



World Bank - UNHCR Joint Data Center on Forced Displacement (JDC)

Mid-Term Review

Final Report

KPMG International Development Advisory Services (IDAS)

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Summary

Background

Established in 2019, the Joint Data Center on Forced Displacement (JDC) is jointly institutionalized in the World Bank Group (WBG) and UNHCR to act as a catalyst to transform the data landscape on forced displacement, addressing persistent data and evidence gaps in developing and implementing policies in host countries to respond to forced displacement challenges. Bringing the capabilities, resources, and partners of two leading global institutions together, the aim of the organisation is to improve the availability and accessibility of high-quality socioeconomic data and evidence on affected populations, enhancing the ability of stakeholders to make timely and evidence-informed decisions that can improve the protection and well-being of displaced populations as well as host communities.

As part of its commitment to learning and accountability, in June 2022, the JDC commissioned a Mid-Term Review (MTR) of the Center's mission and objectives, and the effectiveness of the organisational structure and business model. The MTR was intended to focus on the strategic relevance of the JDC's mission and objectives to the forced displacement crisis, the alignment and complementarity to other global efforts with similar focus, and the efficiency of the JDC's mode of operation, including its two financing streams (World Bank and UNHCR) and technical assistance model. To this end, the MTR was intended to result in: a review of JDC activities; a clear and evidence-driven assessment of impacts (thus far); and strategic advice on how to ensure operational relevance of the JDC for policymakers and practitioners, including suggestions for modifications to JDC's overall objectives and the business model within a second mandate.

The primary intended audience of the mid-term review includes the World Bank and UNHCR as the JDC's parent organisations, the JDC Management Committee, and its Strategic Advisory Council.

Findings

Key takeaways from the MTR findings are summarized below:

Relevance

Recognizing data and evidence gaps undermining efforts to address the expanding global forced displacement crisis, and responding to calls within the global normative framework, institutional strategies and financing facilities for more reliable, comparable, and timely data to inform rigorous and evidence-based solutions, the **JDC has been established to act as a catalyst to transform the data landscape.**

As detailed within its 2021-2023 Strategy, the **JDC's vision, mission and Strategic Objectives are assessed to be highly relevant to the global forced displacement crisis**, and the Center's focus on enhancing the socioeconomic data evidence base responds to system-wide gaps identified across multiple dimensions, viewed to enable humanitarian and development 'Nexus' approaches across the wider landscape.

Whilst strides have been made in socializing and embedding the role of socioeconomic data within the normative framework and the work of the global community, **continued support for the JDC's efforts will enable its mission and objectives to take on practical relevance with a wider range of relevant stakeholders**, and evolve in line with the global priorities and the needs of stakeholders across the forced displacement data landscape.

To this end, the JDC – in cooperation with its parent organisations and priority stakeholders – will **continue to have an important role to play in ensuring that data is embedded within the normative framework, operational approaches and global knowledge agenda** relevant to forced displacement.

Coherence

The **JDC's establishment has been a disruptive force within the global forced displacement data landscape**, prompting stakeholders to consider their orientation vis-à-vis the JDC, and in some cases, to each other, but there is increasing evidence that the Center is effectively harnessing forced displacement data as a force of gravity at a system level and in relation to individual stakeholder groups to achieve greater coherence.

The **establishment of the JDC has ultimately enabled closer collaboration between its parent institutions**, embedding and enriching the quality of cooperation that can be pursued on forced displacement issues as a result of the specific collaboration on socioeconomic data.

Partners acknowledge some limitations as regards the role of the JDC as a financial facilitator to UNHCR and World Bank Task Teams versus an independent operational actor that can assume responsibility for collaboration with partners in pursuit of common goals. Yet, there is evidence that the **JDC is balancing limitations deriving from its Charter with operational investments that offer partners meaningful opportunities for engagement** across the portfolio of activities.

Whilst donors continue to recognize the potential for better-informed decision-making that can result from the JDC's work, and very positively assess the Center's achievements to date, they identify a need to **maintain a strategic focus on engagement with national authorities in displacement-affected countries**, and sustained efforts to make data accessible such that it enables convening of and exchange amongst decision makers.

In extending to an operational level and aligning efforts with other operational stakeholders, the JDC – in continued consultation with its parent organisations – must continue to **balance the perceived value and utility of JDC brand awareness within the wider system versus the sustainability of institutional investments** that are ultimately intended to be carried forward by its parent organisations.

Effectiveness

In the brief time since the JDC's establishment, the organisation has effectively managed to not only **operationalise core elements of the vision on which it was founded, but has also succeeded in adopting a convening role within the wider stakeholder community** for the purpose of advancing its global mission and specific objectives.

JDC has been effective in identifying and supporting activities that highlight the importance and applicability of microdata on forced displacement to decision makers. However, as a recently established mechanism, more time is required for JDC activities to fully showcase their overall effectiveness for enhancing the ability of stakeholders to make data and evidence-informed decisions.

The JDC has effectively leveraged its operational model to support activities that contribute to most of its Strategic Objectives, however, its operational model whereby JDC's activities contribute to the broader efforts of its parent organisations makes it **difficult to isolate and assess the effectiveness of its activities in facilitating data and evidence-informed decision making.**

JDC's progress in delivering against its objectives is most visible in terms of identifying gaps, taking measures to fill these and contributing to making more data and evidence accessible as datasets. Progress to date is expected to enable a **shift of emphasis and a corresponding allocation of resources towards increasing the accessibility and digestibility of data and analysis for decision- and policymakers.**

Key informants from both parent organisations have stressed the **continuing importance of the JDC's activities serving the shared institutional vision of strengthening collaboration between the World Bank and UNHCR**, and contributing catalysing system transformation.

Efficiency

The JDC's Management Committee has effectively and efficiently provided strategic oversight for delivery against the JDC's mandate and objectives, yet **inconsistent engagement of host country representatives within the Management Committee is diminishing the potential for the JDC to incorporate the valuable**

perspectives of forced displacement affected countries into high-level decision making that can enrich the JDC's work and partnerships at the national level.

The expanding participation of a wide range of stakeholders within the JDC's Strategic Advisory Council attests to broad interest in the JDC's work; yet, whilst increasing participation contributes to creating awareness for the JDC's mission and connecting stakeholders, the SAC's strategic advisory function vis-à-vis the Center and its Management Committee is diminished. **An alternative structure for SAC consultations may afford both the JDC and SAC participants more efficient and effective channels of engagement on thematic and strategic issues.**

In terms of the overall efficiency in raising funds and use of resources, JDC's achievements have been mixed. On the one hand, the JDC has not met the ambitious fundraising targets in its strategy, the Center has not been able to disburse the funds that it has raised and allocated for its activities, and its administrative costs have remained high vis-à-vis the costs for its operations. On the other, the JDC has achieved, or is on track to achieve, the outputs that it had envisaged in its 2021-2023 strategy.

Recommendations

1. The JDC should **continue to contribute to relevant high-level fora and engagements to further socialize and embed the role of socioeconomic data** within the normative framework relevant to forced displacement. To this end, partners such as OCHA HDX, JIPS and IOM stress a need for continued collaboration and alignment on strategic and technical issues.

2. In line with its ambition to act as a convener and catalyser, and to become a thought leader on data relevant to forced displacement, the JDC should consider elaborating a **'Forced Displacement Data Gap Report' with gap-specific metrics.**

3. In preparation for a second mandate of the JDC, its parent organisations should specifically **investigate the extent to which the Center's work has become embedded in World Bank and UNHCR engagement at different operational levels** and seek to identify any barriers limiting use of the JDC's outputs in operations and policy dialogue.

4. In order to generate insights into the **operationalization of the humanitarian-development nexus** as facilitated by their joint collaboration on socioeconomic data, the JDC's parent organisations may consider **commissioning a dedicated study on this aspect of their partnership.**

5. Opportunities for building operational partnerships with other stakeholders under Strategic Objective 2 should be considered for the sake of scaling and promoting technical exchange. To this end, the **JDC may consider incorporating a mentorship criterion within its activity selection process**, including mentorship as a metric within its results framework and/or developing an activity to support a mentorship model specifically targeting national civil society partners.

6. Engaging national statistics offices in capacity building should remain a strategic and operational priority across relevant Strategic Objectives. **The JDC, through its parent organisations may consider opportunities to establish a technical working group model to regularly engage with NSOs in countries where JDC's activities are being delivered.** Such a collaboration model with NSOs can be integrated or reflected within the contexts of national UNSDCF¹, World Bank Country Partnership Framework (or relevant operations) or Humanitarian Programme Cycles where appropriate. UNHCR, as part of the UN system, can help JDC Management operationalise such efforts, especially in the context of UNSDCF and Humanitarian Programme Cycles.

7. In capitalizing on its role as a convener, catalyser and thought leader (learning propagator), **the JDC should seek to further elaborate and establish the Knowledge Agenda with clear and manageable timelines of activities and metrics**, in close cooperation with relevant departments of its parent organisations.

8. In continuing to leverage the combined weight and influence of its parent organisations, and remaining mindful of the JDC's intention to catalyse actions across the system without becoming a fixture of the system itself, within its second mandate, **the JDC should maintain a strategic emphasis on curating a portfolio of activities and partnerships that serve the higher objective of system transformation.** To this end,

¹ United Nations Sustainable Development Cooperation Framework

the JDC may consider carrying out the 2023 portfolio review in consultation with focal points from relevant departments of its parent organisations.

9. For the sake of mainstreaming new data collection methods, tools and approaches, as well as further collaboration in deriving analysis and buy-in for results, **JDC-supported data collection activities should continue to emphasize partnership with other operational actors, including international NGOs and national civil society organisations.**

10. In optimizing the potential for new data and evidence to be utilized by decision makers, **the JDC must ensure prioritization of data collection activities in response to clear evidence gaps and demand.** To this end, **the 2023 portfolio review may consider how the ‘demand’ criterion has been applied in the selection of JDC-supported data collection activities** and the framing of demand as linked to priority policy objectives.

11. Building on successes to date in filling data and evidence gaps and enhancing data accessibility, **future investments should prioritize travel along the data transformation arc, ensuring that data is incorporated within key humanitarian and development frameworks and outputs** such as Humanitarian Needs Overviews (HNO), Humanitarian Response Plans (HRP) and UNSDCFs, and where appropriate, bespoke platforms and dashboards.

12. Further buttressing the ongoing cultural shift within UNHCR towards the value and utility of data accessibility, and **to create more global visibility for the promise of socioeconomic data in improving outcomes for forcibly displaced populations, JDC’s communications team should work with its parent organisations to showcase personal experiences of affected populations.**

13. In further substantiating the JDC’s continued relevance to forced displacement crises, and ensuring that learning from activities within the portfolio represent a ‘public good’, **the Center may consider the development of process-tracing case studies that demonstrate how investments made under specific Strategic Objectives evolve and materialize in the form of evidence-based decision-making within contexts of forced displacement.**

14. In order to incentivize utilization of data already gathered and advance analysis on priority policy issues, **the JDC should continue to build relationships with the research community – particularly researchers hailing from countries facing forced displacement crises.**

15. To **strengthen collaboration and ensure that feedback loops between the JDC and its parent organisations are being leveraged** in delivering activities that are both mutually beneficial and contribute to embedding patterns of cooperation, **JDC’s parent organisations should develop metrics for tracking and reporting on such cooperation.**

16. To better clarify the pathway from JDC’s outputs to its desired outcomes, **the Center should conduct a comprehensive risk analysis and develop a risk mitigation strategy to be embedded in its theory of change.**

17. The JDC, in consultation with its parent organisations, should **convene the Management Committee for an extraordinary session to consider challenges for consistent participation within the Management Committee** and take stock of expectations of members as regards engagement and contributions.

18. The JDC, in consultation with its parent organisations, should **consider possible structural and thematic reconfigurations for the Strategic Advisory Council** that contribute to streamlining engagement across different stakeholder categories and thematic areas of work.

19. To address both its low disbursement rates and its desire to strengthen the linkage between research and operations, **the JDC should increase its focus and funding for activities under its third Strategic Objective.**

Acronyms

CRRF - Comprehensive Refugee Response Framework

DTM - IOM Displacement Tracking Matrix

DTS - UNHCR Data Transformation Strategy

EGRIS - Expert Group on Refugee and Internally Displaced Persons Statistics (EGRIS)

FCV - Fragility, Conflict and Violence

FCV Strategy - World Bank Strategy for Fragility, Conflict and Violence 2020-2025

GCCF - Global Concessional Financing Facility

GCR - Global Compact on Refugees

GP20 – Multistakeholder Plan of Action for Advancing Prevention, Protection and Solutions for Internally Displaced People 2018-2020

HCES - Ethiopia's national Household Consumption Expenditure Survey

HDX - OCHA Humanitarian Data Exchange

HLP - UN Secretary General's High-Level Panel on Internal Displacement

HNO – Humanitarian Needs Overview

HRP – Humanitarian Response Plans

IDP - internally displaced person

IDMC - International Displacement Monitoring Centre

IRIS - International Recommendations on IDP Statistics

IROSS - International Recommendations on Statelessness Statistics

IRRS - International Recommendations on Refugee Statistics

JDC – World Bank – UNHCR Joint Data Center on Forced Displacement

JIPS - Joint IDP Profiling Service

MC – Management Committee

MDL – Microdata Library

MTR – Mid-term review

NSO - National Statistical Office

OCHA - United Nations Office for the Coordination of Humanitarian Affairs

OECD – Organization for Economic Co-Operation and Development

RIDL - Raw Internal Data Library

SAC – Strategic Advisory Council

TTL – Task Team Leader

UN DESA – United Nations Department of Economic and Social Affairs

UNHCR - United Nations High Commissioner for Refugees

WBG – World Bank Group

WHR – The Window for Host Communities and Refugees

1. Context and purpose of the Mid-Term Review

1.1 The World Bank - UNHCR Joint Data Center on Forced Displacement

Established in 2019, the Joint Data Center on Forced Displacement (JDC) is jointly institutionalized in the World Bank Group (WBG) and UNHCR to act as a catalyst to transform the data landscape on forced displacement, addressing persistent data and evidence gaps in developing and implementing policies in host countries to respond to forced displacement challenges. Bringing the capabilities, resources, and partners of two leading global institutions together, the aim of the organisation is to improve the availability and accessibility of high-quality socioeconomic data and evidence on affected populations, enhancing the ability of stakeholders to make timely and evidence-informed decisions that can improve the protection and well-being of displaced populations as well as host communities. To this end, the JDC's activities are aligned to and support four Strategic Objectives, namely:

1. **Strengthen systems and standards:** the JDC aims to 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.
2. **Produce data and analysis:** the JDC aims to produce quality socioeconomic microdata and analysis at sub-national, national, and regional levels to inform and improve policy processes and response.
3. **Enhance safe and responsible data access:** the JDC aims to 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
4. **Build evidence and share knowledge:** the JDC aims to 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.

1.2 Mid-term Review context, scope and purpose

Commissioned by the JDC as part of its commitment to learning and accountability, and captured within five overarching review questions, the objectives of the Mid-Term Review (MTR) are to:

- **Review the relevance of the JDC's mission and objectives, and the effectiveness of the organisational structure and business model**, with a focus on the strategic relevance of its mission and objectives to the forced displacement crisis, the alignment and complementarity to other global efforts with similar focus, and the efficiency of the JDC's mode of operation, including its two financing streams (World Bank and UNHCR) and technical assistance model.
- **Review the relevance and effectiveness of JDC-supported country-level and global activities**, with a focus on the alignment of JDC's activities with its Strategic Objectives and appropriate prioritization of activities in accordance with objectives, global needs and strategic windows of opportunity; and the extent to which JDC's activities have so far contributed to meeting its mission.
- **Identification and formulation of actionable recommendations** to inform future interventions, actions, the organisational structure and business model in anticipation of a second mandate for the JDC (2024-2028).

The MTR is intended to result in:

- A **review** of JDC activities, their alignment with the respective objectives and contribution to the global agenda and knowledge on displacement;

- A clear and **evidence-driven assessment** of impacts (thus far) and factors influencing implementation actions to date, and prospects for future sustainability.
- **Strategic advice** on how to ensure operational relevance of the JDC for policymakers and practitioners; suggestions for modifications to JDC's overall objectives and the business model within a second mandate; and positioning of the JDC as a global knowledge hub and centre of excellence on displacement.

To this end, the primary intended audience of the mid-term review includes the World Bank and UNHCR as the JDC's parent organisations, the JDC Management Committee, and its Strategic Advisory Council (SAC).

1.3 Methodological approach

The mid-term review was conducted by a team from KPMG Norway between August 2022 and January 2023. The review is based on selected evaluation criteria of the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), specifically – relevance, coherence, effectiveness, and efficiency - and departing from a theory-based approach, employs a comprehensive methodology for the collection, consolidation, triangulated analysis and interpretation of qualitative and quantitative information from multiple sources. With a strong focus on stakeholder engagement, the review involved consultation with JDC stakeholders at various levels of operation and engagement on issues of forced displacement, including humanitarian and development agencies, forced displacement data actors, international development banks, civil society representatives, national authorities, bilateral donors and the academic community. Findings and recommendations of the Mid-Term review are oriented to a utilization-focused report and drew from four main sources of information:

- A review of the documentation provided by the JDC Management Team
- A series of key informant interviews identified in consultation with JDC Management, ensuring representative geographical coverage and gender balance. In total, 45 individuals were consulted (see Annex 2)
- **Two online surveys** sent respectively to:
 - World Bank / UNHCR Task Team Leaders/Managers overseeing delivery of JDC-supported activities in operational contexts and supporting the JDC's engagement with stakeholders across the forced displacement data landscape: 56 TTLs/Managers were invited to participate, and the survey was completed by 14 respondents.
 - Members of the JDC's Strategic Advisory Council: ca. 230 SAC members were invited to participate, and the survey was completed by 37 respondents. One follow-up focus group discussion was held with 5 SAC participants to contextualize survey results.
- **Four activity case studies covering engagements under each of the JDC's four Strategic Objectives.** The activity case studies were intended to afford the MTR Team an opportunity for deeper analysis of the JDC's contributions under each Strategic Objective, serving to contextualize and ground findings, highlight potential lessons learned and inform eventual recommendations relevant across all review criteria. Case study selection considered criteria that would provide a representative overview of the JDC's activities, including: forced displacement contexts; relevance to stakeholders; intended beneficiaries and users; lead agency responsible for delivery of the activity; the financing stream supporting activity delivery; the level of budget allocation; the status of the activity and the availability of relevant documentation.

1.4 Limitations

General. In line with the Terms of Reference, the Mid-Term Review was not intended to provide a detailed analysis of the performance and achievements of selected programmes and activities implemented by JDC Task Teams, but to consider the relevance of the JDC's mission and objectives, and the effectiveness of its organisational structure and business model. JDC-supported country-level and global activities were considered from the perspective of their alignment with the JDC's Strategic Objectives and in light of global needs and strategic windows of opportunity.

Stakeholder consultations and access to National Statistical Offices (NSOs). An important aspect of JDC's mission and purpose is to strengthen national data systems and improve their ability to implement evidence-informed humanitarian and development action and inclusive policies. Based on discussions with JDC management, in light of the operational model, it was considered unlikely that NSO stakeholders would be explicitly aware of the JDC's role in the projects for which they are a beneficiary. In the context of case studies, the MTR Team did attempt to engage NSOs participating in work that JDC supports, but did not receive a response to invitations for interviews. This is viewed to have limited the MTR team's ability to fully assess the effectiveness of some of the JDC's activities.

Response rates of surveys. Neither of the surveys conducted by the MTR Team achieved a high response rate. 14 out of 56 (25%) of World Bank / UNHCR Task Team Leaders / Managers invited to participate completed the online survey. 37 out of an approximate 230 SAC members invited to participate completed the survey (16%). One follow-up focus group discussion with 5 SAC Survey participants was conducted to contextualize survey results, which were further discussed in a virtual presentation to the SAC by the MTR Team on the review's preliminary findings. **The survey results may not be considered truly representative**, and references to these within the report must be interpreted as limited qualitative indication of stakeholder perspectives and priorities in their engagement with the JDC.

Activity case studies. In our proposal, we had indicated that the Mid-Term Review would include four case studies, each covering an activity delivered under each of the JDC's four Strategic Objectives. Whilst case studies contributed to affording additional perspective and insight into the JDC's portfolio of activities, the findings of case studies remain fundamentally anecdotal in providing context for the overall insights, findings and recommendations offered in the MTR report.

2. Review

2.1 Relevance – Is the JDC doing the right things?

This section reviews the extent to which JDC’s mission and objectives are still strategically relevant to the forced displacement crisis.

2.1.1 The global forced displacement crisis

The forced displacement crisis has increased in scale and complexity in recent years. Its impact is significant for both the displaced and hosting communities. Forcibly displaced persons face specific vulnerabilities, including loss of assets, lack of opportunities and a planning horizon, psychological trauma, limited rights, and protection risks. Host communities, which are overwhelmingly in developing countries, tend to be among the poorest in their countries, and have their own needs yet to be met in an environment that has been transformed by a large inflow of newcomers.

By mid-2022, an estimated 103 million people had been forcibly displaced. Compared to the end of 2021, this is an increase of 13.6 million (+15 per cent), representing the largest ever increase between years. Today, 1 in 77 people worldwide remain forcibly displaced, more than twice as many as a decade ago. Among these, by the end of June 2021, the number of refugees under UNHCR’s mandate had surpassed 20.8 million, which is almost twice of the numbers in 2012. Moreover, as of mid-April 2022, around 4.7 million refugees from Ukraine crossed borders into neighbouring countries, one of the largest refugee crises of past decades.² Yet, protracted refugee situations have been on the rise.³ In addition to humanitarian efforts, such protracted situations require development interventions led by evidence-based policies and programmes to support the displaced and their host communities.

There is increasing momentum for multilateral efforts to address the global forced displacement crisis. With growing recognition of the unprecedented scale of the displacement crisis, a new paradigm is emerging to better manage situations. At the global level, data underpin the international agenda and political debate, driving both social perceptions and the prioritization of interventions across countries. At the country level, data are critical to policy making and programming; it enables the effective use of scarce resources through targeting in an optimal way.

Developments within the **global normative framework, evolving institutional policies of relevant actors and new financing instruments are increasingly coalescing to create an enabling environment for response at scale** across the humanitarian and development continuum.

2.1.2 Normative framework

New York Declaration for Refugees and Migrants / Global Compact on Refugees

With the September 2016 New York Declaration for Refugees and Migrants, the United Nations General Assembly called for the development of a global compact on refugees by September 2018. The proposed approach recognized the need for more complementarity between the work of humanitarian and development actors in this area. Affirmation by UN Member States on the Global Compact on Refugees (GCR) in 2018 and the inaugural Global Refugee Forum in 2019, created further impetus for the establishment of a framework of responsibility-sharing and cooperative solutions for addressing protection concerns and better ensuring the well-being of displaced populations as well as their host communities.

The importance of data was emphasized in the New York Declaration for Refugees and Migrants and the Comprehensive Refugee Response Framework (CRRF). Since the adoption of the GCR, there is

² <https://www.unhcr.org/refugee-statistics/>

³ UNHCR’s 2023 Global Appeal estimates that over 117 million people will be forcibly displaced or stateless in 2023.

growing global consensus on the need to invest in better data on forced displacement and to build a library of evidence on 'what works', with proponents becoming more vocal and deliberate in seeking cooperative solutions. Despite the availability of a limited number of data sets, the international community acknowledged that to inform sound decision-making, increased efforts were required to improve the collection and coverage of "micro-data" (e.g., household-level socio-economic data) in a manner that can ensure quality and timeliness, and that is sustainable, including through the use of country systems where appropriate. The GCR's Programme of Action states that support will be provided for the inclusion of refugees and host communities, as well as returnees and stateless persons, within national data and statistical collection processes, and calls for strengthened national data collection systems on the situation of refugees and host communities, as well as returnees. The GRC furthermore calls for application of relevant data protection and data privacy principles with respect to all collection and dissemination of personal data.

