civil society actors. The success of this strategy hinges on such a broad partnership approach. The Center will bring together relevant experts and partners to drive a collective and sustainable transformation of the forced displacement data landscape.

In relation to some specific areas of work - such as those associated with Objectives I, II, and IV - the JDC's convening role will bring a clear added value. For example, convening relevant partners to make use of shared methodologies, developing a common framework for safe and responsible data sharing, and creating stronger connections between policymakers, practitioners, and researchers are all core priorities for the JDC, and each one will necessitate engagement from various stakeholders. The Center's two governance bodies, which already bring together many key actors, and the institutional home in the World Bank and UNHCR will further facilitate this role.

Innovation is one of the JDC's guiding principles. It encourages us to continuously seek new methods, tools, and approaches to improve the efficiency and effectiviness of our work. We therefore aim to integrate innovative practices around data and evidence with a view to improve the quality and efficiency of outputs and enhance the sustainable impact of results.

Data innovation is needed to transform the forced displacement data landscape due to a combination of the significant data gaps that exist (as outlined in the opening section of this document), and the challenges presented by many forced displacement contexts. Fluid population movements, hard to reach population groups, insecure environments, and densely populated urban contexts are some of the common conditions that challenge data collection efforts and demand innovation. The restrictions imposed by responses to the COVID-19 pandemic that heavily impact traditional data collection approaches bring further momentum to this agenda.

HOW WE WILL WORK:

- **Catalyst** between World Bank and UNHCR to share new approaches and create synergies

- **Validator** of new standards, methods, and tools through testing and probing under objective I

- **Incubator** for innovative ideas, methods, and technological solutions for data production in activities under objective II

- **Enabler** of data access for operations and novel analyses under objective III

- **Propagator** of learning and sharing of findings and methods under objective IV

KEY INNOVATION ACTIVITIES THAT WE WILL WORK ON FROM 2021 TO 2023 INCLUDE:

- Developing an agreed upon statistical measure for determining when IDPs should no longer be categorized as such
- Integrating forcibly displaced populations into national surveys and data systems
- Shaping best-practice survey modules on forced displacement
- Advancing methodologies for measuring consumption in camp settings and measuring the impact od forcibly displaced populations on host communities
- Exploring and testing alternative tools and technological solutions for data production, including survey sampling
- Building artificial intelligence (AI) tools to better understand projects and research on forced displacement
- Developing an agreed-upon framework for responsible microdata access
- Improving data literacy among key decision-makers

Transforming the way we think about data on forced displacement and ensuring a sustainable uptake of innovative practices is a long-term agenda. During 2021-2023 foundations for innovation will be laid that we expect to have and even larger impact beyond 2023.
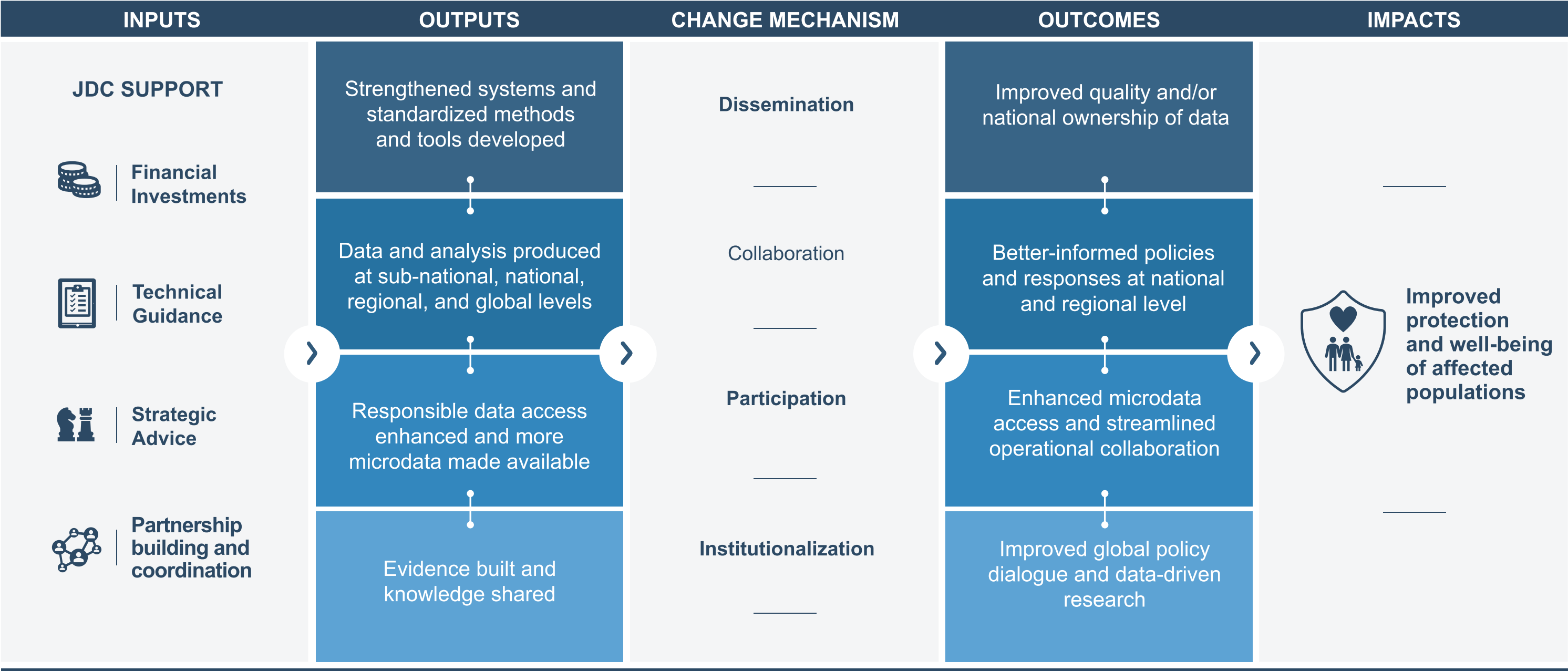
Resource requirements

