

# Annual report 2014



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REFUGEE COUNCIL

The **Internal Displacement Monitoring Centre (IDMC)** is the leading source of information and analysis on internal displacement. For the millions of people worldwide displaced within their own country, IDMC plays a unique role as a global monitor and evidence-based advocate to influence policy and action by governments, UN agencies, donors, international organisations and NGOs.

IDMC was established in 1998 at the request of the Interagency Standing Committee on humanitarian assistance. Since then, IDMC's unique global function has been recognised and reiterated in annual UN General Assembly resolutions.

IDMC is part of the Norwegian Refugee Council (NRC), an independent, non-governmental humanitarian organisation.

**Cover photo:** Young boys sell firewood to earn a living at the Al Mazraq IDP Camp, Hajja Governorate, Yemen. IDPs are living under harsh conditions with limited income-generating opportunities. Credit: NRC/Nashon Tado, June 2013

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# Annual report 2014

2013 in review

July 2014

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# From the director



I had the pleasure of joining the IDMC team in 2013, taking the helm from Kate Halff, who after four years of the excellent work and dedicated service, left the organisation in May.

2013 was another year of turmoil for many. Conflicts and disasters worldwide forced millions of people to flee their homes, leaving many stuck in limbo within the borders of their own country.

Relatively new crises, such as those in Syria and the Central African Republic, raged alongside long-standing conflicts in the Democratic Republic of Congo, Nigeria and Sudan, and innocent men, women and children continued to bear the brunt of the violence. We reported the highest ever number of people displaced as a consequence of conflict and violence - a staggering 33.3 million as of the end of year (reported in 2014).

In terms of disasters induced by natural hazards, we closely monitored the displacement fall-out from typhoon Haiyan, which forced more than four million people to flee their homes in the Philippines. We have increasingly been ex-

ploring the impact of both conflict and disasters, and the many issues those displaced in such complex situations face, particularly in the Philippines and flood-and-drought-prone African countries.

2013 marked our 15th year of monitoring internal displacement worldwide. Set up in 1998 to provide an information database, today we use our unique depth of knowledge on the issue to provide more analytical, innovative and advanced information, not only on internally displaced peoples' needs at the local level, but also about how displacement patterns and trends can tell us something wider about the world we live in.

During the year, we continued to develop our cutting-edge work with systems dynamics modelling, a methodology which looks at a wide variety of factors that influence displacement - such as the interrelated effects of conflict, natural hazards, poverty, food and livelihood insecurity - and capacities to manage them. It also allows practitioners to simulate adjustments to these variables with the aim of preventing displacement from happening in the first place.

Our close collaboration with our parent organisation, the Norwegian Refugee Council (NRC), has allowed us invaluable access to the field, and with their support we sent our analysts on 17 fact-finding and three training missions in 2013. We also conducted a further 27 fact-finding and seven training missions with partners such as the UN Refugee Agency (UNHCR) in countries where NRC was not present.

IDMC's flagship reports, the Global Overview and Global Estimates, analyse displacement caused by conflict and disasters worldwide, providing key statistics and analysis of trends. As the world's leading sources of information on internal displacement, they are widely cited by UN bodies and receive significant media coverage.

We publish a significant amount of other new research each year, such as country overviews, briefing papers and blog posts, and we also use our information to influence positive change for people affected by or at risk of displacement, though much of this work takes place behind closed doors.

In 2013 it included ongoing engagement with, and the provision of expert advice to, national authorities; giving training on legal issues surrounding displacement; reviewing draft laws and policies; submitting recommendations via human rights mechanisms; and providing an expert voice at numerous roundtables and other events. As a result of our sustained efforts at the country level, often over many years, we saw positive steps in Afghanistan, Somalia and the Philippines, which all adopted policies, or initiated processes towards such policies, on internal displacement during the year.

At the global policy level, IDMC has taken part in wider debates to ensure that areas such as humanitarian reform and the international cluster system, the ratification and implementation of the Kampala Convention, climate change and disaster risk reduction are viewed through a displacement lens. In 2013, for example, our evidence and advocacy positioned displacement issues in the chair's summary of the Fourth Session of the Global Platform on Disaster Risk Reduction, and for consideration in the development of a post-2015 global policy framework on disasters, or Hyogo Framework for Action 2, a process that we continue to be involved in.

We also engaged on a global level on housing, land and property issues, including via the integration of a displacement perspective into work on tenure security led by the special rapporteur on adequate housing.

That IDMC is able to carry out its work, research and analysis at so many different levels is down to the incredibly generous support of our funding partners. Your commitment, and the fact that you share our vision of ending the suffering of people living in, or at risk of displacement, has helped to ensure that we are able to strive ever further in our efforts to ensure that the voices of the world's 33.3 million internally placed people are raised to the people who need to hear them. Thank you.

A handwritten signature in black ink, reading "Alfredo Zamudio". The signature is fluid and cursive, with a long horizontal stroke at the end.

Alfredo Zamudio  
Director of IDMC

# IDMC's mission

Over the last 15 years, [the Internal Displacement Monitoring Centre \(IDMC\)](#) has been the world's leading source of information on the subject. We play a unique role as a global monitor and analyst of trends, patterns and protection concerns related to internal displacement. Governments, UN agencies, donors, international organisations and NGOs use our information, research and expertise to influence, inform and advise policy and action in line with international standards.

## IDMC's theory of change

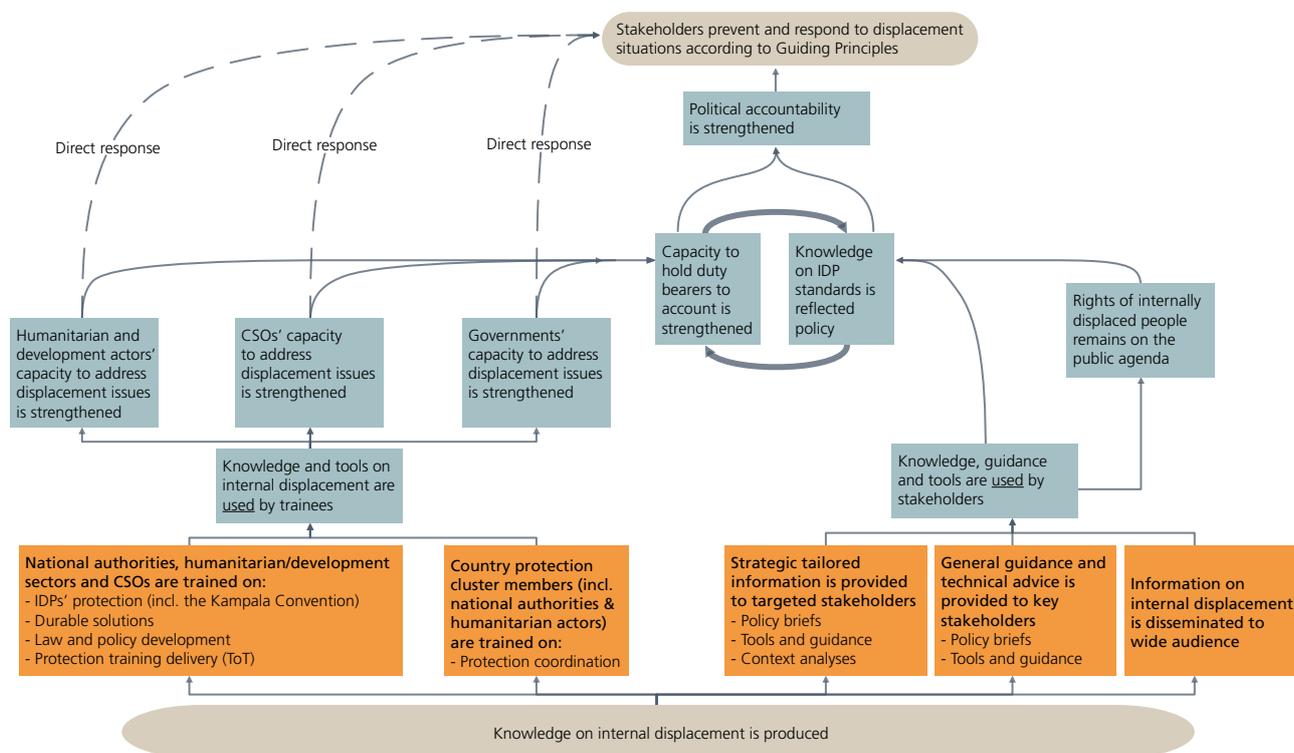
IDMC uses an operating model that ensures the unique and varied expertise of its staff, from legal and training to research, advocacy and communications, is fully integrated to best support the organisation's aims and objectives.

In 2013, we developed a theory of change (see diagram) to clarify our work and help to identify strategic objectives and indicators. The overarching goal is that displacement be prevented or adequately responded to by those in a position to do so, and our unique role lies in our ability to improve knowledge of the issues involved in order to instigate action.

Our core function is to monitor and report on displacement caused by conflict, generalised violence, human rights violations and disasters, using a mix of primary sources and secondary data analysis. By doing so, we maintain an overview of the scale and nature of displacement across the globe, keep the rights of internally displaced people (IDPs) on the public agenda and ensure that awareness of the issue is properly reflected in relevant policies.

In parallel, we aim to build the capabilities and bolster the knowledge of in-country stakeholders including civil society organisations, humanitarians and government authorities, so as to improve their ability to address displacement using relevant tools and frameworks.

These two facets of our work in combination aim to strengthen political accountability for IDPs, and to ensure that those that have the ability to take positive action on their behalf have all the necessary tools and knowledge to do so.





# Putting IDPs on the international agenda

## Strategic objective one:

To influence global policies and practices in support of IDPs' rights

Based in Geneva, IDMC is well positioned to engage in global policy debates on human rights, ensuring that the issues IDPs face are recognised and acted upon. In 2013, we participated in numerous initiatives, with a focus on housing land and property issues, disaster risk reduction and climate change.

### Global policy

#### **A renewed and reinforced mandate from the UN General Assembly**

In November, the 68<sup>th</sup> General Assembly adopted a resolution on IDPs that specifically recognises the relevance of our work. It encourages governments, members of the Inter-Agency Standing Committee (IASC), UN humanitarian coordinators and country teams to collaborate with us by providing reliable data on internal displacement and financial resources where necessary.