UN Secretary General's High-Level Panel on Internal Displacement and Action Agenda

The High-Level Panel on Internal Displacement (HLP) was established by the UN Secretary-General in 2019 to identify concrete recommendations on how to better prevent, respond and achieve solutions to the global internal displacement crisis. UNHCR, in cooperation with other leading displacement actors across the UN system, contributes to the Steering Group of the UN Secretary-General's Action Agenda on Internal Displacement, which recognizes that while humanitarian action continues to serve a vital purpose, achieving real change on internal displacement will require greater collaboration with, and engagement from, actors across the UN system and beyond – most notably development, peace, and climate experts.

The UN Secretary-General's Action Agenda on Internal Displacement stresses the importance of "more systematic inclusion of IDPs in the routine data-collection efforts of Governments, in particular in nationwide surveys and censuses, and calls on governments to put into place processes and systems to collect, analyse and manage internal displacement data and, when necessary, be supported with financial and technical assistance to do so. In supporting such efforts, the HLP calls on international donors to increase financial support to in-country data efforts as well as to global-level efforts to better understand internal displacement trends. The HLP further acknowledges that all actors should prioritize the protection of sensitive data and ensure that their operations and systems are guided by strong data protection standards.

GP20 Plan of Action for Advancing Prevention, Protection and Solutions for Internally Displaced People 2018-2020

To mark the 20th anniversary of the Guiding Principles on Internal Displacement, the Special Rapporteur on the human rights of internally displaced persons, UNHCR and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) launched the GP20, a three-year multi-stakeholder plan of action to reduce and resolve internal displacement through prevention, protection and solutions for internally displaced persons consistent with the Guiding Principles.

One of the four priority issues underpinning the objectives of the Plan of Action is enhancing **data and analysis on internal displacement**, and addressing protracted displacement and securing durable solutions.

2.1.3 Institutional Strategies of JDC's parent organisations

World Bank Strategy for Fragility, Conflict and Violence 2020-2025

The World Bank's Strategy for Fragility, Conflict and Violence 2020-2025 acknowledges that working effectively in fragility, conflict and violence (FCV) settings inherently requires more collaboration with partners, new investments in data and analytics and working differently with data. Recognizing weak data environments in FCV settings, the strategy highlights the emergence of innovative ways of collecting data and drawing on partners' datasets. Emphasizing the importance of supporting governments over the long term in improving their data environment for evidence-based policy making, it commits the Bank to engaging in partnerships to enable work across the humanitarian-development-peace nexus, including for the purpose of carrying out joint data collection and analysis.

Importantly, the Strategy notes that the WBG's approach is distinct from, but complementary to, the emergency response and the rights-based agenda of humanitarian actors in that it includes (i) enhancing ownership and leadership of the response to displacement by host governments and regional organisations; (ii) strengthening the focus on the socioeconomic dimension of the crisis, for both the displaced and their hosts;; (iii) underlining the importance of policies and institutions to provide an adequate response; and (iv) increasing the use of data and evidence to inform results-driven strategies.

To this end, the FCV Strategy acknowledges that the WBG's engagement is grounded in a solid partnership with UNHCR, structured around the complementarity of their mandates and capacities.

Placing an emphasis on partnering on analytics, learning, and training, the FCV Strategy acknowledges that effective collaboration is underpinned by a shared understanding of the context, the drivers of fragility, and the assessment of needs. Thus, it promotes joint analysis through established mechanisms and deeper partnerships and synergies that accelerate joint data analysis and training, noting the strategic and operational alignment between the WBG and UNHCR in programming and coordinated policy dialogue with client governments, as well as joint assessments, data analysis, and evidence-building, **which is facilitated by the Joint Data Center on Forced Displacement.**

Global Action Plan to End Statelessness

The problem of statelessness remains a glaring anomaly with devastating impacts on the lives of at least 10 million people around the world who live without any nationality. In October 2013, UNHCR called for the “total commitment of the international community to end statelessness.” The Global Action Plan to End Statelessness 2014–2024 (Global Action Plan), developed in consultation with States, civil society and international organizations, sets out a guiding framework comprising 10 Actions that need to be taken to end statelessness within 10 years. The Global Action Plan's Goal 10 aims to improve quantitative and qualitative data on stateless populations by ensuring the public availability of quantitative data on stateless populations for 150 States; and the public availability of qualitative analysis on stateless populations for at least 120 States.

UNHCR Data Transformation Strategy

UNHCR's Data Transformation Strategy (DTS) 2020-2025 provides the organisation's vision, priorities, and key actions that will be undertaken to enhance strategic and responsible use of timely, quality data and information with the aim of further strengthening UNHCR's role as a data-driven organisation and a centre of excellence for refugee, statelessness and forced displacement data.

Recognising the potential of data to provide evidence in informing policy and practice in ensuring the protection and well-being of forcibly displaced populations, the **Strategy emphasizes the importance of UNHCR's relationship with the JDC to ensure better-informed decisions** that can improve socio-economic circumstances for affected populations. Additionally, the DTS seeks to promote responsible and efficient data management; enhance the quality of evidence on results and impact of UNHCR interventions; and position UNHCR as a role model for ethical and responsible approaches to data protection and privacy.

2.1.4 Financing Instruments

The Global Concessional Financing Facility

The Global Concessional Financing Facility (GCFF) was established in 2016 to provide longer-term development support on a concessional basis to middle-income countries around the world impacted by refugee crises. The GCFF is a financial intermediary fund housed at the World Bank that works to support country programmes targeting refugees and asylum seekers and the host communities where they are located. The GCFF works in partnership with the World Bank Group, the Inter-American Development Bank, the United Nations, the European Bank for Reconstruction and Development, the European Investment Bank, and the Islamic Development Bank to assist countries in bridging the development-humanitarian divide as they manage the long-term needs of refugees and host communities.

IDA18 regional sub-window for refugees and host communities

The IDA18 regional sub-window for refugees and host communities provides \$2 billion of dedicated funding to help low-income countries hosting large numbers of refugees. This funding recognizes the significant challenge that these countries face in pursuing their own development goals while accommodating refugees, often in areas where local communities themselves lack basic services and resources.

IDA19

IDA19 builds on the strong momentum of IDA18 to accelerate progress toward the World Bank Group's Twin Goals and the Sustainable Development Goals, including support for low-income countries hosting large number

of refugees. The Window for Host Communities and Refugees (WHR) is expected to finance up to \$2.2 billion in operations, including a dedicated sub-window of \$1 billion for operations that respond to the impacts of COVID-19.

2.1.5 JDC's relevance within the global forced displacement crisis

To address persisting gaps in forced displacement data so as deliver on the promise of ensuring the protection and well-being of affected populations through better-informed programming and decision-making, the JDC's 2021-2023 Strategy identifies five key data and evidence gaps on forced displacement:

The “quality gap” or a lack of clear definitions and solid methods.

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.

The “systems gap” or limited integration in national statistical systems of affected countries.

The “access gap” or limited availability and access to microdata and disaggregated data.

The “coverage gap” or a lack of data or analysis on key population groups and geographical areas.

Against the backdrop of the evolving normative framework, new institutional approaches and available financing supporting engagement across the humanitarian and development divide, the JDC was established with these specific gaps in mind. As the JDC's relevance within the forced displacement data landscape is viewed to derive from these persisting data and evidence gaps, the MTR Review Team has considered the extent to which the Center's Strategic Objectives and activities are conceived of individually and cumulatively in contributing to address such gaps.

Quality Gap

Via its **Strategic Objective 1** focusing on strengthening systems and standards, the JDC aims to strengthen national and international data systems and build capacity through the implementation and development of statistical standards, methods and tools for forced displacement data. It is through this Strategic Objective that the JDC is most effectively able to approach inconsistent use of terminology, concepts and definitions in the data landscape on forced displacement, and variation of methods to collect data that hinders comparability across sources and contexts.

The **JDC's financial and technical support to the ongoing work of the Expert Group on Refugee and Internally Displaced Persons Statistics (EGRISS)** in the development of The International Recommendations on Refugee Statistics (IRRS); the International Recommendations on IDP Statistics (IRIS) and International Recommendations on Statelessness Statistics (IROSS) are **unanimously acknowledged by stakeholders consulted as part of the Mid-Term Review as fundamental contributions by the JDC to establishing standards and methods for transforming the forced displacement data landscape.** Whilst elaboration of IROSS proceeds, since the endorsement of the IRRS and IRIS, the EGRISS Secretariat has been monitoring their implementation at national, regional, and global levels, confirming that several countries and institutions have made concrete steps to apply the recommendations in harmonizing definitions and concepts, include refugees and IDPs in national data collection exercises, build capacity and improve the coordination between different stakeholders. EGRISS' country examples include data collection exercises benefitting from JDC technical and financial support to World Bank and UNHCR task teams, demonstrating how the JDC, through the complementarity of actions under different Strategic Objectives, is mobilizing resources and capacities to operationalize work against the quality gap.

Progress towards rolling out IRIS, IRRS and finalizing IROSS are encouraging signals of transformation anticipated in improving systems and standards at a systemic level, but the nascency of this suggests that **JDC's work, in cooperation with partners, will continue to be relevant to addressing gaps and improving ways of working. Key informant interviews and survey results confirm that this is a particularly relevant area of focus for the JDC that requires sustained investment and collaboration.**

Substantive Gap

JDC's 2021-2023 Strategy identifies gaps in forced displacement data that can inform both humanitarian interventions and development planning, emphasizing a particular focus within the JDC's first mandate on filling the substantive gap by producing socioeconomic microdata and analysis relevant to the situation of

forcibly displaced persons. Responding to calls within the GCR and the UN Secretary-General's Action Agenda on Internal Displacement for more systematic inclusion of forcibly displaced populations in data-collection efforts of Governments, in particular in nationwide surveys, censuses, and statistical collection efforts, JDC's activities under Strategic Objective 2 directly address the substantive data gap identified within the normative framework and highlighted in institutional strategies of its parent organisations. 65% of all activities supported by the JDC contribute directly to advancing data collection and analysis, addressing the substantive gap in over 30 country contexts.

The distinct relevance of the JDC's efforts towards filling the substantive gap is recognized amongst the wider stakeholder community in key informant interviews and surveys, and contextualization for how such efforts have contributed to informing decision making within operational contexts has been represented in case study consultations. **It is evident that data collection activities have benefitted from the technical expertise and input from the JDC team, and to the extent feasible, the production of data and analysis has been carried out in accordance with newly established and emerging standards and methods.** Datasets produced with JDC support are processed for inclusion within the external-facing UNHCR Microdata Library and the JDC has seized opportunities to broadcast publication of data and analysis to the broader stakeholder community.

To date, stakeholders perceive greater focus by the JDC in addressing the substantive data gap within refugee contexts, and note that efforts also need to be intensified in targeting data collection and analysis relevant to internally displaced populations and host communities.

Systems Gap

The broader normative framework and the institutional strategies of JDC's parent organisations identify significant challenges in terms of visibility for forcibly displaced populations within national statistics, inadequate systems for capturing relevant data and low capacity amongst statistical authorities to embed targeting of affected populations within national data collection processes. Working at various levels, activities undertaken by the JDC under its Strategic Objectives 1 and 2 target engagement with national statistical authorities to develop systems and standards, identify and address capacity gaps and undertake practical data collection activities that serve to produce relevant data, mainstream methods and approaches and establish patterns of cooperation with operational actors. **Stakeholders engaging with the JDC to establish systems and standards, and JDC-supported task teams leading data collection efforts with partners in operational contexts, point to concrete outcomes the JDC has contributed to in addressing the systems gap, noting a positive trajectory and growing momentum across the landscape.**

JDC and its parent organisations are not alone in advocating for a redoubling of efforts towards improving systems and strengthening capacities of national authorities to assume ownership of data collection and boost the visibility of affected populations and their vulnerabilities within relief operations, development processes and multilateral cooperation across the humanitarian-development divide. As acknowledged by key informants and survey participants, JDC's support for capacity building efforts at the country-level will require longer-term commitment and sustained engagement of its parent organisations and relevant partners to enhance national ownership of data collection systems.

Access Gap

The JDC's 2021-2023 Strategy reflects on data gaps at the household or individual-level on forcibly displaced populations in many contexts, hindering in-depth, policy-relevant research and interventions to improve the protection and well-being of displaced households and communities. Basic disaggregation of refugee and IDP population data by age, gender, or other key demographics is often lacking and programming and decision-making may rely on statistical modelling and extrapolations. Here too, the JDC's efforts under Strategic Objectives 1 and 2 are acknowledged by stakeholders to be contributing to addressing critical gaps by establishing more rigorous and harmonious standards and methods with which to target the production of relevant data.

Increased accessibility to data is a fundamental ambition reflected in the normative framework and JDC's parent organisations, and acknowledged by stakeholders as an expected contribution of the JDC in delivering on its vision.

Capitalizing on the increased availability of socioeconomic data produced by JDC-supported task teams and the significant efforts by UNHCR to retrieve, process and clean datasets from across its global operations, **JDC's support for the revamping and population of UNHCR's Microdata Library has enabled greater access to socioeconomic data on forcibly displaced populations.** Acknowledging the important work that

has been undertaken to establish the MDL, key informants from different stakeholder groups have noted challenges in engaging with complex datasets and a preference for dashboards and analytical products/platforms that can be more readily referenced by policymakers. As such, given the different requirements and expectations of various stakeholder groups as regards data accessibility, it is evident that within activities pursued under its Strategic Objectives 3 and 4, JDC is responding to stakeholder needs by investing in platforms and products that enable engagement of different audiences.

Coverage Gap

JDC's 2021-2023 Strategy problematizes a coverage gap relevant to data on forcibly displaced populations across categories of affected populations and different geographic dimensions that challenge comprehensive data collection and systematic analysis at various levels. Out-of-camp populations, refugees and IDPs residing in urban areas, stateless persons, and returning refugees are identified as groups for which data blind spots exist, and to which the JDC is increasingly oriented in supporting data collection efforts via task teams and their partners in the field. Whilst some key informants noted that the JDC's activities in its first few years of operation have focused on 'low-hanging fruit' in terms of data collection, the expanding portfolio activities under Strategic Objective 2, such as support for the inclusion of stateless people in national population censuses and gathering of socioeconomic data in Central Asia, evince progress towards addressing this gap and the relevance of the JDC's contributions in responding to ambitions of the normative framework and institutional strategies for a more comprehensive evidence base. The coverage gap is also visibly addressed by JDC's support to activities under Strategic Objective 1 to develop international standards and methods for data collection on various affected populations, as contained in IRIS, IRRS and IROSS.

Recommendations

1. The JDC should **continue to contribute to relevant high-level fora and engagements to further socialize and embed the role of socioeconomic data** within the normative framework relevant to forced displacement. To this end, partners such as OCHA HDX, JIPS and IOM stress a need for continued collaboration and alignment on strategic and technical issues.
2. In line with its ambition to act as a convener and catalyser, and to become a thought leader on data relevant to forced displacement, the JDC should consider elaborating a **'Forced Displacement Data Gap Report' with gap-specific metrics**.
3. In preparation for a second mandate of the JDC, its parent organisations should specifically **investigate the extent to which the Center's work has become embedded in World Bank and UNHCR engagement at different operational levels** and seek to identify any barriers limiting use of the JDC's outputs in operations and policy dialogue.
4. In order to generate insights into the **operationalization of the humanitarian-development nexus** as facilitated by their joint collaboration on socioeconomic data, the JDC's parent organisations may consider **commissioning a dedicated study on this aspect of their partnership**.

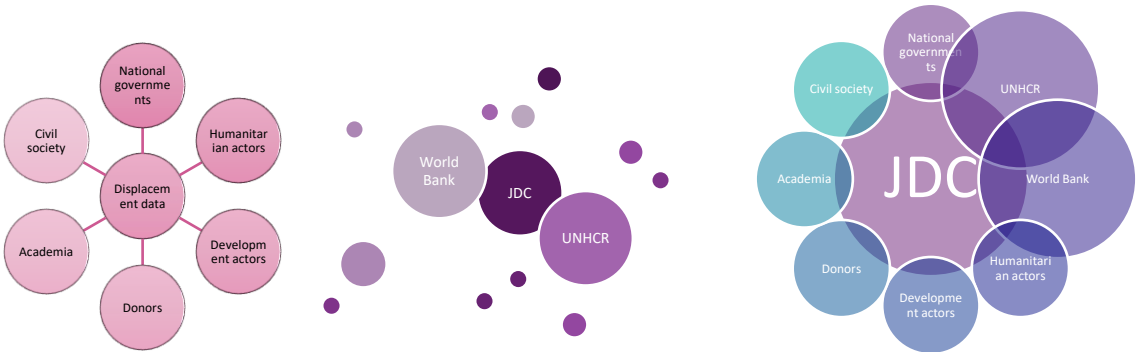
2.2 Coherence – How well does the JDC programme fit?

2.2.1 System coherence: disruption within the global forced displacement data landscape

The global forced displacement data landscape is a dynamic space that has continued to evolve at an accelerated pace in recent years. Whilst humanitarian and development actors have traditionally approached forced displacement data from a more narrowly conceived utilitarian standpoint relevant to their own operations and/or those of partner agencies within a specific context, growing appreciation for the value of data – and indeed different types of data, is contributing to shifting perceptions of utility within organisations and across the system as a whole.

In considering the global forced displacement data landscape, the JDC’s 2021-2023 Strategy acknowledges the many stakeholders actively engaged in producing, using and improving available data on vulnerable populations. Resulting from both the general utilitarian approach of individual actors to data and the fragmentation across the system that this compounded, within this constellation of stakeholders, forced displacement data has only ever acted as weak force of gravity by which actors could align their efforts. Addressing this, the JDC has sought to simultaneously harness forced displacement data whilst positioning itself as the centre of gravity within the constellation of stakeholders. **The JDC is thus effectively attempting to institutionalize what has been a diffuse force of gravity across a system within an entity that itself can act both as a pole and a vector for promoting deeper system-wide coherence.**

Forced displacement data landscape



2.2.2 Coherence vis-à-vis stakeholders

In pursuing greater system-wide coherence on forced displacement data, the JDC is oriented to the specific manner in which individual stakeholder categories engage in the use, production and improvement of such data. Thus, **the extent to which coherence can be achieved at the global level derives to a large extent from the nature of stakeholder engagement with data itself and with the JDC as an entity positioned to facilitate engagement.** The following section provides an overview of findings relevant to the coherence of the JDC’s mission and activities vis-à-vis various stakeholder groups.

JDC’s parent institutions

Birthered into the system by the World Bank and UNHCR, it is evident that within the forced displacement data landscape, the JDC has had to first seek to establish relevance and achieve greater coherence vis-à-vis its own parent organisations and relevant departments within these. Within key informant interviews with both UNHCR and World Bank staff engaging with forced displacement data, it has been emphasized that **the establishment of the JDC has ultimately enabled closer collaboration between the parent institutions, embedding and enriching the quality of cooperation that can be pursued on forced displacement issues as a result of the specific collaboration on socioeconomic data.** Both surveys of SAC participants as well as UNHCR and World Bank Task Team Leaders / Managers delivering JDC-supported activities indicate that institutionalization of the parent organisations’ collaboration on socioeconomic data relevant to forced displacement is contributing to building appreciation for the value and utility of such data within both

organisations. Thus, it is seen to enable more deliberate patterns of cooperation and is facilitating technical exchange that would otherwise not have been achieved at the pace or scale that has been witnessed. An overwhelming majority of TTLs/Managers surveyed considered the JDC's activities as aligned with and complementary to the operations of its parent organisations within their specific contexts.

There is acknowledgment that to date, UNHCR has most visibly benefitted from the technical and thematic expertise embodied within the JDC and the knowledge exchange facilitated by the closer collaboration of its parent institutions. Several key informants highlight a cultural shift within UNHCR towards the perceived value of data itself, largely attributable to the adoption of the organisation's Data Transformation Strategy, but also as specifically regards the production, use and diffusion of socioeconomic data that has been spurred by the JDC. Key informants consulted within the context of case studies relevant to Strategic Objective 2 highlighted the particular contribution of their JDC-supported activities in filling data and evidence gaps to better inform UNHCR's operations, but also situational analysis relevant to other actors and decision makers that would have otherwise been lacking.

The coherence of the JDC's actions vis-à-vis its parent organisations is however not without challenges. UNHCR and World Bank staff at headquarters noted some duplication of efforts, perceptions of limited added value of some JDC outputs -and noting the intention of the JDC to *not* become a fixture within the system's architecture - concerns regarding institutional structures and capacities being undermined in the long-term should the JDC's cooperation with relevant departments of its parent institutions fail to result in the work ultimately being embedded there. Whilst the collaboration between the World Bank and UNHCR through the JDC is intended to be catalytic at the institutional level of its parent organisations but also across the wider system, key informants from both parent organisations acknowledge that there may still be limited awareness within both organisations for the existence and purpose of the JDC. It was suggested that such limited awareness was not confined to contexts in which the JDC had not yet supported the delivery of activities, but also contexts where JDC-supported activities are merely seen as part of ongoing UNHCR or World Bank operations.

National authorities

The JDC's strategy identifies national governments and their statistical offices amongst the primary stakeholders to be engaged through, and to benefit from the JDC's activities. Whilst still retaining the ultimate responsibility towards ensuring the protection and well-being of forcibly displaced and affected populations, in most contexts of forced displacement, national governments have primarily relied on the efforts of humanitarian and development actors to support the collection, analysis, dissemination and use of relevant data to inform decision making. This has only rarely included primary socioeconomic data, which itself has been incomplete and specific to smaller segments of affected populations.

As more and more displacement crises have become protracted in recent years, a number of countries have acknowledged the need for greater national ownership and more systematic approaches to obtaining and leveraging data relevant to forcibly displaced and affected populations. Inclusion of forcibly displaced populations within national statistical systems via censuses, surveys, administrative registries, etc. has been witnessed in some contexts, and the JDC has identified such an approach as foundational to enabling the production and analysis of socioeconomic data that can better inform decision makers at local, national and regional levels. In response to identified gaps across national contexts, the JDC is promoting system-wide coherence and pursuing engagement with national governments and authorities via UNHCR and World Bank's Task Teams. This includes the development and implementation of statistical standards at the global level in cooperation with UN DESA; partner agencies and national stakeholders within EGRIS; capacity building with relevant authorities at the country level (e.g., through support to statistical authorities in the Central African Republic to include IDPs within the Harmonized Household Living Conditions Survey); or operational support for the integration of affected populations into national surveys and systems (e.g., inclusion of refugees within Ethiopia's national Household Consumption Expenditure Survey (HCES)).

The JDC's multifaceted strategy of engagement with national stakeholders at different levels and across the JDC's four Strategic Objectives is assessed by key informants to be essential in promoting greater national ownership and creating opportunities to achieve greater coherence vis-à-vis this important stakeholder group. Yet, whilst key informants and SAC survey respondents consider the JDC's engagement with national authorities to be at the core of its mission, and advocate that this focus must be maintained going forward, the majority of surveyed UNHCR and World Bank Task Team Leaders and Managers perceive only moderate alignment and complementarity of the JDC's activities in enhancing national authorities' ability to make evidence-based decisions in contexts of forced displacement.