The JDC is supported by multiple development partners from both humanitarian and development funding streams. Funds are held by both parent organizations to enable effective operational engagement of the JDC, and in accordance with the common framework outlined in this strategy. The estimated resources required to fund the work are summarized in the table below. The requirements are broken down by operational and administrative needs, which build on the baseline set in 2020. Going forward, a separate fundraising strategy will be developed that details further the resources required to implement the Strategy.

		2021	2022	2023	Total
Operational (total)		*16,590,000*	*12,850,000*	*8,240,000*	*37,680,000*
Activity implementation by objective	Objective I	2,590,000	2,840,000	2,150,000	7,580,000
	Objective II	10,490,000	7,650,000	3,880,000	22,020,000
	Objective III	1,160,000	130,000	230,000	1,510,000
	Objective IV	1,350,000	1,240,000	990,000	3,570,000
Rolling window		1,000,000	1,000,000	1,000,000	3,000,000
Program implementation and coordination		*1,700,000*	*2,080,000*	*2,140,000*	*5,910,000*
Administration and management		*1,390,000*	*1,500,000*	*1,520,000*	*4,410,000*
TOTAL		19,680,000	16,430,000	11,900,000	48,000,000

Measuring success

Theory of Change

The theory of change outlines how JDC activities translate into change and an improvement of the protection and well-being of affected populations. The Center's theory of change described below aims to summarize the steps envisioned by the JDC to move from financial, technical, strategic, and partnership inputs, through outputs under each strategic objective, to results and outcomes, and ultimately impact according to the JDC Vision. Key change mechanisms are also indicated that will help move from outputs to outcomes. The ultimate foreseen impact is likely to only be measurable at a point beyond the timeframe of this strategic period.

INPUTS	OUTPUTS	CHANGE MECHANISM	OUTCOMES	IMPACTS
JDC SUPPORT	Strengthened systems and standardized methods and tools developed	**Dissemination**	Improved quality and/or national ownership of data	
Financial Investments	Data and analysis produced at sub-national, national, regional, and global levels	Collaboration	Better-informed policies and responses at national and regional level	**Improved protection and well-being of affected populations**
Technical Guidance	Responsible data access enhanced and more microdata made available	**Participation**	Enhanced microdata access and streamlined operational collaboration	
Strategic Advice				
Partnership building and coordination	Evidence built and knowledge shared	**Institutionalization**	Improved global policy dialogue and data-driven research	

JDC THEORY OF CHANGE

Results framework

The results framework complements the theory of change and outlines how the JDC monitors outputs and results from its activities during 2021-2023. Under each objective, the JDC envisions an overarching result that will collectively contribute to the improved protection and well-being of affected populations. Under each of these are elaborated (1) quantifiable indicators to measure the immediate outputs achieved through JDC-supported and -led activities; and (2) qualitative outcome indicators that measure how the JDC informs policies and programs, induces change in the data landscape on forced displacement, and enables decision-makers to make evidence-informed decisions to support affected populations. Targets for output indicators for the full period of the strategy are articulated, however for reporting purposes annual targets will be set to reflect the scope of secured funds and annually approved work programs. Through this combination of quantitative *output* indicators and qualitative *outcome* indicators, reporting will help discover trends in JDC activities, allow the tracking of what progress has been achieved, and ultimately inform the planned evaluation of the Center in line with its expected overall results. The results framework also elaborates on key assumptions that are necessary to understand how activity outputs can lead to higher-level outcomes.

In its role as catalyst and enabler, supporting rather than directly implementing many activities, the JDC contributes to these expected achievements and cannot fully attribute their success to the work of the Center (see **Annex 3** for risks foreseen and mitigation strategies).

(See Annex 4 for the revised Results Framework as per JDC Management Committee decision October 2022.)

Objective I: Strengthen systems and standards
Strengthen national and international data systems and build capacity through the implementation and development of statistical standards, methods, and tools for relevant forced displacement data.

Expected result I: Improved quality and/or national ownership of data
National and international stakeholders in 15 countries strengthen their data systems and develop statistical capacity which enhances the quality and/or national ownership of data on affected populations.