#### **Advising USAID on policy revision**

In August, IDMC participated in consultations convened by USAID, which had solicited external input to inform the revision of its policy on IDPs.

We expressed the view that the policy should give prominence to preventative action through the promotion of the rule of law and good governance, the creation of early warning systems and the establishment of strategies that reduce the risk of displacement.

We hope that the new USAID policy on internal displacement will help to increase the attention Washington pays to IDPs and the issues they face, and will inform other policy documents and practices.

### Housing, land and property (HLP)

#### **IDMC advocates for IDPs living outside camps**

In December, IDMC participated in UNHCR's annual dialogue on protection challenges, which in 2013 was dedicated to IDPs. Although the vast majority of IDPs live outside camps, relatively little is known about their protection and assistance needs or their coping mechanisms.

In our intervention, we highlighted the fact that urban IDPs in particular were likely to live in substandard housing and face a high risk of forced eviction and renewed displacement. To address the issue, we advocated that UNHCR develop a specific policy on IDPs outside camps and in urban areas to complement its existing policy on urban refugees.

#### **IDMC advocates for development and HLP initiatives to facilitate durable solutions**

Following up on our 2012 report highlighting the role the development sector can play in helping IDPs achieve durable solutions, we contributed further to the debate in 2013. Using examples from countries such as Burundi and

Côte d'Ivoire, we underlined the importance of addressing HLP issues in the transition from emergency to recovery and the search for durable solutions – an area that requires both humanitarian and development interventions.

We presented our ideas at the Copenhagen conference on urban development and a UNHCR seminar on the transition from crisis to recovery, and as part of consultations by the special rapporteur on IDPs to inform his annual report on durable solutions. One key message was that mechanisms for mutual briefings and recommendations between the humanitarian and development sectors should be established to ensure the work of protection clusters continues and is built upon once they are phased out.

#### **Report by special rapporteur on adequate housing reflects IDMC input**

In March, the special rapporteur on adequate housing presented her report on tenure security to the UN Human Rights Council (HRC) in Geneva. It highlighted the importance of tenure security in preventing forced evictions and renewed displacement, and identified groups of people, including those displaced by conflict and disasters, that are particularly exposed to such abuse. Our engagement and support during the preparation of the report led to a number of our recommendations being included.

# Reporting on global trends and patterns

## Global Overview 2012: People internally displaced by conflict and violence



IDMC launched its [Global Overview](#) on 29 April, at an event organised with the Brookings Institution in Washington, and in which InterAction, USAID and the US state department's bureau for population, refugees and migration participated.

The report revealed that 28.8 million people were living in internal displacement as a result of conflict, generalised violence and human rights violations as of the end of 2012. It also outlined the impact of displacement, and explored some of the associated issues at the national, regional and global level.

The launch was streamed live, and our press office in Geneva ran an accompanying media campaign with a publicity value of just under €73,000 (\$99,000). We logged 158 articles mentioning the Global Overview online, representing a potential audience of more than 84 million people. There was significant interest in North America and Europe thanks to coverage in high-profile news outlets such as the Huffington Post and the Guardian. We gave numerous broadcast interviews, including to the BBC, Voice of America and NTN24, and campaign messages and information reached more than three million people via social media.

**globaldevelopment**

World map showing the countries with the highest numbers of people displaced through conflict

Colombia has the highest number of internally displaced people, followed by Syria and the Democratic Republic of the Congo, which experienced huge increases in 2012 because of civil war and violence.

**The Global Overview 2012: People internally displaced by conflict and violence**

IDMC Internal Displacement Monitoring Centre (IDMC) April 29, 2013

In 2012, a record-high number of people were forced to flee their homes inside their own countries. This map shows the number of people internally displaced by violence and conflict by country - the largest figures are for Colombia, Syria, DR Congo, and Sudan.

Learn more and download the full report here: [bit.ly/12gpTtz](http://bit.ly/12gpTtz)

**The Global Overview 2012: People internally displaced by conflict and violence**

Like Comment Share 414 Shares

**IDMC @IDMC\_Geneva**

Info-graphic shows 6.5 million people were newly displaced in their home countries the past year #IDPs

**Global Overview 2012**  
People internally displaced by conflict and violence

**28.8 million IDPs reported in 2012**

New displacements: 6.5 million total  
Middle East and North Africa 2.3 million  
Africa 2.6 million  
South and South East Asia 1.4 million

90% of countries monitored by IDMC have IDPs in significant displacement  
20% of the world's IDPs are in Middle East & North Africa

Two IDPs per refugee worldwide  
IDPs and refugees throughout the decades

**Retweets: 2.1 million total**  
Africa 12 million  
Middle East and North Africa 2.3 million  
South and South East Asia 1.4 million

**Colombia tops IDMC internally displaced people list**

Almost 29 million people lived in internal displacement in 2012, with 6.5 million newly displaced just in the past year, a report by the Norwegian Refugee Council suggests.

For the fourth year running, Colombia has the highest number of internally displaced people on the list.

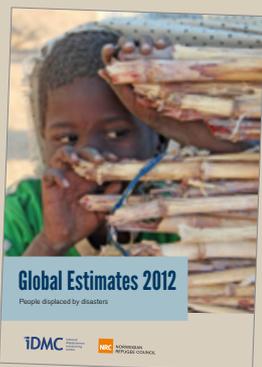
Globally, the total number of displaced people has risen, with the conflict in Syria blamed for much of the spike.

RETWEETS 4 FAVORITE 1

3:04 PM - 29 Apr 2013

Flag media

## Global Estimates 2012: People displaced by disasters



On 13 May, IDMC published its [Global Estimates report](#), which found that around 32.4 million people had been newly displaced by rapid-onset disasters during 2012. The report benefitted from improved

partnerships with key sources on the ground, which in turn gave us better access to reliable information and external peer review, including from academic and UN experts. A memorandum of understanding on global cooperation with the International Organisation for Migration (IOM) was of particular note.

The report received widespread attention in the media and among policy-makers, including the European commissioner for humanitarian affairs. It was widely disseminated shortly after its release at key policy forum events including the UN Office for Disaster Risk Reduction (UNISDR)'s biennial global platform in Geneva, a UN Economic and Social Council (ECOSOC) event in partnership with the Philippines and IOM, and a Brussels event hosted by the European Commission.

The publicity value of the Global Estimates media campaign was just under €43,000 and we logged 114 articles mentioning the report online, representing a potential audience of almost 99 million people. There was strong interest in North America thanks to coverage in influential news outlets such as TIME and the Huffington Post,

which was supplemented by mentions in major European publications such as Le Monde. Campaign messages and information also reached more than 590,000 people via social media.

As a result of the advocacy work that accompanied the report, we achieved one of our key objectives at the Fourth Session of the Global Platform on Disaster Risk Reduction, with [the chair's summary](#) specifically mentioning displacement and forced migration as disaster risk drivers. This will serve as a key reference for states and other stakeholders in upcoming negotiations on the successor to the Hyogo Framework for Action for 2015 onwards (HFA2).



# An innovative new methodology to help prevent displacement

## What is systems dynamics modelling?

System dynamics modelling is a way of addressing complex issues or problems. The starting point is that of the “system” in question. For example, one area of interest for IDMC is preventing the displacement of pastoralists. In this case, the process of pastoralists becoming displaced becomes central to the frame of analysis, but the frame often needs to be wider than that, because many other factors may be contributing to this process (figure 1).

When a lot of factors influence the way a system behaves, things can become complicated quickly. We describe this complexity as *detail complexity and dynamic complexity*.

Detail complexity means that there are lots of variables or factors to keep track of. Each variable may be influenced by more than one other, and any single variable might in turn affect more than one other. In the diagram above, for example, “livestock” is affected by four other variables, and it influences two.

Dynamic complexity involves the nature of the interactions among all of the variables. They often combine in ways that create reinforcing – positive - and balancing – negative - feedback loops. In the diagram above, there is a reinforcing feedback loop between livestock and income. The more livestock a pastoralist has, the more income he can generate through the sale of animals and products. This additional income allows him to buy still more livestock - up to a point. Variables in a system may also influence one another after a delay. In the diagram above, the size of herd is indirectly affected by the amount of rainfall, but only after several weeks. These delays can be embedded within feedback loops. When all of this is put together, the result is dynamic complexity, and it produces different kinds of real world behaviours, such as S-shaped growth, logistic growth and decline, oscillation and combinations of these.

### IDMC’s use of system dynamics models

We are using system dynamics models in different parts of the world to improve understanding and inform poli-

cy and future practice. Our pastoralist livelihoods and displacement simulator was developed to get a sense of the scale, scope and patterns of displacement related to floods and drought in the Horn of Africa.

The initial reason for the creating the simulator was to provide an evidence base for governments in the region meeting to discuss cross-border displacement induced by disasters. Before they discussed how to tackle the problem, they asked us to help them understand how big it was so that they could prioritise accordingly.

Once we had built the simulator, we and others realised that it had many other potential uses beyond simply counting IDPs. Given the number and types of scenarios it can accommodate, it could be used for drought management and drought risk reduction, development planning, climate change adaptation and humanitarian response planning. As a result, we have been meeting stakeholders to see if and how they would like us to customise the model for them to make it more relevant for their decision-making.