In contextualizing these survey results with observations obtained from key informants, it appears that whilst stakeholders overwhelmingly perceive the potential for JDC's engagement with national authorities to contribute to enhancing coherence, at an operational level, efforts so far have not manifested in outcomes observable to JDC TTLs. The Mid-Term Review team did not have an opportunity to consult national authorities engaged by the JDC to validate this, and contextualization of TTL/Manager survey results was limited to discussions held in the context of activity case studies. Whilst broader consultation was not explicitly foreseen within the ToR of the assignment, **going forward, the JDC should further examine challenges and potential barriers in consultation with TTLs/Managers of its parent organisations for meaningful operational engagement with national authorities that may be addressed in future JDC-supported activities.**

Humanitarian and development actors

At the global level, the JDC convenes a significant number of humanitarian and development partners within its Strategic Advisory Council sessions for the purpose of exchanging experience and ideas, obtaining guidance and advice, and leading discussion on relevant topics of a strategic, operational or technical nature. Over 35 individual humanitarian and development agencies have participated in SAC meetings since the JDC initiated the fora.

Key informants acknowledged JDC as a necessary and welcome actor within the current forced displacement data landscape, and noted the JDC's specific focus on socioeconomic microdata as a novel element to which humanitarian stakeholders are increasingly developing their own perspectives and expectations. **As was evident from stakeholder consultations, partners increasingly understand the identity, purpose and role of the JDC within the forced displacement data landscape, how they can relate to the JDC's work and perceive opportunities for collaboration.** The JDC was recognized by humanitarian key informants as present and vocal in several important fora, such as the UN Secretary General's High-Level Panel on Internal displacement, within which it is acknowledged to offer important substantive contributions on issues relevant to forced displacement data.

SAC and TTL survey respondents perceive **strong coherence** in terms of the JDC's intended contribution to **enabling humanitarian and development actors in defining policies, delivering programming and undertaking advocacy in contexts of forced displacement**, which is echoed by Task Team Leaders consulted in the context of case studies where JDC-supported activities have contributed to informing the operations of partner agencies in these contexts.

Whilst a range of humanitarian and development actors are identified as partners and stakeholders within JDC-supported activities delivered by Task Teams, given the JDC's current operational model, they are not directly eligible for funding, and thus have an ancillary role in any collaborative actions undertaken with either UNHCR or the World Bank that benefit from JDC support. A number of Task Team Leader survey respondents highlight a **need to enhance opportunities to work with other operational partners beyond UNHCR and the World Bank, particularly in contexts of internal displacement**, where operational mandates overlap and potential for reinforcing siloed approaches is perceived, lest there be more deliberate engagement of other humanitarian and development partners. In this regard, it is important to note that Task Team Leaders designing projects for JDC support are the primary interlocutors with other operational actors and lead on conceptualizing engagement that can achieve coherence with other partners.

Forced displacement data actors

The JDC's 2021-2023 Strategy recognizes the presence of forced displacement data actors across the landscape which have thematic and operational remits that intersect with areas of expertise and focus of the JDC. Within this space, actors such as OCHA Humanitarian Data Exchange (HDX), the Joint IDP Profiling Service (JIPS), the Norwegian Refugee Council's International Displacement Monitoring Centre (IDMC), IOM's Displacement Tracking Matrix (DTM), and the Reach Initiative are identified as key interlocutors and partners with which the JDC's various work streams require coordination and stand to be enriched by. According to key informants from some of these outfits, the **establishment of the JDC initially resulted in confusion across the wider stakeholder community as regards mandates**, whereby they found themselves having to explain to partners and donors how their own long-standing activities differed from what was emerging as the JDC's strategic area of focus. It is evident from key informant interviews with both displacement data actors and staff from the JDC's parent organisations, that the beginning of its first mandate witnessed some tension between the JDC and stakeholders due to perceived duplication and encroachment. Addressing this, it appears the **JDC took proactive steps with such partners to clarify their respective mandates and areas of expertise, even engaging them to jointly draft succinct info briefs (only ever**

internally used) that outlined the contours of organisations' areas of focus, identified intersections and emphasized opportunities for mutual enrichment and collaboration.

As described in preceding sections, this disruption within the system has given way to **progressive stabilization as actors increasingly understand the role of the JDC and how they can engage with it** as an entity and via its work streams led by UNHCR and World Bank Task Teams. The elaboration of JDC's 2021-2023 Strategy is viewed as an important point of reference that has helped clarify the Center's mission and objectives. At the global level, **forced displacement data actors have acknowledged important areas of focus that the JDC is seen to be adding value to**, such as the ongoing work within EGRISS to develop criteria and definitions relevant to solutions to displacement and collaboration on questions of responsible data access, and **emphasize the excellent technical competency amongst JDC staff** that has been brought to bear within cooperative efforts.

Operationally, however, partners acknowledge some limitations as regards the role of the JDC as a financial facilitator to UNHCR and World Bank Task Teams, as foreseen within its Charter, versus an independent operational actor that can assume responsibility for collaboration with partners in pursuit of common goals.

For its part, the JDC acknowledges the underlying tension between the original objective to mainstream and sustain its work within and across the World Bank and UNHCR beyond the life of the Center, and the ambition of improving the broader development-humanitarian data landscape. Whilst there has been consideration for operational funding arrangements that would directly benefit other partners, administrative and legal barriers presented are reported to have been significant and ultimately less cost-effective, in addition to being beyond the scope of the JDC's Charter. Based on a review of the criteria applied within the prioritization and selection of activities the JDC supports, and the description of operational partnerships that are being pursued under specific activities, **there is evidence that the JDC is balancing its investments with a view towards promoting operational engagement with other relevant actors such that a lack of direct funding to them should not be an impediment to cooperation.** At the same time, several of the JDC's investments to promote systems and standards are public goods that can be leveraged by other actors that wish to undertake data collection exercises, and investments to afford greater access to forced displacement data, e.g. via the MDL, do serve the wider community.

Global policy makers / donor agencies

Within stakeholder discussions with donors to the JDC, it was evident that the tremendous potential for improved analysis and decision making promised by increased availability of socioeconomic data relevant to affected populations continues to drive engagement. **Donors unanimously express support for the JDC's second mandate, and emphasize a need to focus on more deliberately and coherently connecting policymakers with the mission and outputs of the JDC's work.** In seeking to gain more traction with decision makers across the system – particularly national governments in host countries, donors suggest that the JDC itself may need to be more visible and autonomous at an operational level. To this end, it was suggested that JDC representation at the regional level – in the form of a Technical Advisor or similar, may enable identification and coordination of strategic priorities from across World Bank and UNHCR operations, which can be elevated such that they are approached by the JDC as needs and opportunities across the system as opposed to gaps or demands from its parent organisations.

Similarly, **donors suggest that the JDC's outputs need to be more strategically oriented to audiences beyond UNHCR and the World Bank**, which they largely see as having been the primary beneficiaries of the Center's work so far. Advocating for a rebalancing towards outputs that truly enable decision making amongst the primary external stakeholders across the forced displacement landscape, i.e. national level policymakers, donors recognize a **need to go beyond a focus on data availability to increase the accessibility of data itself within analysis, synthesis and evidence-based recommendations that allow for coalescence of actors at the policymaking level.** Whilst the availability of data via the UNHCR Microdata Library was recognized as notable achievement and step towards enabling better informed decision-making, a relatively limited number of forced displacement contexts have benefited from analysis and synthesis of data such that it is accessible in a format that can be used by different audiences of decision makers.

Forcibly displaced and affected populations

The JDC's Strategy identifies 'affected people' as forcibly displaced populations, stateless populations and host populations. Whilst these are not amongst the primary stakeholder groups to which the JDC is practically oriented in pursuing its day-to-day work, it is acknowledged that the JDC's mission is to enable stakeholders to make timely and evidence-informed decisions that can improve the protection and well-being of affected

populations. As such, in considering the extent to which the JDC's activities support providing a voice to affected populations in representing their priorities and needs, the MTR surveys included affected populations as a stakeholder group. Whilst both SAC and World Bank / UNHCR Task Team leaders assessed high relevance of the JDC's mission and objectives to affected populations, survey respondents considered the JDC's mission and objectives only moderately coherent with an assumed objective of providing affected populations with a voice in identifying and communicating priority needs and response preferences. Given the JDC's presence and intention to act at the institutional and system-level, there are practical and reasonable explanations as to why the JDC's work does not directly contribute to creating opportunities for amplifying the voice of affected populations. However, bearing in mind the parent organisations' commitment of accountability to affected populations and that the JDC's work is centred around obtaining data from and about affected populations, there is an apparent disconnect between the JDC's stated ambition to make affected populations visible within data and perceptions amongst stakeholders for how they have been considered as a stakeholder group. Indeed, both SAC and TTL survey respondents noted a **need to ensure that the perspectives of affected populations accompany data within the JDC's outputs, acknowledging that data alone cannot offer a complete and coherent contextual picture of the realities of affected populations**, and indeed may obscure important nuance that can only be captured through parallel investment in broader cross-disciplinary context analysis required for policymaking.

Academia and researchers

As acknowledged by several key informants and survey respondents, the JDC has been particularly successful in engaging researchers and stakeholders from academia in connecting the Center's work on forced displacement data. It is evident that **researchers in particular are invested in utilizing data and evidence made available through JDC-supported data collection activities, and are the primary stakeholders currently engaging with the Microdata Library to access datasets for analysis**. Researchers consulted by the MTR Team understand the potential contributions they can make to supporting the JDC's work and further embedding socioeconomic microdata within analysis on forced displacement crises, and a number of key informants and survey respondents identify priority areas where the JDC may continue to invest in obtaining data and developing analysis. Key informants and survey participants acknowledge a need to bolster engagement with researchers in countries affected by forced displacement. This priority is also recognized by the JDC, which has taken steps to engage research fellows at the Center and continues to leverage cooperation with such researchers within activities under its Strategic Objective 4 and Strategic Objective 2.

2.2.3 JDC portfolio coherence

As stated in the JDC's 2021-2023 Strategy, the Center works toward the achievement of its four Strategic Objectives simultaneously in order to adequately do justice to their interdependence. The approach is seen to enable cross-fertilization and operationalization of 'software', such as the outputs of JDC's activities to strengthen systems and standards that underpin and facilitate the production of new data and analysis by national authorities and other stakeholders. **Whilst there is no intention to approach the Strategic Objectives in a sequential manner, the JDC recognizes a logical progression embedded within their structure whereby outputs are intended to enable further engagement and uptake by primary stakeholder groups**.

The JDC's portfolio of activities is intended to materialize in function of the overall strategy and its four Strategic Objectives as well as opportunities and priorities that may be identified by the Center and its constituent agencies. Each of the JDC's four Strategic Objectives is operationalized by a number of discrete activities, the outputs of which are intended to serve the Strategic Objective itself as well as the complementary activities, outputs and objectives of the broader portfolio. The JDC's Strategy defines the primary thrust of each Strategic Objective and identifies how the core activities pursued under these are expected to contribute to advancing the Center's ambitions laterally vis-à-vis other Strategic Objectives, and vertically vis-à-vis the Center's mission.

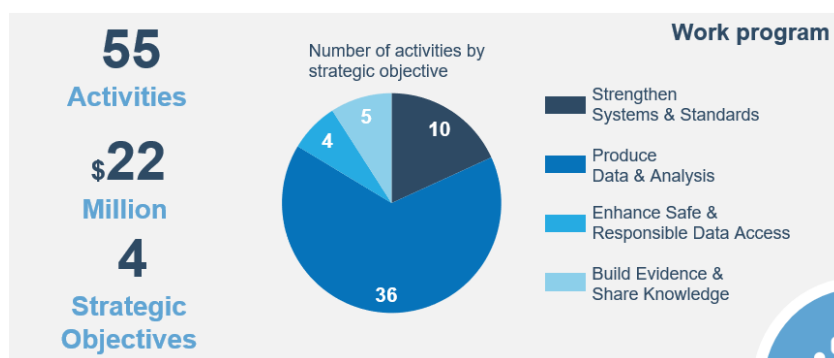
Broad categories of activities are defined for each Strategic Objective, providing a frame of reference against which existing and new activities can be considered for alignment. As described in the Strategy, Strategic Objective 4, which focuses on building evidence and sharing knowledge, is intended to serve the broader portfolio by capitalizing on outputs and learning from the other three objectives in order to bridge and broadcast the Center's work to the global community of practitioners, policymakers and researchers.

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

Strategic Objective 2, which focuses on producing data and analysis, represents the vast majority of the work the JDC undertakes with national governments, relevant national authorities and operational partners in contexts of forced displacement. Activities delivered under this Strategic Objective are largely demand driven by UNHCR and World Bank field operations, and their selection for support and incorporation within the portfolio is thus subject to a stringent set of review criteria that contribute to ensuring coherence with the overall strategy and its objectives.⁴ Combined, the criteria contribute to boosting the relevance of the JDC's contribution, transparency in its decisions to prioritize funding for specific actions, and coherence in terms of the lateral and vertical alignment of activities within the JDC's portfolio.

On the basis of the MTR Team's review, the JDC's Strategy is assessed to provide a highly coherent theoretical framework and operational model by which objectives are translated into activities for operationalization. This operationalization is seen to extend the JDC's engagement to various stakeholder categories, and via the three mechanisms by which new activities are identified, i.e. the annual Call for Expression of Interest; the Rolling Window Fund; and Pro-active identification. Thus, it is evident that the **JDC has established complementary mechanisms that enable flexibility and responsiveness in addressing needs and priorities as they emerge across the forced displacement data landscape.**

JDC portfolio of activities and funding by Strategic Objective



As such, coherence within the portfolio derives from the quality of the strategy itself, but also the sum of activities that are selected for JDC support. In this regard, **portfolio coherence is a moving target**, and in light of the JDC's ambition to act as a catalyst and force multiplier, portfolio coherence should be assessed in terms of the JDC's activities amounting to more than the sum of its parts.

⁴ Review criteria include: country/displacement situation; relevance and timeliness; clear demand and appropriate partnerships; feasibility; non-duplicative and synergetic work; public good and dissemination.

Coherence within JDC’s Strategic Objectives

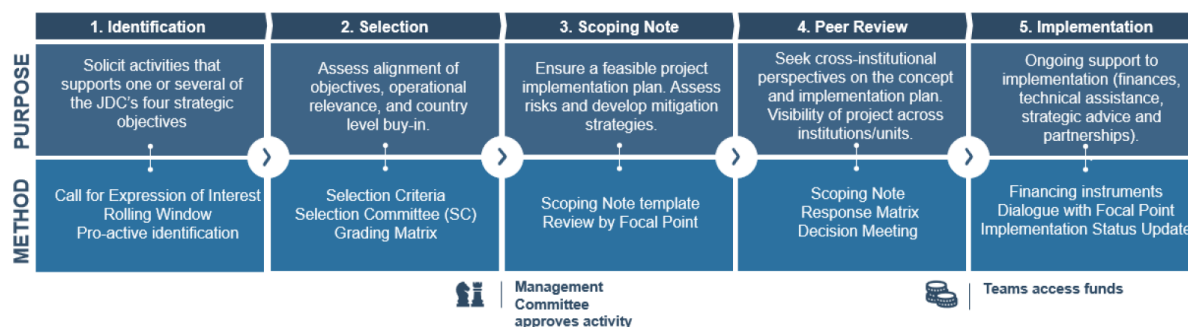
Coherence of SO 1: Strengthening data systems and standards

Review of activities pursued under JDC’s Strategic Objective 1 has considered their contribution to the overall objective and how they are intended to fit within the broader portfolio in providing a framework for sustainable impact towards the way data and evidence inform policies and operations for forcibly displaced populations and their hosts. The MTR Team assesses that descriptions of activities provide ample evidence that **consideration has been given to the potential transformative impact that the majority of activities can contribute to as well as their relevance to enabling work pursued under other JDC Strategic Objectives**. Discussion with key informants substantiates this finding, and **stakeholders underline the importance of the JDC’s sustained focus on and investment in activities that can be transformative at the system level**. As such, the utility of some activities and their relevance within the JDC’s portfolio, such as ‘Automated Text Analytics for the JDC’ and ‘Filling Information Gaps on Forcibly Displaced Populations through Geospatial Data’, were perceived to be somewhat tangential to the JDC’s core mission and incongruous with the main objectives pursued across the JDC’s portfolio.

Coherence SO 2: Producing data and analysis

As justified within the JDC’s strategy, due to the current state of socioeconomic data across the forced displacement data landscape, the preponderance of activities comprising the broader portfolio are directly aligned to serve Strategic Objective 2. As such, **65% of all activities supported by the JDC contribute directly to advancing data collection and analysis**. Beyond a focus on generating data, it is understood that **Strategic Objective 2 activities contribute to establishing patterns of cooperation between World Bank and UNHRC** in the field, between the parent organisations and JDC, and with a host of relevant national and international partners. Not least, production of data serves to provide content for and contributes to building momentum relevant to pursuing the other Strategic Objectives and specific activities under those.

As described within the JDC Playbook, activities pursued under JDC’s Strategic Objective 2 are selected for support on an annual basis, approved by the Head of the JDC and the JDC’s Management Committee according to established processes. Additionally, the JDC’s flexible rolling window fund allows the JDC to respond to more immediate operational needs or evolving crises, using a streamlined process. The JDC’s process for identifying and selecting projects as visualized in the image below, is itself assessed to be adequate, and carried out in combination with application of selection criteria described above, ensure that the JDC’s portfolio evolves coherently in function of the Center’s mission and Strategic Objectives.



The MTR Team’s review of activities pursued under Strategic Objective 2 has determined that all respond to one or more of its three sub-objectives and are aligned with the overall thrust of the Strategic Objective itself. **Review of the identification and selection procedure as well as documentation of JDC/parent organisations’ peer review evince stringent application of criteria such that support for Strategic Objective 2 activities act as a force for driving coherence across the broader portfolio**. Indeed, it is evident that activities pursued under Strategic Objective 2 to produce data and analysis have been leveraged in advancing activities and Strategic Objectives across the broader portfolio, e.g. task teams undertaking activities have benefited from JDC technical support to apply standards and methods (Strategic Objective 1); data sets have been uploaded to the UNHCR Microdata Library supported under Strategic Objective 3; and analysis derived from collected data is reflected in outputs promoted under JDC’s Strategic Objective 4 focusing on building evidence and sharing knowledge with the wider stakeholder community. **Thus, to the extent they fit into the JDC’s strategy, provide an anchor for the operational model and generate outputs relevant to advancing other Strategic Objectives, activities pursued under Strategic Objective**

2 are assessed to be coherent both vis-à-vis this specific objective and across the JDC's wider portfolio.

Coherence SO 3: Enhancing safe and responsible data access

As highlighted in its 2021-2023 Strategy, 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. To this end, whilst the JDC seeks to produce and process data in a responsible way through the specific activities it supports, the Center 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.

Activities supported by the JDC under Strategic Objective 3 are understood to be primarily internally-oriented, specifically focusing on developing UNHCR's institutional capacity to systematically and responsibly disseminate microdata on forcibly displaced populations. Despite this internal focus, supported activities are also conceived of from the perspective of UNHCR's and the JDC's engagement with partner agencies, and the public good that more accessible socioeconomic microdata is meant to represent.

Within this Strategic Objective, compilation and curation of UNHCR datasets for the Microdata Library (MDL) has been a cornerstone activity, carried forward by UNHCR technical staff at different levels of the organisation in cooperation with relevant World Bank focal points. Whilst the technical work of UNHCR's Data Curation Team within the Global Data Service has been primarily focused on recovering, cleaning and anonymizing data for inclusion within the Raw Internal Data Library (RIDL) and publication on the external-facing MDL, **the execution of this endeavour with UNHCR staff across operational contexts is acknowledged to be contributing to a profound cultural shift within the organisation in terms of how the value of data is perceived by staff beyond the boundaries of their specific activities and contexts.** Indeed, it is precisely such a shift that JDC intends to promote and enable both at an institutional and system-level in terms of creating appreciation for the value of microdata and ensuring its accessibility to act as a convener itself. With the support of the JDC, UNHCR Data Curation Teams have processed some 572 datasets,⁵ and the patterns of cooperation established between UNHCR's Global Data Service and operational teams in the field are understood to have become embedded such that this can continue into the future without the financial and technical support that JDC has facilitated directly and in cooperation with the World Bank.

As such, in terms of portfolio coherence, **activities delivered under Strategic Objective 3 are witnessed to have contributed both subtly at the institutional level to create patterns of cooperation and strengthen capacities that are relevant to enabling UNHCR's engagement with socioeconomic microdata, but also more visibly in populating the Microdata Library itself** with content derived from activities undertaken under Strategic Objective 2 and promoted under Strategic Objective 4.

Beyond work undertaken to support population of UNHCR's MDL, JDC staff and partners acknowledge JDC's contributions to discussions and initiatives pursued within a number of technical fora focusing on safe and responsible data access. In this regard, **partners such as OCHA HDX and IOM appreciate the strong technical competence that JDC brings to the table and acknowledge the potential for JDC to assume more leadership on certain questions related to safe and responsible data access.**

However, in light of the primarily internal and very technical focus of activities undertaken under Strategic Objective 3, and given the current status of data accessibility via the MDL in the form of datasets, the value of activities within Strategic Objective 3 is less visible to external audiences. The JDC notes that whilst MDL includes more than 572 surveys and close to 195,000 variables, **to date, no statistics have been consistently derived from this data, and UNHCR does not currently disseminate aggregate socioeconomic, well-being and living standards statistics on forcibly displaced people for external audiences.** Addressing this gap within a new initiative to establish a platform for aggregate statistics on forced displacement, it is anticipated that JDC's work under Strategic Objective 3 will contribute more visibly in addressing the needs and priorities of external stakeholders across the forced displacement data landscape.

⁵ As of 13 February 2023

Coherence SO 4: Building evidence and sharing knowledge

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

Within the JDC's portfolio of activities, several of those pursued under Strategic Objective 4 have visibly been supplied by activities undertaken under Strategic Objective 2 to produce data and analysis, and Strategic Objective 3, to enhance safe and responsible data access. On the basis of documentation review and consultations with key internal and external stakeholders, **it is evident that JDC has proactively and strategically sought to seize opportunities to create awareness for progress against objectives and outputs delivered across the broader portfolio of work.** The strong representation of several stakeholder groups within the JDC's Strategic Advisory Council, including independent researchers and academic institutions, attests to the **wide net that has been cast in broadcasting the JDC's work.** The two research conferences that the JDC has convened have been highly praised by participants with which the MTR Team consulted, and it is evident that the Center has gained substantial traction with a number of leading researchers within the academic community. This audience is acknowledged to be better positioned to avail themselves of and engage with datasets published on UNHCR's MDL and the more technical and in-depth studies that have been produced by the JDC and with its support. Amongst this stakeholder category, there is recognition for the gap that the JDC's work is filling in terms of data and evidence.

Amongst some humanitarian and development practitioners represented in the SAC, survey results and several key informant discussions suggest a perception that the JDC's outputs and general orientation are overly geared towards the academic community, and less relevant to operational partners and national authorities working in contexts of forced displacement. However, **key informant interviews with UNHCR and World Bank Task Team Leaders/Managers suggest that analysis that has been produced with the support of the JDC is resonating with practitioners and authorities such that it has become relevant to informing operational approaches.**

The **JDC has made efforts to ensure that initiatives to advance the knowledge agenda are deliberately proximate and visible to stakeholders and affected populations within contexts of forced displacement.** The 2022 research conference held with Universidad de los Andes in Bogotá, Colombia was praised by several key informants for having narrowed the space between research and practice on forced displacement data, and researchers who themselves come from contexts of forced displacement are increasingly engaged through the JDC's knowledge building efforts.

In order to more coherently serve the JDC's strategy, and harnessing the potential of the strong technical competencies both within the JDC and its parent organisations, there is recognition for a need to continue filling data, evidence and knowledge gaps across geographic, thematic and population dimensions. **The JDC's proposed Knowledge Agenda, presented to the Management Committee as a concept note for approval in 2022 presents several important gaps in the knowledge base and proposals for activities that the JDC, in partnership with its parent organisations and other operational actors, can seek to address.** Key informants within UNHCR have acknowledged the intention of relevant departments to carry forward such work in cooperation with the JDC such that it remains embedded within the institutional architecture, and emphasize the importance of such an approach in ensuring coherence internally and vis-à-vis stakeholders across the landscape into the future.