Activities	Outputs (indicators)	Assumptions	Outcome (indicators)
Implementation and development of international statistical standards in cooperation with mandated expert groups for refugees, IDPs, and stateless populations *Capacity development to produce data on affected populations at national level and for key institutions* *Enabling visibility of forcibly displaced persons in the SDGs* *Developing standardized and innovative displacement-specific methods and tools for a range of relevant data sources along the data life cycle* *Enhancing data management and technological solutions*	1A. Produce 80 methods, modules, training materials, and tools that can be used by National Statistical Offices and/or key stakeholders[20] to produce quality microdata on forcibly displaced persons[21] that follow international statistical standards[22] and are SDG-sensitive,[23] where relevant 1B. Contribute to the development of statistical standards for collecting data on IDPs to improve measurement of durable solutions 1C. Contribute to the development of statistical standards for collecting data on stateless populations for endorsement by the UN Statistical Commission 1D. Conduct training or related interventions to build capacity to produce data on affected populations[24] for 15 National Statistical Offices and/or key stakeholders 1E. Deliver 15 briefings, events or publications that promote the use of international statistical methods, modules, standards, and tools by National Statistical Offices and/or key stakeholders 1F. Test 25 innovative[25] tools, methods, and technological solutions that can be used to address recurring challenges and produce microdata on affected populations	*Effective dissemination* *Political will in place to make sure that standards, methods, modules and tools are institutionalized* *Resources are dedicated to maintaining NSO's capacity* *Stakeholder participation and engagement*	IA. National Statistical Offices and/or key stakeholders increasingly implement statistical standards for collecting data on refugees and IDPs using associated methods, modules, trainings, and tools IB. Countries increasingly produce and disseminate SDG sensitive forced displacement data IC. Key stakeholders at national or regional level develop their capacities to produce high-quality data on affected populations as a result of dedicated training or related interventions (such as on-the-job learning) ID. Key stakeholders at national or regional levels improve the quality of the data collected on affected populations as a result of the use of innovative tools, methods, and technological solutions

20 Key stakeholders refer to microdata producers, holders, and financiers including Governments, National Statistical Offices, International Organizations, and humanitarian and development partners.
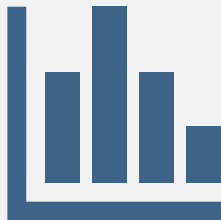21 Forcibly displaced persons in the context of the JDC strategy refers to refugees, internally displaced persons, returnees, and asylum-seekers.
22 Statistical standards refer to recommendations endorsed by the UN Statistical Commission and/or otherwise internationally endorsed.
23 SDG-sensitive means that the SDG indicators that have been prioritized for disaggregation by forced displacement (as defined by the UN Statistical Commission and the Inter-Agency Expert Group on SDG Indicators) will be taken into consideration. For example, this will be done by ensuring that relevant data is captured by the data collection instrument, that samples are large enough to enable disaggregation, and/or that analytical outputs can be used to report on priority SDG indicators.
24 Affected populations in the context of this strategy refers to forcibly displaced populations (refugees, internally displaced persons, returnees, and asylum-seekers), stateless populations, and host populations.
25 Innovative here refers to the use of new or non-traditional data sources (e.g., spatial data, citizen-generated data, geospatial, or satellite data, etc.), tools and methods (e.g., phone surveys, social networks, digital tools, and technological solutions) to address recurring challenges and improve microdata on affected populations.

Objective II: Produce data and analysis
Produce quality socioeconomic microdata and analysis at sub-national, national, and regional levels to inform and improve policy processes and response.

Expected result II: Better informed policies and responses at national and regional level
Socioeconomic microdata and analysis that responds to the demand of Governments, development and/or humanitarian partners is available and used to inform policy and response on affected populations in 20 displacement contexts, at sub-national, national and/or regional levels.

Activities	Outputs (indicators)	Assumptions	Outcome (indicators)
Integrating affected populations into national surveys and statistical systems in prioritized countries	2A. Support the production of 15 datasets on affected populations through data collection processes of National Statistical Offices, and which are SDG-sensitive where relevant	Effective dissemination	IIA. Key stakeholders increasingly inform their policy processes, operations or programs with socioeconomic microdata on affected populations at sub-national/national/regional levels[26]
Data collection on the socioeconomic situation/welfare of affected populations in prioritized countries and regions	2B. Support the production of 30 datasets on affected populations, which are comparable to non-displaced populations, and SDG-sensitive, where relevant	Findings are relevant to policy processes, operations and programs	
Undertaking analyses of data produced on affected populations at the national and regional level	2C. Support the production of 80 analytical products, reports, or policy briefs (including descriptive, prescriptive, and predictive studies) on affected populations at the sub-national, national, and regional level	No significant change in displacement context making data invalid or policy processes stalled	
		Political will in place to use data and analyses in policy processes and operations	
		Resources are available to implement policies and programs	

Objective III: Enhance safe and responsible data access
Enhance access to quality microdata on forcibly displaced populations while maintaining appropriate protocols to enable access without jeopardizing the protection of individual persons or groups

Expected result III: Enhanced microdata access and streamlined operational collaboration
1: Operational partners improve the efficiency of their collaboration in 10 displacement contexts through improved data sharing practices.
2: 250 datasets are made publicly accessible as microdata on affected populations is more systematically and responsibly shared.