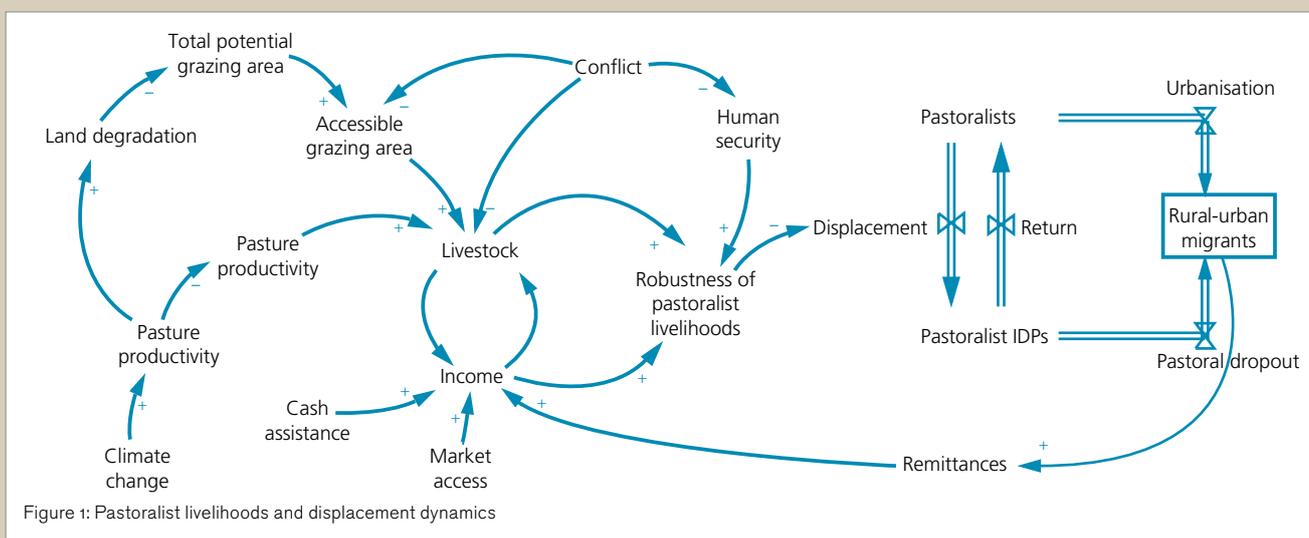


Figure 1: Pastoralist livelihoods and displacement dynamics

## How did our work progress in 2013?

We started work on the Horn of Africa model and simulator in 2012 with Climate Interactive, our modelling partner. In 2013, we completed a “beta” version of the model, which we demonstrated to UN partners, thinktanks, humanitarians, donors and regional economic communities such as Intergovernmental Authority on Development (IGAD) and the Common Market for Eastern and Southern Africa (COMESA).

Much of the interest expressed has had to do with how it might improve existing mechanisms, particularly drought and conflict early warning systems. Humanitarian organisations and donors have also been interested in our work as a way to improve the coordination of their

interventions, to shift from linear toward “systems” thinking and planning.

Despite current coordination efforts, interventions are often designed in isolation from one another, and programmes continue to be characterised by linear thinking (figure two). This way of working tends to produce less than optimal results. Humanitarians need to account for the fact that their actions may cause effects beyond those they have envisaged (figure three), and that “side effects” can undermine the realisation of their own objectives, and/or those of other interventions. The intervention of one particular project interacts with those of others, ultimately changing the outcome and performance of the first intervention (figure 4).

If they are to be better prepared to address both ongoing and future dis-

placement, humanitarian organisations and government bodies have begun to realise that they first need to develop a logical and comprehensive understanding of their own actions and those of others.

## What’s next?

In 2014, we will continue to look at ways to embed the pastoralist simulator into relevant decision-making processes at the request of our partners. We have also begun work on two new projects that will use system dynamics models.

The first, in eastern Democratic Republic of the Congo, aims to improve understanding of the factors that contribute to vulnerability in the context of multiple displacement. NRC and other NGOs operating in the region will then use the analysis to design interventions to improve the resilience of IDPs and host communities.

In Nigeria, the government has asked us to develop a model to help address the issue of displacement caused by flooding. The aim is to identify high-leverage interventions to prevent displacement from happening in the first place, and to respond to it in a more timely and effective manner when it does occur.

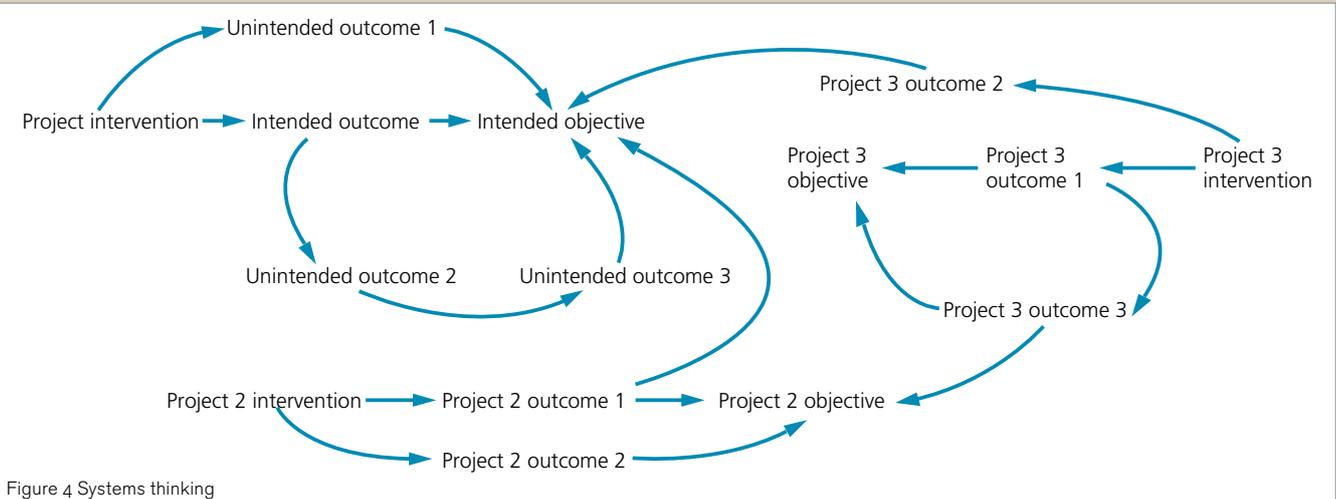
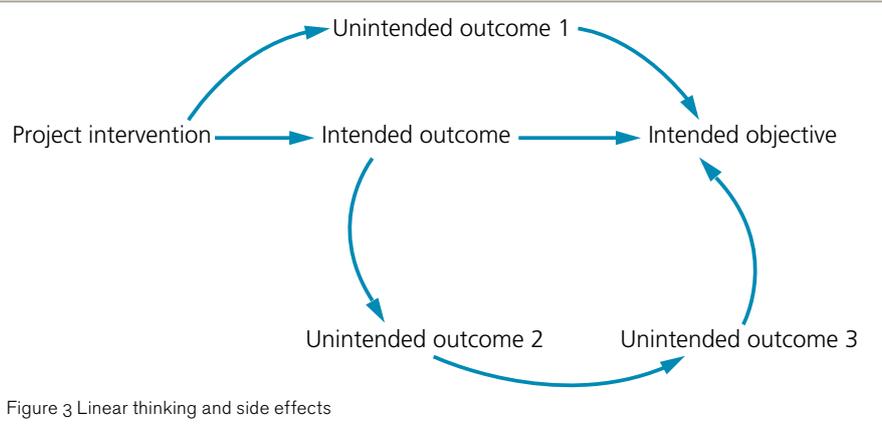
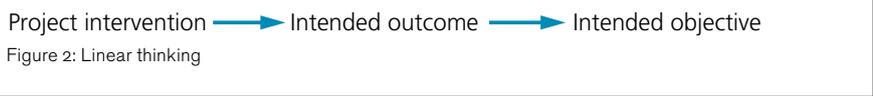


Figure 4 Systems thinking



Zamudio presents disaster risk estimates in Central American countries at the Nansen Initiative's regional consultation in San José, Costa Rica (IDMC, December 2013).

## Disaster risk reduction and the climate change agenda

### IDMC presents evidence-based estimates of risk of future displacement

In December, IDMC's director, Alfredo Zamudio, presented estimates on the risk of future displacement caused by disasters in Central American countries at the [Nansen Initiative's regional consultation](#) in San José, Costa Rica.

The estimates were based on research and analysis from a technical paper we launched at the meeting. The paper draws on an innovative methodology we are developing that quantifies the likelihood of future displacement.

As a result of the report and presentation, ministers and other officials responsible for reducing disaster risks at the national and regional level will be better able to assess the potential for future displacement in their respective areas of work. Importantly, they also have an empirical evidence base to inform efforts that can be made now to reduce the risk.

### IDMC-led coalition informs UN technical paper on climate change

The secretariat of the UN framework convention on climate change (UNFCCC) invited IDMC to coordinate a coalition of stakeholders and provide input for a technical paper on non-economic losses related to climate change. Other contributors included the Norwegian Refugee Council (NRC), the UN Refugee Agency (UNHCR), IOM, the UN Development Programme (UNDP) and the Nansen Initiative secretariat.

The text we drafted with the other coalition members was incorporated in the UNFCCC technical paper when it was published. As a result, the issue of displacement related to climate change was included on the agenda for negotiations, particularly UNFCCC COP19, held in Warsaw at the end of 2013.

# Advocating at the national and regional level

## Strategic objective two:

To influence responses in support of IDPs' rights

Being a part of NRC gives IDMC unique and invaluable access to the field to carry out research missions, capacity building workshops and training. In countries where NRC is not present, we have created a network of contacts and partners to fulfil our monitoring and advocacy work. IDMC analysts and advisors travelled to nearly 60 countries in 2013.



IDMC Director Alfredo Zamudio speaks about the situation of internally displaced people during the Nansen panel discussion at the University of Geneva. With him at the panel were NRC Secretary-General Jan Egeland and Sister Angélique Namaika, the Nansen Refugee Award's 2013 laureate (IDMC, October 2013).

## AFRICA

### IDMC boosts acclaim for Nansen Refugee Award winner

IDMC stepped up its advocacy efforts to improve the response to the protracted and largely forgotten plight of IDPs forced to flee their homes by the Lord's Resistance Army (LRA) in central Africa. In cooperation with NRC and UNHCR, we published [A Life of Fear and Flight: The legacy of LRA brutality in north-east Democratic Republic of Congo](#), a background report for the 2013 Nansen Refugee Award. In 2013, the award went to Sister Angélique, often referred to as the Angel of Dungu, a Congolese nun who works with women and children affected by LRA violence in north-east DRC.

We recorded 68 online references to our report messages, representing a potential total audience of more than 33 million people. Interest was particu-

larly strong in the US and UK thanks to coverage by major news organisations including CBS and the BBC. The publicity value of the campaign was almost €18,000.

### IDMC speaks at Pan-African humanitarian symposium in Nairobi

In October, the African Union (AU) invited us to be a leading participant in its continent-wide humanitarian symposium. The head of our Africa and Americas department was the keynote speaker for the first session on protection and displacement in Africa. The panel was chaired by UNHCR's director for Africa, George Okoth-Obbo.