Coherence: landscape-portfolio integration

Since its establishment in 2019, **JDC has managed to build an impressive portfolio of activities across a range of relevant thematic and geographical areas, establishing fruitful collaboration with actors at various levels and achieving a notable degree of integration within the forced displacement data landscape.** Elaboration of the JDC's 2021-2023 Strategy has served to further refine and inform its posture vis-à-vis both thematic areas of work and primary stakeholder groups with which it aims to cooperate. Simultaneously, promoting and leveraging closer collaboration between the World Bank and UNHCR by JDC's management helped its parent organisations and various categories of stakeholders increasingly understand its role within the forced displacement data landscape.

Emerging from stakeholder consultations, surveys and review of the JDC's portfolio of activities, **the MTR Team assesses a high degree of coherence in terms of the Center's prioritization of activities in function of Strategic Objectives defined within its strategy, and as identified on the basis of a thorough analysis of global needs, gaps and strategic windows of opportunity.** It is understood that the JDC's portfolio of activities will continue to evolve in function of its institutional maturity, persisting gaps and

emerging opportunities across thematic, geographic and strategic / operational dimensions. **To this end, the JDC is assessed to be adequately established within the forced displacement data landscape to continue to identify and capitalize on opportunities that will serve the needs of its parent organisations as well as other stakeholders**, and in doing so, it is expected that the JDC's presence and cooperation with partners will continue to drive coherence at the system level.

Recommendations

5. Opportunities for building operational partnerships with other stakeholders under Strategic Objective 2 should be considered for the sake of scaling and promoting technical exchange. To this end, the **JDC may consider incorporating a mentorship criterion within its activity selection process**, including mentorship as a metric within its results framework and/or developing an activity to support a mentorship model specifically targeting national civil society partners.

6. Engaging national statistics offices in capacity building should remain a strategic and operational priority across relevant Strategic Objectives. **The JDC, through its parent organisations may consider opportunities to establish a technical working group model to regularly engage with NSOs in countries where JDC's activities are being delivered.** Such a collaboration model with NSOs can be integrated or reflected within the contexts of national UNSDCFs⁶, World Bank Country Partnership Framework (or relevant operations) or Humanitarian Programme Cycles where appropriate. UNHCR, as part of the UN system, can help JDC Management operationalise such efforts, especially in the context of UNSDCF and Humanitarian Programme Cycles.

7. In capitalizing on its role as a convener, catalyser and thought leader (learning propagator), **the JDC should seek to further elaborate and establish the Knowledge Agenda with clear and manageable timelines of activities and metrics**, in close cooperation with relevant departments of its parent organisations.

8. In continuing to leverage the combined weight and influence of its parent organisations, and remaining mindful of the JDC's intention to catalyse actions across the system without becoming a fixture of the system itself, within its second mandate, **the JDC should maintain a strategic emphasis on curating a portfolio of activities and partnerships that serve the higher objective of system transformation.** To this end, **the JDC may consider carrying out the 2023 portfolio review in consultation with focal points from relevant departments of its parent organisations.**

⁶ United Nations Sustainable Development Cooperation Framework

2.3 Effectiveness – Is the JDC achieving its objectives?

This section reviews the extent to which JDC’s activities (so far) have met its mission of enhancing the ability of stakeholders to make data and evidence-informed decisions

2.3.1 Operationalisation

JDC has been successful in operationalizing core elements of the vision on which it was founded. It has been effective in scaling up in short order, staffing a centre, establishing an administration, solidifying working relationships with a wide array of stakeholders and launching a range of activities in line with a well-developed strategy that benefited from wide consultation and stakeholder buy-in; this occurred in the midst of COVID-19. The Center has 16 staff, managing a portfolio of over 50 activities in about 30 countries.

Underlying the visible operationalization of JDC as an entity is a bureaucratic triumph shared by the World Bank and UNHCR in steering the two institutions towards convergence within the JDC, which is widely recognized by stakeholders as a success that could not be presumed given the significant bureaucratic and legal challenges that existed for each organization.

In achieving operationalization of the Center and its activities, it is evident that the JDC has effectively leveraged its parent institutions’ networks and partnerships to propagate its mission, engage in relevant fora and assume (co-) custodianship of relevant technical collaboration with stakeholders. Thus, operationalization is witnessed to be effective across dimensions of administration, strategic direction, programme roll-out, and partnership building.

2.3.2 Operational model and interpreting effectiveness

The JDC has effectively leveraged its operational model⁷ to support activities that contribute in some way to all of its Strategic Objectives. At its inception, it was recognised that for the JDC to be effective, it needs to leverage the core work of the World Bank and the UNHCR and operate as a catalyst to stimulate forced displacement data work and enable mainstreaming across both organisations. According to JDC management and other stakeholders, a key to JDC’s success has been to focus on recognized gaps in existing systems and to complement existing efforts by its parent organisations. This is exemplified in the makeup of JDC’s portfolio of activities and was evident in the cases we assessed for this review. For example, JDC’s support in “Integrating Forcibly Displaced Populations into COVID-19 High Frequency Phone Surveys”. Similar examples are found under each Strategic Objective, where JDC has supported existing World Bank or UNHCR activities to fill gaps in those efforts or further complement the programmes. These activities, in turn, have effectively contributed towards achieving the JDC’s Strategic Objectives.

By working primarily through its two parent organizations, the JDC intends to ensure sustainability of its investments, alignment of new activities, creation of synergies, avoidance of duplication and ultimately to augment the combined capacity of the World Bank and UNHCR for greater impact. Indeed, several UNHCR and World Bank **key informants stressed that everything the JDC does should be pursued with a view to ensuring it is embedded within its parent organisations** such that the JDC and its work can serve as a conduit for strengthening the capacities and systems within each parent organisation and the collaboration between them relevant to forced displacement crises.

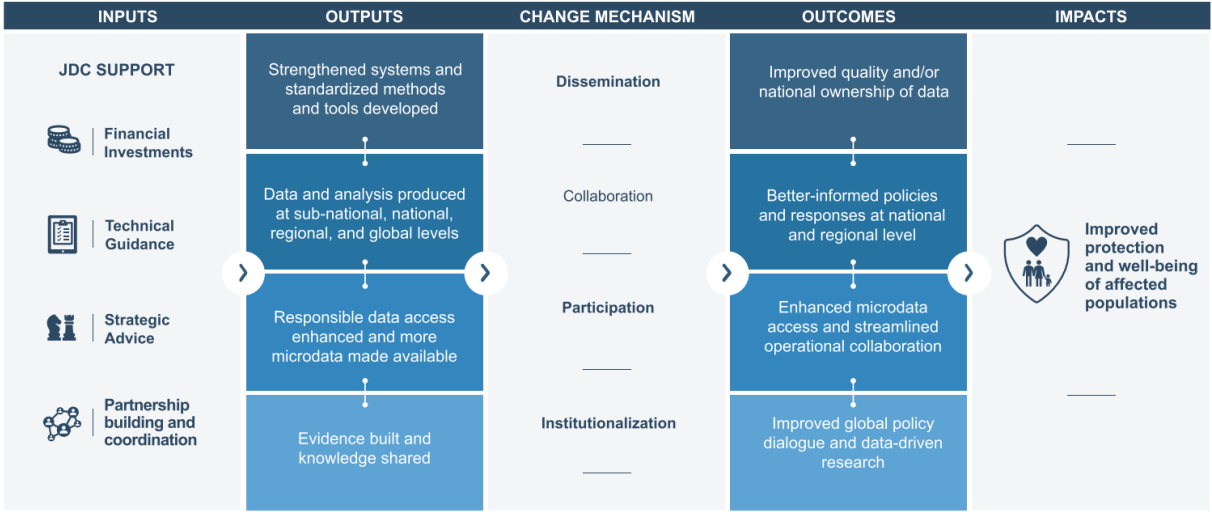
As such, the JDC’s operational model also obscures to a certain extent the effectiveness of its contribution to the overall mission. The contribution of JDC activities to the broader efforts of its parent organisations, indeed, by filling the gaps within those efforts, also makes it difficult to isolate and assess the effectiveness of its activities in facilitating data and evidence-informed decision making. According to both surveys conducted for this review, assessing the effectiveness of the JDC’s activities under its four Strategic Objectives generated the highest number of “I don’t know” responses. Whilst the reasons for such a response rate can be many, the results highlight a general lack of understanding of the direct linkage between JDC’s contribution in existing efforts and the overall effect of those efforts in facilitating decision making. Activities in countries are conducted through the World Bank operations or UNCHR programmes, which further obscures JDC’s direct interaction with and visibility to national stakeholders. Similarly, in one of our key informant interviews, it was highlighted that while praising a UNHCR project’s outcomes in a panel discussion, a donor organisation representative discovered that it was in fact a JDC activity that the organisation had provided funding towards.

⁷ Described in more detail in Annex 4

Despite the evident challenge of visibility for the JDC’s contributions, it was emphasized by key informants from UNHCR and the World Bank that **unless this key premise of the operational model is protected and promoted, there could be a risk of the JDC absorbing workstreams to the extent that it might hollow out thematic/operational units (particularly within UNHCR), undermining a critical intention of the collaboration and operating model.** Thus, there is an evident expectation within UNHCR and the World Bank that in addition to what the JDC does to deliver on its mission and own Strategic Objectives, its outputs and partnerships should ultimately serve to enrich each parent organisation. This **requires that the JDC’s work remain closely coordinated with relevant departments within its parent organisations and that these remain equally committed to and are afforded meaningful opportunities for leveraging and nurturing the feedback loops that exist between them and the JDC.** Whilst the JDC’s management acknowledges the importance of strengthening feedback loops between the Center and relevant departments of its parent organisations, key informant interviews suggest that the bigger picture of **closer institutional collaboration between UNCHR and the World Bank does not itself always represent an adequate incentive** to guarantee this and focus needs to be maintained on ensuring substantive collaboration is indeed mutually enriching.

2.3.3 Strategic Results Framework

The JDC results framework reflects the Center’s theory of change. In its 2021-2023 Strategy, the JDC outlines how its activities translate to change and improvement of the protection and well-being of affected populations. It envisions that JDC’s support through financial investment, technical guidance, strategic advice, partnership building and coordination will translate to outputs through each Strategic Objective, to results and outcomes and ultimately impact according to the JDC’s Vision. In addition to the outputs and outcomes of activities, the JDC has also identified specific expected results for each Strategic Objective.



JDC THEORY OF CHANGE

JDC monitors outputs and results from its activities during the strategy period while being mindful that the impact of its activities is likely to only be measurable at a point beyond the timeframe of its strategy period. Under each of the four Strategic Objectives, the JDC has identified quantifiable indicators (19) to measure the immediate outputs and qualitative outcome indicators (10) for how the Center informs policies and programmes, induces change in the data landscape on forced displacement, and enables decision-makers to make evidence-informed decisions to support affected populations through JDC-supported and -led activities. The JDC assess its Results Framework on an annual basis and focuses on the quantitative output indicators. The Center only plans to assess and report against its outcome indicators at the end of 2023, which is the end of the JDC’s current strategy. In its results framework, JDC acknowledges that in its role as a catalyst and enabler, supporting rather than directly implementing many activities, it contributes to these expected achievements and cannot fully attribute their success to the work of the Center.

Although the MTR teams recognizes the challenges of measuring the impact of JDC activities, JDC’s results framework is not designed to ensure and fully capture the impact of its activities. According to JDC’s results framework, the outcomes and impact of JDC’s activities are conditioned by factors such as effective dissemination, political will to institutionalize standards and tools, stakeholder participation and engagement, and continued demand for new research on affected populations. The JDC has put in place

processes to identify and target such change mechanisms, such as criteria for identification and selection of activities, line-of-sight exercise, portfolio review, etc. However, another crucial element in a theory of change is embedding risk analysis which is often inversely related to the assumptions. For example, if JDC's theory of change assumes that effective dissemination of its outputs will lead to key stakeholders increasingly using evidence-informed decisions, one might define a risk around the possibility that ineffective dissemination of JDC's outputs constrain evidence-informed decision-making. During the preparation of a theory of change, it is not always possible to anticipate and prepare for the full range of risks. But it is essential to isolate the most important ones so that when certain risks materialize, the JDC can revise assumptions and adapt the theory of change and the related strategy. Furthermore, identifying relevant risks at the start of its strategy also helps design suitable strategies that can help manage those risks. The JDC theory of change has developed a risk assessment and mitigation strategy, however, most of the risks identified are not directly related to the pathway from JDC's outputs to outcomes.

2.3.4 Effectiveness: interpreting the results and stakeholder perspectives

As reflected in survey results, **JDC stakeholders generally perceive a high level of effectiveness across the Center's operations, and it is evident that different stakeholder categories have different perspectives and lines of sight on the activities JDC is supporting or directly engaging with at different levels.** This results from their own needs, interests and priorities as regards forced displacement data and entry points afforded to them for engagement across the existing landscape; their proximity to the work the JDC is leading and supporting; and their interest and availability to consume information on the JDC's work.

As emerging from case studies, key informant interviews, survey results and documentation review, **the JDC is progressively achieving outputs and targets identified under the four Strategic Objectives of its 2021-2023 Strategy,** and there is evidence of progression across the Strategic Objectives such that establishing foundational systems and standards (SO1) contributes to more systematic operationalization of data production (SO2), which are in turn processed to enable greater accessibility of data (SO3), and ultimately broadcast via multiple channels to reach various audiences (SO4) that can interpret and utilize it for the purpose of better-informed decision-making. As described in section 2.2.3, there is a linear logic embedded within the JDC Strategy's structure and underpinning the inter-dependent Strategic Objectives. This enables a high-level reflection on the JDC's direction of travel vis-à-vis its mission, in function of the status of outcomes pursued across the portfolio.



In light of the linear logic underpinning the JDC's mission, having not witnessed increased availability and accessibility of data and evidence being used by decision makers, **many key informants and survey respondents continue to frame the JDC's contributions in terms of potential.** As data is the primary 'currency' of the JDC's work, and the several data gaps relevant to forced displacement inform how it has formulated its Strategic Objectives and mission, the MTR Team has considered a 'data transformation arc' as indicative of the essence of the JDC's mission as perceived by stakeholders:

Data Transformation Arc: Unavailable → Available → Accessible → Digestible → Identifiable

Along the data transformation arc, the JDC has sought to:

- Unavailable:** make progress in identifying data and evidence gaps
- Available:** support data collection and analysis efforts to increase data availability
- Accessible:** process and publish data as curated datasets to make data accessible to stakeholders
- Digestible:** contribute to processing and analysing data within reports and briefs for a variety of audiences
- Identifiable:** seize opportunities to ensure that new data and evidence contributes to better-informed policy and decision making

As suggested by the traffic light colouring of the data transformation arc, **JDC's progress is most visible in terms of identifying gaps, taking measures to fill these and contributing to making more data and evidence accessible as datasets via the Microdata Library.** It is not yet evident to stakeholders that the JDC has made much progress in making data and evidence digestible in formats appropriate for some of the primary stakeholder audiences, e.g. policy and decision makers, or that the increased availability of data and evidence on forcibly displaced populations has contributed in any concrete way to informing policy changes such that utilization of that data is identifiable.

Whilst the data transformation arc only describes part of what the JDC does in engaging with forced displacement data, it is the part that is most visible to the wider external audience and how JDC's work is generally understood to be contributing to its mission. As such, it also describes the direction of travel that JDC's stakeholders expect to witness as resulting from activities pursued under the various Strategic Objectives.

At the same time, it must be acknowledged that the theoretical model being operationalized by JDC-supported task teams is being implemented in highly diverse contexts of fragility, conflict and violence, with attendant challenges for both operational delivery and policymaking. Notwithstanding such challenges, comments from some survey respondents and key informants suggested that **the operational component of data collection activities may be insufficiently linked to priority policy objectives backed by an agenda that could effectively and visibly leverage new data for decision-making impact.** Whilst the JDC and its parent organisations will continue to face contextual challenges in carrying forward this work, it is suggested that a **more strategic prioritization of data collection aligned with evidence gaps and demand for data within mature policy agendas will contribute to ensuring utilization and visibility for the impact of such data.**

As efforts to deliver against each of the Strategic Objectives and move along the data transformation arc continue, it is evident that **progress to date should contribute to enabling a shift of emphasis of focus and a corresponding allocation of resources towards the right end of the arc and JDC's Strategic Objective 4.** Such a shift is already discernible to a certain extent in new initiatives the JDC is pursuing, and whilst there will always remain a need to produce data and analysis as new forced displacement crises emerge and existing ones evolve, several stakeholders already suggest that **a critical mass of data and evidence is available such that focus should shift towards ensuring broader accessibility and deliberate utilization in addressing strategic policy questions.** Indeed, with progressive implementation of systems and standards supported under Strategic Objective 1, and their operationalization within data collection activities by partners across the forced displacement data landscape, the JDC's activities and investments are contributing to catalysing the system to achieve some momentum in that direction.

Effectiveness of institutional collaboration as a catalyst for system transformation

Whilst the JDC has been effective in identifying and supporting activities that contribute towards its Strategic Objectives and highlight the importance and applicability of socioeconomic microdata on forced displacement data for a range of stakeholders, in our consultations, **the MTR Team was often reminded that a primary objective of further strengthening the collaboration between the World Bank and UNHCR on data was to catalyse system transformation and the manner in which humanitarian and development actors collaborate with national authorities to achieve better outcomes for affected populations.** Indeed, the JDC's institutionalization is premised on the potential for UNHCR and the World Bank to *“achieve better results together than they would individually, including by: (i) pooling their strengths to influence the global agenda on forced displacement data; and, (ii) achieving efficiency gains and developing synergies (e.g. collecting data of interest to both organizations in a single effort).”*

Key informants have stressed a **need for the JDC to maintain a focus on this shared institutional vision,** ensuring that the portfolio of activities under the Strategic Objectives remain sufficiently oriented to the broader goal of bringing the parent organisations closer, embedding patterns of cooperation to share and build capacities, and joining forces to transform how socioeconomic data on populations affected by forced displacement figures into policy and decision making. In maintaining that strategic focus, it was **questioned whether the JDC required such an extensive portfolio of activities,** as the breadth of the portfolio was primarily valuable to the extent it enabled collaboration between the JDC's parent organisations that resulted in synergies, embedded patterns of cooperation and useful outputs that demonstrated the potential of socioeconomic data in improving policy and decision making. As such, a number of key informants noted that **the JDC would be able to achieve the core elements of its objectives and mission with fewer, potentially more impactful activities, and thus, should seek to rebalance its support and investments within and across the Strategic Objectives** in a manner that demonstrates the possibility of moving along the data transformation arc.

Recommendations

9. For the sake of mainstreaming new data collection methods, tools and approaches, as well as further collaboration in deriving analysis and buy-in for results, **JDC-supported data collection activities should continue to emphasize partnership with other operational actors, including international NGOs and national civil society organisations.**

10. In optimizing the potential for new data and evidence to be utilized by decision makers, **the JDC must ensure prioritization of data collection activities in response to clear evidence gaps and demand.** To this end, **the 2023 portfolio review may consider how the ‘demand’ criterion has been applied in the selection of JDC-supported data collection activities** and the framing of demand as linked to priority policy objectives.

11. Building on successes to date in filling data and evidence gaps and enhancing data accessibility, **future investments should prioritize travel along the data transformation arc, ensuring that data is incorporated within key humanitarian and development frameworks and outputs** such as Humanitarian Needs Overviews (HNO), Humanitarian Response Plans (HRP) and UNSDCFs, and where appropriate, bespoke platforms and dashboards.

12. Further buttressing the ongoing cultural shift within UNHCR towards the value and utility of data accessibility, and **to create more global visibility for the promise of socioeconomic data in improving outcomes for forcibly displaced populations, JDC’s communications team should work with its parent organisations to showcase personal experiences of affected populations.**

13. In further substantiating the JDC’s continued relevance to forced displacement crises, and ensuring that learning from activities within the portfolio represent a ‘public good’, **the Center may consider the development of process-tracing case studies that demonstrate how investments made under specific Strategic Objectives evolve and materialize in the form of evidence-based decision-making within contexts of forced displacement.**

14. In order to incentivize utilization of data already gathered and advance analysis on priority policy issues, **the JDC should continue to build relationships with the research community – particularly researchers hailing from countries facing forced displacement crises.**

15. To **strengthen collaboration and ensure that feedback loops between the JDC and its parent organisations are being leveraged** in delivering activities that are both mutually beneficial and contribute to embedding patterns of cooperation, **JDC’s parent organisations should develop metrics for tracking and reporting on such cooperation.**

16. To better clarify the pathway from JDC’s outputs to its desired outcomes, **the Center should conduct a comprehensive risk analysis and develop a risk mitigation strategy to be embedded in its theory of change.**

2.4 Efficiency – How well are resources used?

This section reviews the level of efficiency of the JDC's mode of operation, including its two financing streams (World Bank & UNHCR) and technical assistance model.

2.4.1 Management and stakeholder engagement

According to the JDC's Charter, the governance structure comprises the Management Committee (MC), the Strategic Advisory Council, and the Center's management. As per its Terms of Reference, the Management Committee provides the Center with strategic oversight, direction and advice in relation to the JDC's programme, overseeing the effective and efficient implementation of all activities contributing to achievement of the Center's objectives. Amongst other functions, and in line with the objective of providing strategic direction to the Center, the Management Committee is mandated to review and endorse the Center's annual work plan, including resource mobilisation strategy, budget and staffing structure, and results framework. The JDC's management is accountable to the Management Committee, which is also responsible for review and endorsement of the Center's annual operational and fiduciary reporting. The Management Committee meets at least once annually and is guided by clear procedural mechanisms for convening members and decision making, which is carried out through consensus across the four member categories.

The Management Committee comprises twelve members, including up to three representatives each from the World Bank, UNHCR, donors and hosting countries. Hosting countries eligible for participation in the Management Committee are expected to be hosting significant refugee, internally displaced and/or stateless populations. Represented by their Permanent Missions to the UN in Geneva, Kenya, Pakistan and Uganda have acted as host country members of the Management Committee throughout the JDC's first mandate.

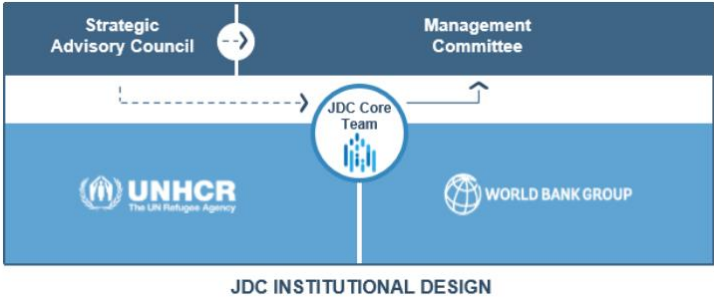
As evidenced by records from Management Committee meetings, the **JDC is effectively leveraging the Management Committee to deliver on functions outlined in its Terms of Reference**. Consultation with members is undertaken in the lead up to meetings in order to prepare agenda items, and relevant material requiring Management Committee input is shared with members in advance of meetings in order to enable discussion and decision making. It is evident that SAC consultations held in anticipation of Management Committee meetings have contributed to informing the agenda and highlighting challenges, opportunities and issues of strategic importance relevant for discussion by Management Committee members.