Activities	Outputs (indicators)	Assumptions	Outcome (indicators)
Building UNHCR's capacity for more systematic microdata de-identification and dissemination	3A. Contribute to or develop 10 tools, protocols and training on de-identification, documentation, and dissemination of microdata	Tools and protocols are institutionalized and effectively disseminated	IIIA. UNHCR establishes its capacity to systematically and responsibly publish de-identified/ anonymized microdata.
Developing a common framework for safe and responsible microdata accessibility on affected populations	3B. Develop a common framework for responsible microdata dissemination amongst key stakeholders	Resources to maintain UNHCR's capacity are in place	IIIB. Key stakeholders progressively agree on (and make use) of a common framework and associated tools, standards, and frameworks to systematically and responsibly publish microdata on affected populations
Enhancing availability of existing microdata on affected populations including through support to existing microdata libraries	3C. Support the cleaning and publication of UNHCR/World Bank or other microdata libraries of 250 de-identified/ anonymized datasets on affected populations	Active stakeholder engagement	IIIC. UNHCR and World Bank improve their operational collaboration through more efficient data sharing
Promoting and facilitating data sharing between WB and UNHCR	3D. Make 60 percent of JDC-supported datasets publicly available within 12 months of collection		
	3E. Achieve 280 downloads of JDC-supported datasets on the UNHCR/World Bank microdata libraries		
	3F. Support 15 data sharing agreements between World Bank and UNHCR, including global, regional, or national levels		

26 For monitoring purposes, we will carry out a survey of key stakeholders to assess their awareness and use of JDC-supported data and analysis to inform their policy processes, operations and programs.

Objective IV: Build evidence and share knowledge
Fortify the growing international research community on forced displacement through disseminating research products and evidence; and facilitating knowledge exchange amongst community members as well as with practitioners and relevant policymakers.

Expected result IV: Improved global policy dialogue and data-driven research
A stronger research community and more data-driven research concerning affected populations become available and can inform global policy dialogue in at least three critical areas (e.g., refugees, IDPs, Stateless, fragility, and COVID-19 recovery).

Activities	Outputs (indicators)	Assumptions	Outcome (indicators)
Generating global and comparative analyses and overviews *Annual research conference convening researchers and practitioners/policymakers* *Literature reviews & quarterly digests: summarizing existing research* *Thematic publications and primers on ongoing research Monthly newsletters on JDC achievements* *Seminars and workshops on data, findings and methods* *Managing a research fellowship program*	4A. Deliver 80 events[27] or products and publications[28] with global and thematic scope 4B. Host 2000 participants including researchers, practitioners and policy makers at JDC (co-) hosted events 4C. Register 1000 subscribers/recipients to JDC's monthly newsletter 4D. Host 8 scholars through the Fellows/Sabbatical program to strengthen socioeconomic microdata on affected populations	*Participation and interest in events* *Effective dissemination* *Political will in place to use knowledge and findings in global policy dialogues* *Continued demand for new research on affected populations*	IVA. Key stakeholders increasingly inform global policy dialogues and/or processes with relevant JDC products and publications IVB. Initiated and/or published research projects on affected populations increasingly make use of socioeconomic microdata

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27 Events include conferences, side events, webinars, workshops, seminars, etc.
28 Products and publications include newsletters, literature reviews, quarterly digests, blogs, thematic/ global publications, data and evidence maps, videos, etc.

Review and evaluation

Evaluation
Any evaluation of the strategy for 2021-2023 will be undertaken as part of the planned overall evaluation of the JDC in the second half of the current mandate. The evaluation of achievements under this strategy will feed into the decision on the future of the JDC post-2023.