The panel called on us to present evidence and facts on displacement in Africa, enabling us to frame discussions about a forward-looking regional response. Given that around 100 participants from African governments and

civil society took part in the symposium, it provided us with an excellent opportunity to place displacement at the centre of humanitarian debate and practice. We highlighted three areas of importance - the adaptation of responses to take state fragility into account; the forecasting and prevention of displacement and its consequences; and ensuring that displacement continues to be addressed beyond the emergency response.

# Celebrating the Kampala Convention

The African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, also known as the Kampala Convention, is the first legally binding continent-wide instrument dedicated to IDPs' protection and assistance. IDMC warmly welcomed its entry into force on 6 December 2012, and in 2013 we celebrated its first anniversary with a series of events to raise awareness of what is a landmark treaty. We also advocated for those states still to ratify the convention or incorporate it into their national legislation to do so.

In partnership with the AU's division for humanitarian affairs, IDPs and refugees, we produced a report - [The Kampala Convention: Progress and Prospects](#) - detailing progress towards ratification and implementation.

The report was launched simultaneously in three locations, a first for IDMC, with events taking place in Addis Ababa, Dakar and Geneva on the date of the anniversary.



## Addis Ababa event

The report was officially launched at the AU's headquarters in Addis Ababa in a ceremony hosted by its political affairs commissioner, Aisha L Abdullahi. IDMC's director, Alfredo Zamudio, presented the report's findings alongside NRC's regional representative, Hassan Khaire.

## Dakar event

We invited donors, diplomats, UN agencies and civil society organisations to a celebration co-organised by IDMC and UNHCR's regional office for west Africa. The event concluded with a press conference and a joint press release.

In the run-up to the event, our training team collaborated with UNHCR to stage two regional workshops, one in French and one in English, for representatives from 13 west African countries plus Kenya and DRC. Participants worked on national strategies to ratify and implement the Kampala Convention. We also ran a third workshop for local journalists to raise their awareness of displacement issues.

## Geneva media launch

IDMC's communications department conducted a multimedia campaign for the launch of the report, including a video announcement from NRC's secretary general, Jan Egeland, a range of high-impact graphic content and live Twitter coverage of the Dakar and Addis Ababa events.



In line with the campaign's objectives, the press release was picked up primarily by national and regional news organisations including the Ethiopian News Agency, Sierra Express Media in Sierra Leone and Le Quotidien in Senegal. A video from the conference was aired on the regional television channel Africable.

## Burundi

Our senior HLP advisor and our country analyst for central Africa travelled to Burundi in March to take part in a UN-HCR-led seminar for parliamentarians on normative frameworks for the protection of IDPs' rights. The Kampala Convention, which Burundi has signed but not yet ratified, was chief among them. The seminar also explored ways in which the country's IDPs might achieve durable solutions. Around 60 national assembly and senate members from across the political spectrum participated.

We subsequently led a second seminar for representatives of 25 civil society organisations to promote public understanding of existing instruments. Given that a draft law on ratification of the Kampala Convention is currently under review, our visit was a timely opportunity to promote it and review the progress of a number of national initiatives that aim to facilitate durable solutions.

Internal displacement is firmly on the national agenda in Burundi, but the lack of measurable progress towards achieving durable solutions and the increasingly politicised rhetoric around the issue are matters of concern. For sustainable solutions to be found and broader stability and development to continue, it is imperative that all of those involved in the response at both

the national and international level work together within existing frameworks and policies, notably the national strategy for reinsertion.

## Central African Republic

In the last quarter of 2013, IDMC stepped up its monitoring and reporting of the escalating crisis in the Central African Republic (CAR). We used our new blogging platform to voice our concern about the conflict taking on regional dimensions and the potential for further displacement. We also advocated for an improved response and made recommendations on the next steps to be taken.

We contributed to a briefing by the UN Office for the Coordination of Humanitarian Affairs (OCHA) ahead of a meeting of the UN Security Council's informal group of experts on the protection of civilians in CAR. This meeting in turn led to UN Security Council resolution 2127, which authorised the deployment of African and French troops in the country. Civilian protection was a key component of their mandate, as we had recommended.

## Côte d'Ivoire

Our sustained lobbying of national authorities led to the inclusion of questions about internal displacement in

Côte d'Ivoire's 2013 national census. The information gleaned as a result will lead to a clearer understanding of the scale of displacement caused by the 2002 to 2007 civil war and the 2011 post-electoral crisis.

## DRC

A field visit in mid-2013 marked the start of IDMC's cutting edge research project to determine the effects of multiple displacement on resilience in eastern DRC using systems dynamics modelling (see page 12). With our partner Climate Interactive we conducted a series of interviews to hone the research further and begin analysing the interactions between the many different factors that increase the vulnerability of communities affected by displacement.

## Kenya

We continued our advocacy efforts to keep displacement issues on the national agenda and to promote the implementation of the 2012 Prevention, Protection and Assistance to Internally Displaced Persons and Affected Communities Act. We also advised and lobbied donors and partners on IDPs' current situation, with a particular focus on pastoralist IDPs and those newly displaced by clashes in the Moyale and Marsabit areas of northern Kenya.



Displaced women and children in the DRC were interviewed to further understand the factors that increase the vulnerability of communities affected by displacement (IDMC, July 2013).

In line with our strategic objectives, we highlighted the challenges the country faces both in terms of collecting of comprehensive data and implementing its legal framework on displacement. We also drew attention to the worrying lack of funding dedicated to displacement issues.

## Mali

Following a research mission to the country, IDMC issued a briefing note in March calling on donors supporting humanitarian efforts to focus their funding on IDPs' protection. The note was circulated to partners in Brussels, including the EU's humanitarian aid and civil protection department (ECHO) and representatives of the 27 member states, offering advice on how best to mobilise resources. We also shared it with donor countries directly, including via a bilateral debriefing with the US state department's bureau of population, refugees and migration.

## Nigeria

IDMC submitted a contribution on Nigeria in March to the universal periodic review working group of UN Office of the High Commissioner for Human Rights (OHCHR). Our input outlined the many and complex causes of displacement, and the current institutional and legal framework for IDPs' protection. Despite the scale of displacement in Africa's most populous country, very little information is available on those affected.

When the working group met at the end of the year, the Swiss government took up our call for Nigeria to domesticate the Kampala Convention as a recommendation.

## Somalia

IDMC continued to engage in the development a regional policy on internal displacement for Somaliland throughout 2013. During a field mission to the area, we discussed revisions to the



Nigeria's Gurmana village is one of many whose displacement is unheard of (IDMC, May 2013).

draft policy in meetings with authorities, UN agencies and international and local NGOs. We stressed the importance of accountability and the definition of clear roles and responsibilities for those involved in IDPs' protection and assistance. Our advocacy maintained its focus on the importance of a consultative and inclusive policy process that engages all stakeholders, including IDPs and other communities affected by displacement.

In May, we participated alongside the legal advisor to the special rapporteur on IDPs' human rights of IDPs in baseline consultations on the development of a national policy on displacement for Somalia.

## Sudan

IDMC updated its figures for Sudan as part of its ongoing monitoring, and published a country overview and two blog posts drawing attention to the increase in displacement caused by inter-communal violence and clashes between government forces and rebel groups in different parts of Darfur. We also issued a public reaction to the visit to the country of Valerie Amos, the UN under-secretary general for humanitarian affairs and emergency relief coordinator, in an effort to highlight a spike in new displacements in Darfur, South Kordofan and Blue Nile states.

## South Sudan

We provided expert advice to support NRC's input to a consultation by the UN peacekeeping force for South Sudan (UNMISS) on displacement in the country. Our advocacy prompted OCHA to change its methods for tracking displacement in Jonglei state, and to clarify how it determines its figures.

## ASIA

### Afghanistan

IDMC advocated for the swift adoption and implementation of Afghanistan's national policy on IDPs, continuing work begun in early 2012. Our role in 2013 shifted, however, to that of watchdog and monitor, and our representatives visited Kabul to hold meetings with government and other stakeholders. We made a submission to the Human Rights Council's universal periodic review to the same end, and together with NRC we produced a guide and press release on the policy for local media, translated into Dari and Pashtu.

In November, the Ministry of Refugees and Repatriation announced that the cabinet had adopted the policy. We will now focus on monitoring the implementation of this landmark legislation.

## Indonesia

Prior to her visit to the country, IDMC provided the special rapporteur on adequate housing, Raquel Rolnik, with advice and recommendations on the issues facing people displaced by conflict, human rights violations and disasters in terms of their accommodation.

In a post-mission press conference, Rolnik called on the government to ensure that IDPs have immediate access to essential services such as food, clean drinking water and health care; to guarantee their safe return home; and to help them rebuild their destroyed or damaged property.

## Philippines

IDMC continued to advocate for the Rights of Internally Displaced Persons Act 2012 to be adopted and implemented, emphasising its pivotal importance in helping to protect the rights of millions of people living in or at risk of displacement caused by disasters and conflict.

The senate adopted the legislation in February, and Senator Chiz Escudero praised our role in raising awareness of the scale of displacement in the country. President Benigno Aquino, however, vetoed the act, leading us to issue a public statement urging the government and congress to launch a new legislative initiative as soon as possible.

Our representatives travelled to the Philippines later in the year to meet local partners and others involved in

supporting the passage of the legislation. We discussed possible partnerships, including joint advocacy, and co-hosted an event at the end of the year that again drew the government's attention to the scale and impact of displacement. The executive director of the presidential human rights committee secretariat acknowledged that a strong case had been made for legislation on the issue, and said the president strongly supported such an initiative.

In February 2014, the house committee on human rights approved a revised version of the vetoed legislation, which means it will be scheduled for debate by the house of representatives, possibly when congress reconvenes. It will then be up to the senate to adopt it, which IDMC hopes can happen before the end of the year.

## Sri Lanka

NRC ended its operation in Sri Lanka on 30 June 2013. As part of its phasing out strategy, IDMC organised three training workshops in an effort to ensure the transfer of knowledge, capacities and advocacy tools on IDPs' protection and the search for durable solutions to those still involved in the response. The first, in Colombo, focused on senior management and policy level staff from the north, east and west of the country. The second was held in Sigiriya with the participation of operational staff from across the North, East and West of Sri Lanka. The third workshop, also in Sigiriya, involved civil society organisations.