Key informants participating in Management Committee meetings have noted a **high level of organisational and procedural efficiency of meetings and express appreciation for the opportunity they are afforded to contribute to the Center's strategic direction**. Those consulted have emphasized the value of contributions from members representing the different stakeholder cohorts, and the exchange and dialogue that the configuration enables. Acknowledging the importance of perspectives and priorities of host countries facing forced displacement crises, some **key informants highlighted challenges in securing consistent engagement of host country representatives**, citing turn-over of participating representatives, competing demands upon their Permanent Missions to the UN in Geneva, and missed opportunities to connect national counterparts for JDC-supported work in host countries with their Management Committee representatives based in Geneva. The MTR team was unable to interview any host country members of the Management Committee to directly address their perceptions of challenges to effective participation within the Management Committee, but there was unanimous support amongst other members for the value of their sustained and intensified engagement.

Strategic Advisory Council

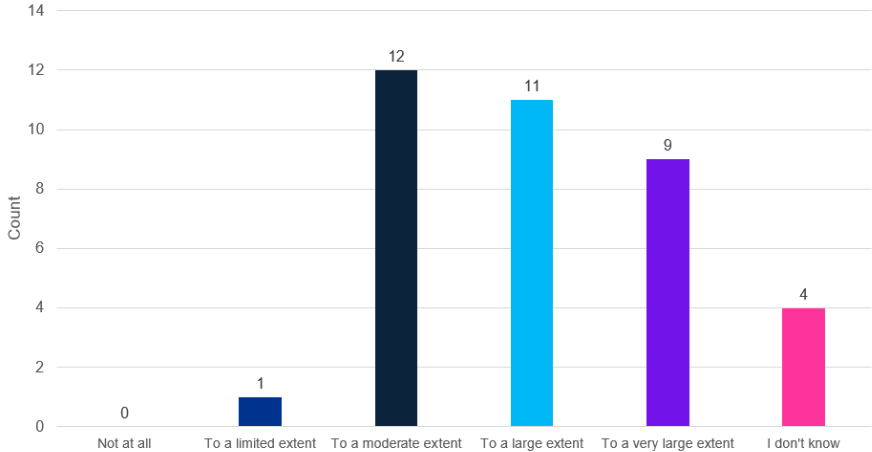
Meeting in advance of Management Committee meetings, the Strategic Advisory Council assembles a broad group of stakeholders who have shown interest in the JDC's mandate, including governments, national statistics offices, humanitarian and development partners, civil society organizations, academic researchers and private sector partners. Not intended as a decision-making body but a forum for the exchange of experience and ideas and an open space for the provision of guidance, advice and discussion to the Management Committee and the Center, the SAC's participants may be engaged in advocacy on behalf of the Center, support dissemination of information about the Center's products and services through their own organisations and networks and have the possibility to initiate other actions deemed necessary to support the vision and work of the Center. Summary read-outs of advice and guidance emerging from the Strategic Advisory Council are prepared and shared with participants and the Management Committee. Since the JDC's establishment, the SAC has convened on five occasions, with evidence of increasing participation both in terms of number and range of stakeholders. For the SAC survey, the JDC supplied the MTR Team with a list

of more than 270 individual names. With the expansion of participation and the delivery of JDC-supported activities, there is evidence for increasing breadth of thematic areas of discussion within the SAC.

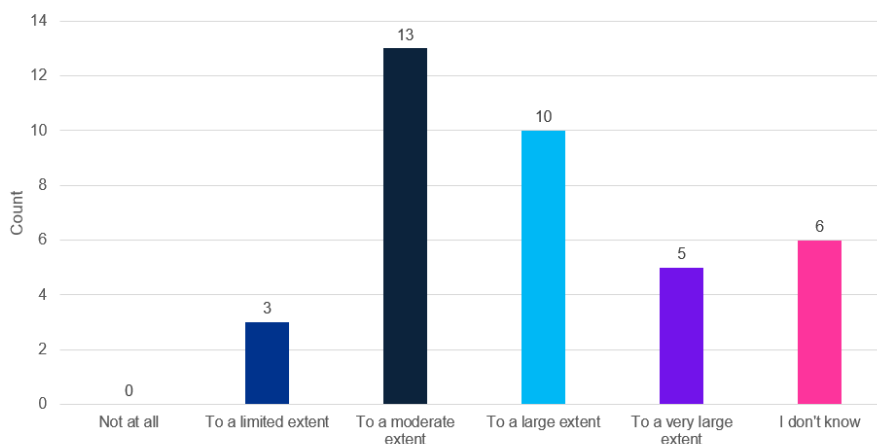


Of the 37 SAC participants that responded to the survey, 35% were from one of the JDC’s parent organisations, 19% were from academia, and another 19% represented international development and humanitarian organisations. 81% of SAC survey participants were based in Europe or North America, and significantly, 86% of SAC survey respondents indicated an expectation that they/their organisations would benefit from and contribute to the JDC’s work. As per discussions with internal and external key informants, within the initial phase of operation, **JDC’s Strategic Advisory Council has been an effective and efficient mechanism for engaging a wide array of stakeholders for the purpose of socializing the JDC’s mission, obtaining input and buy-in, establishing collaboration and elaborating thematic areas of focus.** Whilst the broad participation in the SAC may attest to the relevance of the JDC’s work within this space as perceived by different stakeholders, survey results and stakeholder consultations suggest that **expectations of engagement with the JDC – either via their organisations or through their own participation within the SAC, are not adequately satisfied.** 1/3 of SAC survey respondents indicated that the JDC was only moderately successful in convening stakeholders for the purpose of advancing its global mission and specific objectives, and 1/3 felt that the JDC had only been moderately successful in establishing or promoting new partnerships relevant to its mission and objectives.

To what extent has the JDC succeeded in convening stakeholders for the purpose of advancing its global mission and specific objectives?



To what extent has the JDC been able to establish or promote new partnerships relevant to its mission and objectives?



Whilst the low response rate to the MTR surveys limits the weight that can be ascribed to such findings, based on survey feedback and discussions with key informants, a few clear challenges are evident as regards the JDC's engagement with stakeholders via the SAC:

- In **deference to inclusivity**, which has resulted in mushrooming participation, the **SAC's strategic advisory function vis-à-vis the Management Committee, and the JDC overall, has been diminished**. SAC participants have commented that due to the number of participants, the range of profiles and awareness for the JDC's work, consultations are more akin to workshops/ conferences. SAC meeting agendas and read outs suggest that the JDC Team has devised workable models for consultation and discussion despite the large number of participants, but stakeholder feedback suggests the format is not conducive to strategic or thematic discussions of adequate depth.
- **Lack of understanding of the JDC's mandate and way of working**: it is apparent that not all participants within the SAC fully understand the JDC's work and how they can engage beyond their participation in SAC meetings. In some instances, this is expressed as a misunderstanding of what the JDC actually does, and in others, of what partners stand to gain from engaging with the JDC beyond awareness for its activities.
- **SAC participation vs. partnership**: the JDC's partnership approach is adequately spelled out on its website, and key informants with which the MTR Team spoke understood the entry points for engagement with the JDC and its work at different levels, however, comments received within the SAC survey and its follow-up focus group discussion, as well as within the presentation to the SAC on the MTR's preliminary findings, **suggests several SAC participants expect more concrete opportunities for operational engagement in data collection activities**. Whilst it is evident that the JDC has pursued operational partnerships with humanitarian and development actors in the field for the purpose of data collection and analysis, these emerge from strategic operational opportunities as identified by UNHCR and the World Bank in specific forced displacement contexts. As such, some stakeholders, e.g. NGOs, interpret this as an intention to view them merely as an audience or consumers of products, whereas associating them within the production of data and analysis would potentially enhance their ability to use the data and evidence and help stakeholders understand how socioeconomic microdata connects to bigger debates, the JDC's strategy and challenges and opportunities within operational contexts. As already noted in section 2.2.2, the MTR Team assesses that the **JDC is balancing limitations deriving from its Charter with operational investments that offer partners meaningful opportunities for engagement** across the portfolio of activities.
- **Return on participation investment**: Having been welcomed to participate and contribute to the JDC's work via SAC consultations, and subsequently investing their time and expertise to inform these, it is evident that **many participants to the SAC are invested and feel a certain degree 'ownership' over the JDC's work such that they expect their opinions and preferences to be heard**. The extent to which their opinions are heard or taken into consideration has however not always been evident to SAC participants, who express some frustration for inconsistent follow up reporting on outcomes of MC discussions and decisions. In both survey comments and stakeholder

consultations, it appears that some SAC participants feel that the forum has been used to ‘rubber stamp’ the JDC’s work as opposed to inform / contribute to it.

Whilst the SAC remains an important element within the JDC’s institutional set-up, it appears that a reconfiguration is warranted if its function as a strategic advisory body is to be leveraged and stakeholder perceptions of utility of their engagement with the JDC via the SAC are to be increased. Given the sheer size of the SAC, the multiple stakeholder profiles present and the varied thematic areas of interest or expertise to which participants might contribute, in order to better leverage the broad participation for JDC’s benefit and that of SAC members, **the MTR Team assesses a need for a more structured forum.** Several potential alternative configurations or approaches could contribute to streamlining consultation and targeting exchange in a more satisfactory way for different stakeholder groups. Whilst much of the work the JDC contributes to is approached in both strategic and technical depth in other fora, e.g. EGRISS or in specific UN-led interagency working groups, **a thematic structure for SAC consultations may yield better participatory outcomes that contribute to aligning stakeholder priorities and expectations vis-à-vis their engagement with JDC.**

In considering the JDC’s continued engagement with stakeholders via the SAC, whatever reconfiguration may or may not emerge, **the JDC should continue to remain sensitive to the investment of SAC participants’ time and expertise, the sense of ‘ownership’ that this may contribute to instilling, and the potential to optimize the engagement of partners for mutual benefit to both the JDC and actors across the forced displacement data landscape.**

2.4.2 Grant management and activity implementation

As described in section 2.2.6 JDC has developed a detailed, multi-stage procedure for initiating new activities that entails strategic prioritization, consultation and partnership from identification through to implementation.

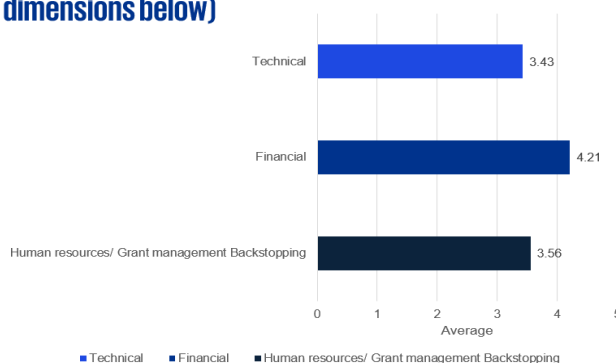
The **JDC’s Playbook** describing the Center’s operational processes in relation to delivery on its strategy and procedures involved with setting up and implementing a new JDC-funded activity **is assessed to be a well-elaborated and functional set of guidelines that facilitates operationalization of its work with World Bank and UNHCR staff.**

With new activities identified via three routes: a) per a Call for Expression of Interest; b) per the Rolling Window fund, and c) per Pro-active identification, the JDC is assessed to have established efficient mechanisms by which it can build its portfolio of activities in accordance with selection criteria defined in its Strategy. **A number of key informants noted that the portfolio of activities contained some that were relatively less strategic in nature,** but it was not clear from survey results or specified in key informant interviews which activities were assessed to be less strategically relevant and thus less impactful from an investment standpoint. Key informants have however noted that the **incorporation within the strategy of selection criteria and their subsequent application is contributing to shaping a more strategic portfolio of activities.**

Nonetheless, per key informant interviews and comments received within the TTL / Manager survey, **the steps from activity identification to implementation are well-defined and evidently understood by engaged task teams and managers,** although the rigorous vetting and peer review process to which proposed actions are subjected is considered resource-intensive, for what in some cases, amounts to relatively small amounts of funding.

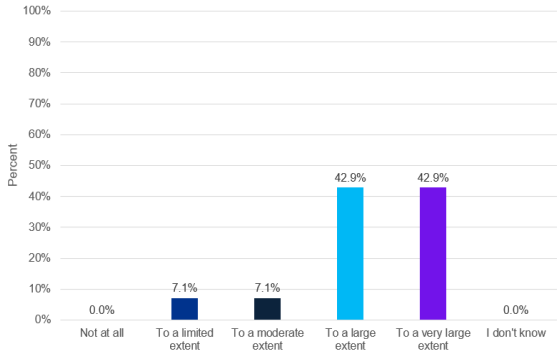
As depicted in the survey responses, it appears that **TTLs/Managers perceive the JDC’s financial support as more adequate than its technical support for the purpose of managing JDC-supported activities.**

To what extent is the JDC’s support to you / your team in managing the activity adequate? (Please indicate level of adequacy across the dimensions below)

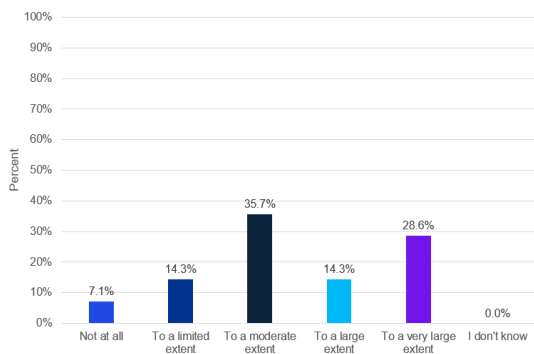


JDC’s strong technical capacity has been echoed by several internal and external key informants, but survey results – which are from 25% of JDC-supported TTLs/Managers, suggest they value the JDC’s funding function over its technical advisory function. **The MTR Team did not have the opportunity to contextualize these results beyond the interviews with four TTLs/Managers as described above, but the results warrant further investigation by the JDC with Task Teams it supports.**

Financial



Technical

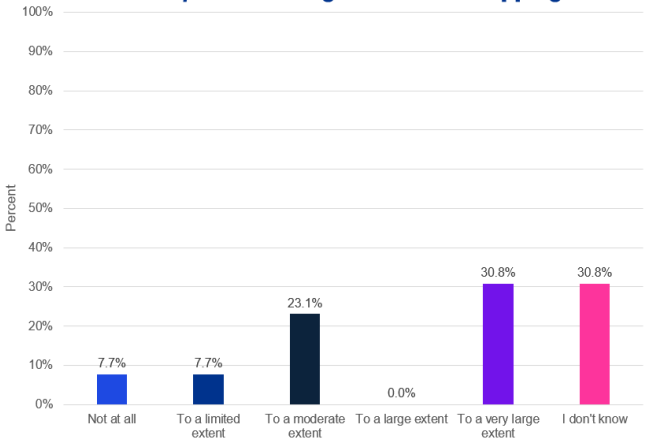


Almost one third of TTL’s suggested that the **JDC’s human resources support for grant management are largely adequate**. Surprisingly, the same percentage of respondent’s ‘don’t know’ if such support is adequate or not, suggesting that this is not an important aspect of the JDC’s engagement with Task Teams receiving JDC funding. Just over one third of TTLs reported that activities were being implemented in accordance with anticipated timelines. Relatively intense reporting requirements for use of JDC funding is considered overly burdensome by some task team leads / managers, but there is little evidence that such requirements go beyond basic requirements and standard good practice.

Key informants commented that **JDC’s grant management functions are relatively well-defined**, though noted that **responsibility for grant management residing with professional-grade technical staff overseeing thematic areas should be considered from the standpoint of efficiency in delivering against technical functions more directly in line with their expertise and competencies**. Survey respondents also noted the importance of having both World Bank and UNHCR staff co-managing as TTLs on future grants in order to ensure that institutional incentives exist for collaboration that can result in deeper cooperation at the institutional level into the future.

At an institutional level, whilst 60% of JDC’s funding for grants has been allocated to data collection and analysis activities under SO2, several key informants suggest that **data collection and analysis activities are not adequately tied to defined strategic priority policy objectives** such that gaps that are filled by data collection actually contribute to advancing policy debate in a meaningful and visible way. In this regard, **perceptions of insufficient strategic prioritization of data collection investments have given rise to questions of opportunity costs** that the JDC and its parent organisations should be considering in ensuring that the JDC continues to leverage the institutional partnership and funding available to deliver demonstrable change in the potential for data and evidence to drive decision making. As a few key informants point out, **should the JDC fail to target outputs and sufficiently prioritize and invest in activities that can truly achieve catalysation and realize its transformative potential, its investments risk becoming redundant vis-à-vis what the World Bank or UNHCR might have accomplished independently.**

Human resources/ Grant management Backstopping



2.4.3 Use of resources

In terms of the overall efficiency in raising funds and use of resources, JDC’s achievements have

been mixed. On the one hand, the JDC has not met its ambitious targets of raising, allocating, and disbursing funds according to its strategy. On the other, the JDC has achieved, or is on track to achieve, the outputs that it had envisaged in that strategy.

Table 1.	2019	2020	2021	2022	2023	Total
Estimated Resources required for the Strategy period (according to the Strategy)	-	-	19 680 000	16 430 000	11 900 000	48 000 000
JDC donor contributions	8 917 934	9 161 992	7 389 954	6 939 667	2 241 178	34 650 725
JDC budget allocations (pooled WB MDTF & UNHCR contributions)	-	18 421 183	9 575 121	5 746 611	5 000 000	38 742 915
JDC budget expenses (pooled WB MDTF & UNHCR contributions)	1 718 265	5 270 999	6 877 944	8 287 903	-	22 155 111

Fundraising targets

The JDC has not met the ambitious fundraising targets that was set in the strategy. As shown in table 1, in its Strategy, the JDC had estimated that a total of USD 48 million was required to fund the work that it had planned for the strategic period (2021-2023⁸). The requirements were broken down by operational and administrative needs, which were built on the baseline set in 2020. Of the USD 48 million, JDC had estimated its operational activities to require USD 37.6 million with the remaining USD 10,3 million used for programme implementation and coordination, and administration and management. With nearly USD 20 million in available financing, JDC had set a goal of USD 27.5 million for the strategy period. However, JDC's donor contributions for 2021 – 2023, totals approximately USD 16.6 million out of which USD 7.5 million was already pledged by the end of 2020, leaving the total amount of funds raised in the strategy period to just a little over USD 9 million. This represents only 33 percent of the funds estimated to be raised, which falls well short of that Strategy target. Some of the stakeholders we spoke with suggested that they expect the JDC to develop a thorough fund-raising strategy for its new strategy period. According to JDC management, the organisation is working strategically towards raising funds, in close coordination (and with the support of) its donors and parent institutions. JDC has also developed a coordination group which consists of staff from both the World Bank and UNHCR dedicated towards supporting JDC's fundraising efforts.

Disbursement of funds

The JDC has only been able to expend just over 65 percent of its allocated funds between 2019 – 2022. Of the total of USD 33.7 million allocated between 2020 and 2022*, JDC has only disbursed USD 20.4 million (roughly 60 percent). This is particularly true of JDC's allocation and disbursement of its operational activities where approximately 57 percent of its allocated funds are expended. Many of JDC's activities are multi-year and thus comparing disbursements to allocation on yearly basis does not yield any meaningful analysis. Most of the funds for the JDC activities were allocated in 2020 and the disbursements have gradually increased since then, however, it is important to note that of the total USD 21.6 million allocated in between 2020 and 2022 for operational activities, the aggregate operational disbursement is only USD 12.4 million.

Administrative costs

Despite the lower figures of funds raised, allocated, and disbursed, as envisaged in the Strategy, the administrative costs have been relatively closer to what was estimated in the strategy. In the strategy,

⁸ Allocations for CY2023 are indicative until approved by the Management Committee in March 2023

*The USD 5 million allocated in 2023 is not included in this calculation

the resources required to fund the work were broken down by operational and administrative needs, which build on the baseline set in 2020. As shown in table 2, in 2021, the estimated operational needs amounted to nearly USD 16.6 million and administrative costs roughly USD 3 million. However, in terms of actual numbers, while the allocation and disbursement for operational activities were significantly lower (USD 6.57 million, and USD 4.06 respectively), the disbursement for administrative costs remained nearly as estimated in the strategy (USD 2.82 million). Similarly, for 2022, while the disbursement for administrative cost was indeed lower than what was estimated in the strategy (roughly 70 percent of what was estimated), the amount of funds allocated and disbursed for operational activities were significantly lower (roughly 35 percent and 50 percent respectively).

Table 2.	2021 (Estimated)	2021 (Allocated)	2021 (Disbursed)	2022 (Estimated)	2022 (Allocated)	2022 (Disbursed)	2023 (Estimated)	2023 (Indicative allocation)
Operational (Total)	15 590 000	5 575 121	4 056 726	11 850 000	1 123 000	5 761 446	7 240 000	1 500 000
Rolling Window fund for strategic investments	1 000 000	1 000 000	n/a	1 000 000	1 000 000	n/a	1 000 000	-
Program implementation and Coordination	1 700 000	1 600 000	1 631 908	2 080 000	1 965 805	1 457 363	2 140 000	2 000 000
Administration and management	1 390 000	1 400 000	1 189 310	1 500 000	1 657 806	1 069 094	1 520 000	1 500 000
Total	19 680 000	9 575 121	6 877 944	16 430 000	5 746 611	8 287 903	11 900 000	5 000 000

Efficiency in achieving Outputs

Considering the progress towards outputs as laid out in its results framework, the JDC is on track to meet or exceed its targets within the current strategy period. Review of the JDC’s portfolio of activities

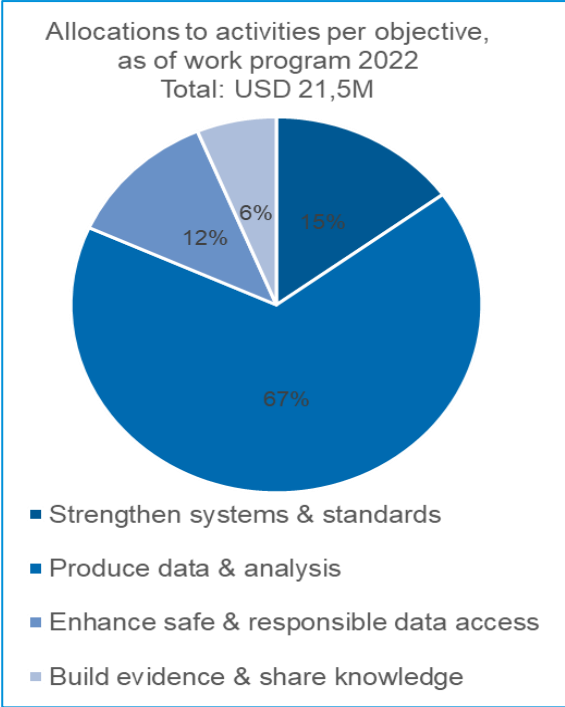
indicates that, as of December 2022, of the 50 total activities, 43 are on track towards delivering within scope and timeline, while 7 are identified for exhibiting challenges. It was indicated in the interviews that as the JDC approaches the end of its strategy period, more activities may be identified as exhibiting low

Table 3. Portfolio as of December 2022	Total Number of Activities	Number of Activities on track towards delivery within scope and timeline. (including any minor delays)	Number of activities identified for exhibiting low disbursement and/or activity level, budgetary constraints, or having not started
Objective I	9	8	1
Objective II	32	28	4
Objective III	4	4	0
Objective IV	5	3	2
Total	50	43	7

disbursement and/or activity level or budgetary constraints. The results framework assessments and quarterly portfolio review documents however indicate that the JDC is well on track to achieve, and in some cases exceed, the target outputs as envisaged in its results framework within the strategy period.

The JDC has allocated nearly 70 percent of its resources to support activities aimed at achieving one of its objectives. The distribution of JDC funding, according to the strategy, was to place high emphasis on funding activities to achieve the goals of Strategic Objective 2, *Producing Data and Analysis*, in each year of the strategy, as indicated by the figure. This commitment is also reflected in JDC's portfolio of activities, with some 36 activities undertaken with stakeholders across the globe since its inception, dedicated to achieving this objective. The JDC did this by funding and supporting data collection exercises and analytical efforts, as well as engaging with partners, including national statistical offices, to facilitate the inclusion of the forcibly displaced in censuses and national statistical surveys.