Review
The strategy covers the period 2021 to the end of 2023. If changes to this strategy are necessary within this time period, in particular to adjust ambitions and targets to secured funding levels, these adjustments need to be endorsed by the Management Committee through the regular decision-making process.
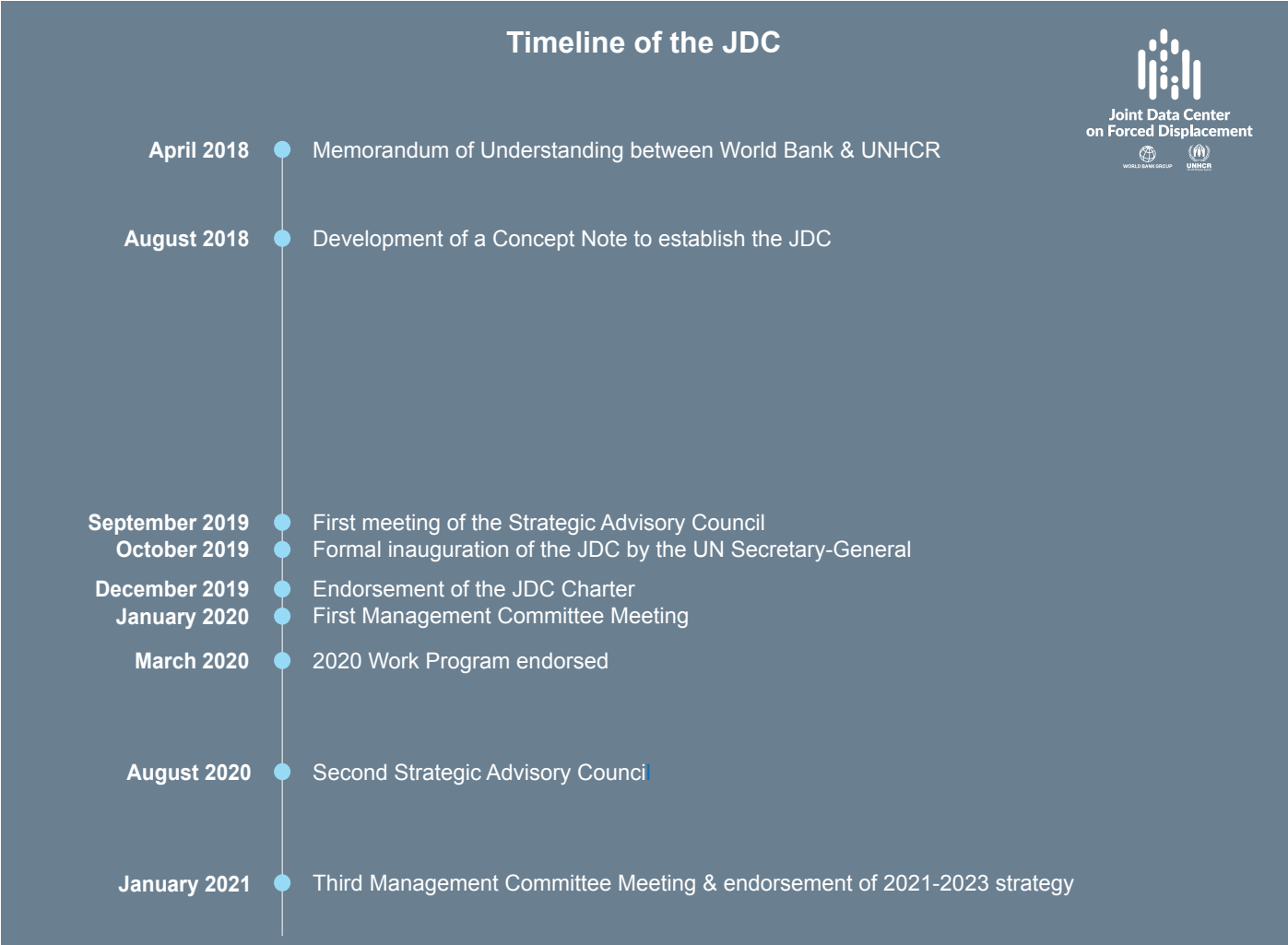
Annex 1

Establisment of the JDC

The JDC was established to bring together the capacities of the World Bank and UNHCR to address key gaps in the forced displacement data landscape. The ever-closer partnership between the World Bank and UNHCR has materialized in a context where both institutions have undergone significant changes and are together demonstrating leadership on what the humanitarian-development nexus looks like in practice.

The establishment of the JDC was proceeded by the *New York Declaration on Refugees and Migrants* by the UN General Assembly in September 2016 which, among others, recognized the importance of improved data collection on forced displacement. In September 2016, the World Bank also announced the *Global Concessional Financing Facility* providing development support to middle-income countries impacted by refugee crises. Following these developments, the World Bank set up the *IDA-18 Regional Sub-Window for Refugees and Host Communities* to have a dedicated funding tool to help low-income countries hosting large numbers of refugees. The World Bank and UNHCR conducted joint missions to inform innovation programming on refugee situations and to conduct joint analytical work. Eventually, the World Bank and UNHCR signed a Memorandum of Understanding in 2018 to establish the Joint Data Center on Forced Displacement (see Timeline of JDC Establishment).

In December 2018, the UN General Assembly adopted the *Global Compact on Refugees* as the guiding framework to cooperate internationally, to share responsibilities, and to find sustainable solutions for refugee situations. Ten months later, in October 2019, the UN Secretary-General António Guterres inaugurated the JDC in Copenhagen, Denmark. Seeing the need to boost data collection, management, and analytical capacities, UNHCR launched the *Data Transformation Strategy 2020-2025* - a strategy that also reinforced the links to the JDC. In December 2019, UNHCR facilitated the first *Global Refugee Forum* to bring together the international community in solidarity with the world's refugees and the countries and communities hosting them. After the official inauguration and the endorsement of the JDC Charter in December 2019, the Center became fully operational in January 2020, enabled by support from Denmark, the US, and the EU.

Timeline of the JDC

Date	Event
April 2018	Memorandum of Understanding between World Bank & UNHCR
August 2018	Development of a Concept Note to establish the JDC
September 2019	First meeting of the Strategic Advisory Council
October 2019	Formal inauguration of the JDC by the UN Secretary-General
December 2019	Endorsement of the JDC Charter
January 2020	First Management Committee Meeting
March 2020	2020 Work Program endorsed
August 2020	Second Strategic Advisory Council
January 2021	Third Management Committee Meeting & endorsement of 2021-2023 strategy

Annex 2

Organigram of the JDC team

As of January 2021, the JDC core team is currently staffed with some 20 team members joining from the World Bank and UNHCR. The management of the core team is composed of the Head of the JDC with institutional affiliation with the World Bank and the Deputy Head from UNHCR.

The team members join from both institutions—bringing together experts from the World Bank Global Practices and Groups (*Fragility, Conflict & Violence, Poverty & Equity, and Development Economics*) and from UNHCR's *Division of Resilience & Solutions*. Short-term consultants, interns, and research fellows complement the JDC staff members, which altogether constitute the JDC core team.