The IASC Framework on Durable Solutions was identified as a useful tool to help determine the needs and challenges IDPs face and to guide policy development and planning. The Ministry of Resettlement will endeavour to incorporate the framework into its activities.

# THE AMERICAS

## Colombia

IDMC continued to monitor the government's progress in implementing its humanitarian assistance and reparations programme for IDPs forced to flee armed violence and those illegally dispossessed of their land. Our main focus was on land restitution and adherence to a July 2013 Constitutional Court ruling that victims of criminal and paramilitary groups should be included in the programme. Tens of thousands of people had previously had their applications for inclusion turned down on the basis that they had been victims of criminal gangs rather than parties to the armed conflict.

## Mexico

IDMC engaged in high-level dialogue with government officials as part of its advocacy work to protect the rights of the tens of thousands of people displaced by persistent inter-communal and endemic criminal violence.

Several senators continued to work with us and our local partner, the Autonomous Technical Institute of Mexico (ITAM), on draft legislation to protect IDPs' rights and establish a common definition of what constitutes internal displacement.

At the end of the year, we were granted an audience with the Inter-American Commission on Human Rights. We provided evidence as to the causes of displacement in Mexico and proposed policy measures for the government to consider as it develops a strategy to respond to the phenomenon.

Displaced children play around the ruins of Typhoon Bopha/Pablo in Mindanao, Philippines (IDMC, May 2013).



# Training and capacity building



Workshop participants in Dakar are called to bring their ideas to the table (IDMC, December 2013).

## IDMC's training workshops in 2013

### Senegal

#### Workshop for journalists

Location	Dakar
Dates	27 November 2013
Participants	15 journalists
Partners	UNHCR regional office in Dakar

#### Kampala Convention workshops

Location	Dakar
Dates	2-3 December (franco-phone) and 4-5 December (anglophone)
Participants	41 participants in total
Partners	UNHCR regional office in Dakar

### Mali

#### Workshop on IDPs' protection

Location	Bamako
Dates	6-8 March 2013
Participants	32 national authority representatives - mainly mayors, their assistants and NGOs
Partners	UNHCR offices in Bamako and Dakar

#### Workshops on IDPs' protection and the Kampala Convention

Location	Bamako and Mopti
Dates	27-30 May 2013 in Bamako and 4-6 June 2013 in Mopti
Participants	26 representatives from national authorities, national and international NGOs and the UN system in Bamako and 42 in Mopti
Partners	UNHCR offices in Dakar and Bamako

### Italy

#### 70<sup>th</sup> and 71<sup>st</sup> international refugee law courses

Location	San Remo
Dates	24 April and 8 May 2013
Participants	95 representatives - 55 anglophone and 40 francophone - from government institutions worldwide
Partners	UNHCR, International Institute of Humanitarian Law

#### International refugee law courses

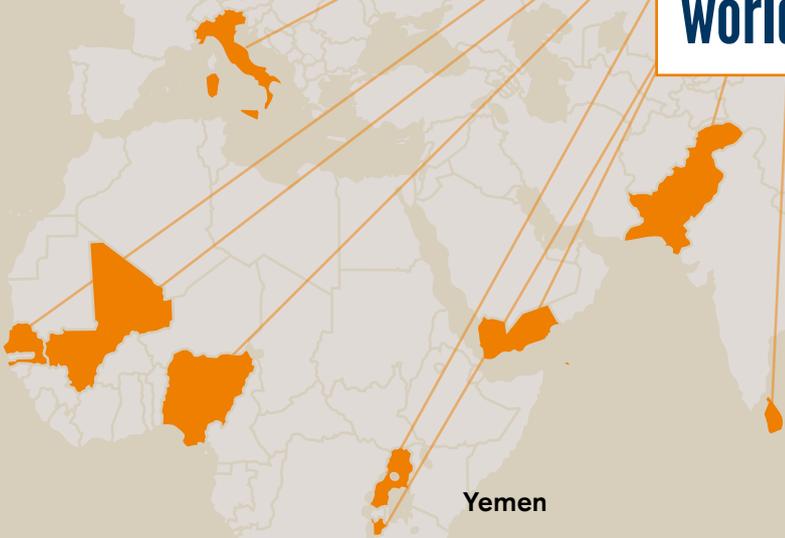
Location	San Remo
Dates	20 and 27 November 2013
Participants	Around 100 participants representing anglophone government institutions worldwide
Partners	UNHCR, International Institute of Humanitarian Law

### Nigeria

#### Trainers' workshop

Location	Calabar
Dates	27 October - 1 November
Participants	24 representatives from government, civil society organisations and humanitarian agencies that form part of the Protection Sector Working Group (PSWG)
Partners	PSWG, National Human Rights Commission, National Emergency Management Agency and UNHCR's Nigeria office

# IDMC trained almost 600 people around the world in 2013



## Burundi

*Workshop on the Kampala Convention with a focus on durable solutions and HLP*

Location	Bujumbura
Dates	19 March
Participants	60 national assembly and senate members
Partners	UNHCR

Location	Bujumbura
Dates	21 March
Participants	25 civil society organisations
Partners	UNHCR, Forum pour le renforcement de la société civile

## Yemen

*Protection coordination workshop*

Location	Sana'a
Dates	23-27 November 2013
Participants	31 representatives from government, civil society organisations, international NGOs and the UN protection cluster
Partners	UNHCR Yemen as lead protection cluster agency, global protection cluster, UNHCR global learning centre

## Uganda

*Facilitation of HLP and documentation sessions at the 9th IDP Law Course*

Location	Kampala
Dates	2 - 6 September
Participants	25 government officials or civil servants involved in response to internal displacement
Partners	UNHCR, Brookings, SR on IDPs

## Sri Lanka

*Durable solutions workshops*

Location	Colombo and Sigiriya
Dates	April 2013
Participants	75
Partners	NRC office in Colombo

## Pakistan

*Global protection cluster workshop on protection coordination*

Location	Islamabad
Dates	17-21 June 2013
Participants	30 representatives from government, civil society organisations, UN agencies and international NGOs from all six regions of Pakistan
Partners	Global protection cluster support cell, UNHCR and International Rescue Committee offices in Pakistan

## What are the objectives of IDMC's training work?

IDMC's monitoring and research show that despite improvements made since the 2005 humanitarian reform process there are still limitations in terms of knowledge and operating practices that hamper international responses to internal displacement. A lack of effective coordination also remains a challenge, particularly when many national and international organisations are trying to respond to a complex crisis or series of crises.

Our training activities aim to ensure that those involved in responding to displacement, primarily national authorities and civil society organisations, are aware of and apply international and regional legal principles. The overall aims are, as always, to prevent displacement from happening in the first place, to protect and assist IDPs and to support them in their search for durable solutions.

Training workshops are also advocacy opportunities, because they are unique occasions for stakeholders to analyse displacement issues collaboratively, in depth and face-to-face.

Our country-level training is geared toward building capacities sustainably over one or two years. It includes tailored sessions on priority concerns such as IDPs' protection, the Kampala Convention, durable solutions and HLP, followed by "training of trainers" (ToT) workshops.

Our main in-country collaborators are UNHCR and other protection cluster or working group lead agencies. Others include OCHA, NRC's country offices, government entities, civil society organisations and national human rights institutions.

"The workshop was a fantastic support to our advocacy and a catalyst for improved coordination and greater engagement with the government ... The representative of the Ministry of Resettlement ... had not heard of or seen the [IASC] Framework on Durable Solutions before IDMC came, and he found it incredibly useful to help formulate a better conception of what 'resettlement' in the context of Sri Lanka should mean."

*Jessica Skinner, NRC PAA*

## How does training fit in with IDMC's wider work?

Our training activities work in combination with the advocacy objectives of the regional analysts, and largely focus on issues such as HLP and advocacy on the Kampala Convention. For instance, IDMC's HLP session, delivered on the occasion of the 9<sup>th</sup> IDP law course led by the Special Rapporteur on the human rights of IDPs, includes a specific focus on the Kampala convention. In 2013, it took place in Uganda and gathered officials working on IDPs issues from African countries.

In addition, in 2013 IDMC organised two ToT workshops in Nigeria in partnership with the National Human Rights Commission, with the aim of raising awareness of the Kampala Convention and encouraging its implementation, and of creating a country-wide task force of trained professionals. This task team will help support and bolster our ongoing advocacy efforts in 2014 and 2015.

Further to this, the trainings completed as part of a wider institutional campaign on the first anniversary of the Kampala Convention coming into force (see page 16) were key to ensuring that the campaign objectives were met.

In December 2013 we ran two regional workshops in Dakar to representatives of 13 different west African countries as part of this campaign. As a result of the workshops, participants from the DRC, all of whom are involved in developing national legislation on internal displacement, realised that their process had not been consultative enough. They decided to delay final endorsement of their draft law until the opinions of those affected by displacement and those involved in the response had been sought.

"The workshop contributed to a better understanding of the IDP definition and to improve profiling activities as well as the referral system of vulnerable IDPs by national authorities and NGOs. The workshop and its findings also had an impact on the drafting of key protection policy documents, such as the national policy on the promotion of children's rights."

*Penelope Muteteli,  
Protection Cluster Coordinator*

As well as a regional workshop, the training team also performed a training for journalists, with the aim of sensitising them to the issues of displacement and legislation in the week prior to launching the report. Attendance at the subsequent press conference in Dakar with UNHCR, OCHA and the AU was higher than expected, with over 20 journalists, many of whom had attended the training session. This resulted in significantly higher press coverage in African media outlets as compared to previous years.

# EUROPE AND THE CAUCASUS

## Consultations on countries aspiring to join the EU

IDMC made oral and written submissions to the European Commission's directorate general for enlargement in May and August 2013. The directorate used our information to help it evaluate the progress made by the three countries in meeting EU accession criteria. For Bosnia and Herzegovina, it reported that access to employment, health care and pension rights was still a concern for IDPs, and that legislative gaps still hampered their return and local integration. It acknowledged Serbia's progress on residence registration laws for IDPs, but called on Belgrade to do more for them in terms of housing and documentation. For Turkey, it reported that IDPs' situation had not changed, and that there was no comprehensive national strategy in place to address their needs.