However, there is growing recognition that some of the JDC's funds can be better utilized if directed towards making the data and analytics already produced more accessible, digestible, and identifiable. In a recent concept note, the JDC has also acknowledged that although major gaps remain in the forced displacement data space, there is also a growing need for strengthening the linkage between research and operations. It further goes on to say that even in the areas where data gaps have been filled and quality analyses exist, the research risks being confined within the boundaries of academia. Several stakeholders reflected the same sentiment and expressed their desire for JDC to enhance its focus on improving accessibility and communication and increasing utilization of the data and analysis that it has already produced.








Recommendations

17. The JDC, in consultation with its parent organisations, should **convene the Management Committee for an extraordinary session to consider challenges for consistent participation within the Management Committee** and take stock of expectations of members as regards engagement and contributions.

18. The JDC, in consultation with its parent organisations, should **consider possible structural and thematic reconfigurations for the Strategic Advisory Council** that contribute to streamlining engagement across different stakeholder categories and thematic areas of work.

19. To address both its low disbursement rates and its desire to strengthen the linkage between research and operations, the **JDC should increase its focus and funding for activities under its third Strategic Objective.**

Annex 1. Activity Case Studies

Case Study 1		Implementing and refining statistical standards on refugee and IDP statistics				
 Budget & donor	 Timeframe	 JDC strategic objective	 Lead implementing agency	 Partners		
\$557,500 DEVCO	2020 - 2023	Strengthening systems & standards	UNHCR	55 countries / 34 regional/international orgs.		

Background	The United Nations Statistical Commission (UNSC), at its 47th session in 2016, established the Expert Group on Refugee, IDP and Statelessness Statistics (EGRISS) with the initial mandate to develop International Recommendations on Refugee Statistics (IRRS). EGRISS' mandate was later extended to develop the International Recommendations on Internally Displaced Persons Statistic (IRIS) and a Compilers' Manual. Currently, EGRISS is implementing its third mandate, focusing on the implementation of both sets of recommendations at national, regional and international levels as well as the development of the International Recommendations on Statelessness Statistics (IROSS).
JDC Engagement	<p>In supporting the work of EGRISS during its third mandate from 2020-2024, JDC's overall objective is to enable improved policymaking and response to forced displacement through strengthening the capacity of national and international institutions in the collection, management, and use of official statistics on refugee and IDP populations. To this end, JDC is providing financial and technical support to the EGRISS Secretariat and working groups in support of the wider objectives of the Expert Group.</p> <p>Specifically, JDC is contributing to activities across EGRISS' three complementary subgroups:</p> <ul style="list-style-type: none"> • Subgroup 1 – Promotion and dissemination of IRIS and IRSS at the country, regional, and global levels • Subgroup 2 – Capacity building for National Statistical Office (NSO) representatives and policymakers, including relevant line ministries and directorates • Subgroup 3 – Improvement and refinement of the Compilers' Manual that provides operational instructions on collecting and disseminating official statistics on refugees, asylum seekers, IDPs and related populations.
Key Messages:	
<p>Relevance: JDC's support for the work of EGRISS contributes to responding to ambitions and priorities laid out in the evolving normative framework, and investments in strengthening systems and standards, provision of technical support and building capacity amongst national authorities to collect and disseminate data, are identified as transformative priorities that will increase national ownership and bring affected populations out of the statistical shadows.</p> <p>Coherence: Within JDC's portfolio of activities under its Strategic Objective 1, its support to EGRISS for the implementation and refinement of statistical standards on refugees and IDPs is viewed to be a pillar of the Strategic Objective itself, providing an important anchor for the JDC's work to strengthen systems and standards as relevant to other Strategic Objectives and the JDC's overall mission.</p> <p>Effectiveness: JDC's support for the work of EGRISS is assessed to be highly effective as a means of contributing to the JDC's Strategic Objectives, but also in leveraging a platform for projecting JDC's expertise and advancing its engagement with a wide range of relevant stakeholders across the forced displacement data landscape.</p> <p>Efficiency: JDC's investment in supporting the EGRISS Secretariat has been of strategic value, enabling the JDC to project its mission to a wide range of stakeholder, demonstrate relevant expertise and further build meaningful partnerships. As such, engagement with EGRISS is assessed to be a highly efficient means for JDC to achieve its objectives in terms of relevant programmatic outputs, but also in operationalizing the cross-cutting principles of the Center.</p>	

Relevance	<p>Rising numbers of forcibly displaced persons globally and the increasingly protracted nature of both refugee and IDP situations has created further urgency to deliver on commitments to promote inclusive national policies and enhance development engagement as a key mechanism for improving the lives of forcibly displaced persons and their host communities.</p> <p>The Global Compact on Refugees' section 3.3 on Data and Evidence confirms that, upon the request of concerned States, support will be provided for the inclusion of refugees and host communities, as well as returnees and stateless</p>
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	<p>persons as relevant, within national data and statistical collection processes; and to strengthen national data collection systems on the situation of refugees and host communities, as well as returnees.</p> <p>The UN Secretary-General’s Action Agenda on Internal Displacement stresses the importance of “more systematic inclusion of IDPs in the routine data-collection efforts of Governments, in particular in nationwide surveys and censuses, and calls on governments to put into place processes and systems to collect, analyse and manage internal displacement data and, when necessary, be supported with financial and technical assistance to do so. In supporting such efforts, the HLP calls on international donors to increase financial support to in-country data efforts as well as to global-level efforts to better understand internal displacement trends.</p> <p>Whilst stakeholders consulted acknowledge that EGRISS’ work to elaborate both the IRRS and IRIS predate the JDC and its support for the work of the Expert Group, there is unanimous appreciation for the significance of JDC’s contributions in enabling continuity and maintained pace. Through the collaborative efforts of EGRISS’ members, and with JDC’s support, key gaps and priorities in forced displacement data and evidence as identified in the global normative framework are being addressed in a manner that can fundamentally improve official statistics, learning across contexts and the quality of policy and decision making of national authorities and operational partners.</p>
<p>Coherence</p>	<p>EGRISS comprises members from 55 national statistics authorities from regions and countries affected by forced displacement and statelessness. 34 regional and international organizations also take part. As described by EGRISS’, openness and inclusivity are critical aspects of the EGRISS methodology, and collaboration with new, relevant partners from the statistical community are welcomed.</p> <p>With the wide participation of states, regional bodies and international and regional organisations, EGRISS recognizes the broad range of capacities, areas of expertise and interest of members as regards statistics on refugees, IDPs and stateless populations. EGRISS’ broad membership and the active participation of partners is acknowledged to be creating a space for dialogue and contributing to important exchange of experiences and knowledge. Within EGRISS, JDC is working directly with key actors with which it has sought to achieve complementarity in terms of how it engages with forced displacement data, such as the Joint IDP Profiling Service (JIPS), the Internal Displacement Monitoring Centre (IDMC), the UN Office for the Coordination of Humanitarian Affairs (OCHA), and the International Organization for Migration (IOM).</p> <p>As recognized by key informants, JDC’s support to EGRISS is highly strategic in terms of the partnership it enables - both between the Center and EGRISS, but also between the JDC and the numerous national and international stakeholders that cooperate to progress EGRISS’ work. To that end, whilst EGRISS’ work is clearly benefitting from both the financial and technical support provided by the JDC, through its engagement in this very active and participatory multilateral platform, the JDC is afforded a highly relevant channel through which it can pursue its objectives and further build engagement and alignment with relevant stakeholders that are key interlocutors within cooperative efforts the JDC is pursuing across its four Strategic Objectives. As such, there is evidence that the JDC has been able to leverage EGRISS for the purpose of establishing its role within the forced displacement data landscape vis-à-vis key partners, to demonstrate the expertise the JDC can bring to the table, and as a means to socialize its broader mission and objectives amongst important stakeholders at the global, regional and national levels.</p> <p>Thus, JDC’s engagement with EGRISS is assessed to be contributing to coherence for the broader work of the Center across the forced displacement data landscape, and the technical expertise that the JDC has offered within this forum has generated recognition for the Center’s competence and relevance as an interlocutor.</p> <p>Within JDC’s portfolio of activities under its Strategic Objective 1, its support to EGRISS for the implementation and refinement of statistical standards on refugees and IDPs is viewed to be a pillar of the Strategic Objective itself, providing an important anchor for the JDC’s work to strengthen systems and standards as relevant to other Strategic Objectives and the JDC’s overall mission.</p>
<p>Effectiveness</p>	<p>As part of the first phase of its work, EGRISS submitted two documents to the UNSC at its 49th session in 2018: <i>The International Recommendations on Refugee Statistics (IRRS)</i> and the <i>Technical Report on Statistics of Internally Displaced Persons</i>. Both documents were formally adopted and EGRISS’ mandate was extended to develop <i>International Recommendations on IDP Statistics (IRIS)</i> and an online Compilers’ Manual that provides guidance for practitioners to implement the two sets of Recommendations. Both documents were endorsed at the 51st session of the UNSC in March 2020.</p> <p>JDC began supporting EGRISS’ work in 2020, and whilst work towards elaboration and adoption of IRRS and IRIS predates JDC’s involvement with EGRISS, key informants acknowledge the significance of JDC’s financial support for the Secretariat in enabling the roll out of these two sets of recommendations with national and international stakeholders. To this end, the JDC’s financial contribution has enabled EGRISS’ elaboration of an e-learning course on ‘Official Statistics on Refugee and Internally Displaced Persons’ that is being developed by in collaboration with the</p>

	<p>United Nations Statistical Institute for Asia and the Pacific (UN-SIAP) as part of Subgroup 2’s workplan. Development of this introductory series is recognized by EGRISS as a core element of its capacity development efforts to support practitioners working within national statistical systems in compiling statistics on refugees and IDPs.</p> <p>JDC’s financial contribution for the work of the EGRISS Secretariat and specific initiatives is understood to be less visible to EGRISS’ members, but key informants suggest that it has enabled the Secretariat to bring on board staff and resources that have allowed the work to proceed at pace and with sustained inclusivity for a wide range of partners that provide content for EGRISS’ work.</p> <p>EGRISS reports that since the endorsement of the IRRS and IRIS, there are over 100 examples of planned, ongoing or completed implementation of the recommendations at the national, regional and global levels.</p> <p>JDC’s support for the coordination of EGRISS’ Sub-Group 3 (Methodology), focusing on refining the Compiler’s Manual, is more visibly contributing to EGRISS’ outputs. The Compiler’s Manual aims to provide operational instructions on collecting and disseminating official statistics on refugees, asylum seekers, IDPs and related populations. Intended to be a ‘living document’ supporting the implementation of both the refugee and IDP recommendations, the manual is being revised and enhanced based on the growing experience and expertise of EGRISS members in implementing IRRS and IRIS.</p> <p>Following the UN Statistical Commission’s incorporation of statelessness statistics in EGRISS’ Terms of Reference in December 2021, JDC’s support under a complementary dedicated project is also enabling elaboration of the</p> <p>The effectiveness of JDC’s technical support to EGRISS is directly visible in the quality of publications to which it has contributed and the acknowledged expertise that stakeholders report JDC contributing to in discussions and coordination of thematic working groups. The effectiveness of JDC’s financial contribution to the work of EGRISS is difficult to ascertain, but stakeholders unanimously acknowledge the significance of this in sustaining the momentum of EGRISS’ work in general and can point to specific initiatives financially supported by the JDC that are critical to dissemination and capacity building for IRIS and IRRS.</p> <p>JDC’s support for the work of EGRISS is assessed to be highly effective as a means of contributing to the JDC’s Strategic Objectives, but also in leveraging a platform for projecting JDC’s expertise and advancing its engagement with a wide range of relevant stakeholders across the forced displacement data landscape.</p>
<p>Efficiency</p>	<p>Efficiency of JDC’s engagement with and support for EGRISS is primarily considered from the perspective of return on investment. Stakeholder consultations suggest that the JDC’s investment in supporting the EGRISS Secretariat is of strategic value to the extent that it has enabled JDC to project its mission to a wide range of stakeholder, demonstrate relevant expertise and further build meaningful partnerships. It is evident that this has indeed resulted from JDC’s engagement, but it has also been realized whilst JDC delivered on specific elements of its own strategy. As such, this engagement is assessed to be a highly efficient means by which JDC has been able to achieve its objectives in terms of relevant programmatic outputs, but also in operationalizing the cross-cutting principles of the Center - not least the principle of partnerships and coordination, even if this is not strictly visible to all stakeholders.</p> <p>Efficiency of JDC’s engagement with EGRISS is also considered from the perspective of its grant management function vis-à-vis the UNHCR-led Task Team responsible for direct oversight of activities. Stakeholder consultations suggest that the activity itself has been efficiently managed with JDC’s coordination, and that resources have been allocated such that they contribute to mutually reinforcing objectives sustaining the work of the EGRISS Secretariat, technical input to and coordination of thematic workstreams, and development of relevant initiatives that enable roll out and implementation of EGRISS’ core outputs.</p> <p>Consideration for reporting requirements and the transaction costs associated with elaboration and approval of the UNHCR-led activity are assessed by key informants to be relatively intense.</p>

Case Study 2 Integrating Forcibly Displaced Populations into COVID-19 High Frequency Phone Surveys

 Budget & donor	 Timeframe	 JDC strategic objective	 Lead implementing agency	 Partners
\$397,512 MDTF	2020 - 2021	Produce Data and Analytics	World Bank	UNHCR, other partners

Background	At the onset of the COVID-19 it was understood that the most vulnerable populations, including the forcibly displaced populations (FDPs) maybe the most affected by the pandemic. However, due to insufficient data, and a general lack of inclusion of the forcibly displaced population into national surveys, made it highly difficult for national authorities and humanitarian and development agencies to understand the gravity of the challenge or design programs to assist such populations. In particular, the lower livelihoods and often crowded and poor living conditions of populations affected by forced displacement made them more susceptible to both the health and economic effects of the pandemic. Thus, the need for data and evidence on the economic effects of COVID-9 and, in particular, its effects on FDPs became critical to help monitor and mitigate the social and economic effects of the crisis on these specific vulnerable groups.
JDC Engagement	<p>The World Bank’s Poverty and Equity Global Practice and Development Economics Data Group have jointly engaged in fielding high frequency phone surveys (HFPS) in some 100 countries worldwide to understand welfare needs and changes in socioeconomic outlooks during the pandemic. Using this platform, the JDC is supported the expansion of those efforts to include data collection on FDPs in several countries including Burkina Faso, Chad, Djibouti, Ethiopia, Iraq, and Jordan.</p> <p>The overall objective of this engagement was for the JDC to support extensions of planned and existing high frequency phone-based COVID-19 surveys to include FDPs in these activities. The activities, data collection and analysis, were to assess the changes in welfare and vulnerabilities during the COVID-19 pandemic of the forcibly displaced. The activities further aimed to analyse the experience of displaced populations and their hosts in the selected countries. JDC’s aim in supporting this activity was that the data and evidence gathered will inform the policy dialogue for country and global-level planning to identify, raise awareness of, and counter negative socioeconomic outcomes of COVID-19 on FDPs.</p>
Key Messages:	
<p>Relevance: The emergence of COVID-19 highlighted the importance and lack of quality data on the effects of COVID-19 on vulnerable populations. Following the calls for better data in this context the JDC worked with its parent institutions to help fill this gap.</p> <p>Coherence: The JDC Strategy 2021-2023 identifies the existence of a “systems gap” or limited integration in national statistical systems of affected countries. It is with this backdrop that the JDC’s support in the expansion of Covid-19 High frequency Phone Surveys to include data collection on forcibly displaced populations in several countries is considered complimentary to other efforts across the forced displacement data landscape.</p> <p>Effectiveness: When assessed through the goals of JDC’s Strategic Objective 2 (Producing Data and Analysis), the integration of the FDPs into high frequency phone surveys has been one of the highlights of JDC’s work. Through these activities, the JDC has filled a data gap that was identified and without which, the high frequency phone surveys would have missed a crucial segment of affected population.</p> <p>Efficiency: If JDC’s support for integrating forcibly displaced populations into COVID-19 high frequency phone surveys is primarily considered from the perspective of return on investment, the contribution of these activities towards achieving the output indicators under Strategic Objective 2, would be assessed as efficient.</p>	

Relevance	<p>The Global Compact on Refugees’ section 3.3 on Data and Evidence confirms that, upon the request of concerned States, support will be provided for the inclusion of refugees and host communities, as well as returnees and stateless persons as relevant, within national data and statistical collection processes; and to strengthen national data collection systems on the situation of refugees and host communities, as well as returnees.</p> <p>The UN Secretary-General’s Action Agenda on Internal Displacement stresses the importance of “more systematic inclusion of IDPs in the routine data-collection efforts of Governments, in particular in nationwide surveys and censuses, and calls on governments to put into place processes and systems to collect, analyse and manage internal displacement data and, when necessary, be supported with financial and technical assistance to do so. Similarly, in a 2020 JDC organized event, the UN High Commissioner for Refugees, Filippo Grandi stressed the need to “make the case of the economic effects of Covid -19 and how it is affecting refugees,” asserting that “Covid -19 made our open data agenda even more urgent.”</p> <p>The emergence of COVID-19 highlighted the importance and lack of quality data on the effects of COVID-19 on vulnerable populations. Following the calls for better data in this context the JDC worked with its parent institutions to</p>
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	<p>help fill this gap. In collaboration with World Bank and UNHCR teams, the JDC identified six countries that could either: (1) integrate a representative sample of FDPs into the ongoing high-frequency phone surveys that were being undertaken by the World Bank on the host populations to monitor welfare and behavioural changes during the pandemic; or (2) execute a parallel survey on the forcibly displaced alongside those national surveys. According to some stakeholders, JDC's funding for these activities were instrumental and highly relevant in realizing that goal.</p>																
Coherence	<p>The JDC Strategy 2021-2023 identifies the existence of a "systems gap" or limited integration in national statistical systems of affected countries. According to the Strategy, 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.</p> <p>The JDC's founding documents also stress on the idea that the JDC is established to complement existing efforts by others and aim to focus on recognized gaps in existing systems. JDC activities are meant to be collaborative with other partners with a view to focusing efforts on areas where needs are highest and to identify synergies in areas where collaboration makes most sense. It is with this backdrop that the JDC's support in the expansion of Covid-19 High frequency Phone Surveys to include data collection on forcibly displaced populations in several countries is considered complimentary to other efforts across the forced displacement data landscape.</p> <p>The SAC survey respondents perceive strong coherence in terms of the JDC's supported activities under this Strategic Objective and improvement in the availability and accessibility of high-quality socioeconomic data and evidence on affected populations.</p>																
Effectiveness	<p>Under its Strategic Objective 2, the JDC aimed to support data collection and analysis that would facilitate comparison between displaced and non-displaced communities. In addition to integrating affected populations into national surveys and statistical systems, this objective also aimed to enhance the capacity of the national statistical agencies to enable sustainable change. According to the strategy, the JDC support activities 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 ultimately, on the protection and well-being of affected populations.</p> <p>When assessed through the goals of the Strategic Objective, the integration of the FDPs into high frequency phone surveys has been one of the highlights of JDC's work. Through these activities, the JDC has filled a data gap that was identified and without which, the high frequency phone surveys would have missed a crucial segment of affected population. In terms of quantitative outputs, this set of activities has been effective in contributing towards the three specific indicators as set out in JDC's results framework.</p> <table border="1" data-bbox="316 1155 1485 1688"> <thead> <tr> <th data-bbox="316 1155 778 1245">Indicator</th> <th data-bbox="778 1155 948 1245">Overall, 2023 Target</th> <th data-bbox="948 1155 1139 1245">Achievement under activities 2.26-2.32</th> <th data-bbox="1139 1155 1485 1245">Comment</th> </tr> </thead> <tbody> <tr> <td data-bbox="316 1245 778 1395">Support the production of 15 datasets on affected populations through data collection processes of National Statistical Offices, and which are SDG-sensitive where relevant</td> <td data-bbox="778 1245 948 1395">15</td> <td data-bbox="948 1245 1139 1395">3</td> <td data-bbox="1139 1245 1485 1395">Burkina Faso (3 rounds), Chad (2 rounds) and Djibouti (1 round) datasets</td> </tr> <tr> <td data-bbox="316 1395 778 1514">Support the production of 30 datasets on affected populations, which are comparable to non-displaced populations, and SDG-sensitive, where relevant</td> <td data-bbox="778 1395 948 1514">30</td> <td data-bbox="948 1395 1139 1514">5</td> <td data-bbox="1139 1395 1485 1514">Burkina Faso (3 rounds), Chad (2 rounds), Djibouti (1 round), Iraq (4 rounds) and Ethiopia (2 rounds) datasets</td> </tr> <tr> <td data-bbox="316 1514 778 1688">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</td> <td data-bbox="778 1514 948 1688">80</td> <td data-bbox="948 1514 1139 1688">8</td> <td data-bbox="1139 1514 1485 1688">Ethiopia (2 briefs), Chad (2 briefs), Burkina Faso (2 briefs), Djibouti (1 brief) and Iraq (1 report).</td> </tr> </tbody> </table> <p>These activities have also contributed towards the JDC's other Strategic Objective outputs, such as conducting training sessions with National Statistical Organizations (SO 1), testing innovative tools, methods and technological solutions (SO 1), making JDC supported datasets publicly available (So 3), and supporting data sharing agreements between the World Bank and the UNHCR (SO 3).</p> <p>In addition, the key findings of these activities have been presented to the World Bank President David Malpass and shared with the UNHCR High Commissioner Filippo Grandi to support his conversations during his visit to Chad, as well as shared with national authorities to facilitate evidence-informed decision making. Furthermore, stakeholders and Task Team Leaders consulted about these activities as well as research to measure changes in socio-economic of forcibly displaced populations and host communities since COVID-19, expressed that the analysis conducted on the basis of this data is reported to have contributed to informing the operations of partner agencies in these contexts.</p>	Indicator	Overall, 2023 Target	Achievement under activities 2.26-2.32	Comment	Support the production of 15 datasets on affected populations through data collection processes of National Statistical Offices, and which are SDG-sensitive where relevant	15	3	Burkina Faso (3 rounds), Chad (2 rounds) and Djibouti (1 round) datasets	Support the production of 30 datasets on affected populations, which are comparable to non-displaced populations, and SDG-sensitive, where relevant	30	5	Burkina Faso (3 rounds), Chad (2 rounds), Djibouti (1 round), Iraq (4 rounds) and Ethiopia (2 rounds) datasets	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	80	8	Ethiopia (2 briefs), Chad (2 briefs), Burkina Faso (2 briefs), Djibouti (1 brief) and Iraq (1 report).
Indicator	Overall, 2023 Target	Achievement under activities 2.26-2.32	Comment														
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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	80	8	Ethiopia (2 briefs), Chad (2 briefs), Burkina Faso (2 briefs), Djibouti (1 brief) and Iraq (1 report).														