MANAGEMENT		
	HEAD	
	DEPUTY HEAD	

TEAM			
SR. ECONOMIST	SR. STATISTICIAN	PARTNERSHIPS ADVISOR	MANAGEMENT SUPPORT
SR. ECONOMIST	SR. DATA SCIENTIST	SR. STRATEGY & POLICY OFFICER	FINANCE SUPPORT
SR. ECONOMIST	SR. DATA SCIENTIST	INTERN	ADMIN ASSISTANT
FELLOW	FELLOW		COMMUNICATIONS SUPPORT
FELLOW	INTERN		DIGITAL / COMMS ASSISTANT

JDC ORGANIGRAM

The JDC core team works closely, through appropriate institutional channels, with other key structures within its parent institutions. These include operational Global Practices and Country Management Units from the World Bank, as well as Regional Bureau (especially their Data, Information Management and Analysis units), Country Operations, the Division of Internal Protection, and the Global Data Service of UNHCR.

Annex 3

Risks foreseen and mitigation plans

Level of risk: High risk 🔴 Medium risk 🟡 Low risk 🟢	Operational	Financial	Protection	Mitigation strategies
🔴 **Duplicative work:** As the JDC is working in an environment with many actors focusing on forced displacement data initiatives, the Center has to ensure that projects lead to synergies and do not duplicate efforts by others.	✔	✔		Broad consultation and partnerships with various stakeholders, non-duplication as selection criterion, and ex-ante screening of activities.
🔴 **Politicized environment and shrinking space for protection:** The JDC must remain an evidence-driven initiative despite the dynamic political environment in which it works concerning forced displacement. If the protective policy environment for displaced populations is shrinking, the JDC faces the serious risk of not achieving its objectives.	✔		✔	Focus on the impact of data, high quality standards, and transparency of methods; partnerships beyond national actors with local, regional, and international civil society.
🔴 **Institutional and inter-agency barriers for coordination:** As a joint endeavor between the World Bank and UNHCR, the JDC is guided by world-leading organizations in the humanitarian and development sectors. Coordinating work between the parent organizations may be challenging given their diverse mandates, institutions, and procedures. Inter-agency barriers may slow down or impede work by the JDC.	✔			Institutionalization in World Bank and UNHCR, close alignment to foundational documents of the JDC, agreement to new work procedures by both parent organizations with focus on streamlining procedures, constructive dialogue with parent institutions.
🟡 **Loss of operational/policy relevance:** With its unique focus on the improvement of the quantity and quality of data and evidence on forced displacement, the JDC must ensure that activities and outputs remain timely and relevant to Governments and humanitarian and development partners. The JDC must also ensure that activities have sustainable impact beyond the agreed-upon mandate of the JDC and that impact and success are clearly defined and measured in performance evaluations.	✔	✔	✔	Close coordination with country-level teams in the World Bank and UNHCR, a broad network of local actors, clear project selection criteria, sustainability as a guiding principle, capacity-building activities, securing flexible funding, clear results framework and comprehensive evaluations.
🟡 **Compromised data protection and data breaches:** The JDC supports activities in highly vulnerable displacement contexts that are often characterized by conflict, poverty, and ecological instability. Microdata collections in such circumstances must ensure that personal data are protected, and the security/privacy of all actors is safeguarded.	✔		✔	Consultation with legal experts, application of high data protection standards.

Level of risk: High risk 🔴 Medium risk 🟡 Low risk 🟢	Operational	Financial	Protection	Mitigation strategies
🟡 **Loss of ownership and buy-in by stakeholders:** As a new entity in the space on forced displacement, the JDC must actively position itself and build partnerships. As the JDC's work requires collaboration from diverse actors, the JDC faces the risk of not being able to ensure continuous buy-in and knowledge of its activities by internal and external stakeholders. This risk is particularly pertinent at national/regional levels where inter-agency dynamics can be challenging and where numerous obstacles impede opportunities for adequate engagement with affected communities. An exclusive focus on internal stakeholders would increase this risk.	✔	✔		Annual Management Committee and Strategic Advisory Council meetings, a culture of open communication with stakeholders. Connecting with established platforms/processes at national/regional level and investments in coordination, proactive outreach and dissemination of results.
🟡 **Maintaining agility and responsiveness:** The JDC must ensure that it can adequately respond to emerging issues and new displacement crises throughout the period 2021-2023. Forcibly displaced populations are affected by natural disasters, pandemics, conflict, and other developments. The JDC must remain able to direct its funds and activities to new and unforeseen situations and be able to adapt to new realities, including the limitations imposed by the COVID-19 pandemic.	✔	✔		Built-in flexibility in the strategy through rolling window funding, transparent and agile decision-making on a non-objection basis, team communication, regular dialogue with parent institutions, focus on consolidation of learning and experience.
🟢 **Inability to ensure sufficient funding:** Given the current economic impact of COVID-19 and other developments in the donor environment of humanitarian and development actors, the JDC faces the financial challenge to secure enough funds for a flexible implementation of its strategy over the agreed period.		✔		Budget planning processes, early and proactive monitoring of funds raised and gaps, sharing of successes and achievements to help secure funds.
🟢 **Diverging expectations in the Management Committee:** The multi-stakeholder Management Committee brings together different perspectives (host countries, development partners, and two international organizations). The JDC must be prepared to align and meet a diverse range of expectations to ensure the success of this joint endeavor.	✔			Broad consultations and in-depth interactions with members of the Management Committee, focus on a culture of consensus-building and dialogue.