## Bosnia and Herzegovina

IDMC continued to engage closely with UN treaty bodies to advocate for improved state protection of IDPs' rights. In an oral submission to the UN Committee on Economic, Social and Cultural Rights (CESCR) during its review of Bosnia and Herzegovina in November, we underscored a number of concerns about IDPs' protection that echoed our written statements submitted in April and September.

These were reflected in CESCR's concluding observations, which noted discrimination against IDPs in the return and restitution of property; disparity in pensions and other social benefits; and the continued existence of "two schools under one roof", where children of different ethnicities attend the same school, but learn in separate class-

rooms. Sarajevo now has four years to address the issues raised before it reports to CESCR's next review.

## Georgia

IDMC's advocacy with the Human Rights Committee (HRC) continued to draw attention to IDPs' living conditions in 2013. Following our written submission to the HRC in August, it adopted a list of issues - many of which we raised - that the authorities must report on when it is reviewed in July 2014. They include humanitarian access to returning IDPs in Abkhazia and South Ossetia; the restrictions returnees face on their freedom of movement; and the lack of effective remedies and reparation for evicted IDPs.

## Kyrgyzstan

IDMC made a written submission to the UN Committee on the Elimination of Racial Discrimination (CERD) highlighting discrimination suffered by Uzbek IDPs in Kyrgyzstan. It drew attention to the problems they face in securing housing and property, and the lack of reconciliation between Kyrgyz and Uzbeks following June 2010 violence that displaced more than 300,000 people. In its conclusions, CERD noted that despite the help the Kyrgyz authorities had given to IDPs, they were still not able to achieve durable solutions. In line with our recommendations, it called on the authorities to fully assist IDPs who return to their places of origin in the Jalal Abad and Osh regions and ensure their complete reintegration, particularly in terms of housing.

## Russian Federation

In a written submission to CERD, IDMC set out how residence registration requirements, inadequate housing and ineffective remedies for destroyed property impair the rights of Chechen IDPs outside North Caucasus. In line with our advocacy, the committee called on Moscow in April 2013 to en-

sure that members of all vulnerable communities, including IDPs, were able to register their residence. It voiced its concern that the fulfilment of basic rights continued to depend on being able to do so.

Our submission also noted that the data available on IDPs in the Russian Federation does not meet the international standards established by the Guiding Principles on Internal Displacement. The committee took up our analysis on data collection and made corresponding recommendations to Moscow, which will now have to report on any progress it has made at its next committee review.

## Serbia

IDMC made a written submission to CESCR's pre-session review of Serbia, which focused on the issues affecting the country's IDPs. These included discrimination against Roma IDPs and their residential segregation; unrecognised property rights; high unemployment, especially among Roma; difficulties in securing personal documents; and obstacles to receiving full pension benefits.

At the end of the year, CESCR called on Serbia to provide information on IDPs' employment and income-generating activities, property rights, personal documents and pension benefits, and their access to health, education, housing and durable solutions - all issues raised in our submission.

# MIDDLE EAST

## Iraq

Iraq's Ministry of Migration and Displacement has reported falling numbers of registered IDPs for several years, but IDMC's monitoring suggests that most do not achieve durable solutions. By choosing to accept the gov-



A joint mission by NRC and IDMC enabled IDPs living in Aden to express their views and narrate their stories. (NRC, June 2013)

ernment's offer of financial incentives to deregister, they are excluded from subsequent humanitarian assessments and deprived of further assistance.

To highlight the situation, we collaborated closely with IOM on a report entitled [Internal Displacement in Iraq: Barriers to Integration](#). We provided guidance on international legal standards and later reviewed the data IOM collected, helping to make realistic recommendations on the issue.

## Palestine

IDMC sent an updated submission to the Human Rights Council's universal periodic review. It reminded Israel of its obligation to put in place regulatory and administrative measures to ensure the right of the Palestinian population living under its jurisdiction in occupied Palestine to protection from displacement and an adequate standard of living.

Our submission underscored concern that since Israel was last reviewed in

2009, its policies and practices, both individually and in combination, have continued to cause the forced displacement of Palestinians in Occupied Palestine. We will continue to document the phenomenon and monitor the review process with a view to raising the visibility of the issue among stakeholders.

## Yemen

IDMC representatives visited Yemen in 2013, meeting IDPs still living in collective centres in Aden in the south of the country, and those living both in and outside camps in Haradh in the north. We advocated for a better response to their needs during extensive bilateral and group meetings in Sana'a with the government's executive unit for IDPs, UN agencies, NGOs and others. We also presented the work of the Joint IDP Profiling Service (JIPS) to a group of interested stakeholders, facilitating the start of a discussion about a profiling exercise in the country.

# Speaking out for IDPs during a crisis

## Strategic objective three:

To influence an appropriate response to IDPs in emerging or evolving humanitarian situations

IDMC improved its capacity to respond to crises in 2013 by establishing faster and more flexible ways to share our analysis with those who need it. We introduced short briefing papers and blog posts, and used social media to provide real-time updates on evolving displacement situations.

### CAR

In the last quarter of 2013, IDMC stepped up its monitoring and reporting on CAR as the country's political crisis escalated. We used our blog and social media to advocate for civilians to be better protected amid increasing violence and displacement, and for the response to the mounting humanitarian needs of the country's IDPs and their hosts to be improved.

### Mali

IDMC's reporting and advocacy activities intensified following the French-led military intervention in January 2013. A briefing note published on 21 January, and entitled [Nowhere to run: Fleeing Malians struggle to find safety and assistance](#), described how airstrikes and armed clashes forced people to flee their homes in harsh conditions. The note paid particular attention to the plight of the most vulnerable groups.

A second briefing note published a month later, and entitled [A cautious](#)

[return: Malian IDPs prepare to go home](#), outlined the security and food-related obstacles IDPs faced while returning to their homes in the north, and the challenges they were likely to encounter upon their eventual arrival.

Our press campaigns ensured that both reports received significant media coverage. They were mentioned in more than 60 online news articles and blogs, and our experts gave a number of broadcast interviews including to Deutsche Welle's Africa Link programme and Voice of America. The potential audience was more than 40 million people.

### Philippines

When typhoon Haiyan struck the Philippines at the end of 2013, IDMC monitored and reported on the displacement it caused as the situation evolved. We used our blog and social media to highlight IDPs' needs for emergency shelter, and to call for better data gathering on the millions of people forced to flee their homes.

### Somalia

IDMC continued to monitor Somalia's rapidly evolving displacement situation closely. We published a country overview in October which, together with a related blog post, emphasised that achieving durable solutions for IDPs was vital if efforts to consolidate peace and stabilise the country were to succeed. We also noted that conditions in southern and central Somalia were not

yet conducive to the large-scale return of IDPs and refugees, with security still fragile in many areas and livelihood options limited.

### South Sudan

As part of our sustained efforts to emphasise the importance of coordinated relief, recovery and development initiatives in achieving durable solutions for IDPs, we provided the special rapporteur on IDPs' human rights with research and key messages in preparation for his mission to the country.

### Syria

IDMC issued a confidential report on the Kurdish regions of Syria. It highlighted the absence of an international response in the area at the time, despite the needs of a growing number of IDPs and their hosts. It urged international organisations to include the Kurdish areas in their contingency plans and looked at the feasibility of distribution both from within Syria and from outside, principally via Iraqi Kurdish region.

Our Global Overview found the country to have the highest levels of new displacement in the world and a five-fold increase on the year before. The report received widespread media coverage and we gave a number of broadcast interviews. We also blogged throughout the year on the evolution of the crisis in an effort to keep the needs of the country's IDPs firmly on the agenda.

# Communications

IDMC improved the integration of its research and advocacy activities in 2013, through better coordination between departments and the more targeted dissemination of our products. We also extended our audience reach via social media and user monitoring tools, and by presenting our information in different content formats such as blogs, quick guides, infographics and briefing papers.

As a result, our audience both diversified and increased significantly, raising the profile of our work. Traffic to our website rose to almost 427,000 visits resulting in 1.2 million page views, an increase of almost 20 per cent. Our blog, which we launched at the end of 2012, saw its monthly readership increase seven-fold, and users engaged with us online by leaving comments and sharing our content via social media.

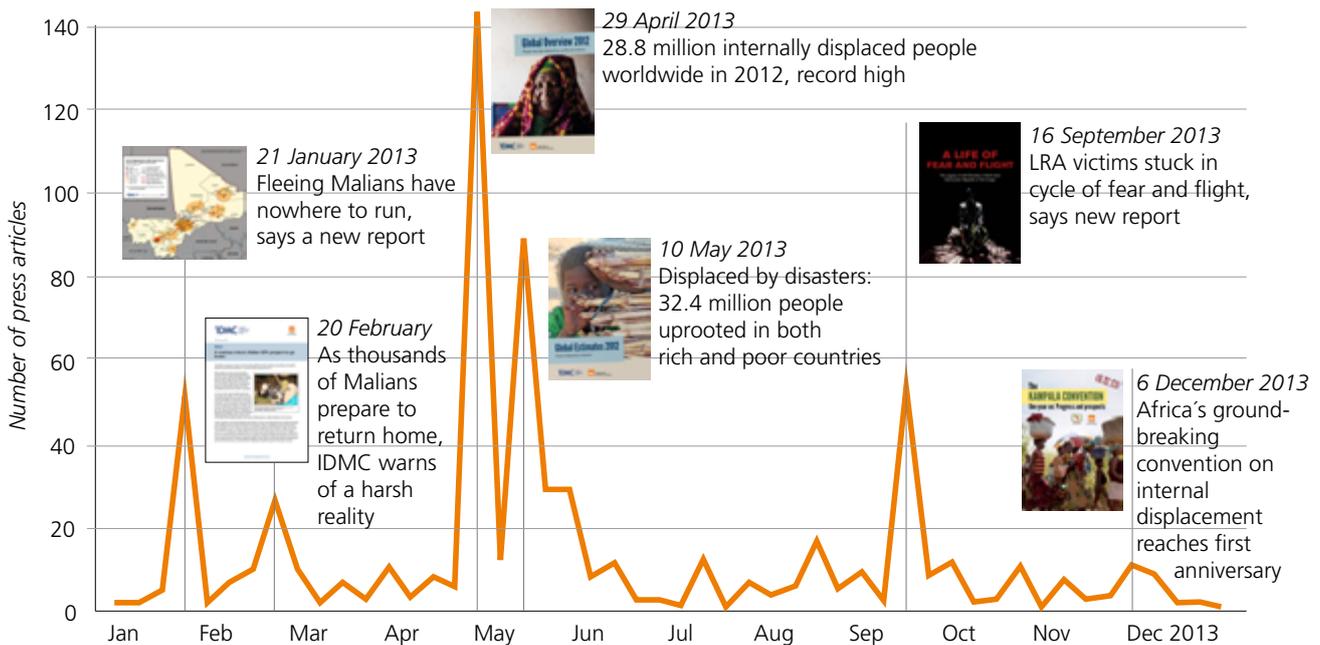
Our social media strategy has reaped considerable benefits. We are now able