	<p>However, some stakeholders noted that there was not a set criteria or strategy regarding which countries are selected as part of these activities. The JDC's Strategy emphasis on the selection of activities under Strategic Objective 2 will be based on a clear demand from national- and regional-level decision-makers and lays out the specific criteria that need to be met, including, country/displacement situation, relevance and timeliness, clear demand and appropriate partnerships, feasibility, non-duplicative and synergic work, and public good and dissemination. Although each engagement is accompanied by a scoping note that describes in detail the activities and expected deliverables, among other things, we have not seen a specific methodology, or use of the criteria set in the JDC strategy, through which these specific countries were selected. According to one key informant, going forward, the JDC would benefit from being more strategic in the selection of countries.</p>
Efficiency	<p>The JDC has dedicated nearly 60 percent of its resources to support activities under Strategic Objective 2. The distribution of JDC's funding is reflected in its portfolio of activities, with some 36 activities undertaken with stakeholders across the globe since its inception, dedicated to achieving this objective. While the total commitment for the activities under this Strategic Objective is over \$22 million, the work done under these activities in the 6 countries, represent approximately \$400,000, which is just under 2 percent of the overall funding for this objective. If JDC's support for integrating forcibly displaced populations into COVID-19 high frequency phone surveys is primarily considered from the perspective of return on investment, the contribution of these activities towards achieving the output indicators under Strategic Objective 2, would be assessed as efficient.</p>

Case Study 3 **Compiling and curating UNHCR’s datasets for the Microdata Library**

 Budget & donor	 Timeframe	 JDC strategic objective	 Lead implementing agency	 Partners
\$1,244,800 BPRM	2019 - 2022	Enhancing safe and responsible data access	UNHCR	World Bank

Background	<p>In its Data Transformation Strategy 2020-2025, UNHCR has committed “...that by 2025, UNHCR is a trusted leader on data and information related to refugees and other affected populations, thereby enabling actions that protect, include and empower.” To date, UNHCR has shared mainly aggregated data openly and publicly, and access to microdata has largely been regulated by ad hoc data sharing agreements. This project is scaling UNHCR’s commitment to open and responsible data sharing, by discovering, cleaning, cataloguing and anonymizing microdata collected by UNHCR and its partners in both an internal-facing and an external-facing online platform, namely the Raw Internal Data Library (RIDL) and the Microdata Library (MDL). At the internal level, the project aims to improve data quality, prevent data loss, prevent duplication of data collection efforts, and reduce the burden of trying to find data as well as responding to personalized requests of other staff members. At the external level, it aims to contribute to the data value chain by promoting, through an ease of access, further analysis by academics and research centres, private sector, development actors and other humanitarian organizations. This analysis can be used to inform programming, policy, and advocacy efforts generating a positive impact on the lives of people affected by forced displacement.</p>
JDC Engagement	<p>The RIDL and MDL platforms are designed to provide a user-friendly format and a secure location for the storage and re-use of diverse datasets collected by UNHCR and others interested in or working with forced displacement issues. In addition to being the repository for new data activities, these platforms will host a large backlog of datasets which UNHCR or its partners have previously collected. To this end, JDC’s financial support facilitates the work of a Data Curation Team located within the Statistics and Demographic Section of UNHCR’s Global Data Service. The Team’s main task is to ensure that the RIDL and MDL platforms are populated with data that is appropriately cleaned, anonymized in a secure manner consistent with UNHCR’s Data Protection Policy, and is documented according to international standards. The Data Curation Team engages operations, partners and technical units to discover, identify, analyse, and prioritize data for storage, curation and potential wider dissemination. Through scoping data, training and remote support on use of platforms, the data curation team assists in institutionalizing the use of the platforms as corporate applications. Under this activity, the Data Curation Team is engaging UNHCR colleagues within a range of activities related to safe and responsible data access, as well as measures to promote data sharing from partners (including host governments, NSOs, non-governmental organizations and other organizations).</p>

Key Messages:

Relevance: JDC’s support for the activities of UNHCR’s Data Curation Team in increasing the accessibility of forced displacement data by populating the RIDL and MDL respond to ambitions and commitments of UNHCR and the global community as reflected in the normative framework, and the outcome of UNHCR’s efforts to establish and populate an external-facing microdata library is assessed to be a critical step towards responding to the access gap on forced displacement data as described in JDC’s mission.

Coherence: Further build out and population of the RIDL and MDL are viewed to be critical to operationalizing ambitions of JDC’s Strategic Objectives – not least in enhancing safe and responsible data accessibility, but also in connecting activities JDC is undertaking across the broader portfolio.

Effectiveness: Amongst the most significant outcomes of the intense work undertaken to populate the MDL has been the establishment of patterns of cooperation between the UNHCR and the World Bank, and across different levels of UNHCR on data issues. Within UNHCR, procedural, technological and notional barriers to sharing data, and for its institutional management, are being overcome to the extent that staff at all levels increasingly perceive the deeper value of data, understand the data transformation process itself and have increasing confidence in the institutional approach to ensuring safe and responsible data access for global audiences.

Efficiency: Having operationalized and populated the MDL, UNHCR DIMA focal points from the Regional Bureaux now report increasing engagement with external stakeholders to generate buy-in for their data to be housed on the MDL, which will be further facilitated by the replacement of ad hoc data sharing agreements with standardized institutional agreements between UNHCR and its partners.

Relevance	<p>The JDC’s objectives and activities under its Strategic Objective 3 on enhancing Safe and Responsible Data Access respond to commitments within the IASC Operational Guidance on Data Responsibility in Humanitarian Action, which stress awareness and understanding of the data ecosystem in a response as critical to informed decision-making, balancing the expected benefits and risks of data management and sharing.</p> <p>UNHCR’s Data Transformation Strategy recognizes that data on forcibly displaced and stateless populations is critical to informing the international agenda and to guiding strategy development, policymaking and programming choices at the global, regional and national levels. Beyond providing evidence for decision making, the DTS recognizes the</p>
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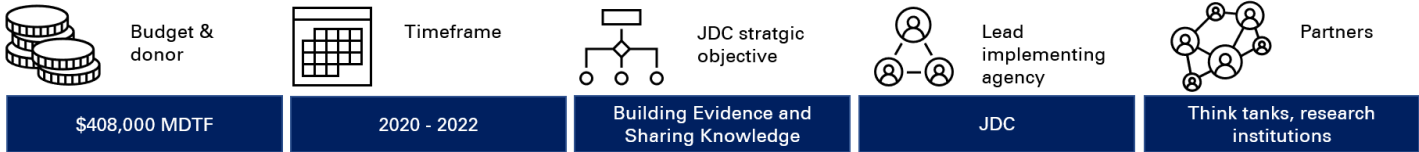
	<p>increasing importance of reliable data in ensuring the effectiveness of resource allocations, informing communications and advocacy, demonstrating accountability, and ultimately generating information that can save lives, safeguard rights and well-being, and contribute to resilience and long-term solutions.</p> <p>In framing UNHCR’s commitment and to become a trusted leader on data and information relevant to refugees and other affected populations, the DTS recognizes eight critical developments that are anticipated to significantly affect the manner in which UNHCR and partners will have to consider needs and opportunities for data and information. Several critical developments presented in the DTS correspond to challenges and opportunities identified within the JDC’s own 2021-2023 Strategy, including recognition for the investments and capacities required to generate reliable data that can mobilize political will, broaden support and inform arrangements for more equitable and predictable burden- and responsibility-sharing as foreseen within commitments of the Global Compact on Refugees.</p> <p>Consistent with data accessibility challenges and opportunities identified in the DTS, JDC’s 2021-2023 Strategy describes an “<i>access gap</i>” or <i>limited availability and access to microdata and disaggregated data</i> on forcibly displaced populations, hindering in-depth, policy-relevant research and interventions to improve the protection and well-being of displaced households and communities.</p> <p>JDC’s support for the activities of UNHCR’s Data Curation Team in increasing the accessibility of forced displacement data by populating the RIDL and MDL respond to ambitions and commitments of UNHCR and the global community as reflected in the normative framework. Whilst key informants acknowledge that this work has been primarily internally-facing and thus perceived as less relevant to a range of stakeholders across the forced displacement data landscape, the outcome of UNHCR’s efforts to establish and populate an external-facing microdata library is assessed to be a critical step towards responding to the access gap on forced displacement data and relevant to JDC’s mission.</p>
Coherence	<p>As reported by key informants, the project’s aim to improve data quality, prevent data loss, prevent duplication of data collection efforts, and reduce the burden of ad hoc internal data sharing requests is contributing to wider institutional efforts that underpin a cultural shift within UNHCR towards the perceived value of data. Whilst the utility and value of data produced in operational contexts has traditionally been considered from the perspective of immediate programming, reporting or advocacy needs of UNHCR, its partners and donors, the establishment of the RIDL and MDL have provided a destination for data beyond operational planning and project reports, enabling its treatment and staff’s perception of it as part of a value chain. As such, key informants acknowledge that JDC’s support for activities of the Data Curation Team in undertaking an institutional data identification and compiling that can be processed and prepared for publication on the RIDL and MDL have been complementary to the organisation’s shift towards leveraging data towards broader goals that resonate with stakeholders at different levels across the data landscape.</p> <p>Consistent engagement and liaison between UNHCR country operations, regional offices and global functions is being facilitated by UNHCR’s Data Identity, Management and Analysis (DIMA) Units, which are undertaking the heavy lifting towards elevating data governance, data management capacity and standards so as to improve the consolidation and usability of data for operational and strategic decision making. As such, the activity contributes to establishing coherence as regards staff’s perception of data collection purposes and potential uses, i.e. as reflected in the UNHCR DTS, but also coherence for the associated processes supported by the Global Data Service underpinning data transformation along the data value chain.</p> <p>UNHCR and World Bank colleagues recognize the important contribution of the World Bank in providing technical support for data management, data dissemination, and application of international standards that have enabled the creation and population of UNHCR’s RDL and MDL. Whilst this work was ongoing before the establishment of the JDC, the funding provided by the JDC allowed for corporate scaling of what was essentially a side project between UNHCR and the World Bank, intensifying and deepening the exchange between the two parent organisations. The collaboration between UNHCR and World Bank data colleagues supporting build out and operation of the RIDL and MDL is reported to have become embedded to the extent that it can continue without convening support from the JDC.</p> <p>As an activity within JDC’s portfolio, further build out and population of the RIDL and MDL are viewed to be critical to operationalizing ambitions of JDC’s Strategic Objectives – not least in enhancing safe and responsible data accessibility, but also in connecting activities JDC is undertaking across the broader portfolio. The MDL provides an external-facing platform for data collection outputs delivered by JDC-supported task teams as well as a point of reference for external audiences that may have an interest in using such data, and there is evidence that datasets produced with JDC support are now accessible there. As such, JDC’s support for this activity is assessed to be coherent with its own Strategic Objectives and those of both its parent organisations.</p> <p>From the perspective of external coherence, key informants acknowledge the cooperation required with UNHCR to identify and re-capture relevant datasets already accessible on existing platforms such as OCHA’s Humanitarian Data</p>

	Exchange, and the implications for accessibility of data within their own systems. Cooperative solutions are reported to have been put into place to facilitate more direct management of its own datasets and the data value chain by UNHCR.
Effectiveness	<p>The UNHCR MDL now has 570⁹⁹ published datasets with metadata tagged by year, country, collection (geographical region), license and data type. The catalogue is searchable by keyword, and datasets produced by UNHCR in cooperation with partners are identified as such. All datasets include comprehensive metadata and supporting documents such as survey questionnaires and analytical reports. The site provides information about the purpose of the MDL, and terms of use for both the platform and accessible data are described in detail. Users must register in order to access datasets, and UNHCR and JDC are using the analytics to monitor the nature of stakeholder engagement for consideration in MDL content and functionality.</p> <p>Key informant stakeholders from academia and multilateral development banks acknowledged the importance of the increased accessibility to data afforded by the MDL. The JDC’s survey of MDL users confirms that the vast majority of users are from academia (72%), and beyond just browsing data, the majority are actually engaging with the data in meaningful ways, e.g. requesting access to licensed-use data sets, downloading reports or questionnaires. 87% of surveyed users report not having experienced any challenges in using the MDL or with its functionalities, which is echoed in stakeholders’ reflections on the friendly user interface of the MDL. The MDL user survey has identified challenges experienced by some users in terms of finding data, and based on feedback from the small number of users reporting issues, the JDC is alerted to potential areas of functionality improvement. 94% of users have requested access to data, 78% of which is reported to be intended for academic research for reports that are to be published. 34% of users requesting access to data intended to use the data for research outside of academic contexts, e.g. policy reports or policy recommendations. 68% assessed the quality of data to be excellent, and 32% considered quality to be fair, citing difficulty in understanding variables or too many missing variables amongst the primary reasons for their appraisal of data quality. 36% of surveyed users identified issues with the structure of data and/or content that prevented them from using the MDL data as they would have liked, highlighting themes that the JDC may seek to address with UNHCR.</p> <p>As an activity supported by JDC, there may be a reasonable expectation that the outputs of the activity are directly relevant to JDC’s stakeholders in satisfying what they perceive to be the access gap for data and evidence that the MDL contributes to addressing. Given the internal-facing work required to deliver this activity and a focus on identifying and capturing pre-existing data from across UNHCR’s global operations, this is not immediately evident to all stakeholder groups. Whilst UNHCR, with JDC support, has discovered, identified, analysed, sanitized, anonymized, and curated 570 datasets for publication on the MDL, consultations with different categories of stakeholders suggest that this is not uniformly translating into perceptions of increased data accessibility. Whilst the MTR Team has not had the opportunity to assess analytical reports on MDL usage beyond the user survey results, stakeholder consultations broadly indicate that access to data via the MDL in the form of datasets is at least one step removed from what some partners would define as access. Indeed, JDC acknowledges that datasets themselves are not immediately accessible to all stakeholder categories such they can be utilized in decision making without significant analytical processing, but the population of the MDL and the level of accessibility that has been achieved is a significant outcome for JDC and the several stakeholders across the wider community.</p> <p>Stakeholders also noted that much of the data that has been processed and transposed to the MDL is historical, e.g. the presence of four datasets from Kyrgyzstan from the 1990s. 490 of the 570 available datasets are from 2017 or later, and 295 are from 2020 until present day. A keyword search, and comparison of data available from different forced displacement contexts, suggests that the vast majority of data currently accessible via the MDL is relevant to refugee populations, with relatively less datasets for internally displaced or stateless populations. For example, three datasets from 2022 are available on Ukrainian populations in Poland, but the most recent datasets from surveys of populations in Ukraine are from 2020. New datasets are available on a daily basis, and the UNHCR DIMA teams acknowledge that having cleared backlogs of data, they are looking forward to continuing to build the MDL database repository with new datasets. As of now, only two datasets available on the MDL have been tagged as having been produced with JDC engagement.</p> <p>As has been emphasized by key informants within UNHCR and the World Bank, amongst the most significant outcomes of the intense work undertaken to populate the MDL has been the establishment of patterns of cooperation between the UNHCR and the World Bank, and across different levels of UNHCR on data issues. Indeed, within UNHCR, procedural, technological and notional barriers to sharing data, and for its institutional management, are being overcome to the extent that staff at all levels increasingly perceive the deeper value of data, understand the data transformation process itself and have increasing confidence in the institutional approach to ensuring safe and responsible data access for global audiences.</p>

⁹⁹ As of 19 January 2023

<p>Efficiency</p>	<p>JDC’s operationalization coincided with the launch of the UNHCR DTS, and the funding the JDC provided for the activity is recognized to have contributed to operationalization of the DTS strategy itself, providing resources that allowed for staffing and ignition of processes towards more deliberate and strategic engagement on data within the organization.</p> <p>UNHCR DIMA focal points from Regional Bureaux acknowledge that the process of discovering and collecting data was initially slow with a considerable amount of resistance from staff in offering up datasets for curation, but with the support of a few particularly engaged and cooperative country operations and units at headquarters, a critical level of momentum has been achieved. Whilst there is persisting scepticism amongst some country offices to volunteer data, the culture within the organization is recognized to be changings such that residual apprehension for the public use of data is expected to continue to dissipate.</p> <p>Indeed, the pairing of the data identifying and compiling exercises with training and capacity building is viewed to have generated interest and investment amongst staff at operational levels to cooperate with UNHCR DIMA focal points, providing an opportunity for DIMAs reinforce the message that increasing accessibility for operational data could eventually result in more visibility for their operations within UNHCR and to external audiences.</p> <p>Having operationalized and populated the MDL, UNHCR DIMA focal points from the Regional Bureaux now report increasing engagement with external stakeholders to generate buy-in for their data to be housed on the MDL, which will be further facilitated by the replacement of ad hoc data sharing agreements with standardized institutional agreements between UNHCR and its partners.</p>
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Case Study 4 Knowledge Sharing Activities of the JDC: Disseminating evidence and data on those forcibly displaced



Background
 The JDC’s ‘Knowledge Sharing’ activities are presented as a crucial element in establishing the JDC as a pivotal institution that will initiate, develop, and strengthen partnerships among various stakeholders within the context of forced displacement. Specifically, the JDC aims to collect evidence from data-based research, either financed and supported by the JDC or originating from other rigorous studies. This evidence is then disseminated among a wide audience of academic scholars, practitioners, staff in international and non-governmental organizations, and policymakers, with an ultimate goal of informing policy-design, implementation and programming.

JDC Engagement
 The overall objective of the Knowledge Sharing activities is to stimulate increased policy and academic debate on forced displacement and position the JDC as a key facilitator of data-based knowledge exchange between different stakeholders. Specifically, the activities included in this workstream aim to reach two complementary goals. First, they contribute to the dissemination of new, data-driven evidence on forced displacement issues. This evidence can be produced through JDC-sponsored activities included in the JDC Work Program, or can originate from academic research, which is promoted through JDC events, such as the annual research conference or quarterly seminars. Second, they reinforce the links between the JDC, think tanks, research institutions and other evidence-driven actors. This is done by hosting both junior and senior researchers and offering them the facilities and means for developing their research agendas.
 The JDC Outreach activities include a quarterly seminar series; an annual research conference; monthly newsletters and literature reviews; a quarterly digest series; blog posts; JDC webpage; support to agenda-setting publication(s); and separate activities designed to respond to immediate requests from the research community.

Key Messages:

Relevance: The MTR Team assesses the JDC’s focus on advancing the knowledge agenda to be highly relevant to both within the JDC’s portfolio and the wider forced displacement data landscape.

Coherence: Based on a review of the activities and outputs of the JDC in advancing the knowledge agenda and the extent to which these are accessible to different stakeholder categories as intended users and consumers, the MTR team assesses the JDC’s knowledge sharing activities to be very coherent.

Effectiveness: The JDC’s knowledge sharing activities are assessed to be effective vis-à-vis most stakeholder categories, but in ensuring that the data and analysis that JDC supports is more immediately accessible to policymakers, here too, stakeholders encourage the JDC to invest in the production of briefs or ‘at a glance’ documents adapted to audiences that can leverage the research findings but don’t have time to consume it in the form of studies.

Efficiency: The MTR Team assesses the various channels for knowledge sharing to be complementary and useful investments in ensuring that knowledge sharing activities proceed at scale and are adequately packaged consumption by a range of stakeholders.

Relevance
 As reflected within commitments contained in the Global Compact on Refugees, ‘UNHCR [...] will work to enable the systematic collection, sharing, and analysis of disaggregated data [...] and share good practices and lessons learned in this area.’
 The UN Secretary-General’s Action Agenda on Internal Displacement emphasizes a similar guiding consideration, whereby ‘action should be based on high-quality and trusted data and analysis. Increased efforts are needed to ensure the right data is gathered and that it is collected, managed, and used responsibly and in an inclusive and collaborative manner.’
 The Charter for the World Bank-UNHCR Joint Data Center on Forced Displacement (JDC) directly addresses these commitments and considerations, confirming that the JDC will pursue its mission by “... sharing relevant Data and information in a systematic manner to better inform decision making for persons of concern...” and shall facilitate the collaboration between UNHCR and the World Bank (WB) in “sharing knowledge, ideas and lessons learned”. The JDC’s “Knowledge Sharing” workstream under its Strategic Objective 4 comprises two components: i). JDC Outreach activities and ii). the Fellowship program and Senior visiting stay program.

	<p>As reflected in stakeholder surveys and key informant interviews, the JDC’s emphasis on knowledge sharing, and the convening actions it undertakes with stakeholders across the forced displacement data landscape to promote awareness, encourage and inform debate and advance research for policy and decision making, is viewed to be a critically strategic element within its portfolio and foundational to delivering on the JDC’s core mission.</p> <p>In considering the JDC’s ambition to contribute to responding to knowledge sharing priorities and needs as identified in the normative framework and reiterated by stakeholders interviewed within the review, the MTR Team assesses the JDC’s focus on advancing the knowledge agenda to be highly relevant to both within the JDC’s portfolio and the wider forced displacement data landscape.</p>
Coherence	<p>As presented in its activity description, the Knowledge Sharing activities of the JDC are intended to offer a platform to disseminate research, results, and evidence on forced displacement produced by several units of the World Bank and UNHCR, as well as other partners, some of them supported directly by the JDC. Activities are expected to be developed in close collaboration with relevant units and partners to facilitate knowledge exchange, and dissemination, leading to stronger partnerships.</p> <p>Amongst most survey participants and key informants interviewed within the review, the JDC’s activities to support the knowledge agenda and strengthen the international research community on forced displacement through dissemination of research products and evidence and facilitating knowledge exchange, were assessed to be the most relevant to actors across the forced displacement data landscape. Over 70% of SAC survey participants considered JDC’s knowledge sharing activities to be highly relevant to responding to the needs, gaps and opportunities for improving the availability and accessibility of socioeconomic data and evidence on affected populations and assessed the JDC’s efforts to strengthen research on forced displacement to be contributing to a large or very large extent.</p> <p>Some survey respondents from JDC’s parent organisations pointed to a need to bolster communication between the two organisations to ensure that activities being supported by the JDC in the field and the knowledge products that result from these are adequately broadcast internally such that they reach institutional audiences and be taken up in programming and advocacy objectives of the World Bank and UNHCR.</p> <p>Comments received within surveys and from key informants suggest that the JDC’s knowledge sharing activities are most visibly resonating with researchers and academics, and remain less known to policymakers within national contexts and decisionmakers within the humanitarian and development communities. whilst the JDC’s efforts to support research and build networks among researchers is applauded by stakeholders, several key informants and survey respondents pointed to a need to advance the knowledge agenda – particularly context- and thematic-specific issues with relevant national and international stakeholders that are in a position to more directly influence policy and decision-making. Indeed, whilst similar reflections were offered as regards the accessibility of data and evidence to these stakeholder groups, key informants from the research community acknowledged the role they played in translating data into analysis that would be more accessible to policymaking audiences via the JDC’s knowledge sharing platforms.</p> <p>The strength of the JDC’s research networks in low-medium income countries (LMICs) and high-income countries (HICs) was acknowledged by a number of key informants and survey participants, and several suggested that efforts needed to continue to ensure that researchers in low-income countries (LICs) and the global south could contribute to building the knowledge base and ensure the perspectives of people within countries facing forced displacement crises are adequately reflected in the global research and knowledge base. Stakeholders have acknowledged the JDC’s efforts to ensure that initiatives to advance the knowledge agenda are deliberately proximate and visible to stakeholders and affected populations within contexts of forced displacement. The research conference held with Universidad de los Andes in Bogotá, Colombia was praised by several key informants for having narrowed the space between research and practice on forced displacement data, and researchers who themselves come from contexts of forced displacement are increasingly engaged through the JDC’s knowledge building efforts.</p> <p>Based on a review of the activities and outputs of the JDC in advancing the knowledge agenda and the extent to which these are accessible to different stakeholder categories such that the JDC’s activities can be assessed to be coherent vis-à-vis actors and audiences across the forced displacement data landscape, the MTR Team has considered the various formats within which information is being made available, e.g. blog posts, research conferences, literature review; the frequency of information dissemination from the JDC, and channels by which information is being broadcast. For the range of intended users and consumers, the MTR team assesses the JDC’s knowledge sharing activities to be very coherent.</p>
Effectiveness	<p>Within the JDC’s 2021-2023 Strategy, the Center’s knowledge sharing activities are intended to ultimately contribute to stakeholders increasingly informing global policy dialogues and/or processes with relevant JDC products and publications; and research projects on affected populations increasingly make use of socioeconomic microdata. Within</p>

this, the JDC will seek to increase policy and academic debate on forced displacement; reinforced links between the JDC, think tanks, research institutions, and other evidence-driven actors; facilitate better-informed policy dialogue leading to impactful decisions and processes; and position JDC as a key facilitator of knowledge exchange of data-based evidence between relevant stakeholders.