Annex 4

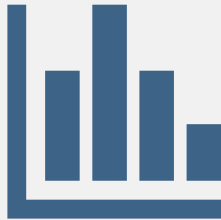**Results framework (revised as per JDC Management Committee decision October 2022)**

The results framework complements the theory of change and outlines how the JDC monitors outputs and results from its activities during 2021-2023. Under each objective, the JDC envisions an overarching result that will collectively contribute to the improved protection and well-being of affected populations. Under each of these are elaborated (1) quantifiable indicators to measure the immediate outputs achieved through JDC-supported and -led activities; and (2) qualitative outcome indicators that measure how the JDC informs policies and programs, induces change in the data landscape on forced displacement, and enables decision-makers to make evidence-informed decisions to support affected populations. Targets for output indicators for the full period of the strategy are articulated, however for reporting purposes annual targets will be set to reflect the scope of secured funds and annually approved work programs. Through this combination of quantitative *output* indicators and qualitative *outcome* indicators, reporting will help discover trends in JDC activities, allow the tracking of what progress has been achieved, and ultimately inform the planned evaluation of the Center in line with its expected overall results. The results framework also elaborates on key assumptions that are necessary to understand how activity outputs can lead to higher-level outcomes.

In its role as catalyst and enabler, supporting rather than directly implementing many activities, the JDC contributes to these expected achievements and cannot fully attribute their success to the work of the Center (see **Annex 3** for risks foreseen and mitigation strategies).

Objective I: Strengthen systems and standards
Strengthen national and international data systems and build capacity through the implementation and development of statistical standards, methods, and tools for relevant forced displacement data.

Expected result I: Improved quality and/or national ownership of data
National and international stakeholders in 15 countries strengthen their data systems and develop statistical capacity which enhances the quality and/or national ownership of data on affected populations.

Activities	Outputs (indicators)	Assumptions	Outcome (indicators)
Implementation and development of international statistical standards in cooperation with mandated expert groups for refugees, IDPs, and stateless populations *Capacity development to produce data on affected populations at national level and for key institutions* *Enabling visibility of forcibly displaced persons in the SDGs* *Developing standardized and innovative displacement-specific methods and tools for a range of relevant data sources along the data life cycle* *Enhancing data management and technological solutions*	1A. Produce 80 methods, modules, training materials, and tools that can be used by National Statistical Offices and/or key stakeholders[20] to produce quality microdata on forcibly displaced persons[21] that follow international statistical standards[22] and are SDG-sensitive,[23] where relevant 1B. Contribute to the development of statistical standards for collecting data on IDPs to improve measurement of durable solutions 1C. Contribute to the development of statistical standards for collecting data on stateless populations for endorsement by the UN Statistical Commission 1D. Conduct training or related interventions to build capacity to produce data on affected populations[24] for 38 National Statistical Offices and/or key stakeholders 1E. Deliver 15 briefings, events or publications that promote the use of international statistical methods, modules, standards, and tools by National Statistical Offices and/or key stakeholders 1F. Test 25 innovative[25] tools, methods, and technological solutions that can be used to address recurring challenges and produce microdata on affected populations	*Effective dissemination* *Political will in place to make sure that standards, methods, modules and tools are institutionalized* *Resources are dedicated to maintaining NSO's capacity* *Stakeholder participation and engagement*	IA. National Statistical Offices and/or key stakeholders increasingly implement statistical standards for collecting data on refugees and IDPs using associated methods, modules, trainings, and tools IB. Countries increasingly produce and disseminate SDG sensitive forced displacement data IC. Key stakeholders at national or regional level develop their capacities to produce high-quality data on affected populations as a result of dedicated training or related interventions (such as on-the-job learning) ID. Key stakeholders at national or regional levels improve the quality of the data collected on affected populations as a result of the use of innovative tools, methods, and technological solutions

1   Key stakeholders refer to microdata producers, holders, and financiers including Governments, National Statistical Offices, International Organizations, and humanitarian and development partners.
2   Forcibly displaced persons in the context of the JDC strategy refers to refugees, internally displaced persons, returnees, and asylum-seekers.
3   Statistical standards refer to recommendations endorsed by the UN Statistical Commission and/or otherwise internationally endorsed.
4   SDG-sensitive means that the SDG indicators that have been prioritized for disaggregation by forced displacement (as defined by the UN Statistical Commission and the Inter-Agency Expert Group on SDG Indicators) will be taken into consideration. For example, this will be done by ensuring that relevant data is captured by the data collection instrument, that samples are large enough to enable disaggregation, and/or that analytical outputs can be used to report on priority SDG indicators.
5   Affected populations in the context of this strategy refers to forcibly displaced populations (refugees, internally displaced persons, returnees, and asylum-seekers), stateless populations, and host populations.
6   Innovative here refers to the use of new or non-traditional data sources (e.g., spatial data, citizen-generated data, geospatial, or satellite data, etc.), tools and methods (e.g., phone surveys, social networks, digital tools, and technological solutions) to address recurring challenges and improve microdata on affected populations.