to publish and reach decision-makers in real time, and the bulk of our audience growth has come from our [Facebook](#) and [Twitter](#) accounts. We had a 320% increase in Facebook "likes" and a 542% increase in followers on Twitter. Our credibility was also boosted by influential figures in the media and the humanitarian and development sectors

engaging with our content. They include the head of the UN Development Programme and former New Zealand prime minister, Helen Clark; CNN International's anchor Hala Gorani; and the EU Commissioner for International Cooperation, Humanitarian Aid and Crisis Response; Kristalina Georgieva.

## Hit trends on IDMC's 2013 media campaigns



Strategic media engagement also helped to raise our visibility. We were quoted in nearly 700 online and print articles worldwide in 2013, representing a total potential audience of nearly 500 million people and an advertising value of more than €265,000. We published eight press releases in four languages during the year.

Our research reports and country overviews form the core of our work. We published 12 reports— including our flagship Global Overview and Global Estimates – 12 country overviews and three briefing papers in 2013, with 10

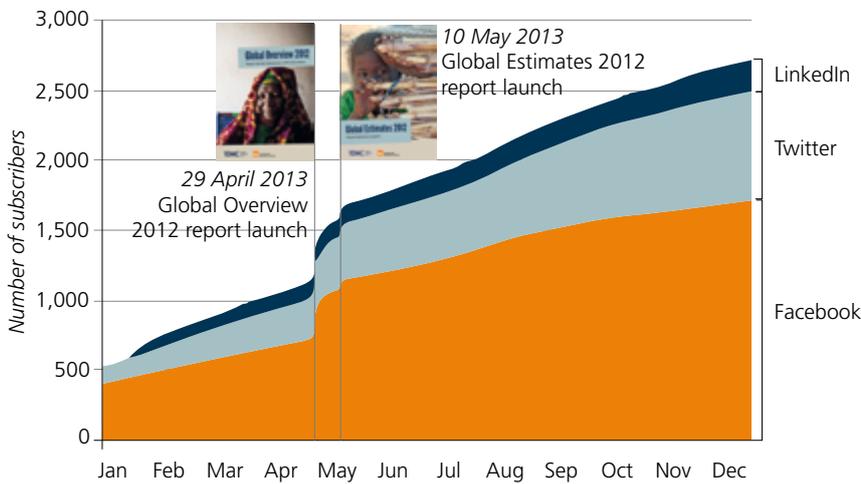
translations into five languages including French, Spanish, Russian, Chinese and Japanese. Our publications were downloaded nearly a million times from our website, and we distributed nearly 6,000 hard copies at launch events around the world.

We also established partnerships with other organisations to take part in broader campaigns, with the aim of spreading our key messages more widely. To mark World Refugee Day in June, we worked with UNHCR to support its activities, and to raise awareness of the plight of IDPs via blog posts

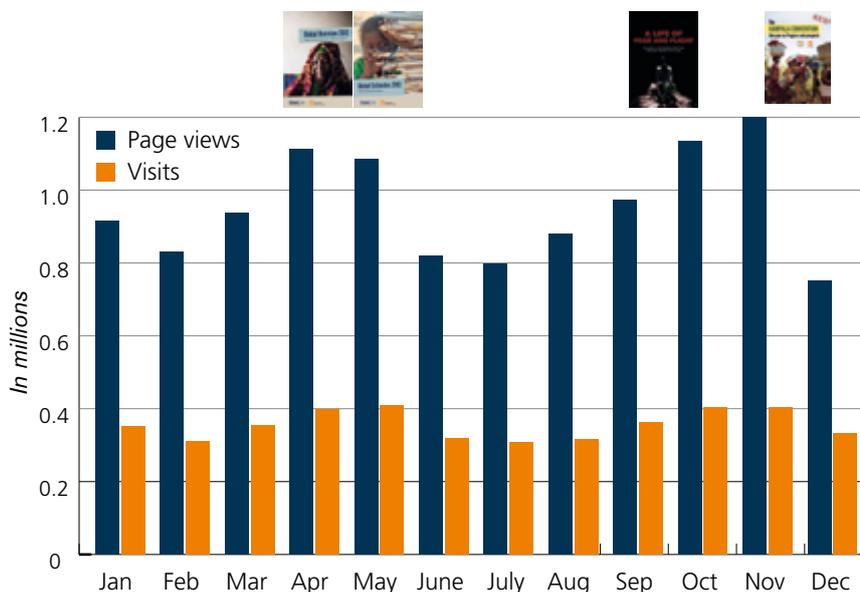
and social media. Many media outlets, including the Washington Post and Reuters, picked up our messages, and other organisations' blogs, including Amnesty International's, referred to them.

We continued to develop our new website in 2013, ready for its launch in January 2014. The site optimises the display of all of our products and is able to carry the very latest multimedia content. It puts our research and publications firmly in the digital sphere, offers new opportunities for audience engagement, and the modern, clean design improves user navigation considerably.

## Increase in social media followers



## Web statistics



# Governance and finances

NRC established IDMC in 1998 in response to a UN request to set up a global database on internal displacement. We form an integral part of NRC, but we are responsible for developing and implementing our own strategy to achieve our mission, and for raising our own funds.

## Human resources

IDMC's 2013 team comprised an average of 35 staff members of 18 different nationalities. As many roles require highly specific expertise and experience and post-graduate education, we recruit our team members worldwide. All staff, however, work on Swiss national contracts. We also benefitted from the input of seven graduate students on one to three-month internships and one volunteer.

## The management group

IDMC's 2013 management group was made up of the director and the heads of department as shown in the above diagram. Our director reports to NRC's director of advocacy and information in Oslo.

### Responsibilities:

- IDMC's director is responsible for providing strategic leadership and overall management.
- The heads of regional departments manage a team of country analysts and assistant country analysts. They lead and coordinate our regional monitoring and advocacy work.
- The head of policy and research manages a team of advisors and trainers, and is responsible for our methodological, thematic, training and protection work.
- The head of communications manages a team of officers covering publishing, web development, IT and media. They are also our media spokesperson and responsible for external messaging.
- The head of finance and the head of human resources and administration manage a team of three people who also cover staff security and office management.

regulations, which are in keeping with Swiss cantonal and federal regulations, NRC's gender policy and code of conduct, and general good practice. NRC and IDMC also have specific requirements for staff who work with children. NRC's code of conduct includes ground rules to guard against corruption, discrimination, harassment and sexual exploitation and abuse. Guidelines and regulations on staff safety and security while on duty travel are updated annually and measures are in place to ensure timely security briefings.

## Corporate communication

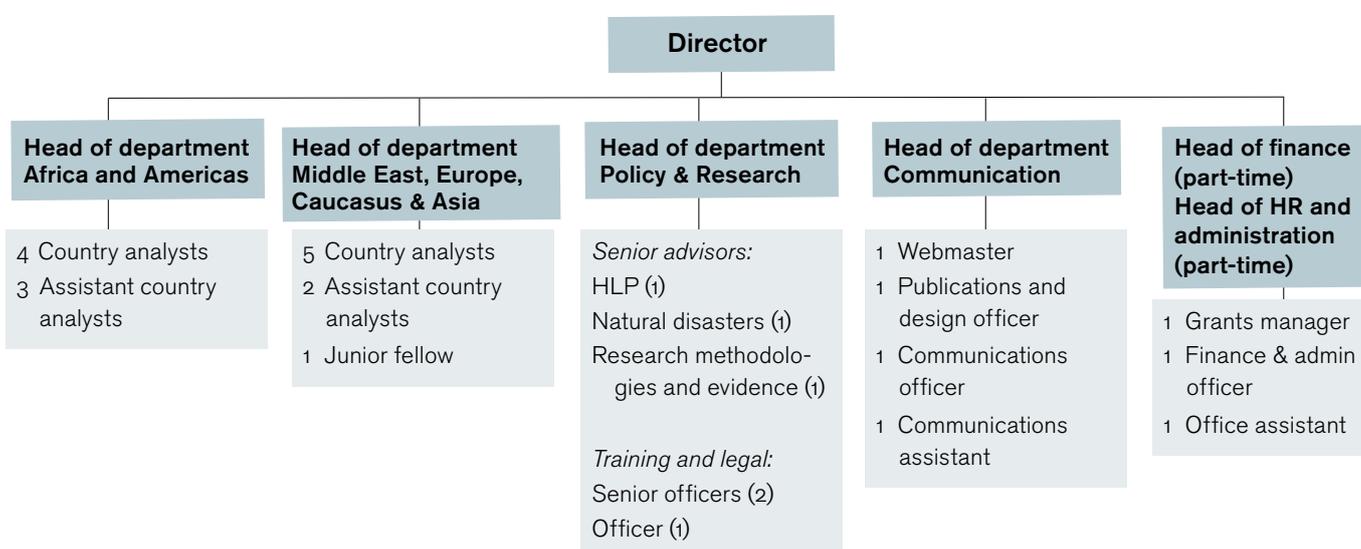
IDMC produced two corporate publications in 2013:

Our 2013 Appeal set out our objectives and activities within the framework of our three-year strategy. It also outlined our financial requirements, which were \$5.47 million for the year.

Our 2012 Activity Report summarised our activities and achievements during the previous year, and included an audited financial statement.