To this end, outputs of its activities are to include: i) publications: reports from country and global activities, briefs, blog posts, and new issues of the JDC papers.; ii) periodic releases: around 10 newsletters every year, each featuring a Literature Review Update or a JDC Quarterly Digest; iii) scientific events: one Annual Research Conference every two years; five to six other events annually, such as webinars, seminars, and workshops; and iv) ad-hoc activities, such as background papers for reports.

Considering the effectiveness of the JDC's work as pursued under each of its Strategic Objectives, SAC survey participants assess the Center's knowledge sharing work under SO 4 an to be the most effective means by which the JDC is enhancing the ability of stakeholders to make data and evidence-informed decisions. It is evident that the academic and research community is strongly represented in the JDC's Strategic Advisory Council, and the survey saw relatively strong participation of members of the research community. Survey respondents and key informants acknowledge the important contribution that the JDC is making to ensuring that research on forced displacement issues is accessible, and several noted the quality of the JDC's literature review platform. The platform currently has over 470 publications on issues related to forced displacement organised by thematic categories and sub-categories, and searchable by publication, year, author, country and publication, e.g. journal / research institute. The literature review platform evinces a high level of curation, with publications from over 100 reputable journals/institutes, contained within a well-organised and easily navigable site.

Another key achievement of the JDC's knowledge sharing activities highlighted by key informants is the Center's 2022 Annual Research Conference, which was convened in cooperation with the Universidad de los Andes in Bogota, Colombia. Close to 800 people registered for the event and some 100-500 participated virtually. Key informants confirmed the success of the event in drawing attention to new evidence and findings on forced displacement crises, and highlighted the "explosion" of research on forced displacement, which was particularly evident in an uptick of research by economists, political scientists and data scientists. Importantly, the JDC noted that the conference highlighted the potential for research to have direct effects on policy, which was reinforced by lessons on the impact of the Colombian President's amnesty program in 2018, for which dedicated research had been pivotal in reassuring policy-makers that the program had not had negative effects on host communities, paving the way for a second amnesty in 2021, granting temporary protection status for 10 years to all Venezuelans on its territory. Key informants recognized the high level of quality of research papers that were presented at the conference, which was attributable to the wide interest from across the research community that was generated for the event and the rigorous peer review process for selection of papers. Out of some 150 submissions, 24 papers were selected, prioritizing those that tackled interesting and original research questions while adopting robust, and often innovative, analytical methods. Researchers who attended the conference and the MTR Team was able to interview acknowledged that it had generated momentum for collaboration between researchers on specific themes and forced displacement crises.

Whilst there is evidence that the knowledge sharing activities of the JDC are contributing to further bringing together and strengthening the research community and that the JDC has contributed to making high-quality research accessible, it is not evident to key informants interviewed or survey participants that any datasets produced with JDC support have been utilized by stakeholders in order to answer a specific policy question. When this question was put to key informants by the MTR Team, no examples were offered. Several survey respondents suggested that the main challenge is now not availability of data, but its use, and noted a need to have a strategy to incentivize this. To this end, one suggestion was that the JDC open a call for proposals for research that uses the published datasets and ensures that there is a broad response that includes new researchers. Indeed, a number of comments within the SAC survey suggested that more needs to be done to support sharing and usage of data that has already been collected, socializing it through more regular presentations, as well as knowledge-sharing across individual country contexts to enable work being replicated and advanced by national counterparts with potential support from the JDC. Coordination of comparative studies focusing on what works, how it works and what can be transferable across contexts was suggested as an investment that would continue to bring together the research community on topical challenges.

Survey respondents also suggested that having adequately established its proof of concept, the JDC should prioritize research on regions and forced displacement crises in contexts of fragility where there remain gaps in data and research, e.g. West and Central Africa, deeper research on IDPs and statelessness, and the interlinkages between climate change, conflict and displacement. To this end, it was emphasized that research objectives that the JDC identifies should be communicated early on to both parent organisations and teams on the ground in order that both institutions have a chance to contribute to research questions and address data needs.

In ensuring that the data and analysis that JDC supports is more immediately accessible to policymakers, here too,

	stakeholders encourage the JDC to invest in the production of briefs or ‘at a glance’ documents adapted to audiences that can leverage the research findings but don’t have time to consume it in the form of studies.
Efficiency	Whilst the majority of the JDC’s resources have gone to activities supporting data collection and production under Strategic Objective 2, and significant investments have also been committed to delivering activities under SO1 and SO3, the Center’s knowledge sharing activities are understood to be critical to connecting the range of stakeholders across the forced displacement landscape with JDC’s work. To this end, the JDC has emphasized the convening power afforded it by virtue of its parent organisations’ networks and efficiently extended its reach at strategic and operational levels. Having identified different stakeholder groups across the forced displacement data landscape and their respective needs and capacities in engaging with data and analysis that can further the JDC’s work and mission, it is evident that the JDC has sought to leverage several complementary channels of communication and engagement. The MTR Team assesses the various channels, e.g. the JDC blog, literature reviews and accompanying newsletters, quarterly seminars and webinars, etc. to be useful investments in ensuring that knowledge sharing activities proceed at scale and adequately packaged for a range of stakeholders.

Annex 2. List of Key Informants

Organisation	Key Informant	Title
World Bank - UNHCR Joint Data Center	Björn Gillsäter	Head of the Joint Data Center
	Maja Lazić	Deputy Head of the Joint Data Center
	Felix Schmieding	Senior Statistician
	Harriet Mugera	Senior Data Scientist
	Patrick Brock	Senior Data Scientist
	Domenico Tobasso	Senior Economist
	Charlotte Persson	Management Support Consultant
World Bank	Xavier Devictor	Co-Director for the World Development Report 2023
	Caroline Sergeant	Consultant with the Forced Displacement Team within the Fragility, Conflict and Violence Group of the World Bank
	Haishan Fu	Director, Development Data Group, Development Economics and Chief Economist (DEC)
	Caroline Bahnson	Senior Operations Officer - Fragility, Conflict, and Violence
	Olivier Dupriez	Lead Statistician, World Bank Development Data Group
	Quy-Toan Do	Co-Director for the 2023 World Development Report and a Lead Economist in the Development Research Group
	Sandra Rozo	Senior Economist in the Poverty and Inequality Team of the Development Research Group at the World Bank
	Benjamin Reese	Senior Operations Officer - Forced Displacement
United Nations High Commissioner for Refugees	Sumbul Rizvi	Special Advisor to the High Commissioner on Internal Displacement
	Sajjad Malik	Director for the Division of Resilience and Solutions
	Ewen Macleod	Retired, Former Director of Division of Resilience and Solutions
	Volker Schimmel	Head of the Global Data Service
	Betsy Lippman	Deputy Director for the Division of Resilience and Solutions
	Elizabeth Tan	Director of the Division of International Protection
	Tarek Abou Chabake	Chief Statistician, Statistics and Demographics Section, UNHCR Global Data Service

	Natalia Krynsky Baal	Head of the Secretariat for the Expert Group on Refugee, IDP and Statelessness Statistics (EGRISS)
	Alex Tyler	Senior External Engagement Coordinator, UNHCR MENA Regional Bureau
	Oliver Smith	Senior Operations Officer, UNHCR MENA
	Theresa Beltramo	Senior Economist, Division of Resilience and Solutions
	Alessandro Telo	Senior Coordinator - Data, Identity Management and Analysis, UNHCR Regional Bureau for Asia and the Pacific
	Maarouf Issaka-Toure	Senior Coordinator - Data, Identity Management and Analysis, UNHCR Regional Bureau for East and the Horn of Africa
	Andrea Pellandra	Senior Statistician
United Nations Office for the Coordination of Humanitarian Affairs (OCHA) - Center for Humanitarian Data	Stuart Campo	Team Lead, Data Responsibility
	Jos Berens	Data Policy Officer
International Organization for Migration (IOM)	Robert Trigwell	Senior DTM Coordinator
Joint IDP Profiling Service (JIPS)	Wilhelmina Welsch	JIPS Coordinator
International Council of Voluntary Agencies (ICVA)	Jerome Elie	Head - Forced Migration
U.S. Department of State, Bureau of Population, Refugees, and Migration (PRM)	Paula Lynch	Director for Policy and Resource Planning
	Ellen Lee	Policy Officer
	Ana Nicol	Policy Team Lead
European Commission, Directorate General for International Partnerships	Iacopo Viciani	International Aid / Cooperation Officer, DG INTPA G6, Migration and Forced Displacement
Danish Ministry of Foreign Affairs	Stephan Schønemann	Under-Secretary for Development Policy
	Katrine Siig Kristiansen	Chief Counsellor, Humanitarian Affairs, Department for Humanitarian Affairs, Civil Society and Engagement (HCE)
	Thomas Thomsen	Head of Cooperation, Embassy of Denmark in Beirut
Ikea Foundation	Annemieke De Jong	Head of Portfolio - Refugee Livelihoods
Inter-American Development Bank	Ana Maria Ibañez	Economics Principal Advisor
Hajjah Fannah Supportive and Development Initiative Organization (Nigeria)	Fatima Hussaini	Founder & CEO
Trinity College Dublin	Laura Muñoz-Blanco	Researcher

Annex 3. List of Key Documents Reviewed

- **Governance**
 - Foundational / Documents of Incorporation
 - Management Committee ToR
 - Strategic Advisory Council ToR
- **Program documents**
 - Master List of activities
 - Activity Specific Documents
 - JDC Playbook
 - Strategy
 - Work Program
- **Evaluation and monitoring documents**
 - Quarterly Updates for 2020-2022
 - Portfolio Review
 - Annual Report
 - Results Framework Tracking
- **Partnerships**
 - EGRISS
 - UN-OCHA humdata
 - WHO

Annex 4. Overview of the JDC

2.5 Background

The forced displacement crisis has increased in scale and complexity in recent years. Its impact is significant for both the displaced and hosting communities. Forcibly displaced persons face specific vulnerabilities, including loss of assets, lack of opportunities and a planning horizon, psychological trauma, limited rights, and protection risks. Host communities, which are overwhelmingly in developing countries, tend to be among the poorest in their countries, and must pursue their own development efforts in an environment that has been transformed by a large inflow of newcomers.

UNHCR estimates that global forced displacement - including the number of refugees, internally displaced persons, stateless people, and Venezuelan migrants and refugees, had exceeded 103 million by mid-2022 compared with the 82.4 million reported at end-2020 (UNHCR, 2022 Mid-Year Trends report). Among these, by the end of June 2021, the number of refugees under UNHCR's mandate had surpassed 20.8 million, which is almost twice of the numbers in 2012. Moreover, as of mid-April 2022, around 4.7 million refugees from Ukraine crossed borders into neighbouring countries, one of the largest refugee crises of past decades. Yet, protracted refugee situations have been on the rise. In addition to the humanitarian efforts, such protracted situations require development interventions led by evidence-based policies and programs to support the displaced and their host communities.

There is increasing momentum for multilateral efforts to address the global forced displacement crisis. With increasing appreciation for the unprecedented scale of the displacement crisis, a new paradigm is emerging to better manage situations. With the September 2016 New York Declaration for Refugees and Migrants, the United Nations General Assembly called for the development of a global compact on refugees by September 2018. The proposed approach recognized the need for more complementarity between the work of humanitarian and development actors in this area. Affirmation by the UN Member States on the Global Compact on Refugees (GCR) in 2018 and the inaugural Global Refugee Forum in 2019, created further impetus for the establishment of a framework of responsibility-sharing and cooperative solutions for addressing the protection concerns and better ensuring the well-being of displaced populations as well as their host communities.

Data is central to the success of such efforts. At the global level, data underpin the international agenda and political debate, driving both social perceptions and the prioritization of interventions across countries. At the country level, data are critical to policy making and programming; it enables the effective use of scarce resources through targeting in an optimal way. The importance of data was emphasized in the New York Declaration for Refugees and Migrants, and in its Annex One, the Comprehensive Refugee Response Framework (CRRF), and since the adoption of the GCR, a global consensus on the need to invest in better data on forced displacement and to build a library of evidence on 'what works' has become more vocal and deliberate in seeking cooperative solutions. Despite the availability of a limited number of data sets, the international community acknowledged that to inform sound decision-making, increased efforts were required to improve the collection and coverage of "micro-data" (e.g., household-level socio-economic data) in a manner that can ensure quality and timeliness, and that is sustainable, including through the use of country systems where appropriate.

Joint Data Center for Forced Displacement (JDC). Recognizing a host of methodological, practical and resource challenges that hamper the timely and systemic collection and coverage of such data, in 2018, the World Bank Group (WBG) and the United Nations High Commissioner for Refugees (UNHCR) sought to scale up complementary efforts through the establishment of the Joint Data Center on Forced Displacement (JDC), which draws on the experience and insights generated by previous cooperation in expanding the microdata evidence base relevant to forcibly displaced populations and host communities across a range of contexts.

2.6 JDC's mission, objectives and operational model

2.6.1 Mission

JDC's vision is to improve the protection and well-being of forcibly displaced persons and those affected by forced displacement through coherent implementation of evidence-informed humanitarian and

development action and inclusive policies. To this end, the JDC’s mission is to enhance the ability of stakeholders to make timely and evidence-informed decisions, acting as a catalyst to transform the data landscape on forced displacement.

Jointly institutionalized in the World Bank and UNHCR, and acknowledging the potential of working in areas where UNHCR and WBG can achieve better results together by leveraging the core work of both organizations, the JDC brings together the staff, resources and capacities of both organizations. Complementing the existing efforts of other actors, the JDC works to enable sustainable change for affected populations by improving the evidence-base for national policy, development, and humanitarian operations. Ultimately, the JDC intends to serve as a global public good addressing the needs of both affected governments and populations, whilst ensuring results are made widely available.

2.6.2 JDC’s Objectives

As elaborated in the preceding, in complementarily leveraging capacities and resources across the World Bank and UNHCR, the JDC pursues four Strategic Objectives:



SO1: Strengthen systems and Standards
 JDC aims to 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

SO2: Produce data and analysis
 JDC aims to produce quality socioeconomic microdata and analysis at sub-national, national, and regional levels to inform and improve policy processes and response

SO3: Enhancing safe and responsible data access
 JDC aims to 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.

SO4: Building evidence and sharing knowledge
 JDC aims to 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.

2.6.3 JDC within the forced displacement data ecosystem

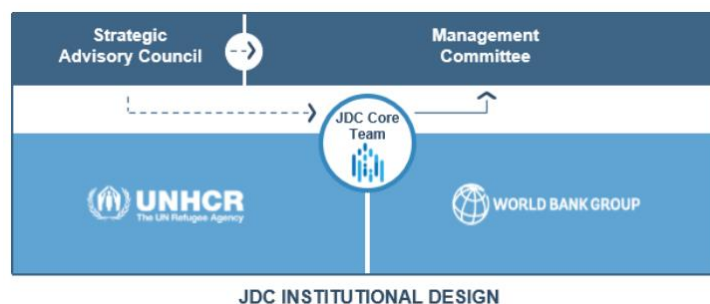
As underpinned by the Center’s mission and Strategic Objectives, JDC aims to create a community of practice and resources around data on forcibly displaced persons. It seeks to establish links between researchers, data providers and practitioners for promoting coordinated and innovative efforts on the issue. Acknowledging the mandates, ongoing efforts and historical presence of other actors within an ecosystem of stakeholders contributing to developing, consolidating and diffusing information on forcibly displaced populations, the JDC seeks to act in a convening role, leveraging relative strengths and resources and catalysing better informed and more coherent initiatives across the forced displacement data landscape. To this end, the JDC works closely with the following displacement data actors, whose engagement will be considered in more detail as part of the mid-term review: and development agencies, forced displacement data actors, international development banks, civil society representatives, national authorities, bilateral donors and the academic community.

2.6.4 JDC's Institutional Structure

JDC is jointly owned and managed by UNHCR and the World Bank, and benefits from a multi-stakeholder, two-tiered governance structure, including a Management Committee and a Strategic Advisory Council.

The **Management Committee** provides the Center with strategic oversight, meeting on an annual basis to oversee the work of the Center including reviewing and endorsing its annual budget, work plan, resource mobilization strategy, staffing structure and results framework. In addition to providing guidance and endorsement of other issues of strategic relevance, the Management Committee reviews and endorses the Center's annual report, including both operational and fiduciary reporting. Membership includes representatives from the World Bank, UNHCR, JDC donors and hosting countries Kenya, Uganda, and Pakistan. Since January 2020, the Management Committee has convened on five occasions to consider pre-determined agenda items and accompanying documentation identified prior to meetings. The JDC prepares summaries and read-outs from Management Committee meetings, documenting key takeaways, action points and noteworthy issues for follow up in subsequent consultations.

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's mandate, including governments, national statistics offices, humanitarian and development partners, civil society organizations, academic institutes and private sector partners. The Strategic Advisory Council is not a decision-making body but a forum for the exchange of experience and ideas and an open space for the provision of guidance, advice and discussion with the Management Committee and the Center. Beyond the general functions envisioned for the Strategic Advisory Council, participants may be engaged in advocacy on behalf of the Center, support dissemination of information about the Center's products and services through their own organizations and networks and have the possibility to initiate other actions deemed necessary to support the vision and work of the Center. Summary read-outs of advice and guidance emerging from the Strategic Advisory Council are prepared and shared with participants and the Management Committee. The Strategic Advisory Council has convened on four occasions since September 2019, with evidence of increasing participation both in terms of number and range of stakeholders.



Consistent with its mission to be an enabler and catalyst leveraging the core functions of both institutions, rather than doing most of the work directly, the JDC has a lean and dynamic structure. The team currently comprises 22 individuals), including *inter alia* functions dedicated to management, thematic specialists (economists, statisticians, data scientists), administrative support and visiting fellows supported through the JDC's Fellowship Programme.

2.6.5 JDC's Operational Model

JDC activities are each managed by activity/task teams who benefit from 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.

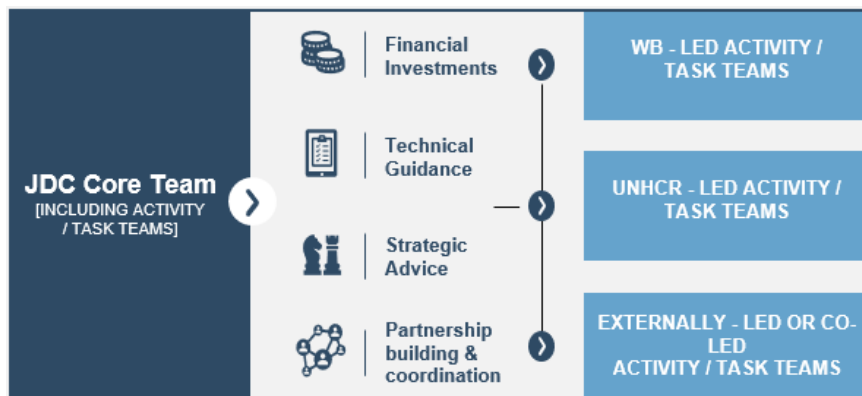
The JDC offers different types of support and guidance to activity implementation teams. In most cases, this entails a combination of the following:

1. **Financial investments** covering full or partial costs of proposed activities as relevant

2. **Technical guidance and support** to ensure high quality outputs and useful outcomes, to allow learning from expertise, and to streamline processes
3. **Strategic advice** to initiate and develop activities that are relevant to shape policy dialogue and inform programmes
4. **Partnership building and coordination** to identify and connect partners to enhance project outcomes, capitalize on synergies and increase impact.

Partnerships outside its parent institutions are an integral part of the JDC modus operandi. Its partnerships materialize through a range of modalities including:

1. **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)
2. **Knowledge and experience exchange** for mutual benefit and to promote learning (e.g. with academia in the JDC’s annual research conference and thematic workshops or global technical experts for guidance on complex methodological challenges)
3. **Implementation arrangements** for concrete deliverables within activities (e.g. working with National Statistical Offices for data collection or qualified partners for capacity building)
4. **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).

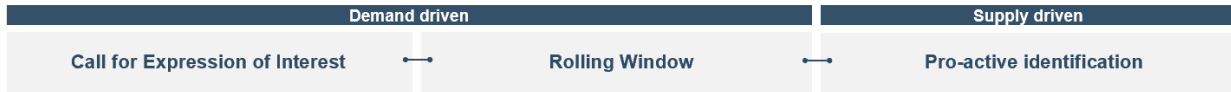


2.6.6 JDC Activity Identification and Selection: Mechanisms and Procedures

JDC has developed a detailed, multi-stage procedure for initiating new activities, from identification to implementation. New activities are identified via three routes: a) per a Call for Expression of Interest; b) per the Rolling Window fund for opportunistic investment, and c) per Pro-active identification.

Identification and Selection

Identification



Selection

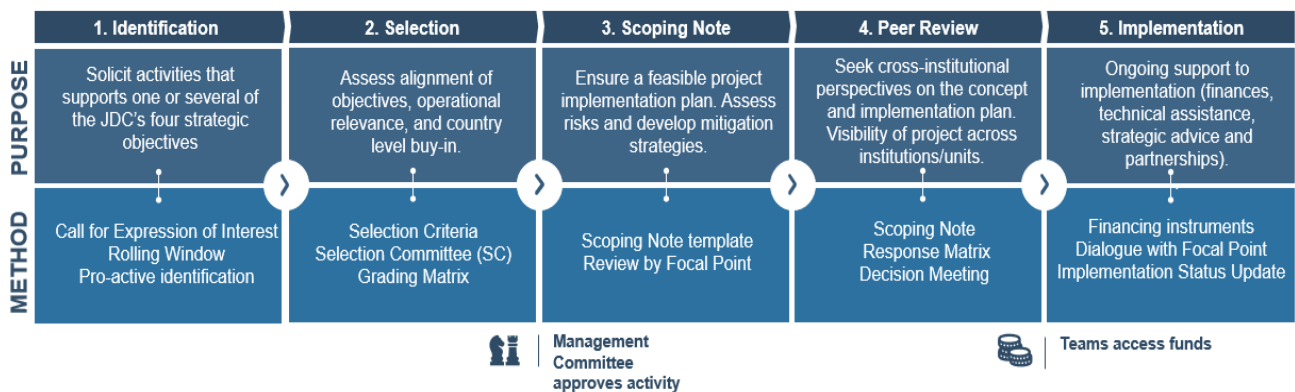
"Irrespective of whether an activity is identified per a Call, the Rolling Window, or through Pro-active identification, the same criteria for selection applies, as defined in the JDC Strategy [...] Beyond these Selection Criteria, additional factors are considered to prioritize engagements, including elements linked to JDC's principles (e.g. regional and population group diversity) and practical considerations (e.g. availability of resources, institutional capacity etc.)." – JDC Playbook, July 2021, p. 10



Proposals are reviewed by a Selection Committee (SC) within the JDC team to assess the proposed activities' alignment to JDC's objectives, its operational relevance, and the regional or country level buy-in necessary to carry out the activity. The members of the SC grade the proposals based on pre-defined selection and prioritization criteria. The Selection Committee makes a recommendation to the Head and Deputy Head of JDC who finalizes a batch of proposals that are sent to the JDC Management Committee for approval.

The selection criteria are defined in the JDC Strategy with focus on 2021-2023, include a) country/displacement situation, b) relevance and timeliness, c) clear demand & appropriate partnerships, d) feasibility, e) non-duplicative & synergy of work, and f) public good & dissemination. Beyond these selection criteria, additional factors are considered to prioritize engagements, including elements linked to JDC's principles (e.g. regional and population group diversity) and practical considerations (e.g. availability of resources, institutional capacity etc.).

Figure: How JDC initiates and supports a new activity





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