Objective II: Produce data and analysis
Produce quality socioeconomic microdata and analysis at sub-national, national, and regional levels to inform and improve policy processes and response.

Expected result II: Better informed policies and responses at national and regional level
Socioeconomic microdata and analysis that responds to the demand of Governments, development and/or humanitarian partners is available and used to inform policy and response on affected populations in 20 displacement contexts, at sub-national, national and/or regional levels.

Activities	Outputs (indicators)	Assumptions	Outcome (indicators)
Integrating affected populations into national surveys and statistical systems in prioritized countries *Data collection on the socioeconomic situation/welfare of affected populations in prioritized countries and regions* *Undertaking analyses of data produced on affected populations at the national and regional level*	2A. Support the production of 15 datasets on affected populations through data collection processes of National Statistical Offices, and which are SDG-sensitive where relevant 2B. Support the production of 30 datasets on affected populations, which are comparable to non-displaced populations, and SDG-sensitive, where relevant 2C. Support the production of 80 analytical products, reports, or policy briefs (including descriptive, prescriptive, and predictive studies) on affected populations at the sub-national, national, and regional level	*Effective dissemination* *Findings are relevant to policy processes, operations and programs* *No significant change in displacement context making data invalid or policy processes stalled* *Political will in place to use data and analyses in policy processes and operations* *Resources are available to implement policies and programs*	IIA. Key stakeholders increasingly inform their policy processes, operations or programs with socioeconomic microdata on affected populations at sub-national/national/regional levels[26]

Objective III: Enhance safe and responsible data access
Enhance access to quality microdata on forcibly displaced populations while maintaining appropriate protocols to enable access without jeopardizing the protection of individual persons or groups

Expected result III: Enhanced microdata access and streamlined operational collaboration
1: Operational partners improve the efficiency of their collaboration in 10 displacement contexts through improved data sharing practices.
2: 600 datasets are made publicly accessible as microdata on affected populations is more systematically and responsibly shared.

Activities	Outputs (indicators)	Assumptions	Outcome (indicators)
Building UNHCR's capacity for more systematic microdata de-identification and dissemination *Developing a common framework for safe and responsible microdata accessibility on affected populations* *Enhancing availability of existing microdata on affected populations including through support to existing microdata libraries* *Promoting and facilitating data sharing between WB and UNHCR*	3A. Contribute to or develop 17 tools, protocols and training on de-identification, documentation, and dissemination of microdata 3B. Develop a common framework for responsible microdata dissemination amongst key stakeholders 3C. Support the cleaning and publication of UNHCR/World Bank or other microdata libraries of 600 de-identified/ anonymized datasets on affected populations 3D. Make 60 percent of JDC-supported datasets publicly available within 12 months of collection 3E. Achieve 280 downloads of JDC-supported datasets on the UNHCR/World Bank microdata libraries 3F. Support 15 data sharing agreements between World Bank and UNHCR, including global, regional, or national levels	*Tools and protocols are institutionalized and effectively disseminated* *Resources to maintain UNHCR's capacity are in place* *Active stakeholder engagement*	IIIA. UNHCR establishes its capacity to systematically and responsibly publish de-identified/ anonymized microdata. IIIB. Key stakeholders progressively agree on (and make use) of a common framework and associated tools, standards, and frameworks to systematically and responsibly publish microdata on affected populations IIIC. UNHCR and World Bank improve their operational collaboration through more efficient data sharing

7   For monitoring purposes, we will carry out a survey of key stakeholders to assess their awareness and use of JDC-supported data and analysis to inform their policy processes, operations and programs.

Objective IV: Build evidence and share knowledge
Fortify the growing international research community on forced displacement through disseminating research products and evidence; and facilitating knowledge exchange amongst community members as well as with practitioners and relevant policymakers.

Expected result IV: Improved global policy dialogue and data-driven research
A stronger research community and more data-driven research concerning affected populations become available and can inform global policy dialogue in at least three critical areas (e.g., refugees, IDPs, Stateless, fragility, and COVID-19 recovery).

ctivities	Outputs (indicators)	Assumptions	Outcome (indicators)
Generating global and comparative analyses and overviews	4A. Deliver 80 events[27] or products and publications[28] with global and thematic scope	*Participation and interest in events*	IVA. Key stakeholders increasingly inform global policy dialogues and/or processes with relevant JDC products and publications
Annual research conference convening researchers and practitioners/policymakers	4B. Host 2000 participants including researchers, practitioners and policy makers at JDC (co-) hosted events	*Effective dissemination*	
Literature reviews & quarterly digests: summarizing existing research	4C. Register 2500 subscribers/ recipients to JDC's monthly newsletter	*Political will in place to use knowledge and findings in global policy dialogues*	IVB. Initiated and/or published research projects on affected populations increasingly make use of socioeconomic microdata
Thematic publications and primers on ongoing research Monthly newsletters on JDC achievements	4D. Host 8 scholars through the Fellows/Sabbatical program to strengthen socioeconomic microdata on affected populations	*Continued demand for new research on affected populations*	
Seminars and workshops on data, findings and methods			
Managing a research fellowship program			

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8   Events include conferences, side events, webinars, workshops, seminars, etc.
9   Products and publications include newsletters, literature reviews, quarterly digests, blogs, thematic/ global publications, data and evidence maps, videos, etc.