## Internal rules and regulations

All IDMC staff and consultants, including interns and junior fellows, are obliged to respect our staff rules and



## Evaluation

Every three months, IDMC evaluates its outputs and outcomes against its objectives. We also monitor activity on our website - including the number of unique visitors, email alert subscribers and downloads - and references to IDMC in the media.

We issue [quarterly updates](#) for our donors and partners. These are published online at [www.internal-displacement.org/donors](http://www.internal-displacement.org/donors)

Our financial position is reviewed monthly, and our audited financial statement is published annually in our Activity Report, which from 2014 will be known as our Annual Report.

## Donor visibility, consultation and reporting

We added a grants manager to our team in 2013 to ensure that we report on donor commitments in a timely and effective way and comply with their requirements.

We acknowledge donors and their financial contributions in our annual publications and online, including links to their websites.

To preserve an essential sense of independence, donors are not identified in country overviews, thematic reports, training workshops or briefing papers.

Donors were informed about our activities in 2013 via bilateral discussions, quarterly online updates and the Activity Report. They were consulted on our strategy and budget for 2014 at a meeting held in Geneva.

We held a number of briefings on displacement in specific countries for representatives of their permanent missions to the UN in Geneva. Most of our donor countries were included, and they were also invited to the launch of our Global Overview in May.

## Thanks to our donors and partners

IDMC is very grateful to all its donors for their support, which has been crucial both in terms of funding and the promotion of respect for IDPs' rights. Thanks to their generosity, we received 100 per cent of our planned budget for 2013.

We would like to thank EuropeAid, the ministries of foreign affairs of Liechtenstein, the Netherlands and Norway, the Swiss Federal Department of Foreign Affairs (FDFA), the Australian Department of Foreign Affairs and Trade (DFAT), the Swedish International Development Cooperation Agency (Sida), the UK's Department for International Development (DfID), UNHCR, the US Agency for International Development (USAID), the World Bank Group and other supporters for their contributions in 2013.

We would also like to thank our partners and all the organisations, governments and individuals who supported and facilitated our work; gave us the opportunity to participate in conferences, seminars, courses, meetings and other events; and provided logistical support on field missions during the year.

We welcomed a new donor in 2013 in the form of the European Commission, which provided a grant for a joint project with UNHCR and the Nansen Initiative secretariat entitled "Climate change and displacement: building an evidence base and equipping states with tools and guidance for action". UNHCR is managing the grant.

We are highly appreciative of the multi-year funding agreements we have with the Australian DFAT, the foreign ministry of the Netherlands, Sida and DfID, which allow us to plan longer-term and prioritise our activities strategically. We also acknowledge the continued support we receive from Switzerland's FDFA and USAID for our work on disasters.

Core funding represented 61 per cent of our total budget in 2013, loose ear-

marked funding 21 per cent and specific earmarked funding the remaining 18 per cent.

## Notes to financial statements

NRC is a non-profit humanitarian foundation. IDMC accounts are consolidated by NRC's head office in Oslo and submitted to the Norwegian financial regulator. The foundation is tax-exempt. The financial statement adheres to the Provisional Norwegian Accounting Standard on Good Accounting Principles for Idealistic Organisations of November 2008. The main purpose of the standard is to ensure that profit and loss accounts are classified by activity rather than by type.

IDMC complies with currently applicable laws and regulations, including direct and indirect tax regulations, currency regulations, Swiss cantonal and federal labour regulations and price and competition laws. Neither regulatory agencies nor lenders have identified non-compliance with, or deficiencies in financial or tax reporting practices that may be material for the financial report.

Our short-term assets and liabilities include items due for payment within a year from the balance sheet date and items linked to the duration of projects. Fixed assets are recorded as expenses. There is no expenditure for fixed assets higher than USD 3,000 per item.

Balance sheet items in foreign currencies are converted based on the exchange rate on the day of the balance. Foreign exchange gains and losses are included as financial items in the expenditure report. Contributions are recorded based on the exchange rate on the day of receipt and expenses are reported at the average rate of the contributions received.

IDMC is responsible for implementing and operating accounting and internal control systems developed to prevent and detect fraud and errors.

## IDMC's expenditure in 2013 and 2012

Expenditure by department	2013 (in USD)	2012 (in USD)
<b>Africa and the Americas</b>		
Staff costs	664,286	564,363
Field missions and advocacy events	63,752	26,041
Local research	106,560	53,256
<b>Total:</b>	<b>834,598</b>	<b>643,660</b>
<b>Middle East, Europe, Caucasus and Asia</b>		
Staff costs	802,112	753,717
Field missions and advocacy events	58,061	41,465
Local research	13,821	42,285
<b>Total:</b>	<b>873,994</b>	<b>837,467</b>
<b>Policy and research</b>		
Staff costs	814,396	843,020
Housing, land and property missions, research, events and workshops	19,769	20,577
Age, gender and diversity activities, including support to JIPS	13,311	245,930
Kampala Convention workshops	109,144	140,271
IDP protection workshops and thematic workshops	16,040	87,804
Disaster-induced displacement, missions, events, research and methodology	386,764	113,055
<b>Total:</b>	<b>1,359,424</b>	<b>1,450,657</b>
<b>Communications</b>		
Staff costs	590,219	491,452
Travel costs/events	1,678	4,992
IT and web management costs	114,171	54,238
Communication costs (telephone, internet)	30,402	33,848
Corporate publications (Appeal, Activity Report and Quarterly Updates)	11,855	10,991
Annual Global Overview production and launch	25,205	66,099
Country and thematic publication costs	55,489	56,807
<b>Total:</b>	<b>829,019</b>	<b>718,427</b>
<b>Finance and administration</b>		
Staff costs	478,620	452,507
Travel and external relations costs	28,292	10,218
Organisational and HR management costs	39,301	72,197
Office rent and utilities	228,031	164,031
Office equipment and supplies	22,976	29,763
Audit and legal assistance	3,878	11,923
NRC administration fee (on framework agreements through NRC Oslo)	103,944	37,109
Exchange rates/other financial income/expenses	50,892	12,552
<b>Total:</b>	<b>955,934</b>	<b>790,300</b>
<b>Total expenditure</b>	<b>4,852,969</b>	<b>4,440,512</b>

## Notes

1. Expenditure on purchased goods and services is recorded when it is received.
2. Expenses recorded at the average contributions received exchange rate: USD/CHF for 2012: 0.933348; USD/CHF for 2013: 0.937878
3. The 2012 expenditure format has been slightly adapted to make it comparable with that of 2013.
4. Costs shown under a specific activity are non-staff costs. Staff costs are recorded by department.

  
 Alfredo Zamudio  
 Director of IDMC  
 Geneva, 18 May 2014

## Contributions to IDMC in 2013 and 2012

	2013 (in original currency)	2013 (in USD)	% in 2013	2012 (in USD)
<b>Donors' contributions</b>				
USA's USAID (a)	USD 953,980	953,980	19.66%	1,051,492
Norwegian MFA (b)	NOK 5,384,988	932,137	19.21%	795,212
Australia's DFAT	AUD 600,000	627,407	12.93%	550,103
EuropeAid/UNHCR (c)	USD 615,580	615,580	12.68%	253,355
UK's DFID (d)	GBP 329,808	528,218	10.88%	587,376
Sida (Sweden)	SEK 2,500,000	394,544	8.13%	371,274
Swiss FDFA (e)	CHF 278,113	292,999	6.04%	265,060
Miscellaneous private donors (f)	USD 202,318	202,317	4.17%	132,438
Dutch MFA	USD 125,000	125,000	2.57%	125,000
Liechtenstein MFA (g)	CHF 150,000	159,955	3.30%	107,300
World Bank (h)	USD 20,832	20,832	0.43%	132,575
The Norwegian Institute of International Affairs				62,511
Stichting Vluchteling				6,816
<b>Total contributions</b>		<b>4,852,969</b>	<b>100%</b>	<b>4,440,512</b>

### Notes:

1. Contributions received are recorded as income when expenses accrued comply with the donor's conditions.  
 2. Contributions received during 2013 are recorded with the exchange rate on the day of receipt. Contributions not received are recorded at the exchange rate on 31 December 2013.

- a. **USAID:** USD 522,953.40 grant 2012-2013 (USD 900,000), USD 431,026.79 grant 2013-2014 (USD 900,000)
- b. **Norwegian FMA:** NOK 5 million grant 2013, NOK 384,988 for climate and disaster-induced displacement project 2012-2013 (NOK 496,266)
- c. **EuropeAid/UNHCR:** USD 600,082.07 on a EuropeAid-funded natural disasters project 2013 (USD 673,225), USD 15,497.65 on a global protection cluster training project 2013-2014 (USD 29,000) with UNHCR
- d. **DFID:** GBP 320,548.78 grant 2012-2013 (GBP 438,611), GBP 9,259.50 from grant 2013-2014 (GBP 438,611)
- e. **Swiss FDFA:** CHF 160,000 grant 2013, CHF 70,000 for disasters-related work in 2013, CHF 48,113 from a 2012-2013 grant for a Kampala Convention project in Nigeria.
- f. **Miscellaneous private donors:** From private donors linked to children: USD 100,920.83 grant 2012-2013 (USD 150,000); USD 101,396.76 grant 2013-2014 (USD 150,000)
- g. **Liechtenstein MFA:** CHF 100,000 from 2013 grant, CHF 50,000 for a housing policies and practices project in 2013-2014 (CHF 100,000)
- h. **World Bank:** USD 20,832 grant 2012-2013 (USD 34,719) for research into forced displacement in Casamance, Senegal



Alfredo Zamudio  
 Director of IDMC  
 Geneva, 18 May 2014

# About IDMC

The Internal Displacement Monitoring Centre (IDMC) is the leading source of information and analysis on internal displacement. For the millions of people worldwide displaced within their own country, IDMC plays a unique role as a global monitor and evidence-based advocate to influence policy and action by governments, UN agencies, donors, international organisations and NGOs.

IDMC was established in 1998 at the request of the Interagency Standing Committee on humanitarian assistance. Since then, IDMC's unique global function has been recognised and reiterated in annual UN General Assembly resolutions.

IDMC is part of the Norwegian Refugee Council (NRC), an independent, non-governmental humanitarian organisation.

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